

Facilities and Operations Committee
Meeting
Wednesday, September 15, 2021 4:00 PM

Dr. Matthew Prophet Education Center -
Windows Cafeteria / Conference Room (Floor
2)
501 N. Dixon St.
Portland, OR 97227

Agenda

1. 4:00 pm - 2021/22 Work Plan
2. 4:20 pm - Update: Office of School Modernization
3. 4:50 pm - Update: Bond Accountability Committee (BAC)
4. 5:20 pm - Public Comment
*To sign-up for public comment email PublicComment@pps.net or call Kara
Bradshaw at 503-916-3906
5. 5:30 pm - Adjourn



Facilities & Operations Committee

2021/22 Work Plan

Updated: 09 01 2021

Draft Schedule (3 topics per meeting)

Sept 15	2021/22 Committee Work Plan BAC Bond Update OSM Bond Update
October 20	Long Range Facilities Plan (process overview) Scope of Work Criteria Discussion: Roof Bond Performance Audit Presentation (include BAC & Audit Committee)
November 17	PP&R Intergovernmental Agreement ADA Transition Plan Long Range Facilities Plan (outcomes discussion)
December 8	BAC Bond Update OSM Bond Update _____
January 19	_____ _____ _____
February 9	_____ _____ _____
March 16	BAC Bond Update OSM Bond Update _____
April 13	_____ _____ _____
May 18	_____

June 15

BAC Bond Update
OSM Bond Update

Unscheduled Committee Topics

Scope of Work Criteria Discussion:

Roofing

ADA

Mechanical

Seismic

Security

Business Equity - Project Presentation

Benson GMP Presentation

Master Plan Approvals

JHS

CGSE

CHS

WHS

Previous Topics (School Improvement Bond Committee)

February

BAC Chair Discussion

Subcommittee Work Plan for 2021

Lincoln CTE Updates

Program Management

March

BAC Charter Update

Curriculum Scope Overview

Technology Scope Overview

Roosevelt - Phase 4 Update

April

BAC Charter

Long Range Facilities Plan Overview

OSM Bond Update

May

BAC Bond Update

Education Specifications + Design Guidelines Overview

2020 Bond *Capacity* Scope of Work

Engagement Process Overview: CHS, Ida B Wells, JHS, CBSE

Business Equity Discussion

PORTLAND PUBLIC SCHOOLS

2017 BOND PROGRAM PERFORMANCE AUDIT FISCAL YEAR 2021/2022

MAY 26, 2021

Presented by:
Catherine Brady
Lien Luu

FIRM BACKGROUND & AUDIT STANDARDS

- Hired in October 2018 to conduct Annual Performance Audits of School Bond Program
- Sjoberg Evashenk Consulting (SEC) Background
- Generally Accepted Government Auditing Standards (GAGAS, “Yellow Book”)
- Approach to Annual Audit Scope Development

PERFORMANCE AUDIT SCOPE

■ Year 4 Performance Audit Scope

1. 2017 Bond Status
2. Contractor Workforce Equity in Public Purchasing & Contracting
3. Bond Program Performance Measurement
4. 2020 Bond High-Level Audit Risk Assessment
5. 2020 Bond Framework & Management
6. Prior Audits Recommendations

PERFORMANCE AUDIT SCOPE

■ Year 4 Performance Audit Scope

1. 2017 Bond Status

- What is the delivery status for the 2017 Bond projects as of March 31, 2022 in terms of cost and schedule, and are variances reasonable and controlled? How is OSM applying and ensuring lessons learned from the close out of 2012 Bond capital school projects to 2017 Bond projects?

2. Contractor Workforce Equity in Public Purchasing & Contracting

- How effective are current protocols in place to facilitate small business participation in accordance with PPS' Business Equity Administrative Directive 8.50.097-AD? What additional practices should OSM consider to fulfill the Board's Workforce Equity overall goal of promoting construction employment opportunities for people of color and women through apprenticeship opportunities through District construction contracts?

PERFORMANCE AUDIT SCOPE

■ Year 4 Performance Audit Scope

3. Bond Program Performance Measurement

- Does OSM have a comprehensive Bond program performance measurement system in place that aligns with industry practices to measure success and report on outcomes as well as is used to guide Bond program decisions and provide greater accountability?

4. 2020 Bond High-Level Audit Risk Assessment

- What are risks that could negatively affect the delivery of the 2020 Bond Program? How are OSM and other departments mitigating those risks and what controls have been put in place?

PERFORMANCE AUDIT SCOPE

■ Year 4 Performance Audit Scope

5. 2020 Bond Framework & Management

- How well is the framework to manage all 2020 Bond components established? What strategies, policies, procedures, protocols have been put in place and are they sufficient to guide the Bond delivery? What changes could strengthen existing practices?

6. Prior Audits Recommendations

- Has OSM/PPS sufficiently addressed prior audit recommendations related to bond activities and implemented appropriate corrective action?

TIMELINE

■ Preliminary Milestones





School Improvement Bond Update

Bond Accountability Committee

Meeting

May 26, 2021



Agenda

- **Welcome & Introductions** 5:30 – 5:35 pm
- **Program Administration Updates** 5:35 – 5:50 pm
- **Performance Audit Year 4 Draft Workplan** 5:50 – 6:20 pm
- **2017 Health & Safety Updates** 6:20 – 7:10 pm
- **2020 Infrastructure Updates** 7:10 – 7:20 pm
- **Wrap-Up and Adjourn** 7:20 – 7:30 pm



Public Comment

*(public comments received via email prior
to the meeting will be read aloud)*



Program Administration Updates



Definitions

STATUS DEFINITIONS

	As Planned	Caution	Impacts
Budget	Pre-50% const: > 10% Project Contingency	Pre-50% const: 0% - 10% Project Contingency	Pre-50% const: < 0% Project Contingency
	Post-50% const: > 5% Project Contingency	Post-50% const: 0% - 5% Project Contingency	Post-50% const: < 0% Project Contingency
Equity	certified business participation > 18% and workforce equity > 20%	certified business participation 10% - 18% or workforce equity 10% - 20%	certified business participation < 10% or workforce equity < 10%
Schedule	0 or less weeks delay to SC	0+ up to 4 weeks delay to SC	greater than 4 weeks delay to SC
Overall	budget, equity and schedule are all green	at least one category is yellow	at least one category is red

EQUITY CATEGORIES

MBE = Minority-owned Business Enterprise

WBE = Woman-owned Business Enterprise

SDVBE = Service Disabled Veteran-owned Business Enterprise

ESB = Emerging Small Business

N-C = Non-Certified, counted for credit from a Certified Business that "graduated" out or did not reapply for certification



SCHOOL BUILDING IMPROVEMENT BOND



Office of School Modernization - Program May 2021

STATUS AT A GLANCE

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity		X	
Overall	X		

EQUITY

BUSINESS EQUITY

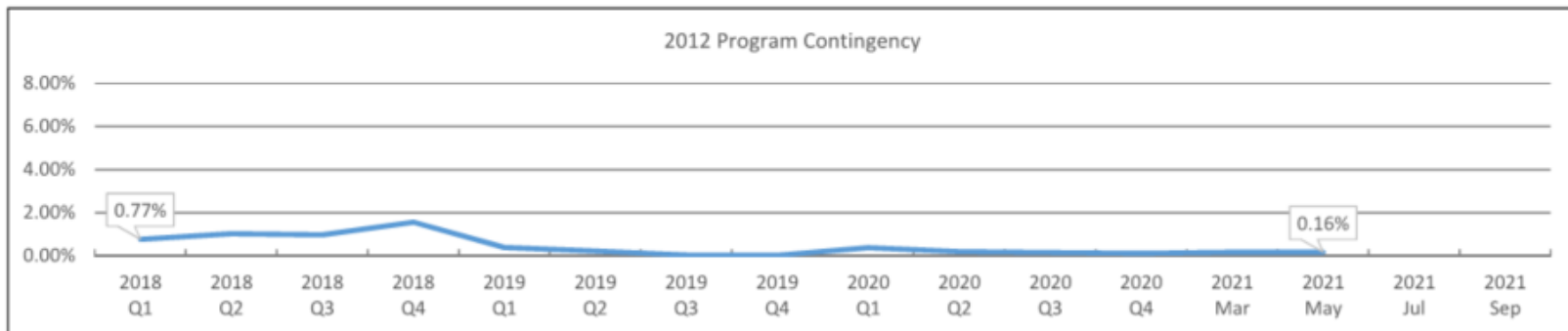
WORKFORCE EQUITY

		MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
		Cumulative	Current	5.01%	7.25%	0.06%	2.38%	0.63%	15.33%	18%	26%	25%	4%	14%
	Prior Report	4.70%	6.64%	0.00%	2.38%	0.61%	14.33%		25%		4%		24%	
12 Month	Current	3.32%	6.48%	0.00%	3.02%	0.09%	12.91%	18%						
	Prior Report	1.59%	5.24%	0.00%	2.65%	0.03%	9.51%							

Percent of payments made to Certified owned businesses, cumulative and 12-month rolling; Percent of labor hours of apprenticeable trades, cumulative

BUDGET

2012 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
Bond Administration	68,117,563	32,270,008	31,342,700	(927,307)	30,872,603	96%
Contingency	25,063,798	990,847	1,418,744	427,897		
Projects	388,818,639	568,629,622	568,619,752	(9,870)	562,175,142	99%
2012 Program Totals	482,000,000	601,890,476	601,381,197	(509,280)	593,047,745	99%





SCHOOL BUILDING IMPROVEMENT BOND



Office of School Modernization - Program May 2021

2017 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
Bond Administration	40,000,000	59,891,512	63,755,803	3,864,291	31,362,401	52%
Contingency	20,000,000	93,340,083	13,124,459	(80,215,624)		
Unallocated H&S Funds	150,000,000	25,098,459	29,622,898	-		
Projects	580,000,000	714,837,783	988,260,923	273,423,140	420,472,544	59%
2017 Program Totals	790,000,000	893,167,837	1,094,764,083	197,071,807	451,834,945	51%



2020 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
Bond Administration	63,098,640	63,104,808	63,104,808	-	4,366,319	7%
Contingency - OSM	93,257,360	93,257,360	93,257,360	-		
Unallocated Project Funds	422,644,000	235,476,682	229,238,836	(6,237,846)		
Projects	629,000,000	824,498,768	830,736,614	6,237,846	9,661,633	1%
2020 Program Totals	1,208,000,000	1,216,337,618	1,216,337,618	-	14,027,952	1%





Office of School Modernization - Program
May 2021

OVERALL BOND PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
TOTALS	2,480,000,000	2,711,395,931	2,912,482,897	196,562,527	1,058,910,642	39%

PROGRAM NOTES

General:

- Staff are working on multiple process-improvement efforts, including eBuilder standards, new project requests, and onboarding processes and materials
- The addition of new staff (both replacements and new positions) in OSM Operations is allowing for a full review of processes, procedures, meetings and training; outcomes are being documented for better procedural consistency
- An internal Audit Implementation Team meets monthly to develop implementation plans for outstanding audit recommendations, review barriers to implementation, and determine when recommendations have been addressed

2012 Bond:

- Staff continue to work through closing out 2012 project commitments and sweeping unused funds back to the 2012 program

2017 Bond:

- 2017 Modernizations remain on schedule and on budget
- OSM has implemented a PPS-wide High School Transition Team to coordinate multiple departments as McDaniel moves out of Marshall to its new buildings and Benson/MPG moves to Marshall and Kenton
- Health & Safety work on Fire Alarms, Roofs, Accessibility, Security, and Radon is complete or winding down; work on Lead Paint, Asbestos and Water Quality is continuing at pace

2020 Bond:

- Scope of work for Capacity scope is planned to be discussed at School Improvement Bond Committee on May 27
- Scope of work criteria for ADA, SPED, and Roof scopes are planned to be discussed at the School Improvement Bond Committee meeting in late June/early July
- Draft implementation plans for 2020 Infrastructure scopes are being developed
- Staff continue to refine the 2020 Bond project set-ups in eBuilder for enhanced data collection, analysis and reporting
- Recruitments are under way to staff 2020 work, including operational support



Performance Audit Year 4 Draft Workplan



2017 Health & Safety Updates



Definitions

STATUS DEFINITIONS

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EQUITY CATEGORIES

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ESB = Emerging Small Business

N-C = Non-Certified, counted for credit from a Certified Business that "graduated" out or did not reapply for certification



2017 H&S: Lead Paint Stabilization



Health & Safety: Lead Paint Stabilization
May 2021

PPS Team Lead: Chris Boyce
Number of Completed Projects: 2
Number of Active Projects: 5

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	16,623,936	3,778,087	-	-	-	(3,778,087)	
Mult Sites - 5466	-	10,100,000	117,202	1,013,474	5,160,437	(4,939,564)	
Mult Sites - Emerg Dec - 4284 - FY17	-	395,243	-	395,243	395,243	-	X
Mult Sites - 4493 - FY17	-	438,795	-	438,795	438,795	-	X
Mult Sites - PacIndPaint - 5495 - FY21	-	12,500	12,500	11,509	1,500,000	1,487,500	
Mult Sites - ASA - 5550 - FY21	-	-	-	-	1,500,000	1,500,000	
Mult Sites - Fulcrum - 5551 - FY21	-	-	-	-	1,500,000	1,500,000	
Mult Sites - First Cascade - 5552 - FY21	-	-	-	-	1,500,000	1,500,000	
Lead Paint Totals	16,623,936	14,724,624	129,702	1,859,020	11,994,474	(2,730,150)	

SCHEDULE

PROJECT	2021											2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
Mult Sites - 5466			★														
Mult Sites - PacIndPaint - 5495 - FY21			★														
Mult Sites - ASA - 5550 - FY21			★														
Mult Sites - Fulcrum - 5551 - FY21			★														
Mult Sites - First Cascade - 5552 - FY21			★														

- Baseline
- Planning
- Design
- Construction



Health & Safety: Lead Paint Stabilization
May 2021

PPS Team Lead: Chris Boyce
Number of Completed Projects: 2
Number of Active Projects: 5

PROJECT NOTES

Progress:

- OSM Paint crew:
 - + **Phase 1 Interior locations accessible to PreK-2nd Graders: COMPLETE**
 - + **Phase 2 and Phase 3 (PreK - 2nd Grade exterior and additional interior locations):** 24 exterior and 40 interior sites completed
- IDIQ Contracts:
 - + Two school exteriors to be painted Summer 2021 (currently out to bid)
 - + Multi-site painting project to address covered play structures planned for Summer 2021 (currently developing bid package)
 - + Pilot project for painting of lockers planned for Summer 2021 (currently developing bid package)

Accomplishments:

- OSM Paint crew has been tackling larger scope (exterior and interior areas at same time) when at a site, increasing efficiency
- OSM Paint crew continues to work with paint supplier to develop best approach for difficult surfaces (boiler rooms, lockers, floors)
- Team has worked on 75 sites so far (ranging from painting entire interiors to single PreK rooms at a high school)
- Beginning window surveys/assessments at sites with failing paint on historic wood windows
- Received another \$50,000 grant from Portland Water Bureau for lead paint stabilization projects

Risks:

- Unknowns of bidding environments - mitigating by developing a mix of project sizes to keep contractor interest
- Limited In Person Instruction (LIPI) and Summer programs at HUB sites have made coordination more challenging after a year of having buildings mostly empty, but communication and flexibility has allowed the work to continue



2017 H&S: Asbestos Remediation



Health & Safety: Asbestos Remediation
May 2021

PPS Team Lead: Glenn Bryant
Number of Completed Projects: 19
Number of Active Projects: 2+

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall			

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	12,000,000	5,308,496	-	-	-	(5,308,496)	
Beaumont - 5373 - FY20	-	243,041	-	169,985	170,800	(72,241)	X
Capitol Hill - 5275 - FY20	-	113,922	54,677	90,084	102,924	(10,998)	
Chapman - 5377 - FY20	-	109,831	-	89,983	89,983	(19,848)	X
GROUP 3 (IP 2017)	-	66,361	66,361	66,361	66,361	-	X
GROUP 4 - ASBESTOS	-	1,392,403	165,618	1,392,403	1,392,403	-	X
Harrison Park - Copy - 4664 - FY18	-	10,185	-	10,185	10,185	-	X
Harrison Park - K - 4441 - FY18	-	24,009	-	24,009	24,009	-	X
Hosford - 5363 - FY20	-	253,168	-	199,986	199,986	(53,182)	X
Hosford - 4573 - FY18	-	41,523	-	41,523	41,523	-	X
Lane - 5361 - FY20	-	134,159	-	89,849	89,849	(44,310)	X
Middle School Conv - 4586-FY18	-	658,511	638,502	638,502	638,502	(20,009)	X
Asbestos Bond Projs - 4923 - FY19	-	1,254,069	-	1,254,069	1,254,069	-	X
Asbestos Bond Projs - 4924 - FY20	-	100,000	-	45,128	45,128	(54,872)	X
Asbestos Bond Projs - 4925 - FY21	-	233,410	212,191	97,217	202,191	(31,219)	
Floor Replacement- 4565 - FY18	-	101,044	-	101,044	101,044	-	X
Rigler - 5369 - FY20	-	232,747	-	177,837	177,837	(54,910)	X
Stephenson - 5362 - FY20	-	189,289	9,283	150,288	160,363	(28,927)	X
Vernon - 5374 - FY20	-	100,005	-	74,708	74,708	(25,297)	X
Vestal - 5367 - FY20	-	214,550	-	181,485	181,485	(33,065)	X
Woodstock - 5368 - FY20	-	250,664	-	192,408	192,408	(58,256)	X
Woodstock - Hall - 4738 - FY18	-	8,614	-	8,614	8,614	-	X
Asbestos Totals		11,040,000	1,146,632	5,095,668	5,224,372	(5,815,628)	



Health & Safety: Asbestos Remediation
May 2021

PPS Team Lead: Glenn Bryant
Number of Completed Projects: 19
Number of Active Projects: 2+

SCHEDULE

PROJECT	2021												2022			
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Capitol Hill - 5275 - FY20			★	Construction	Construction											
upcoming 2021 summer projects	Design	Design	★	Construction	Construction	Construction										
upcoming 2022 summer projects			★				Planning	Planning	Planning	Planning	Design	Design	Design	Design	Design	Construction

Baseline

Planning

Design

Construction

PROJECT NOTES

Progress:

- Design is complete and bidding is underway for summer 2021 asbestos projects. Final projects will be determined by successful bid results.
- Eight projects are being bid for summer 2021, with scopes including flooring, pipe insulation, pipes, and crawlspaces, depending on the site.
- Design is completed in groups under a single eBuilder project. Once bids are received, eBuilder projects for construction work will be set up for each site.

Accomplishments:

- 22 sites have had mitigation performed, some in phased approaches to allow for completion over summer breaks.
- The program typically completed 8-10 projects each year over the summer.
- Projects will continue to be performed until all asbestos mitigation funds are utilized.

Risks:

- Unforeseen conditions are always the biggest risk to asbestos remediation projects.
- Other risks include poor turnout for bidding, and market volatility due to pandemic-related supply issues.



2017 H&S: Radon



Health & Safety: Radon
May 2021

PPS Team Lead: N/A (no active projects)
Number of Completed Projects: 3
Number of Active Projects: 0

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	1,126,125	877,322	-	-	-	(877,322)	
Lent - 4344 - FY17	-	38,938	-	38,938	38,938	-	X
Marysville - 4939 - FY20	-	8,901	-	8,901	8,901	-	X
Multiple Sites - 4609 - FY18	-	110,875	-	110,875	110,875	-	X
Radon Totals	1,126,125	1,036,035	-	158,713	158,713	(877,322)	

SCHEDULE

PROJECT	2021												2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		
no scheduled projects			★															

Baseline
 Planning
 Design
 Construction

PROJECT NOTES

Progress:

- Funding was set aside in 2017 Bond for baseline radon testing at all PPS school sites and mitigation measures as needed.
- All schools were tested but only 17 of those schools required radon mitigation projects.
- Radon testing reoccurs: every 10 years in schools that previously tested below action levels; every 5 years in schools that have had radon mitigation projects completed; and after any major construction on a school.
- No schools currently require radon mitigation projects.
- Testing is reoccurring per the parameters noted above.



Health & Safety: Water Quality
May 2021

PPS Team Lead: Steve Varblow
Number of Completed Projects: 1
Number of Active Projects: 16

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity		X	
Schedule			X
Overall			X

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	28,492,000	13,300,577	-	-	-	(13,300,577)	
Lead In Water-Emerg Resp - 4241	-	136,727	58,675	58,675	136,727	-	
Lead In Water Repairs - 4517	-	7,120,756	2,270,105	2,684,074	2,740,913	(4,379,843)	
Drink Fixt - Bid Package 31 - 5301	-	349,125	279,873	257,597	277,770	(71,355)	
Drink Fixt - Bid Package 32 - 5397	-	342,136	244,552	250	293,552	(48,584)	
Drink Fixt - Bid Package 33 - 5398	-	283,173	257,430	133,462	283,173	-	
Drink Fixt - Bid Package 34 - 5390	-	354,142	321,947	280,444	354,142	-	
Drink Fixt - Bid Package 35 - 5391	-	355,960	340,110	340,434	355,960	-	
Drink Fixt - Bid Package 36 - 5452	-	363,074	330,067	156,995	363,074	-	
Drink Fixt - Bid Package 37 - 5453	-	357,963	325,421	84,602	357,963	-	
Drink Fixt - Bid Package 38 - 5477	-	384,456	349,505	350	384,456	-	
Drink Fixt - Bid Package 39 - 5478	-	326,040	296,400	296	326,040	-	
Drink Fixt - Bid Package 40 - 5540	-	326,040	296,400	-	326,040	-	
Drink Fixt - Bid Package 41 - 5541	-	484,440	440,400	-	484,440	-	
Drink Fixt - Bid Package 42 - 5542	-	464,072	-	-	464,072	-	
Drink Fixt - Bid Package 43 - 5640	-	-	-	-	432,788	432,788	
Drink Fixt - Bid Package 44 - 4651	-	-	-	-	359,671	359,671	
Drink Fixt - Bid Package 45 - 5642	-	-	-	-	458,766	458,766	
Drink Fixt - Bid Package 46	-	-	-	-	425,982	425,982	
Drink Fixt - Bid Package 47	-	-	-	-	355,855	355,855	
Drink Fixt - Bid Package 48	-	-	-	-	582,029	582,029	
Drink Fixt - Bid Package 49	-	-	-	-	180,999	180,999	
Drink Fixt - Bid Package 50	-	-	-	-	177,072	177,072	
Water Quality Totals		24,948,682	5,810,884	3,997,178	10,121,484	(14,827,198)	



Health & Safety: Water Quality
May 2021

PPS Team Lead: Steve Varblow
Number of Completed Projects: 1
Number of Active Projects: 16

SCHEDULE

PROJECT	2021											2022				
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Lead In Water Repairs - 4517	Planning	Planning	★													
Drink Fixt - Bid Package 32 - 5397			★	Construction	Construction	Construction										
Drink Fixt - Bid Package 33 - 5398			★	Construction												
Drink Fixt - Bid Package 34 - 5390			★	Construction												
Drink Fixt - Bid Package 35 - 5391			★	Construction												
Drink Fixt - Bid Package 36 - 5452			★	Construction	Construction	Construction										
Drink Fixt - Bid Package 37 - 5453			★	Construction	Construction	Construction										
Drink Fixt - Bid Package 38 - 5477			★	Construction	Construction	Construction	Construction	Construction	Construction							
Drink Fixt - Bid Package 39 - 5478			★	Construction	Construction	Construction	Construction	Construction	Construction							
Drink Fixt - Bid Package 40 - 5540			★	Construction	Construction	Construction	Construction	Construction	Construction							
Drink Fixt - Bid Package 41 - 5541			★	Construction	Construction	Construction	Construction	Construction	Construction							
Drink Fixt - Bid Package 42 - 5542			★	Construction	Construction	Construction	Construction	Construction	Construction	Construction						
Drink Fixt - Bid Package 43 - 5640			★	Construction	Construction	Construction	Construction	Construction	Construction	Construction						
Drink Fixt - Bid Package 44 - 4651	Design		★	Construction	Construction	Construction	Construction	Construction	Construction	Construction	Construction					
Drink Fixt - Bid Package 45 - 5642	Design		★	Construction	Construction	Construction	Construction	Construction	Construction	Construction	Construction					
Drink Fixt - Bid Package 46	Design		★	Construction	Construction	Construction	Construction	Construction	Construction	Construction	Construction					
Drink Fixt - Bid Package 47	Design		★	Construction	Construction	Construction	Construction	Construction	Construction	Construction	Construction					
Drink Fixt - Bid Package 48		Design	★	Construction	Construction	Construction	Construction	Construction	Construction	Construction	Construction					
Drink Fixt - Bid Package 49			★	Design	Construction	Construction	Construction	Construction	Construction	Construction	Construction					
Drink Fixt - Bid Package 50			★	Design	Design	Construction	Construction	Construction	Construction	Construction	Construction					

Baseline
 Planning
 Design
 Construction



Health & Safety: Water Quality

May 2021

PPS Team Lead: Steve Varblow

Number of Completed Projects: 1

Number of Active Projects: 16

PROJECT NOTES

Progress:

Design:

- 93 principal meetings complete, 4 meetings remaining
- 90 school/ facility designs have been completed, 8 school/facilities are in the design phase

Bid/ Procurement:

- 17 bid packages have been awarded, 1 bid package is out for bid, 2 bid packages are in the design phase
- Approximately 200 drinking fountain fixtures ordered directly by PPS to reduce procurement time

Construction:

- 10 schools substantially complete, 15 schools under construction, 5 schools ready for construction (will start after the school year finishes)
- 20 additional schools will begin construction this summer (pending fixture delivery)

Accomplishments:

Efficient Use of Budget:

- The Water Quality program is projected to spend less than \$18 million of the \$28 million allocated to the project, freeing money for other H&S priorities
- The team budgeted \$8.2 million for the first 17 bid packages (85% of projects). Those projects bid at \$6.38 million (including contingency) or 78% of budget.

Design Schedule:

- The design process, starting in April 2020 has been able to operate successfully through school and office closures. The team has interviewed 93 principals and administrators and produced 90 sets of drawings.
- The first 90 drawing sets have been sent to bid on schedule, despite the closures and limited access to the facilities during Covid.

Low Test Results:

- The 10 schools we have tested and returned to service have averaged under 0.5ppb of Lead, 30x lower than the State of Oregon level for school drinking water.
- The 0.5ppb of lead testing average is 50% lower than the 1.0ppb goal the district set at the beginning of the Filtered Water pilot program (Feb 2020).

Risks:

Pilot Program Testing:

- The pilot program testing was paused in March of 2020 because the schools were not occupied and therefore weren't using the fixtures at normal rates. Test results looked great 70% of the way through the school year, but the test was not completed for a full school year.
- When we test all fixtures at the end of the school year, we may find some anomalies that will need to be addressed.

Supply Delays:

- The drinking fountains have caused significant delays in the schedule. Originally, they had a 3-week lead time. As of late summer 2020, it had become a 5-month lead time.
- Until we have all fixtures in hand, this procurement step will always be a risk.

Budget:

- The following may be budget risk issues:
 1. Old schools with old plumbing and old construction methods.
 2. Hazardous material testing/abatement in work area (asbestos)
 3. Limited access to schools for engineers and contractors for first bid packages (Covid Closures)

May 2021



Health & Safety: Fire Sprinkler/Alarms
May 2021

PPS Team Lead: Robert Jole
Number of Completed Projects: 9
Number of Active Projects: 0

STATUS AT A GLANCE

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	25,849,990	1,023,905	-	-	-	(1,023,905)	
GROUP 2 - Fire Alarm / Sprinkler	-	4,142,986	1,846,230	4,048,504	4,093,326	(49,660)	X
GROUP 3 (IP 2017)	-	4,361,785	95,502	4,361,060	4,361,060	(725)	X
Jefferson - Sprinkler - 5053 - FY19	-	1,139,496	-	1,139,496	1,139,496	-	X
Fire Alarm Equip Purch - X0114	-	46,523	-	46,523	46,523	-	X
North Group 1 - 5211 - FY20	-	1,952,500	1,777,727	1,780,913	1,785,913	(166,587)	X
North Group 2 - 5212 - FY20	-	1,955,500	1,840,054	1,844,959	1,844,959	(110,541)	X
South Group 3 - 5213 - FY20	-	1,539,763	1,381,902	1,384,827	1,384,827	(154,936)	X
South Group 4 - 5214 - FY20	-	1,880,441	1,701,505	1,703,198	1,703,199	(177,242)	X
Rigler - 5029 - FY19	-	1,521,325	1,484,210	1,485,169	1,485,169	(36,156)	X
Fire Sprinkler/Alarm Totals	25,849,990	19,564,225	10,127,130	17,794,649	17,844,472	(1,719,753)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
no scheduled projects			★													

Baseline
 Planning
 Design
 Construction

PROJECT NOTES

Progress:

- All work was performed per Portland Fire & Rescue agreement and within required timeline of completion by 12/31/2020. No additional projects are planned.
- Remaining funds are being returned to Health & Safety Unallocated for use elsewhere within the program.



2017 H&S: Roof Improvements



Health & Safety: Roof Improvements
May 2021

PPS Team Leads: Steve Simonson, Robert Jole
Number of Completed Projects: 13
Number of Active Projects: 5

STATUS AT A GLANCE

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	50,907,949	1,436	-	-	-	(1,436)	
Chapman - 4671 - FY18	-	4,260,654	3,908,088	4,036,307	4,260,654	-	X
Duniway - 5420 - FY21	-	464,139	417,766	272,253	464,139	-	
GROUP 3 (IP 2017)	-	10,648,856	2,245,609	10,513,057	10,648,856	-	X
Harrison Park - 5321 - FY20	-	2,942,416	2,643,665	2,677,126	2,706,674	(235,742)	X
Hayhurst - SRGP - 5028 - FY19	-	1,771,845	1,503,722	1,603,352	1,771,845	-	X
Jackson - 5030 - FY19	-	6,521,000	3,867,344	3,961,680	3,972,722	(2,548,278)	X
Kelly - 5319 - FY20	-	1,718,158	1,618,082	1,652,848	1,655,402	(62,755)	X
Lee - 4497 - FY18	-	96,750	96,750	97,000	96,750	-	X
MLC - 5422 - FY21	-	576,285	520,208	368,422	576,285	-	
Mt Tabor - 5320 - FY20	-	3,143,815	2,972,086	3,022,689	3,021,237	(122,578)	X
Middle School Conv - 4586-FY18	-	3,781,759	3,781,759	3,781,759	3,781,759	-	
Group 1 Design - 5153 - FY20	-	816,499	800,509	743,561	803,999	(12,500)	X
Group 2 Design - 5154 - FY20	-	1,164,931	1,123,480	1,145,822	1,164,931	-	X
Ockley Green - 5322 - FY20	-	2,136,848	1,851,180	1,897,692	1,962,232	(174,616)	X
Rieke - 5423 - FY21	-	367,693	324,790	179,932	367,693	-	
Rigler - 5029 - FY19	-	7,258,000	7,091,081	7,136,080	7,258,000	-	X
Sitton - 5027 - FY19	-	6,746,662	-	6,744,662	6,746,662	-	X
Woodlawn - 5323 - FY20	-	1,846,468	1,614,696	1,647,790	1,669,036	(177,432)	
Roof Improvements Totals		56,264,213	36,380,814	51,482,033	52,928,876	(3,335,337)	



Health & Safety: Roof Improvements
May 2021

PPS Team Leads: Steve Simonson, Robert Jole
Number of Completed Projects: 13
Number of Active Projects: 5

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Duniway - 5420 - FY21	Design	Design	Design★	Construction	Construction	Construction										
MLC - 5422 - FY21	Design	Design	Design★	Construction	Construction	Construction										
Middle School Conv - 4586-FY18			Design★	Construction												
Rieke - 5423 - FY21	Design	Design	Design★													Construction
Woodlawn - 5323 - FY20	Construction	Construction	Construction★	Construction												

Baseline
Planning
Design
Construction

PROJECT NOTES

Progress:

- Minor roof hatch installation to be completed at Woodlawn in June, then project will be complete
- Design and bidding have been completed on Duniway, MLC and Rieke, with construction to be funded by the 2020 Bond Roof funds

Accomplishments:

- 15 major roof replacements have been funded by the 2017 Bond Health & Safety Roof Improvements funding
- Projects are being closed out and unneeded funds swept back to the 2017 Bond program prior to determining any future project allocations



2017 H&S: Accessibility



Health & Safety: Accessibility
May 2021

PPS Team Leads: Steve Simonson, Robert Jole
Number of Completed Projects: 4
Number of Active Projects: 2

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	10,000,000	22,885	-	-	-	(22,885)	
GROUP 3 (IP 2017)	-	3,593,412	409,464	3,417,799	3,593,412	-	X
Harrison Park - 5321 - FY20	-	45,000	45,000	44,865	45,000	-	X
Middle School Conv - 4586-FY18	-	4,411,028	4,359,708	4,360,010	4,411,028	-	
Ockley Green - 5322 - FY20	-	45,000	45,000	45,000	45,000	-	X
Rigler - 5029 - FY19	-	1,037,675	1,009,799	1,037,059	1,037,675	-	X
Woodlawn - 5323 - FY20	-	45,000	45,000	45,000	45,000	-	
Accessibility Totals		9,200,000	5,913,972	8,949,733	9,177,115	(22,885)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Middle School Conv - 4586-FY18			★													
Woodlawn - 5323 - FY20			★													

Baseline	Planning	Design	Construction
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PROJECT NOTES

Progress:

- Middle School Conversions project will be complete after finishing a small stair handrail installation. Woodlawn is finishing a roof hatch funded by the 2017 Roof funding (project has multiple fund sources).
- Team is closing out project budgets and sweeping back unused funds to Unallocated prior to identifying future projects that can be completed with remaining funding.



2017 H&S: Security



Health & Safety: Security
May 2021

PPS Team Lead: Brooke Besheone
Number of Completed Projects: 4
Number of Active Projects: 2

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule			X
Overall			X

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	5,000,000	785,750	-	-	-	(785,750)	
Creative Science - 5049 - FY20	-	12,855	-	12,855	12,855	-	X
Jefferson - 4528 - FY17	-	30,859	-	30,859	30,859	-	X
4675-Security-PKG1 FY18-19	-	2,512,541	31,050	1,826,276	2,302,902	(209,639)	
5025-Security-PKG2-FY19	-	2,419,821	1,771,318	1,958,034	2,059,525	(360,296)	
5026-Security-PKG3-FY19	-	3,256,981	-	3,256,981	3,256,981	-	X
Middle School Conv - 4586-FY18	-	303,414	265,194	265,194	303,414	-	X
Security Totals	5,000,000	9,322,221	2,067,562	7,350,199	7,966,536	(1,355,685)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
4675-Security-PKG1 FY18-19			★													
5025-Security-PKG2-FY19			★													

Baseline
 Planning
 Design
 Construction



Health & Safety: Security

May 2021

PPS Team Lead: Brooke Besheone

Number of Completed Projects: 4

Number of Active Projects: 2

PROJECT NOTES

Progress:

- All security upgrades except fencing at two school sites have been completed.
- The fencing was put on hold while the project team met with school staff, security services and facilities to verify the fencing was needed/desired and to clarify final scope direction. This pushed the schedule past the baseline for the project as a whole.
- The result included minimal design changes from the original scope and the work is now moving forward.
- 100% CDs for the two sites are anticipated by 6/10/21.
- Construction is expected to start early- to mid-August with substantial completion 10/4/21.

Accomplishments:

- 100% DDs have been received for Beaumont fencing
- Cleveland fencing 100% DDs are on target for planned receipt on 5/20/21

Risks:

- DD cost estimates are overlapping the CD phase which means we will not have much time to review before submitting to the City.
- While the intent was to complete the fencing scope before Fall 2021, it does not appear that is going to occur.
- Construction material costs are increasing at this time, with steel anticipated increasing by 20%. This could impact our steel fencing product.



2020 Infrastructure Updates



2020 Infrastructure: Roof



2020 Infrastructure: Roof
May 2021

PPS Team Leads: Steve Simonson, Clark Ide
Number of Completed Projects: 0
Number of Active Projects: 4

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	65,700,000	65,486,215	-	-	-	(65,486,215)	
Duniway - 2020 Bond - 5667	-	-	-	-	2,960,000	2,960,000	
MLC - 2020 Bond - 5668	-	-	-	-	3,277,846	3,277,846	
2020 Bond Roof Assessments - 5578	-	213,785	213,785	-	213,785	-	
2022 Roof Design - 5631	-	-	-	-	-	-	
2020 Roof Totals		65,700,000	213,785	-	6,451,631	(59,248,369)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Duniway - 2020 Bond - 5667			★													
MLC - 2020 Bond - 5668			★													
2020 Bond Roof Assessments - 5578			★													
2022 Roof Design - 5631			★													

Baseline

Planning

Design

Construction



2020 Infrastructure: Roof

May 2021

PPS Team Leads: Steve Simonson, Clark Ide

Number of Completed Projects: 0

Number of Active Projects: 4

PROJECT NOTES

Progress:

- Construction contracts for Duniway and MLC re-roof projects will have been executed by time of 5/26 BAC meeting
- A contract is being negotiated for detailed roof assessments of 22 worst-performing roofs to help determine selection and prioritization of funded projects
- Procurement is beginning for design teams for 2022 summer roof projects, to allow for earlier design completion and earlier bidding

Accomplishments:

- Design for Duniway and MLC roof projects was completed with 2017 Bond Roof Improvements funding to allow 2020 Bond Roof funds to be used right away for construction
- Construction bids came within estimated cost ranges for Duniway and MLC

Risks:

- Material availability throughout the industry is of concern; there is great volatility in supply right now and OSM is working to get contracts executed quickly to allow contractors to procure materials early



2020 Infrastructure: Seismic



2020 Infrastructure: Seismic
May 2021

PPS Team Leads: Robert Jole
Number of Completed Projects: 0
Number of Active Projects: 1

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	17,200,000	11,974,187	-	-	-	(11,974,187)	
Lent - SRGP - 5421 - FY21	-	8,557,263	782,505	504,983	8,499,703	(57,560)	
2020 Seismic Totals		20,531,450	782,505	504,983	8,499,703	(12,031,747)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Lent - SRGP - 5421 - FY21			★													

Baseline
 Planning
 Design
 Construction

PROJECT NOTES

Progress:

- Construction bids for Lent were received within estimated cost range and contract will be executed by 5/26 BAC meeting

Accomplishments:

- Through a combination of a \$2.5M SRGP grant and FAM funds, the Lent project was able to complete design in time for 2021 summer construction using 2020 Bond Seismic funds
- Another \$2.5M SRGP grant has recently been awarded to PPS for seismic upgrades at Creative Science School at Clark

Risks:

- Material availability throughout the industry is of concern; there is great volatility in supply right now and OSM is working to get contracts executed quickly to allow contractors to procure materials early



2020 Infrastructure: Mechanical
May 2021

PPS Team Leads: Steve Simonson, Clark Ide
Number of Completed Projects: 0
Number of Active Projects: 2

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	75,000,000	74,916,280	-	-	-	(74,916,280)	
2020 Bond Mech Assess - 5626	-	83,720	83,720	-	83,720	-	
2022 Mech Design - 5637	-	-	-	-	-	-	
2020 Mechanical Totals		75,000,000	83,720	-	83,720	(74,916,280)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
2020 Bond Mech Assess - 5626			★													
2022 Mech Design - 5637			★													

Baseline		Planning		Design		Construction
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PROJECT NOTES

Progress:

- A contract is being negotiated for analysis of existing data and assistance developing goals and criteria to help determine selection and prioritization of funded projects
- Procurement is beginning for design teams for 2022 summer mechanical projects, to allow for early design completion and bidding
- OSM will also review unforeseen mechanical system failures for emergency funding prior to adoption of 2020 Roof implementation plan



Adjourn

**Next meeting:
July 28, 2021, 5:30pm**



School Improvement Bond Update

Bond Accountability Committee

Meeting

July 28, 2021



Agenda

- **Welcome & Introductions** 5:30 – 5:35 pm
- **Program Administration Updates** 5:35 – 5:50 pm
- **2020 Technology Update** 5:50 – 6:10 pm
- **2020 Curriculum Update** 6:10 – 6:30 pm
- **2020 Capacity Update** 6:30 – 6:40 pm
- **Business Equity Presentation** 6:40 – 7:00 pm
- **Discussion** 7:00 – 7:20 pm
- **Wrap-Up and Adjourn** 7:20 – 7:30 pm



Public Comment

*(public comments received via email prior
to the meeting will be read aloud)*



Program Administration Updates



Definitions

STATUS DEFINITIONS

	As Planned	Caution	Impacts
Budget	Pre-50% const: > 10% Project Contingency	Pre-50% const: 0% - 10% Project Contingency	Pre-50% const: < 0% Project Contingency
	Post-50% const: > 5% Project Contingency	Post-50% const: 0% - 5% Project Contingency	Post-50% const: < 0% Project Contingency
Equity	certified business participation > 18% and workforce equity > 20%	certified business participation 10% - 18% or workforce equity 10% - 20%	certified business participation < 10% or workforce equity < 10%
Schedule	0 or less weeks delay to SC	0+ up to 4 weeks delay to SC	greater than 4 weeks delay to SC
Overall	budget, equity and schedule are all green	at least one category is yellow	at least one category is red

EQUITY CATEGORIES

MBE = Minority-owned Business Enterprise

WBE = Woman-owned Business Enterprise

SDVBE = Service Disabled Veteran-owned Business Enterprise

ESB = Emerging Small Business

N-C = Non-Certified, counted for credit from a Certified Business that "graduated" out or did not reapply for certification



SCHOOL BUILDING IMPROVEMENT BOND



Office of School Modernization - Program July 2021

STATUS AT A GLANCE

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity		X	
Overall	X		

EQUITY

BUSINESS EQUITY

WORKFORCE EQUITY

		MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
		Cumulative	Current	5.00%	7.39%	0.06%	2.56%	0.64%	15.65%	18%	26%	25%	4%	14%
	Prior Report	5.01%	7.25%	0.06%	2.38%	0.63%	15.33%		25%		4%		24%	
12 Month	Current	3.64%	7.05%	0.00%	3.31%	0.19%	14.19%	18%						
	Prior Report	3.32%	6.48%	0.00%	3.02%	0.09%	12.91%							

Percent of payments made to Certified owned businesses, cumulative and 12-month rolling; Percent of labor hours of apprenticeable trades, cumulative

BUDGET

2012 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
Bond Administration	68,117,563	31,375,293	31,162,856	(212,438)	30,995,062	99%
Contingency	25,063,798	2,180,614	2,116,600	(64,014)		
Projects	388,818,639	549,269,821	548,963,627	(306,194)	544,138,900	99%
2012 Program Totals	482,000,000	582,825,728	582,243,083	(582,645)	575,133,962	99%





SCHOOL BUILDING IMPROVEMENT BOND



Office of School Modernization - Program
July 2021

2017 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
Bond Administration	40,000,000	59,891,512	60,803,122	911,610	33,019,211	55%
Contingency	20,000,000	23,137,932	16,931,899	(6,206,032)		
Unallocated H&S Funds	150,000,000	26,470,560	26,470,560	-		
Projects	580,000,000	803,088,017	1,012,459,530	209,371,513	474,551,275	59%
2017 Program Totals	790,000,000	912,588,021	1,116,665,111	204,077,091	507,570,486	56%



2020 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
Bond Administration	63,098,640	63,104,808	63,104,808	-	4,491,097	7%
Contingency - OSM	93,257,360	93,257,360	93,257,360	-		
Unallocated Project Funds	422,644,000	223,802,607	223,802,607	-		
Projects	629,000,000	837,184,842	837,184,842	-	12,097,217	1%
2020 Program Totals	1,208,000,000	1,217,349,617	1,217,349,617	-	16,588,314	1%





**Office of School Modernization - Program
July 2021**

OVERALL BOND PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
<i>TOTALS</i>	<i>2,480,000,000</i>	<i>2,712,763,366</i>	<i>2,916,257,812</i>	<i>203,494,445</i>	<i>1,099,292,762</i>	<i>41%</i>

PROGRAM NOTES

2012 Bond:

- Unused budget in 2012 Bond Program project has been swept from administrative budget lines to contingency to allow for BOE-determined transfer of funds to Grant Upper Field Improvement project.
- Grant Upper Field Improvements project has determined that an additional \$400,000 in budget will be needed for safety netting around the field. While non-bond funds were initially set aside by FAM in the event that bond funds were depleted, it has been determined that bond funds are available and the scope is bond-compensable.

2017 Bond:

- McDaniel HS Modernization project has achieved Temporary Certificate of Occupancy (TCO) and is holding schedule for school opening. Grand Opening ceremony is scheduled for September 18, 2021, at 11am.
- Kellogg MS Modernization project is scheduled for Grand Opening ceremony on August 28, 2021, at 10am.
- Lincoln HS Modernization is on schedule and on budget.
- Benson HS Modernization is having challenges with schedule for swing sites (mitigations have been coordinated with school staff for any potential delays), and is reviewing options to address budget concerns with the proposed GMP amendment.
- Health & Safety work on Lead Paint, Asbestos and Water Quality continues to move forward; some asbestos mitigation projects have been rescheduled to next summer due to various factors, including timing, scope, and contractor availability issues.

2020 Bond:

- Staff continue to work closely with OTIS, OTL, Finance, and P&C on procurement, implementation and financial oversight of the 2020 Bond technology and curriculum scopes.
- PPS has implemented an internal Bond Compensability Committee to ensure that technology and curriculum improvements that are procured with Bond funds meet the requirements to be considered capital assets.



2020 Technology Update



2020 Bond - Technology

PPS Team Lead: Don Wolff

July 2021

STATUS AT A GLANCE

Legend:

- As planned: no concerns
- Caution: requires attention
- Impacts: impacts occurring

	As Planned	Caution	Impacts
Scope	X		
Budget	X		
Schedule	X		
Overall	X		

BUDGET

	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under
Tech Program Admin - 5519	23,264,652	30,043,345	27,643,345	2,400,000	82,947	4,245,202	30,043,345	-
Classroom Modernization - 5516	24,780,325	24,780,325	24,780,325	-	1,517,851	264,239	24,780,325	-
Device Replacement - 5515	31,006,443	37,484,830	37,484,830	-	7,144,600	19,047,282	37,484,830	-
ERP Replacement Planning - 5518	11,107,080	250,000	250,000	-	-	-	250,000	-
Infrastructure & Security - 5517	38,041,500	38,141,500	38,041,500	100,000	633,624	5,923,547	38,141,500	-
Totals	128,200,000	130,700,000	128,200,000	2,500,000	9,379,022	29,480,270	130,700,000	-

SCHEDULE

	2021				2022				2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Tech Program Admin - 5519		★														
Classroom Modernization - 5516																
Analysis/Planning		★														
Procurement		★														
Placement		★														
Device Replacement - 5515		★														
ERP Replacement Planning - 5518		★														
Infrastructure & Security - 5517																
Analysis/Planning		★														
Procurement		★														
Placement		★														

Baseline
 Analysis/Planning
 Procurement
 Distribution
 Placement



2020 Curriculum Update



2020 Bond - Curriculum
July 2021

PPS Team Lead: Mary Wiener

STATUS AT A GLANCE

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

	As Planned	Caution	Impacts
Scope	X		
Budget			X
Schedule		X	
Overall			X

BUDGET

	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under
Curriculum Program Admin - 5560	1,974,700	11,018,138	10,253,065	765,073	18,898	-	11,018,138	-
Unallocated Curriculum Funds	13,950,000	-	-	-	-	-	-	-
Climate Change - 5568	950,000	950,000	950,000	-	-	-	950,000	-
Digital Toolkit - 5683	-	5,220,000	4,800,000	420,000	71,354	338,303	5,220,000	-
Health - 5566	1,281,170	1,281,170	1,281,170	-	-	-	1,281,170	-
Humanities - 5561	12,825,000	13,168,182	13,100,000	68,182	242,060	118,191	13,168,182	-
Math - 5564	6,460,000	8,221,594	6,558,247	1,663,348	4,891	5,566,888	8,221,594	-
Physical Education - 5567	2,518,830	2,537,977	2,534,580	3,397	-	9,215	2,537,977	-
Science - 5563	6,729,800	6,788,592	6,788,592	-	1,161,897	1,523,811	6,788,592	-
SEL - 5562	1,054,500	1,054,500	1,054,500	-	-	-	1,054,500	-
Visual & Perf Arts - 5565	5,700,000	6,123,847	6,123,847	-	237,426	555,436	6,123,847	-
Totals	53,444,000	56,363,999	53,444,000	2,920,000	1,736,526	8,111,844	56,363,999	-



2020 Capacity Update



Business Equity Presentation



Upcoming 2021 Meeting Topics

	Project Updates	Special Topics - to be confirmed
September	2012 / 2017 / 2020 Modernizations	Performance Audit Presentation (<i>if not combined with Board Bond/Audit Committee presentations</i>)
November	2017 Health & Safety 2020 Infrastructure	Financial Audit Presentation



Adjourn

Next meeting:

September 29, 2021

McDaniel HS (to be confirmed)

6:00 pm

STATUS AT A GLANCE

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

	As Planned	Caution	Impacts
Scope	X		
Budget			X
Schedule		X	
Overall			X

BUDGET

	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under
Curriculum Program Admin - 5560	1,974,700	11,018,138	10,253,065	765,073	18,898	-	11,018,138	-
Unallocated Curriculum Funds	13,950,000	-	-	-	-	-	-	-
Climate Change - 5568	950,000	950,000	950,000	-	-	-	950,000	-
Digital Toolkit - 5683	-	5,220,000	4,800,000	420,000	71,354	338,303	5,220,000	-
Health - 5566	1,281,170	1,281,170	1,281,170	-	-	-	1,281,170	-
Humanities - 5561	12,825,000	13,168,182	13,100,000	68,182	242,060	118,191	13,168,182	-
Math - 5564	6,460,000	8,221,594	6,558,247	1,663,348	4,891	5,566,888	8,221,594	-
Physical Education - 5567	2,518,830	2,537,977	2,534,580	3,397	-	9,215	2,537,977	-
Science - 5563	6,729,800	6,788,592	6,788,592	-	1,161,897	1,523,811	6,788,592	-
SEL - 5562	1,054,500	1,054,500	1,054,500	-	-	-	1,054,500	-
Visual & Perf Arts - 5565	5,700,000	6,123,847	6,123,847	-	237,426	555,436	6,123,847	-
Totals	53,444,000	56,363,999	53,444,000	2,920,000	1,736,526	8,111,844	56,363,999	-

July 2021

SCHEDULE

	2021				2022				2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Climate Change - 5568		★														
Digital Toolkit - 5683		★														
Health - 5566		★														
Humanities - 5561																
<i>K-5 Foundation Skills</i>		★														
<i>K-5 Humanities</i>		★														
<i>6-8 Humanities</i>		★														
<i>9-12 Humanities</i>		★														
<i>World Languages</i>		★														
Math - 5564																
<i>K-5 Math</i>		★														
<i>6-12 Math</i>		★														
Phys Education - 5567		★														
Science - 5563																
<i>K-5 Science</i>		★														
<i>6-12 Science</i>		★														
SEL - 5562		★														
Visual & Perf Arts - 5565																
<i>Visual Arts</i>		★														
<i>Theatre</i>		★														
<i>Dance</i>		★														
<i>Music</i>		★														

Baseline

Definition

Selection

Implementation & Evaluation

PROJECT NOTES**Progress:**

Since the Bond Measure was passed in November 2020, securing \$53.44M for curriculum adoption, we have made significant progress.

All of the adoptions have begun/completed their work in determining their scope/need for adoptions (Math K-5, Humanities K-5, Dual Language Immersion (DLI), Foundational Skills, K-5 Science, 6-8 Science, 6-12 Math, 6-8 Humanities, 9-12 Humanities, Visual and Performing Arts (VAPA), Health, Physical Education (PE), Social Emotional Learning (SEL), Climate Change/Climate Justice (CC/CJ), World Languages).

All adoptions have engaged committees of teachers and administrators to support their work, with the exception of Health, PE, and K-5 Science who will begin this work in 21/22 as planned.

The following programs have begun/completed the Selection process, which includes evaluating materials, field testing curriculum and ultimately making a curriculum selection: Math K-5, DLI, Foundational Skills, 6-8 Science, World Languages, and 6-8 Humanities.

The following programs are currently implementing new curriculum by purchasing materials, distributing materials and providing professional development: 6-8 Science, Foundational Skills, and K-5 Math.

Accomplishments:

Our major accomplishments include:

1. Defining, selecting and implementing new Ready Math K-5 Curriculum in a very expedited timeframe.
2. Selecting and implementing new 6-8 SEPUP Science Curriculum.
3. Purchasing and implementing Foundational Skills Curriculum.
4. Selecting digital resources to support instruction and curriculum.
5. Developing a framework for all adoptions to follow, based in RESJ.
6. Securing General Funds, SIA and Title IV funds to support our non-bond compensable work.

Risks:

Two major barriers we are currently facing that has delayed some adoptions and may continue to delay adoptions include:

1. Staff turnover - we have lost many of our Program Administrators, who have stepped up to support schools as principals/assistant principals during Hybrid. This has left some adoptions without leads.
2. Teacher burnout - Many of our teachers are experiencing burnout with transitioning from in-person to distance learning to hybrid and now back to in-person. This means it has been difficult to find teachers to engage in committee and field test work. We are working hard to mitigate these current barriers and future risks, but we have seen delays with CC/CJ, K-5 Humanities, and Visual and Performing Arts (VAPA) as a result.

2020 Bond - Technology

July 2021

PPS Team Lead: Don Wolff

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Scope	X		
Budget	X		
Schedule	X		
Overall	X		

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under
Tech Program Admin - 5519	23,264,652	30,043,345	27,643,345	2,400,000	82,947	4,245,202	30,043,345	-
Classroom Modernization - 5516	24,780,325	24,780,325	24,780,325	-	1,517,851	264,239	24,780,325	-
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ERP Replacement Planning - 5518	11,107,080	250,000	250,000	-	-	-	250,000	-
Infrastructure & Security - 5517	38,041,500	38,141,500	38,041,500	100,000	633,624	5,923,547	38,141,500	-
Totals	128,200,000	130,700,000	128,200,000	2,500,000	9,379,022	29,480,270	130,700,000	-

SCHEDULE

	2021				2022				2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Tech Program Admin - 5519		★														
Classroom Modernization - 5516																
Analysis/Planning		★														
Procurement		★														
Placement		★														
Device Replacement - 5515		★														
ERP Replacement Planning - 5518		★														
Infrastructure & Security - 5517																
Analysis/Planning		★														
Procurement		★														
Placement		★														

Baseline

Analysis/Planning

Procurement

Distribution

Placement

PROJECT NOTES

Progress:

Tech Program Administration:

In final stages of development for a publically available scheduling and reporting website.

Classroom Modernization:

ID/IQ RFP process is in motion to create a pool of qualified contractors for Low Voltage Electrical (LVE) work.

Device Replacement:

Student devices to support 1:1 efforts in PPS have been ordered.

Infrastructure & Security:

New phone handsets have been acquired and are in process of being deployed to all sites.

Accomplishments:

Deployed new teacher devices to all PPS classroom teachers.

Identified devices and models for Administrator device replacement and have placed the order.

Have a contract in place with Gartner to facilitate a governance structure and overall project approach for the Enterprise Resource Planning (ERP) Business Process Transformation project.

Risks:

Fluctuation in devices costs (worldwide chip shortage) contractors, labor shortage for IT contractors

Fluctuation in device costs and availability due to the worldwide chip shortage. This effects computing devices as well as network (switches, firewalls, storage) components.

Risk for access to qualified LVE contractors.

Potential labor shortages for IT contractors to help complete the work.

**Office of School Modernization - Program
May 2021**

STATUS AT A GLANCE

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity		X	
Overall	X		

EQUITY

BUSINESS EQUITY

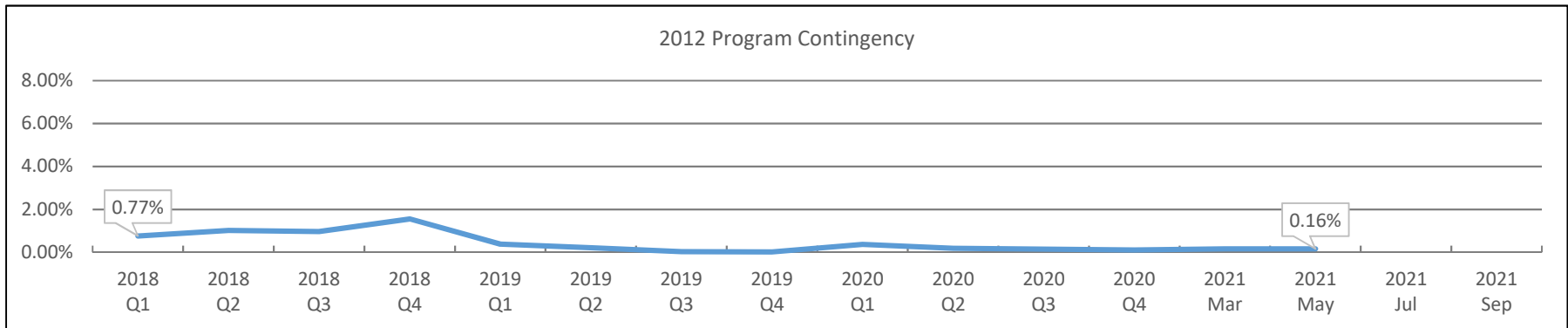
WORKFORCE EQUITY

		MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Cumulative	Current	5.01%	7.25%	0.06%	2.38%	0.63%	15.33%	18%	26%	25%	4%	14%	25%	20%
	Prior Report	4.70%	6.64%	0.00%	2.38%	0.61%	14.33%		25%		4%		24%	
12 Month	Current	3.32%	6.48%	0.00%	3.02%	0.09%	12.91%	18%						
	Prior Report	1.59%	5.24%	0.00%	2.65%	0.03%	9.51%							

Percent of payments made to Certified owned businesses, cumulative and 12-month rolling; Percent of labor hours of apprenticeable trades, cumulative

BUDGET

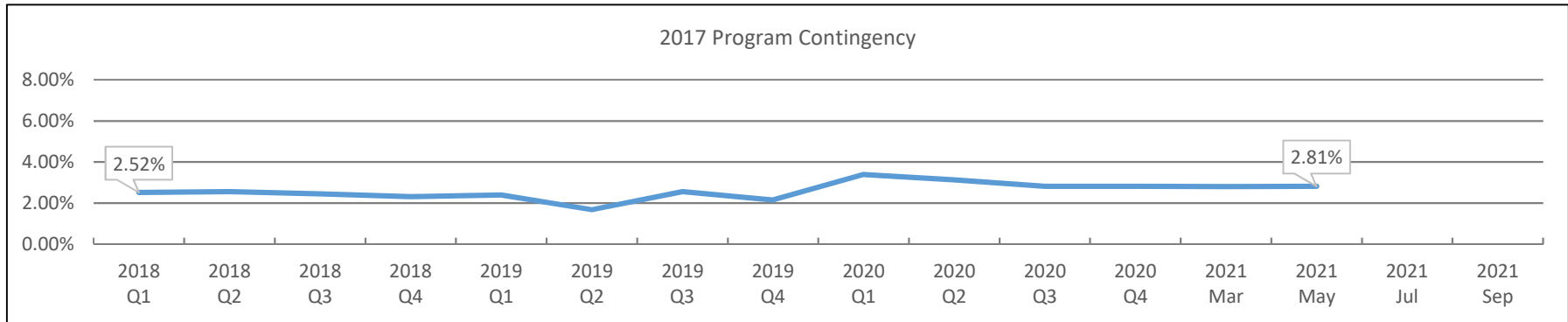
2012 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
	Bond Administration	68,117,563	32,270,008	31,342,700	(927,307)	30,872,603
Contingency	25,063,798	990,847	1,418,744	427,897		
Projects	388,818,639	568,629,622	568,619,752	(9,870)	562,175,142	99%
2012 Program Totals	482,000,000	601,890,476	601,381,197	(509,280)	593,047,745	99%



Office of School Modernization - Program
May 2021

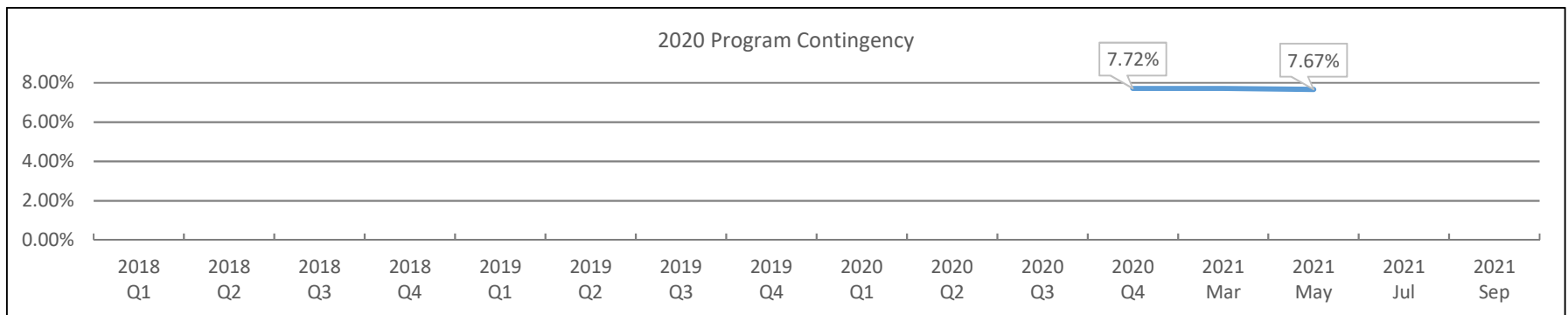
2017 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)
Bond Administration	40,000,000	59,891,512	63,755,803	3,864,291
Contingency	20,000,000	93,340,083	13,124,459	(80,215,624)
Unallocated H&S Funds	150,000,000	25,098,459	29,622,898	-
Projects	580,000,000	714,837,783	988,260,923	273,423,140
2017 Program Totals	790,000,000	893,167,837	1,094,764,083	197,071,807

Actuals Approved	Percent Spent
31,362,401	52%
420,472,544	59%
451,834,945	51%



2020 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)
Bond Administration	63,098,640	63,104,808	63,104,808	-
Contingency - OSM	93,257,360	93,257,360	93,257,360	-
Unallocated Project Funds	422,644,000	235,476,682	229,238,836	(6,237,846)
Projects	629,000,000	824,498,768	830,736,614	6,237,846
2020 Program Totals	1,208,000,000	1,216,337,618	1,216,337,618	-

Actuals Approved	Percent Spent
4,366,319	7%
9,661,633	1%
14,027,952	1%



Office of School Modernization - Program

May 2021

OVERALL BOND PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
<i>TOTALS</i>	<i>2,480,000,000</i>	<i>2,711,395,931</i>	<i>2,912,482,897</i>	<i>196,562,527</i>	<i>1,058,910,642</i>	<i>39%</i>

PROGRAM NOTES

General:

- Staff are working on multiple process-improvement efforts, including eBuilder standards, new project requests, and onboarding processes and materials
- The addition of new staff (both replacements and new positions) in OSM Operations is allowing for a full review of processes, procedures, meetings and training; outcomes are being documented for better procedural consistency
- An internal Audit Implementation Team meets monthly to develop implementation plans for outstanding audit recommendations, review barriers to implementation, and determine when recommendations have been addressed

2012 Bond:

- Staff continue to work through closing out 2012 project commitments and sweeping unused funds back to the 2012 program

2017 Bond:

- 2017 Modernizations remain on schedule and on budget
- OSM has implemented a PPS-wide High School Transition Team to coordinate multiple departments as McDaniel moves out of Marshall to its new buildings and Benson/MPG moves to Marshall and Kenton
- Health & Safety work on Fire Alarms, Roofs, Accessibility, Security, and Radon is complete or winding down; work on Lead Paint, Asbestos and Water Quality is continuing at pace

2020 Bond:

- Scope of work for Capacity scope is planned to be discussed at School Improvement Bond Committee on May 27
- Scope of work criteria for ADA, SPED, and Roof scopes are planned to be discussed at the School Improvement Bond Committee meeting in late June/early July
- Draft implementation plans for 2020 Infrastructure scopes are being developed
- Staff continue to refine the 2020 Bond project set-ups in eBuilder for enhanced data collection, analysis and reporting
- Recruitments are under way to staff 2020 work, including operational support

Office of School Modernization - Program
July 2021

STATUS AT A GLANCE

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

	As Planned	Caution	Impacts
Budget	X		
Equity		X	
Overall	X		

EQUITY

BUSINESS EQUITY

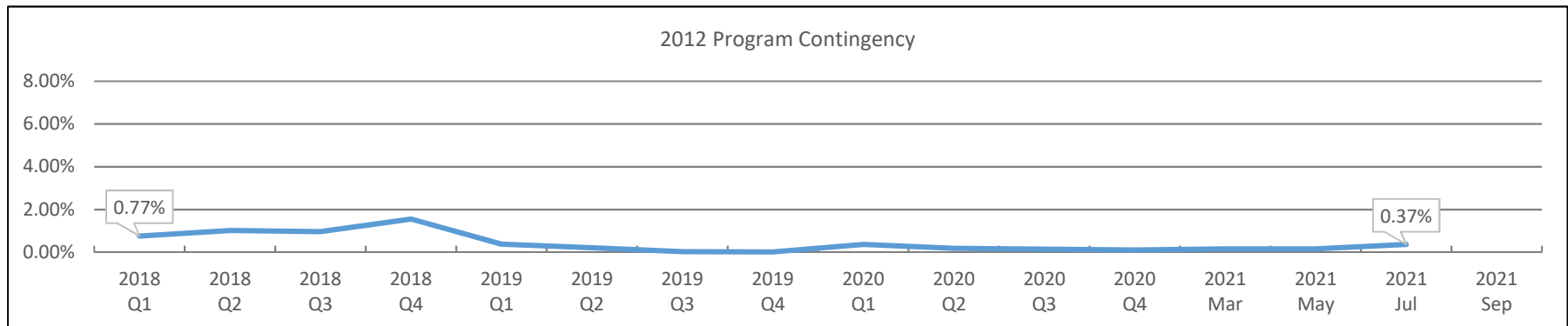
WORKFORCE EQUITY

		MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Cumulative	Current	5.00%	7.39%	0.06%	2.56%	0.64%	15.65%	18%	26%	25%	4%	14%	25%	20%
	Prior Report	5.01%	7.25%	0.06%	2.38%	0.63%	15.33%		25%		4%		24%	
12 Month	Current	3.64%	7.05%	0.00%	3.31%	0.19%	14.19%	18%						
	Prior Report	3.32%	6.48%	0.00%	3.02%	0.09%	12.91%							

Percent of payments made to Certified owned businesses, cumulative and 12-month rolling; Percent of labor hours of apprenticeable trades, cumulative

BUDGET

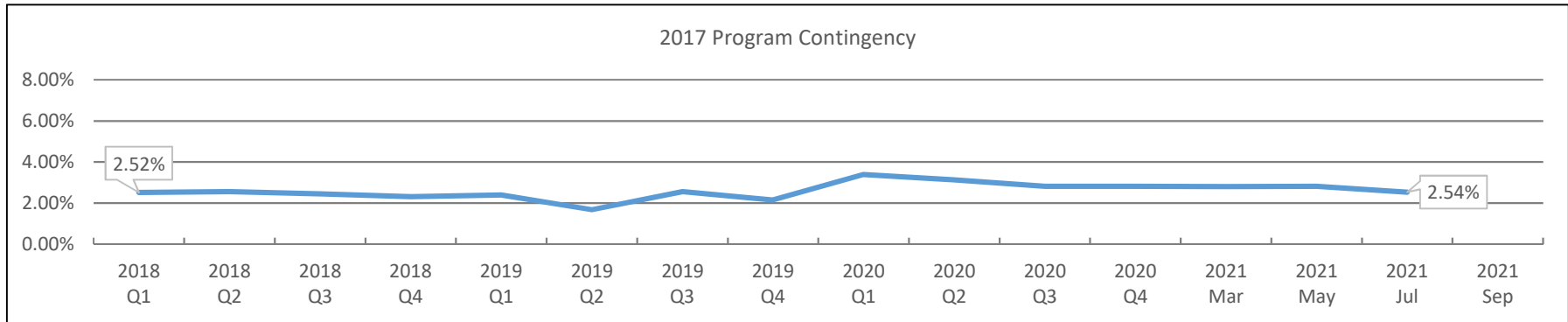
2012 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
	Bond Administration	68,117,563	31,375,293	31,162,856	(212,438)	30,995,062
Contingency	25,063,798	2,180,614	2,116,600	(64,014)		
Projects	388,818,639	549,269,821	548,963,627	(306,194)	544,138,900	99%
2012 Program Totals	482,000,000	582,825,728	582,243,083	(582,645)	575,133,962	99%



Office of School Modernization - Program
July 2021

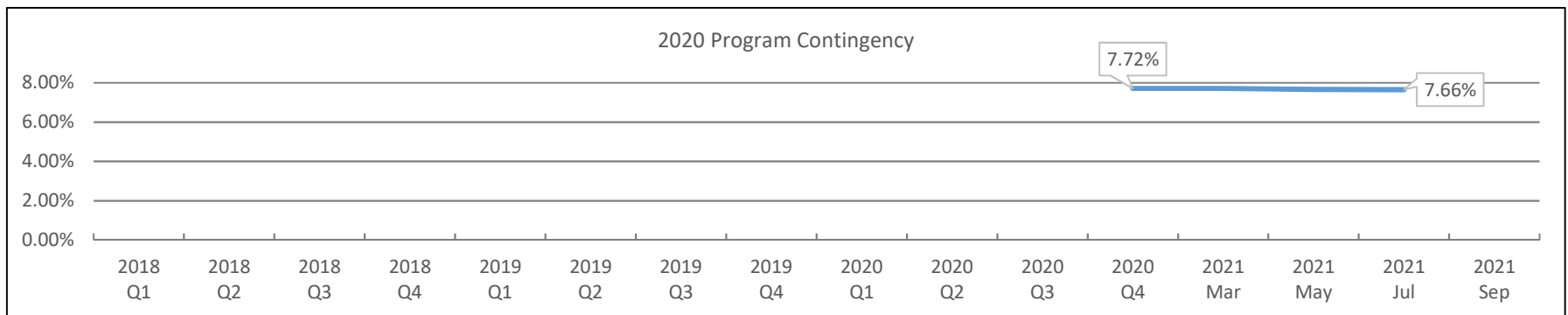
2017 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)
Bond Administration	40,000,000	59,891,512	60,803,122	911,610
Contingency	20,000,000	23,137,932	16,931,899	(6,206,032)
Unallocated H&S Funds	150,000,000	26,470,560	26,470,560	-
Projects	580,000,000	803,088,017	1,012,459,530	209,371,513
2017 Program Totals	790,000,000	912,588,021	1,116,665,111	204,077,091

Actuals Approved	Percent Spent
33,019,211	55%
474,551,275	59%
507,570,486	56%



2020 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)
Bond Administration	63,098,640	63,104,808	63,104,808	-
Contingency - OSM	93,257,360	93,257,360	93,257,360	-
Unallocated Project Funds	422,644,000	223,802,607	223,802,607	-
Projects	629,000,000	837,184,842	837,184,842	-
2020 Program Totals	1,208,000,000	1,217,349,617	1,217,349,617	-

Actuals Approved	Percent Spent
4,491,097	7%
12,097,217	1%
16,588,314	1%



Office of School Modernization - Program
July 2021

OVERALL BOND PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
<i>TOTALS</i>	<i>2,480,000,000</i>	<i>2,712,763,366</i>	<i>2,916,257,812</i>	<i>203,494,445</i>	<i>1,099,292,762</i>	<i>41%</i>

PROGRAM NOTES

2012 Bond:

- Unused budget in 2012 Bond Program project has been swept from administrative budget lines to contingency to allow for BOE-determined transfer of funds to Grant Upper Field Improvement project.
- Grant Upper Field Improvements project has determined that an additional \$400,000 in budget will be needed for safety netting around the field. While non-bond funds were initially set aside by FAM in the event that bond funds were depleted, it has been determined that bond funds are available and the scope is bond-compensable.

2017 Bond:

- McDaniel HS Modernization project has achieved Temporary Certificate of Occupancy (TCO) and is holding schedule for school opening. Grand Opening ceremony is scheduled for September 18, 2021, at 11am.
- Kellogg MS Modernization project is scheduled for Grand Opening ceremony on August 28, 2021, at 10am.
- Lincoln HS Modernization is on schedule and on budget.
- Benson HS Modernization is having challenges with schedule for swing sites (mitigations have been coordinated with school staff for any potential delays), and is reviewing options to address budget concerns with the proposed GMP amendment.
- Health & Safety work on Lead Paint, Asbestos and Water Quality continues to move forward; some asbestos mitigation projects have been rescheduled to next summer due to various factors, including timing, scope, and contractor availability issues.

2020 Bond:

- Staff continue to work closely with OTIS, OTL, Finance, and P&C on procurement, implementation and financial oversight of the 2020 Bond technology and curriculum scopes.
- PPS has implemented an internal Bond Compensability Committee to ensure that technology and curriculum improvements that are procured with Bond funds meet the requirements to be considered capital assets.

STATUS DEFINITIONS

	As Planned	Caution	Impacts
Budget	Pre-50% const: > 10% Project Contingency	Pre-50% const: 0% - 10% Project Contingency	Pre-50% const: < 0% Project Contingency
	Post-50% const: > 5% Project Contingency	Post-50% const: 0% - 5% Project Contingency	Post-50% const: < 0% Project Contingency
Equity	certified business participation > 18% and workforce equity > 20%	certified business participation 10% - 18% or workforce equity 10% - 20%	certified business participation < 10% or workforce equity < 10%
Schedule	0 or less weeks delay to SC	0+ up to 4 weeks delay to SC	greater than 4 weeks delay to SC
Overall	budget, equity and schedule are all green	at least one category is yellow	at least one category is red

EQUITY CATEGORIES

MBE = Minority-owned Business Enterprise

WBE = Woman-owned Business Enterprise

SDVBE = Service Disabled Veteran-owned Business Enterprise

ESB = Emerging Small Business

N-C = Non-Certified, counted for credit from a Certified Business that "graduated" out or did not reapply for certification

Health & Safety: Lead Paint Stabilization

May 2021

PPS Team Lead: Chris Boyce

Number of Completed Projects: 2

Number of Active Projects: 5

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	16,623,936	3,778,087	-	-	-	(3,778,087)	
Mult Sites - 5466	-	10,100,000	117,202	1,013,474	5,160,437	(4,939,564)	
Mult Sites - Emerg Dec - 4284 - FY17	-	395,243	-	395,243	395,243	-	X
Mult Sites - 4493 -FY17	-	438,795	-	438,795	438,795	-	X
Mult Sites - PacIndPaint - 5495 - FY21	-	12,500	12,500	11,509	1,500,000	1,487,500	
Mult Sites - ASA - 5550 - FY21	-	-	-	-	1,500,000	1,500,000	
Mult Sites - Fulcrum - 5551 - FY21	-	-	-	-	1,500,000	1,500,000	
Mult Sites - First Cascade - 5552 - FY21	-	-	-	-	1,500,000	1,500,000	
Lead Paint Totals	16,623,936	14,724,624	129,702	1,859,020	11,994,474	(2,730,150)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Mult Sites - 5466			★													
Mult Sites - PacIndPaint - 5495 - FY21			★													
Mult Sites - ASA - 5550 - FY21			★													
Mult Sites - Fulcrum - 5551 - FY21			★													
Mult Sites - First Cascade - 5552 - FY21			★													

Baseline

Planning

Design

Construction

PROJECT NOTES

Progress:

- OSM Paint crew:
 - + **Phase 1 Interior locations accessible to PreK-2nd Graders:** COMPLETE
 - + **Phase 2 and Phase 3 (PreK - 2nd Grade exterior and additional interior locations):** 24 exterior and 40 interior sites completed
- IDIQ Contracts:
 - + Two school exteriors to be painted Summer 2021 (currently out to bid)
 - + Multi-site painting project to address covered play structures planned for Summer 2021 (currently developing bid package)
 - + Pilot project for painting of lockers planned for Summer 2021 (currently developing bid package)

Accomplishments:

- OSM Paint crew has been tackling larger scope (exterior and interior areas at same time) when at a site, increasing efficiency
- OSM Paint crew continues to work with paint supplier to develop best approach for difficult surfaces (boiler rooms, lockers, floors)
- Team has worked on 75 sites so far (ranging from painting entire interiors to single PreK rooms at a high school)
- Beginning window surveys/assessments at sites with failing paint on historic wood windows
- Received another \$50,000 grant from Portland Water Bureau for lead paint stabilization projects

Risks:

- Unknowns of bidding environments - mitigating by developing a mix of project sizes to keep contractor interest
- Limited In Person Instruction (LIPI) and Summer programs at HUB sites have made coordination more challenging after a year of having buildings mostly empty, but communication and flexibility has allowed the work to continue

Health & Safety: Asbestos Remediation

May 2021

PPS Team Lead: Glenn Bryant

Number of Completed Projects: 19

Number of Active Projects: 2+

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall			

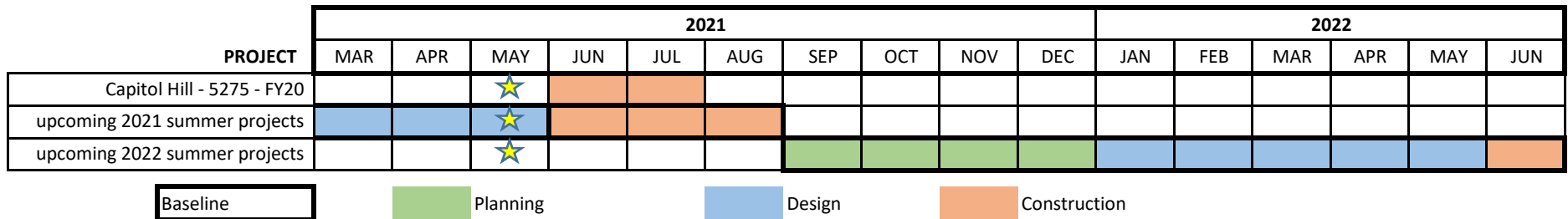
Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	12,000,000	5,308,496	-	-	-	(5,308,496)	
Beaumont - 5373 - FY20	-	243,041	-	169,985	170,800	(72,241)	X
Capitol Hill - 5275 - FY20	-	113,922	54,677	90,084	102,924	(10,998)	
Chapman - 5377 - FY20	-	109,831	-	89,983	89,983	(19,848)	X
GROUP 3 (IP 2017)	-	66,361	66,361	66,361	66,361	-	X
GROUP 4 - ASBESTOS	-	1,392,403	165,618	1,392,403	1,392,403	-	X
Harrison Park - Copy - 4664 - FY18	-	10,185	-	10,185	10,185	-	X
Harrison Park - K - 4441 - FY18	-	24,009	-	24,009	24,009	-	X
Hosford - 5363 - FY20	-	253,168	-	199,986	199,986	(53,182)	X
Hosford - 4573 - FY18	-	41,523	-	41,523	41,523	-	X
Lane - 5361 - FY20	-	134,159	-	89,849	89,849	(44,310)	X
Middle School Conv - 4586-FY18	-	658,511	638,502	638,502	638,502	(20,009)	X
Asbestos Bond Projs - 4923 - FY19	-	1,254,069	-	1,254,069	1,254,069	-	X
Asbestos Bond Projs - 4924 - FY20	-	100,000	-	45,128	45,128	(54,872)	X
Asbestos Bond Projs - 4925 - FY21	-	233,410	212,191	97,217	202,191	(31,219)	
Floor Replacement- 4565 - FY18	-	101,044	-	101,044	101,044	-	X
Rigler - 5369 - FY20	-	232,747	-	177,837	177,837	(54,910)	X
Stephenson - 5362 - FY20	-	189,289	9,283	150,288	160,363	(28,927)	X
Vernon - 5374 - FY20	-	100,005	-	74,708	74,708	(25,297)	X
Vestal - 5367 - FY20	-	214,550	-	181,485	181,485	(33,065)	X
Woodstock - 5368 - FY20	-	250,664	-	192,408	192,408	(58,256)	X
Woodstock - Hall - 4738 - FY18	-	8,614	-	8,614	8,614	-	X
Asbestos Totals		11,040,000	1,146,632	5,095,668	5,224,372	(5,815,628)	

SCHEDULE



PROJECT NOTES

Progress:

- Design is complete and bidding is underway for summer 2021 asbestos projects. Final projects will be determined by successful bid results.
- Eight projects are being bid for summer 2021, with scopes including flooring, pipe insulation, pipes, and crawlspaces, depending on the site.
- Design is completed in groups under a single eBuilder project. Once bids are received, eBuilder projects for construction work will be set up for each site.

Accomplishments:

- 22 sites have had mitigation performed, some in phased approaches to allow for completion over summer breaks.
- The program typically completed 8-10 projects each year over the summer.
- Projects will continue to be performed until all asbestos mitigation funds are utilized.

Risks:

- Unforeseen conditions are always the biggest risk to asbestos remediation projects.
- Other risks include poor turnout for bidding, and market volatility due to pandemic-related supply issues.

Health & Safety: Radon

May 2021

PPS Team Lead: N/A (no active projects)

Number of Completed Projects: 3

Number of Active Projects: 0

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	1,126,125	877,322	-	-	-	(877,322)	
Lent - 4344 - FY17	-	38,938	-	38,938	38,938	-	X
Marysville - 4939 - FY20	-	8,901	-	8,901	8,901	-	X
Multiple Sites - 4609 - FY18	-	110,875	-	110,875	110,875	-	X
Radon Totals	1,126,125	1,036,035	-	158,713	158,713	(877,322)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
no scheduled projects			★													

Baseline
Planning
Design
Construction

PROJECT NOTES

Progress:

- Funding was set aside in 2017 Bond for baseline radon testing at all PPS school sites and mitigation measures as needed.
- All schools were tested but only 17 of those schools required radon mitigation projects.
- Radon testing reoccurs: every 10 years in schools that previously tested below action levels; every 5 years in schools that have had radon mitigation projects completed; and after any major construction on a school.
- No schools currently require radon mitigation projects.
- Testing is reoccurring per the parameters noted above.

Health & Safety: Water Quality

May 2021

PPS Team Lead: Steve Varblow

Number of Completed Projects: 1

Number of Active Projects: 16

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity		X	
Schedule			X
Overall			X

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	28,492,000	13,300,577	-	-	-	(13,300,577)	
Lead In Water-Emerg Resp - 4241	-	136,727	58,675	58,675	136,727	-	
Lead In Water Repairs - 4517	-	7,120,756	2,270,105	2,684,074	2,740,913	(4,379,843)	
Drink Fixt - Bid Package 31 - 5301	-	349,125	279,873	257,597	277,770	(71,355)	
Drink Fixt - Bid Package 32 - 5397	-	342,136	244,552	250	293,552	(48,584)	
Drink Fixt - Bid Package 33 - 5398	-	283,173	257,430	133,462	283,173	-	
Drink Fixt - Bid Package 34 - 5390	-	354,142	321,947	280,444	354,142	-	
Drink Fixt - Bid Package 35 - 5391	-	355,960	340,110	340,434	355,960	-	
Drink Fixt - Bid Package 36 - 5452	-	363,074	330,067	156,995	363,074	-	
Drink Fixt - Bid Package 37 - 5453	-	357,963	325,421	84,602	357,963	-	
Drink Fixt - Bid Package 38 - 5477	-	384,456	349,505	350	384,456	-	
Drink Fixt - Bid Package 39 - 5478	-	326,040	296,400	296	326,040	-	
Drink Fixt - Bid Package 40 - 5540	-	326,040	296,400	-	326,040	-	
Drink Fixt - Bid Package 41 - 5541	-	484,440	440,400	-	484,440	-	
Drink Fixt - Bid Package 42 - 5542	-	464,072	-	-	464,072	-	
Drink Fixt - Bid Package 43 - 5640	-	-	-	-	432,788	432,788	
Drink Fixt - Bid Package 44 - 4651	-	-	-	-	359,671	359,671	
Drink Fixt - Bid Package 45 - 5642	-	-	-	-	458,766	458,766	
Drink Fixt - Bid Package 46	-	-	-	-	425,982	425,982	
Drink Fixt - Bid Package 47	-	-	-	-	355,855	355,855	
Drink Fixt - Bid Package 48	-	-	-	-	582,029	582,029	
Drink Fixt - Bid Package 49	-	-	-	-	180,999	180,999	
Drink Fixt - Bid Package 50	-	-	-	-	177,072	177,072	
Water Quality Totals		24,948,682	5,810,884	3,997,178	10,121,484	(14,827,198)	

Health & Safety: Water Quality

May 2021

PPS Team Lead: Steve Varblow

Number of Completed Projects: 1

Number of Active Projects: 16

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Lead In Water Repairs - 4517			★													
Drink Fixt - Bid Package 32 - 5397			★													
Drink Fixt - Bid Package 33 - 5398			★													
Drink Fixt - Bid Package 34 - 5390			★													
Drink Fixt - Bid Package 35 - 5391			★													
Drink Fixt - Bid Package 36 - 5452			★													
Drink Fixt - Bid Package 37 - 5453			★													
Drink Fixt - Bid Package 38 - 5477			★													
Drink Fixt - Bid Package 39 - 5478			★													
Drink Fixt - Bid Package 40 - 5540			★													
Drink Fixt - Bid Package 41 - 5541			★													
Drink Fixt - Bid Package 42 - 5542			★													
Drink Fixt - Bid Package 43 - 5640			★													
Drink Fixt - Bid Package 44 - 4651			★													
Drink Fixt - Bid Package 45 - 5642			★													
Drink Fixt - Bid Package 46			★													
Drink Fixt - Bid Package 47			★													
Drink Fixt - Bid Package 48			★													
Drink Fixt - Bid Package 49			★													
Drink Fixt - Bid Package 50			★													

Baseline

Planning

Design

Construction

PROJECT NOTES

Progress:

Design:

- 93 principal meetings complete, 4 meetings remaining
- 90 school/ facility designs have been completed, 8 school/facilities are in the design phase

Bid/ Procurement:

- 17 bid packages have been awarded, 1 bid package is out for bid, 2 bid packages are in the design phase
- Approximately 200 drinking fountain fixtures ordered directly by PPS to reduce procurement time

Construction:

- 10 schools substantially complete, 15 schools under construction, 5 schools ready for construction (will start after the school year finishes)
- 20 additional schools will begin construction this summer (pending fixture delivery)

Accomplishments:

Efficient Use of Budget:

- The Water Quality program is projected to spend less than \$18 million of the \$28 million allocated to the project, freeing money for other H&S priorities
- The team budgeted \$8.2 million for the first 17 bid packages (85% of projects). Those projects bid at \$6.38 million (including contingency) or 78% of budget.

Design Schedule:

- The design process, starting in April 2020 has been able to operate successfully through school and office closures. The teams has interviewed 93 principals and administrators and produced 90 sets of drawings.
- The first 90 drawing sets have been sent to bid on schedule, despite the closures and limited access to the facilities during Covid.

Low Test Results:

- The 10 schools we have tested and returned to service have averaged under 0.5ppb of Lead, 30x lower than the State of Oregon level for school drinking water.
- The 0.5ppb of lead testing average is 50% lower than the 1.0ppb goal the district set at the beginning of the Filtered Water pilot program (Feb 2020).

Risks:

Pilot Program Testing:

- The pilot program testing was paused in March of 2020 because the schools were not occupied and therefore weren't using the fixtures at normal rates. Test results looked great 70% of the way through the school year, but the test was not completed for a full school year.
- When we test all fixtures at the end of the school year, we may find some anomalies that will need to be addressed.

Supply Delays:

- The drinking fountains have caused significant delays in the schedule. Originally, they had a 3-week lead time. As of late summer 2020, it had become a 5-month lead time.
- Until we have all fixtures in hand, this procurement step will always be a risk.

Budget:

- The following may be budget risk issues:
 1. Old schools with old plumbing and old construction methods.
 2. Hazardous material testing/abatement in work area (asbestos)
 3. Limited access to schools for engineers and contractors for first bid packages (Covid Closures)

Health & Safety: Fire Sprinkler/Alarms

May 2021

PPS Team Lead: Robert Jole

Number of Completed Projects: 9

Number of Active Projects: 0

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	25,849,990	1,023,905	-	-	-	(1,023,905)	
GROUP 2 - Fire Alarm / Sprinkler	-	4,142,986	1,846,230	4,048,504	4,093,326	(49,660)	X
GROUP 3 (IP 2017)	-	4,361,785	95,502	4,361,060	4,361,060	(725)	X
Jefferson - Sprinkler - 5053 - FY19	-	1,139,496	-	1,139,496	1,139,496	-	X
Fire Alarm Equip Purch - X0114	-	46,523	-	46,523	46,523	-	X
North Group 1 - 5211 - FY20	-	1,952,500	1,777,727	1,780,913	1,785,913	(166,587)	X
North Group 2 - 5212 - FY20	-	1,955,500	1,840,054	1,844,959	1,844,959	(110,541)	X
South Group 3 - 5213 - FY20	-	1,539,763	1,381,902	1,384,827	1,384,827	(154,936)	X
South Group 4 - 5214 - FY20	-	1,880,441	1,701,505	1,703,198	1,703,199	(177,242)	X
Rigler - 5029 - FY19	-	1,521,325	1,484,210	1,485,169	1,485,169	(36,156)	X
Fire Sprinkler/Alarm Totals	25,849,990	19,564,225	10,127,130	17,794,649	17,844,472	(1,719,753)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
no scheduled projects			★													

Baseline

Planning

Design

Construction

PROJECT NOTES

Progress:

- All work was performed per Portland Fire & Rescue agreement and within required timeline of completion by 12/31/2020. No additional projects are planned.
- Remaining funds are being returned to Health & Safety Unallocated for use elsewhere within the program.

Health & Safety: Roof Improvements

May 2021

PPS Team Leads: Steve Simonson, Robert Jole

Number of Completed Projects: 13

Number of Active Projects: 5

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	50,907,949	1,436	-	-	-	(1,436)	
Chapman - 4671 - FY18	-	4,260,654	3,908,088	4,036,307	4,260,654	-	X
Duniway - 5420 - FY21	-	464,139	417,766	272,253	464,139	-	
GROUP 3 (IP 2017)	-	10,648,856	2,245,609	10,513,057	10,648,856	-	X
Harrison Park - 5321 - FY20	-	2,942,416	2,643,665	2,677,126	2,706,674	(235,742)	X
Hayhurst - SRGP - 5028 - FY19	-	1,771,845	1,503,722	1,603,352	1,771,845	-	X
Jackson - 5030 - FY19	-	6,521,000	3,867,344	3,961,680	3,972,722	(2,548,278)	X
Kelly - 5319 - FY20	-	1,718,158	1,618,082	1,652,848	1,655,402	(62,755)	X
Lee - 4497 - FY18	-	96,750	96,750	97,000	96,750	-	X
MLC - 5422 - FY21	-	576,285	520,208	368,422	576,285	-	
Mt Tabor - 5320 - FY20	-	3,143,815	2,972,086	3,022,689	3,021,237	(122,578)	X
Middle School Conv - 4586-FY18	-	3,781,759	3,781,759	3,781,759	3,781,759	-	
Group 1 Design - 5153 - FY20	-	816,499	800,509	743,561	803,999	(12,500)	X
Group 2 Design - 5154 - FY20	-	1,164,931	1,123,480	1,145,822	1,164,931	-	X
Ockley Green - 5322 - FY20	-	2,136,848	1,851,180	1,897,692	1,962,232	(174,616)	X
Rieke - 5423 - FY21	-	367,693	324,790	179,932	367,693	-	
Rigler - 5029 - FY19	-	7,258,000	7,091,081	7,136,080	7,258,000	-	X
Sitton - 5027 - FY19	-	6,746,662	-	6,744,662	6,746,662	-	X
Woodlawn - 5323 - FY20	-	1,846,468	1,614,696	1,647,790	1,669,036	(177,432)	
Roof Improvements Totals		56,264,213	36,380,814	51,482,033	52,928,876	(3,335,337)	

Health & Safety: Roof Improvements

May 2021

PPS Team Leads: Steve Simonson, Robert Jole

Number of Completed Projects: 13

Number of Active Projects: 5

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Duniway - 5420 - FY21	Design	Design	Design★	Construction	Construction	Construction										
MLC - 5422 - FY21	Design	Design	Design★	Construction	Construction	Construction										
Middle School Conv - 4586-FY18			Design★	Construction												
Rieke - 5423 - FY21	Design	Design	Design★													Construction
Woodlawn - 5323 - FY20	Construction	Construction	Construction★	Construction												

Baseline		Planning		Design		Construction
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PROJECT NOTES

Progress:

- Minor roof hatch installation to be completed at Woodlawn in June, then project will be complete
- Design and bidding have been completed on Duniway, MLC and Rieke, with construction to be funded by the 2020 Bond Roof funds

Accomplishments:

- 15 major roof replacements have been funded by the 2017 Bond Health & Safety Roof Improvements funding
- Projects are being closed out and unneeded funds swept back to the 2017 Bond program prior to determining any future project allocations

Health & Safety: Accessibility

May 2021

PPS Team Leads: Steve Simonson, Robert Jole

Number of Completed Projects: 4

Number of Active Projects: 2

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	10,000,000	22,885	-	-	-	(22,885)	
GROUP 3 (IP 2017)	-	3,593,412	409,464	3,417,799	3,593,412	-	X
Harrison Park - 5321 - FY20	-	45,000	45,000	44,865	45,000	-	X
Middle School Conv - 4586-FY18	-	4,411,028	4,359,708	4,360,010	4,411,028	-	
Ockley Green - 5322 - FY20	-	45,000	45,000	45,000	45,000	-	X
Rigler - 5029 - FY19	-	1,037,675	1,009,799	1,037,059	1,037,675	-	X
Woodlawn - 5323 - FY20	-	45,000	45,000	45,000	45,000	-	
Accessibility Totals		9,200,000	5,913,972	8,949,733	9,177,115	(22,885)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Middle School Conv - 4586-FY18			★													
Woodlawn - 5323 - FY20			★													

Baseline
 Planning
 Design
 Construction

PROJECT NOTES

Progress:

- Middle School Conversions project will be complete after finishing a small stair handrail installation. Woodlawn is finishing a roof hatch funded by the 2017 Roof funding (project has multiple fund sources).
- Team is closing out project budgets and sweeping back unused funds to Unallocated prior to identifying future projects that can be completed with remaining funding.

Health & Safety: Security

May 2021

PPS Team Lead: Brooke Besheone

Number of Completed Projects: 4

Number of Active Projects: 2

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule			X
Overall			X

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	5,000,000	785,750	-	-	-	(785,750)	
Creative Science - 5049 - FY20	-	12,855	-	12,855	12,855	-	X
Jefferson - 4528 - FY17	-	30,859	-	30,859	30,859	-	X
4675-Security-PKG1 FY18-19	-	2,512,541	31,050	1,826,276	2,302,902	(209,639)	
5025-Security-PKG2-FY19	-	2,419,821	1,771,318	1,958,034	2,059,525	(360,296)	
5026-Security-PKG3-FY19	-	3,256,981	-	3,256,981	3,256,981	-	X
Middle School Conv - 4586-FY18	-	303,414	265,194	265,194	303,414	-	X
Security Totals	5,000,000	9,322,221	2,067,562	7,350,199	7,966,536	(1,355,685)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
4675-Security-PKG1 FY18-19			★													
5025-Security-PKG2-FY19			★													

Baseline

Planning

Design

Construction

PROJECT NOTES

Progress:

- All security upgrades except fencing at two school sites have been completed.
- The fencing was put on hold while the project team met with school staff, security services and facilities to verify the fencing was needed/desired and to clarify final scope direction. This pushed the schedule past the baseline for the project as a whole.
- The result included minimal design changes from the original scope and the work is now moving forward.
- 100% CDs for the two sites are anticipated by 6/10/21.
- Construction is expected to start early- to mid-August with substantial completion 10/4/21.

Accomplishments:

- 100% DDs have been received for Beaumont fencing
- Cleveland fencing 100% DDs are on target for planned receipt on 5/20/21

Risks:

- DD cost estimates are overlapping the CD phase which means we will not have much time to review before submitting to the City.
- While the intent was to complete the fencing scope before Fall 2021, it does not appear that is going to occur.
- Construction material costs are increasing at this time, with steel anticipated increasing by 20%. This could impact our steel fencing product.

2020 Infrastructure: Roof

May 2021

PPS Team Leads: Steve Simonson, Clark Ide

Number of Completed Projects: 0

Number of Active Projects: 4

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	65,700,000	65,486,215	-	-	-	(65,486,215)	
Duniway - 2020 Bond - 5667	-	-	-	-	2,960,000	2,960,000	
MLC - 2020 Bond - 5668	-	-	-	-	3,277,846	3,277,846	
2020 Bond Roof Assessments - 5578	-	213,785	213,785	-	213,785	-	
2022 Roof Design - 5631	-	-	-	-	-	-	
2020 Roof Totals		65,700,000	213,785	-	6,451,631	(59,248,369)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Duniway - 2020 Bond - 5667			★													
MLC - 2020 Bond - 5668			★													
2020 Bond Roof Assessments - 5578			★													
2022 Roof Design - 5631			★													

Baseline

Planning

Design

Construction

PROJECT NOTES

Progress:

- Construction contracts for Duniway and MLC re-roof projects will have been executed by time of 5/26 BAC meeting
- A contract is being negotiated for detailed roof assessments of 22 worst-performing roofs to help determine selection and prioritization of funded projects
- Procurement is beginning for design teams for 2022 summer roof projects, to allow for earlier design completion and earlier bidding

Accomplishments:

- Design for Duniway and MLC roof projects was completed with 2017 Bond Roof Improvements funding to allow 2020 Bond Roof funds to be used right away for construction
- Construction bids came within estimated cost ranges for Duniway and MLC

Risks:

- Material availability throughout the industry is of concern; there is great volatility in supply right now and OSM is working to get contracts executed quickly to allow contractors to procure materials early

2020 Infrastructure: Seismic

May 2021

PPS Team Leads: Robert Jole

Number of Completed Projects: 0

Number of Active Projects: 1

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	17,200,000	11,974,187	-	-	-	(11,974,187)	
Lent - SRGP - 5421 - FY21	-	8,557,263	782,505	504,983	8,499,703	(57,560)	
2020 Seismic Totals		20,531,450	782,505	504,983	8,499,703	(12,031,747)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Lent - SRGP - 5421 - FY21			★													

Baseline
Planning
Design
Construction

PROJECT NOTES

Progress:

- Construction bids for Lent were received within estimated cost range and contract will be executed by 5/26 BAC meeting

Accomplishments:

- Through a combination of a \$2.5M SRGP grant and FAM funds, the Lent project was able to complete design in time for 2021 summer construction using 2020 Bond Seismic funds
- Another \$2.5M SRGP grant has recently been awarded to PPS for seismic upgrades at Creative Science School at Clark

Risks:

- Material availability throughout the industry is of concern; there is great volatility in supply right now and OSM is working to get contracts executed quickly to allow contractors to procure materials early

2020 Infrastructure: Mechanical

May 2021

PPS Team Leads: Steve Simonson, Clark Ide

Number of Completed Projects: 0

Number of Active Projects: 2

STATUS AT A GLANCE

	As Planned	Caution	Impacts
Budget	X		
Equity			
Schedule	X		
Overall	X		

Legend:

	As planned: no concerns
	Caution: requires attention
	Impacts: impacts occurring

BUDGET

	Original Budget	Current Budget	Committed	Actuals To Date	Estimate At Completion	Over/Under	Completed Projects
Unallocated Funds	75,000,000	74,916,280	-	-	-	(74,916,280)	
2020 Bond Mech Assess - 5626	-	83,720	83,720	-	83,720	-	
2022 Mech Design - 5637	-	-	-	-	-	-	
2020 Mechanical Totals		75,000,000	83,720	-	83,720	(74,916,280)	

SCHEDULE

PROJECT	2021										2022					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
2020 Bond Mech Assess - 5626			★													
2022 Mech Design - 5637			★													

Baseline		Planning		Design		Construction
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PROJECT NOTES

Progress:

- A contract is being negotiated for analysis of existing data and assistance developing goals and criteria to help determine selection and prioritization of funded projects
- Procurement is beginning for design teams for 2022 summer mechanical projects, to allow for early design completion and bidding
- OSM will also review unforeseen mechanical system failures for emergency funding prior to adoption of 2020 Roof implementation plan



Date: May 24, 2021

To: School Improvement Bond Committee

From: Dan Jung, Chief Operating Officer
Marina Cresswell, Senior Director, Office of School Modernization
Emily Courtnage, Director, Purchasing & Contracting
Paul Williams, Solicitation Manager, Purchasing & Contracting

Subject: Business Equity Policy, Initiatives, and Outcomes

I. Overview of Equity in Public Purchasing and Contracting Policy and Business Equity Initiatives at PPS.

1. Equity in Public Purchasing and Contracting Policy 8.50.095-P

The Board adopted the [Equity in Public Purchasing and Contracting Policy 8.50.095-P](#) (“EPPC Policy”) on July 16, 2012. In the EPPC Policy, the Board set out the following goals: (1) The District will provide purchasing and contracting opportunities to small business that have been historically under-utilized, including businesses owned by people of color and women; (2) The District will ensure apprenticeship opportunities in the construction trades and will promote construction employment opportunities for people of color and women; and (3) The District will continue to provide career learning opportunities for students, providing them exposure to various potential career paths. The Policy provides that the District will achieve these objectives through three major initiatives: Business Equity, Contractor Workforce Equity, and Career Learning Equity.

The District’s **Business Equity** initiatives aim to equitably distribute the District’s contracting opportunities, helping to ensure that businesses owned by people of color and women benefit proportionally from the District’s contracting dollars. Business Equity is distinct from **Contractor Workforce Equity**, which is aimed at ensuring that District construction projects employ (via our prime contractors and subcontractors) a construction labor workforce that reflects Portland’s diversity and provides career opportunities for people of color and women. The **Career Learning Equity** initiatives help to ensure that District students have opportunities to learn about and become engaged in construction and other related careers, providing a pathway to apprenticeship, the trades, and possibly even future business ownership. In this way, all three initiatives work together, leveraging the District’s contracting dollars to help increase economic

opportunities for students, laborers, and business owners, particularly people of color and women.

The EPPC Policy addresses Business Equity goals in general terms and does not provide a particular goal or utilization percentage for Certified Businesses:

“All District departments and budget holders will actively search out and open their purchasing and contracting opportunities to minority-owned businesses, women-owned businesses and emerging small businesses. District departments will establish specifications for goods and services, personal services, architecture, engineering and construction that encourage competition while meeting District needs. The District will develop its bid packages, contract terms, and work scopes to allow for businesses of all sizes to respond to its solicitation and business opportunities. The District will scope certain bid packages for small businesses.

The District will improve its efforts in this regard over time, looking to establish successful models as well as working closely with community stakeholders to innovate and improve our public purchasing and contracting approaches.”

2. Business Equity Administrative Directive 8.50.096-AD

The [Business Equity Administrative Directive 8.50.096-AD](#) (“Business Equity AD”) was signed by the Superintendent on September 23, 2013. Key provisions of the Business Equity AD include:

- An aspirational goal of 18% for the participation of Minority-Owned Businesses (MBE), Women-Owned Businesses (WBE), Emerging Small Businesses (ESB), and/or Service-Disabled Veteran Businesses (SDV) (“Certified Businesses”)¹ in Division 48 and Division 49 services. Division 48 services include architecture, engineering, land surveying, photogrammetric mapping, transportation planning, and related services. Division 49 services are public improvement (construction) services.
- The District will actively participate in regular meetings of local minority-owned, women-owned, service-disabled veteran owned, and small business advocacy organizations, trade shows, trade fairs, and similar events.
- The District will notify Certified Business vendors of District informal and formal solicitations and contracting opportunities.
- The District will include cultural responsiveness, diversity policies, and/or company Certified Business subcontractor utilization history as part of the evaluation criteria in Requests for Proposals (RFPs) when subcontractors may be utilized.
- For purchases below formal solicitation thresholds, the District will actively seek participation of Certified Businesses. Departments will seek one or more of the required three quotes for intermediate Division 49 services from Certified Businesses.

a. 18% Business Equity Goal: Caveats and Limitations

¹ A Certified Business is one certified as such by the State of Oregon Certification Office for Business Inclusion and Diversity (COBID); or is a Disadvantaged Businesses (DBE) certified by the states of Oregon, Washington, or California; or is MBE or WBE certified by the State of Washington.

As noted above, the Business Equity Administrative Directive includes an aspirational goal that 18% of our contracting dollars in construction, architecture, engineering, and related services go to Certified Businesses, whether as prime contractors or subcontractors. There are a number of caveats and limitations inherent in this goal.

First, there is a lack of good data to support any particular utilization percentage. The 18% aspirational goal has been the same since the AD was first signed in 2013. At that time, the District did not have a disparity study or other comprehensive evaluation of actual availability of Certified Businesses in the Portland Metro Area; rather, the goal was developed to mimic similar goals in other local public agencies with emerging business equity programs, such as City of Portland. Even today, we still do not have data on the availability of Certified Businesses across various trades or professional categories in the Portland Metro Area. In this sense, we cannot say with certainty what utilization percentage is reasonably attainable and whether that percentage has changed over time. It may be that the goal is readily attainable in some areas of work (architecture, for example) and some construction trades, but much less so in others - but we have little actual data.

We do know that there are currently only 2,611 Oregon Certified Businesses across all commodity and service areas. Of those, only 694 provide construction services, including just 210 minority-owned construction businesses and 152 women-owned construction businesses. This includes both residential and commercial construction services, so only some of these businesses would be viable contractors for the District. There is likely some overlap between these categories, as businesses can be dual-certified or even triple-certified - e.g., a minority woman-owned small business could be certified as MBE, WBE, and ESB. Unfortunately, the total number of Certified Businesses in Oregon dropped approximately 20% since March 2020 (pre-COVID), which could be due to failure of businesses in some instances and failure to re-certify in others.

Second, the 18% aspirational goal is for the program as a whole. The 18% threshold is not on a per-contract basis or even a per-contracting division basis (construction versus architecture and engineering) but simply refers to overall District spend across all applicable areas of work and trades, and across all contracts, over time.

Third, the goal does not distinguish between different types of certification. Rather, the aspirational goal is that 18% of our contracting dollars in construction, architecture, engineering, and related services go to MBE, WBE, ESB, and/or SDVBE businesses, in sum. The 18% aspirational goal could be strictly met (though not met in spirit) by providing 18% of our contracting dollars to emerging small businesses (which are typically white-owned but have a lower revenue cap than the other certification categories) and \$0 to any other Certified Business categories. Alternatively, the 18% goal could be met by providing 8% of our contracting dollars to minority owned businesses, 7% to women-owned businesses, and 3% to emerging small businesses. The lack of specificity among certification categories was purposeful, to avoid the appearance of an unlawful race- or gender-based preference in contracting. Thus, while we do disaggregate our spend with each type of Certified Business in our reporting, we do not have specific goals for each category of certification.

Fourth, the 18% aspirational goal does not address the number or diversity of Certified Businesses benefitting from our contracting dollars. We could theoretically achieve the 18% by

contracting with a small handful of large and successful businesses on our larger projects. However, this would do little to spread our contracting dollars among many businesses and help grow the smallest Certified Businesses into more successful, long-term viable businesses over time. For this reason, we believe it may be time to shift focus, at least partially, to look at not only the total dollars benefiting Certified Businesses but the numbers and diversity of the businesses benefited. Arguably, it could be just as valuable to the community, if not more so, to reach 15% utilization while helping to grow hundreds of small, emerging businesses owned by people of color and women than to reach 18% utilization by contracting with just a few large, successful minority- or women-owned businesses.

Finally, it is important to point out that the Business Equity AD and the 18% aspirational goal do not have anything to do with the actual composition of the labor workforce on any given project or on jobsite culture. Construction workforce diversity and apprenticeship usage is addressed in the Contractor Workforce Equity AD and related initiatives. While it is possible that Certified Businesses employ more people of color and women in their workforce than non-Certified Businesses, we have no data on this issue.

3. Business Equity Initiatives and Practices at PPS Since 2013 Program Inception

In an effort to increase the percentage of District contracting dollars going to Certified Businesses, the District has taken the following steps:

a. Evaluation Criteria in Formal Requests for Proposals

In mid-2013, the District began incorporating in its RFP evaluation criteria, for projects in which subcontractors will be utilized, the Proposer's Certified Business outreach efforts, diversity plan, and history of Certified Business utilization. Such evaluation criteria have been included in all Division 48 and 49 RFPs, including the design and Construction Manager/ General Contractor (CM/GC) solicitations for each of the high school modernization projects. RFP evaluators award points for a Proposer's demonstration of a history of successful partnering with Certified Businesses and a comprehensive plan for Certified Business outreach and utilization.

b. Mandatory Certified Business Inclusion in Intermediate Procurements

The District's Facilities and Asset Management (FAM) and Office of School Modernization (OSM) departments seek at least one of three required quotes for intermediate (i.e., below the 100k formal procurement threshold) construction services unless no eligible Certified Businesses exist for a particular scope of work. The internal project management software used by FAM and OSM requires project managers to document their compliance through a series of required questions in the commitment approval process. The Purchasing & Contracting department also tracks compliance with this requirement as part of its contract review process.

c. Outreach to Certified Businesses and Community Engagement

The District's direct outreach and engagement activities include but are not limited to: Attending meetings and advertising opportunities with the Oregon Association of Minority Entrepreneurs (OAME), which promotes entrepreneurship and economic development for small and minority owned businesses; facilitating District participation in local trade shows and Open Houses and

similar events designed to bring together public agencies and Certified Business vendors; increasing our online presence with easily accessible information about PPS contracting opportunities; inviting Certified businesses to make presentations to FAM and OSM staff at the BESC; and, since March 2015, facilitating quarterly meetings of PPS's Equity in Contracting Advisory Committee to engage Certified Business stakeholders and seek feedback on PPS policies and practices. Many of the Office of School Modernization's largest projects involve CMGC contracts, in which subcontractor procurement occurs after the general contractor is already under contract with the District. OSM works closely with CMGC contractors to discuss their Certified Business outreach, engagement, and participation strategy; participates in round tables with CMGC contractors at organizations such as OAME and National Association of Minority Contractors-Oregon (NAMC Oregon); and reviews CMGC-proposed procurement plans.

d. Reporting/Data Sharing

In 2015, the Purchasing & Contracting department completed implementation of a Certified Business utilization tracking system (B2G Now) that integrates with our enterprise resource planning software, PeopleSoft, and the Oregon COBID certification database to automate the tracking of District contract dollars spent on Certified Businesses. The software enables accurate and timely reporting of the percentage of District contract dollars spent on Certified Businesses, whether at the prime or subcontractor level, for all construction, architecture, engineering, and related services contracts initiated on or after April 1, 2015 (plus a few preexisting large Bond contracts).

The Director of Purchasing & Contracting provides an annual report to the Board, in the form of an Informational Memo, detailing cumulative and fiscal year business equity, workforce equity, and career learning equity outcomes. The memo is also posted on the Purchasing & Contracting website. Purchasing & Contracting staff also share updated Certified Business utilization reports from B2G with the Equity in Contracting Advisory Committee at each quarterly meeting. In addition, the Office of School Modernization uses B2G reports to provide program-wide Certified Business utilization statistics to the Bond Accountability Committee at every meeting. With a change in reporting format in 2021, OSM also began providing detailed utilization breakdowns for the modernization projects and is working to provide the same detail for multi-project 2017 Health and Safety and 2020 Infrastructure programs. Reports provided by OSM to the Bond Accountability Committee are then also provided to the School Improvement Bond Committee (SIBC) as part of OSM's quarterly update to the SIBC. All reports are shared in public meeting materials and posted to the PPS website.

II. Business Equity Outcomes

Since 2013, **15.9%** of the District's total spend (both Bond and non-Bond) on construction, architecture, engineering, and related services went to Certified Businesses since 2013.² This equates to **\$143,426,098** spent on **440 prime contracts** and **436 subcontracts** with Certified Businesses.

The Certified Business spend can be disaggregated in a number of ways:

² This data represents a snapshot in time as of April 30, 2021. Note that these numbers can be expected to change daily as the District's prime contractors enter data on payments made to their subcontractors during the prior month(s) and as subcontractors enter payments to second tier subs.

Certification Type:

Certification Type	Percent Utilization	Total Dollars	Prime Contracts	Subcontracts
Minority Owned Businesses	4.9%	\$44,234,213	90	144
Women Owned Businesses	7.3%	\$65,457,662	136	157
Emerging Small Businesses	3.1%	\$27,674,211	203	115
Service-Disabled Veteran Owned Businesses	0.1%	\$543,445	3	1

Disaggregation of Minority Business Enterprise (MBE) Spend by Ethnicity/Race:

MBE Ethnicity/ Race/ Gender	Percent Utilization	Total Dollars	Prime Contracts	Subcontracts
African-American Female	0.64%	\$5,773,726	0	5
African-American Male	1.82%	\$16,411,946	11	29
Asian Indian Male	0.10%	\$941,356	18	9
Asian Pacific Female	0.94%	\$8,505,092	2	14
Asian Pacific Male	0.44%	\$4,015,185	23	18
Hispanic Female	0.24%	\$2,132,586	10	7
Hispanic Male	0.53%	\$4,754,621	19	38
Native American Female	0.05%	\$429,286	3	14
Native American Male	0.50%	\$4,524,321	4	15
Undeclared	0.01%	\$49,600	0	1

Bond vs. Non-Bond Projects:

- Bond Projects: 15.3% (\$125,288,764)
- Non-Bond Projects: 21.2% (\$18,137,335)

Contract Type:

- Construction: 14.4% (\$110,559,872)
- Architecture, Engineering, and Related Services: 24.5% (\$32,866,226)

Prime Contract Procurement Method:

- No Competition: 21.3% (\$10,922,756)
- Competitive Low Bid/Low Quote: 20.6% (\$32,677,687)
- Competitive Evaluation/Proposals: 14.4% (\$99,825,655)

III. Current Initiatives to Improve Business Equity Outcomes

The Purchasing & Contracting Department and the Office of School Modernization are engaged in a number of ongoing efforts to continue to improve the equitable distribution of our contracting dollars in construction, architecture, engineering, and related services:

1. Continue to Seek Input and Advice from our Equity in Contracting Advisory Committee

As noted above, the Purchasing & Contracting Department formed the Equity in Contracting Advisory Committee (“Advisory”) in early 2015 to help us identify contracting barriers, improve our practices, and increase business equity across the District. The Advisory Committee meets quarterly and is comprised of several minority, women, and emerging small business owners and advocates as well as PPS Purchasing & Contracting staff. Long-standing active community members include:

- Jorge Guerra, president, Oregon Association of Minority Entrepreneurs
- Mark Matthews, owner, Pacificmark Construction (MBE)
- Rajiv Ali, principal/owner, Rhino One Engineering (MBE)
- Summer Gorder, president, ecoREAL Solutions (WBE)
- Samuel Gollah, president/owner, Gollah Consulting (MBE)
- Eric Ufer, owner, Pest Solutions (ESB)
- James Faison, owner, Faison Construction (MBE)

Most of the members have also worked on PPS projects, as prime contractors or subcontractors, and thus bring not only a community and business owner perspective but also the perspective of those who have directly experienced, and can speak to the benefits and drawbacks of, our contracting practices and our equity mandates (including not only business equity initiatives but also our mandatory contractor workforce equity programs and career learning requirements).

2. Continue to Use Alternative Contracting Methods for Construction

Oregon Public Contracting statutes require use of a low-bid procurement method - an Invitation to Bid - when procuring construction contracts over \$100,000. The low-bid method requires award to the lowest responsive and responsible bidder. Because no evaluation is involved, it is considered a purely objective and transparent contracting methodology that results in cost-savings to agency and taxpayer. Agency staff may, however, seek an exemption and permission from the Board to use an Alternative Contracting Method such as Construction Manager/General Contractor (CMGC), Indefinite Quantity/Indefinite Delivery (IDIQ), or Design Build, whereby contractors are procured by a fully competitive, evaluated Request for Proposals process. A series of statutory factors govern the Board's discretion in granting such exemption requests. An advantage of the RFP process is the ability to include business equity evaluation criteria in the selection of the contractor, helping to ensure that contractors have a well-developed plan to include Certified Businesses as partners or subcontractors in the project. (Note that we do not, however, award points to a proposer simply for being a Certified Business, so as to avoid the appearance of an illegal race- or gender-based preference in contract award.)

Despite the additional time and work involved in obtaining an exemption, the District has continued to seek exemptions to use Alternative Contracting Methods where it makes sense to do so under the statutory criteria. The CMGC method has been used for all of the High School Modernization projects. The IDIQ method has been used for District-wide Partial Pipe Replacement and Lead Paint Stabilization Projects. In addition, the District used a simple RFP procurement method for District Wide Security Upgrades and the Roosevelt Phase IV Project.

3. Strengthen Our Request for Proposals Selection/Evaluation Criteria

Beginning in late 2020, we began redrafting our RFP evaluation criteria related to business equity and construction workforce diversity in order to strengthen and clarify the criteria and improve its effectiveness. Our new language, finalized and adopted in April 2021, took into account input from our Equity in Contracting Advisory Committee and also included language adapted from Metro and City of Portland solicitations. The new CMGC and Alternative Contracting RFP evaluation criteria is copied below. Our new Architecture, Engineering, and Related Services RFP evaluation criteria is similar but excludes the Construction Workforce Equity section (section B, below).

A. Certified Business Participation Strategy

It is the expectation of the District that the Contractor will develop an effective, thorough, and thoughtful approach to the recruitment of smaller general contractors and Certified Business subcontractors to perform work on this project.

- i. **Partnering and Subcontracting Strategy:** What about your business practices and approach to partnering or subcontracting will aid in the recruitment of Certified Business contractors on this project?
 - a. Identify the Certified Businesses you plan to engage on this project and any trades you will target for Certified Business participation.
 - b. Describe your process of developing bid packages. How does this approach promote the ability of Certified Business contractors to bid on work?

c. Specifically address the District's intention to provide opportunities for smaller general contractors.

ii. **Realistic and Achievable Utilization Percentage:** Based on your business practices and approach to partnering or subcontracting, and based on your knowledge of the current Portland Metro Area construction market, what is the percentage of Certified Business utilization (i.e., percent of total contract value that will be paid to Certified Businesses) that is realistic and achievable for this project? Describe your comprehensive strategy to achieve that percentage of Certified Business utilization for this project.

iii. **Recent Project Examples:** Describe your two most recent projects of similar size (i.e., at least 50% of the proposed contract value for this project) that have tracked Certified Business utilization (not including Federal DBE) and list the project owner, proposer's Project Manager, and dates of work. Provide the stated original Certified Business utilization percentage goal, the Certified Business utilization percentage you achieved, the total construction value vs. the amount paid to Certified Business subcontractors, and the total number of subcontractors vs. the number of Certified Business subcontractors. Describe how you were successful in achieving this level of Certified Business utilization. If you were not successful in meeting the utilization percentage goal, explain the reasons and any lessons learned; what would you do differently now?

If you have worked on one or more Portland Public Schools projects, include the most recent of these projects in your response.

An ideal proposal will demonstrate:

- Proposer has a comprehensive and detailed Certified Business utilization plan and has already engaged Certified Businesses as a significant part of the project team.
- Proposer has a realistic and attainable Certified Business utilization goal and plan for reaching that goal on this project.
- Proposer has a demonstrated history of successfully partnering and/or subcontracting with Certified Businesses to meet utilization goals.

B. Construction Workforce Diversity Efforts

Describe the efforts you will make to enhance the diversity of the workforce on the entire project. What strategies will you use to maximize apprenticeship opportunities for minority and female workers on the jobsite?

i. Describe any workforce retention strategies, including any investment in on-the-job training, mentoring, or coaching, to help ensure training completion and success of registered apprentices.

ii. Describe any strategies you will use to engage community and industry partners to enhance participation of minority and female workers on the jobsite.

iii. The District's aspirational goal for construction workforce diversity is a minimum of 25% minority and 14% female hours, including both journey and apprentice level workers, on each eligible project. Describe any anticipated workforce gaps that may impede your ability to

successfully achieve these goals, and include a brief description of potential strategies to overcome any challenges or gaps.

C. Internal Workforce Equity and Diversity Practices

Describe your local/regional workforce demographics and any measurable steps taken to ensure a diverse internal workforce (e.g., women and people of color).

- i. How do you approach internal on-the-job training, mentoring, technical training, and/or professional development opportunities for women and people of color?
- ii. What strategies do you use to overcome any existing lack of regional or industry diversity in order to ensure a diverse internal workforce?
- iii. List the top three actions/ongoing practices you have implemented to ensure a diverse workforce is represented at all levels (e.g., upper management, middle management and lower-level management). Reference implementation dates, timelines, and any performance metrics that characterize these achievements.

4. Continue to Support Our Contractors in their Utilization Strategies

As seen in the RFP Criteria for CMGC contractors above, all CMGC proposers are expected to identify a reasonable and achievable Certified Business utilization for the project and describe their comprehensive strategy to achieve it. After a CMGC contract has been executed, the Office of School Modernization works closely with the contractor to review and support their utilization strategy.

In order to achieve 18% utilization, CMGC contractors must have an extensive set of strategic tools and be well supported by PPS. The strategy begins in pre-construction, with substantial outreach to Certified Businesses through trade shows, engagement with Certified Business advocacy organizations, one-on-one engagement with individual Certified Businesses, and extensive work with prime subcontractors to assist them in sub-tier subcontractor utilization. In recent years, most large general contractors in the Portland area have also added staff positions specifically focused on improving diversity in their contracting. These positions not only work to create better connections between their organizations and Certified Business contractors, they also proactively reach out to assist contractors in becoming Certified Businesses; match smaller Certified Business subcontractors with larger subcontractors in their trade for mentorship opportunities; and in some cases develop their own in-house mentorship agreements with smaller Certified Business general contractors.

It is not enough to simply work on growing connections and encouraging Certified Business development in pre-construction. When it comes time to put together bid packages, CMGC contractors for PPS are consistently: breaking down bid packages into smaller and targeted scopes of work (often using members of the Certified Business construction community to identify what scopes are achievable within a single package); creating a selection of packages that use an RFP process with Certified Business utilization criteria to ensure that cost is not the

only consideration for award; creating a selection of packages that will be directly awarded to Certified Businesses; focusing on prime subcontractor utilization of Certified Business second-tier subcontractors; holding bid package open houses to expand visibility of available packages and provide opportunities for Certified Businesses to make connections; and continuing direct outreach to Certified Businesses to encourage them to bid on packages.

Support for Certified Business contractors does not end at bidding and contract execution. CMGC contractors spend significant time working with their Certified Business subcontractors during construction to ensure they succeed, both from a financial perspective and a business perspective. PPS project managers and leadership regularly review Certified Business utilization and discuss opportunities for improvement with their contractors.

5. Creatively Consider New Strategies for Improved Outcomes

The Purchasing and Contracting Department and the Office of School Modernization, in collaboration with Business and Operations leadership, continues to consider new strategies to improve Certified Business utilization.

As part of the 2020-21 annual performance audit of the Bond program, OSM asked auditors to specifically review how the Bond program, and supporting PPS departments such as Purchasing and Contracting, supports business equity in its business processes. While the recommendations from that audit are not yet available, the auditors did, as part of that work, survey Certified Business contractors and consultants regarding their perceptions of PPS' support of business equity, and followed up with individual interviews when responders indicated they were willing to discuss further. Auditors also looked at peer agencies for context regarding practices and outcomes. The final report of that work, along with recommendations for improvement, is anticipated to be presented to the BOE School Improvement Bond Committee, BOE Audit Committee, and the Bond Accountability Committee in late August.

The Office of School Modernization has likewise asked the Bond Accountability Committee to suggest potential strategies for improved outcomes. This is, of course, not a single discussion, but an ongoing series of conversations. The McDaniel High School Modernization project team presented information to the BAC on their Certified Business utilization strategy and outcomes in late 2019, and had a robust discussion with BAC members about the issue. The Benson High School Modernization project team presented information to the BAC on their proposed procurement plan in late 2020 for additional discussion. The upcoming July 2021 BAC meeting will also set aside time specifically to discuss Certified Business utilization strategies.

One of the strategies that the Office of School Modernization is working to implement is developing an ongoing series of workshops regarding standard OSM construction documentation, processes, and expectations. These workshops would work to clarify what is expected of contractors on OSM projects. The workshops would be open to all contractors, with targeted outreach to Certified Business contractors who have not previously done work with OSM. The intent would be to provide contractors a better understanding of expectations prior to bid/proposal and thereby reduce post-award failure.

The Office of School Modernization would also like to create a role within OSM that can act as both a resource to Certified Business in both the pre-contract and contract phases, and as an

ombudsman for Certified Businesses under contract. Staff in this role could potentially assist contractors with the certification process; identify and connect Certified Business contractors with other OSM contractors as potential mentors; and elevate Certified Business concerns above the project team level to OSM management. They could also act as a resource for project teams that are looking to improve their business and workforce equity outcomes.

Other strategies under consideration include developing standardized ACAD conventions to improve use of Certified Business subconsultants for partial design scope in architectural services; creating lists of Certified Business contractors by trade for easy reference by project managers; soliciting mentor commitments from larger, non-Certified Business contractors; and setting aside a specific percentage of project funding to support Certified Business contracts and subcontracts.

Staff within the Purchasing and Contracting Department and the Office of School Modernization regularly discuss ways to improve diversity within our industry and ensure that PPS is helping to support the growth, inclusion, and long-term success of Certified Businesses.

	Total Funds	Committed	Spent To Date	Balance	Unalloc Balance
Bond Fund Category: DS001 - Accessibility	9,200,000	5,913,972	8,949,733	250,267	Accessibility
<i>Project Name: 2017 Bond Program</i>	22,885	-	-	22,885	22,885
Project Name: GROUP 3 (IP 2017)	3,593,412	409,464	3,417,799	175,613	
Project Name: Harrison Park - Partial Re-Roof-Bond - 5321 - FY20	45,000	45,000	44,865	135	
Project Name: Multiple Sites - 2018-2019 Middle School Conversions - 4586-FY18	4,411,028	4,359,708	4,360,010	51,018	
Project Name: Ockley Green - Partial Re-Roof-Bond - 5322 - FY20	45,000	45,000	45,000	-	
Project Name: Rigler - Health & Safety Improvements-Bond - 5029 - FY19	1,037,675	1,009,799	1,037,059	616	
Project Name: Woodlawn - Partial Re-Roof-Bond - 5323 - FY20	45,000	45,000	45,000	-	
Bond Fund Category: DS002 - Asbestos Remediation	11,040,000	1,146,632	5,095,668	5,944,332	Asbestos
<i>Project Name: 2017 Bond Program</i>	5,308,496	-	-	5,308,496	5,308,496
Project Name: Beaumont - 2020 Asbestos Abatement-Bond - 5373 - FY20	243,041	-	169,985	73,056	
Project Name: Capitol Hill - 2020 Asbestos Abatement-Bond - 5275 - FY20	113,922	54,677	90,084	23,838	
Project Name: Chapman - 2020 Asbestos Abatement-Bond - 5377 - FY20	109,831	-	89,983	19,848	
Project Name: GROUP 3 (IP 2017)	66,361	66,361	66,361	-	
Project Name: GROUP 4 - ASBESTOS	1,392,403	165,618	1,392,403	-	
Project Name: Harrison Park - Copy Room-Abate Asbestos Tile - 4664 - FY18	10,185	-	10,185	-	
Project Name: Harrison Park - K Classrooms-Abate Asbestos from floor tiles - 4441 - FY18	24,009	-	24,009	-	
Project Name: Hosford - 2020 Asbestos Abatement-Bond - 5363 - FY20	253,168	-	199,986	53,182	
Project Name: Hosford - Wood Shop Floor-Asbestos - 4573 - FY18	41,523	-	41,523	-	
Project Name: Jackson - Health & Safety Improvements-Bond - 5030 - FY19	-	-	-	-	
Project Name: Lane - 2020 Asbestos Abatement-Bond - 5361 - FY20	134,159	-	89,849	44,310	
Project Name: Multiple Sites - 2018-2019 Middle School Conversions - 4586-FY18	658,511	638,502	638,502	20,009	
Project Name: Multiple Sites - Asbestos Bond Projects-2018-19 - 4923 - FY19	1,254,069	-	1,254,069	-	
Project Name: Multiple Sites - Asbestos Bond Projects-2019-20 - 4924 - FY20	100,000	-	45,128	54,872	
Project Name: Multiple Sites - Asbestos Bond Projects-2020-21 - 4925 - FY21	233,410	212,191	97,217	136,193	
Project Name: Multiple Sites - Floor Replacement-Bond Compensible - 4565 - FY18	101,044	-	101,044	-	
Project Name: Rigler - 2020 Asbestos Abatement-Bond - 5369 - FY20	232,747	-	177,837	54,910	
Project Name: Stephenson - 2020 Asbestos Abatement-Bond - 5362 - FY20	189,289	9,283	150,288	39,001	
Project Name: Vernon - 2020 Asbestos Abatement-Bond - 5374 - FY20	100,005	-	74,708	25,297	
Project Name: Vestal - 2020 Asbestos Abatement-Bond - 5367 - FY20	214,550	-	181,485	33,065	
Project Name: Woodstock - 2020 Asbestos Abatement-Bond - 5368 - FY20	250,664	-	192,408	58,256	
Project Name: Woodstock - Hallway-Abate and replace floor tiles - 4738 - FY18	8,614	-	8,614	-	
Bond Fund Category: DS003 - Fire Sprinkler/Alarms	19,564,225	10,127,130	17,794,649	1,769,576	Fire Sprink/Alarm
<i>Project Name: 2017 Bond Program</i>	1,023,905	-	-	1,023,905	1,023,905
Project Name: Chapman - Re-Roof - Bond Funded - 4671 - FY18	-	-	-	-	
Project Name: GROUP 2 - Fire Alarm / Sprinkler	4,142,986	1,846,230	4,048,504	94,482	
Project Name: GROUP 3 (IP 2017)	4,361,785	95,502	4,361,060	725	
Project Name: Jefferson - Fire Sprinkler Upgrades-Bond - 5053 - FY19	1,139,496	-	1,139,496	-	
Project Name: Multiple Sites - Fire Alarm Equipment Purchase - FY15/16/17/18 - X0114	46,523	-	46,523	-	
Project Name: Multiple Sites - Fire Alarm Upgrades-North Group 1 - 5211 - FY20	1,952,500	1,777,727	1,780,913	171,587	
Project Name: Multiple Sites - Fire Alarm Upgrades-North Group 2 - 5212 - FY20	1,955,500	1,840,054	1,844,959	110,541	
Project Name: Multiple Sites - Fire Alarm Upgrades-South Group 3 - 5213 - FY20	1,539,763	1,381,902	1,384,827	154,936	
Project Name: Multiple Sites - Fire Alarm Upgrades-South Group 4 - 5214 - FY20	1,880,441	1,701,505	1,703,198	177,243	
Project Name: Rigler - Health & Safety Improvements-Bond - 5029 - FY19	1,521,325	1,484,210	1,485,169	36,156	
Bond Fund Category: DS004 - Lead Paint Stabilization	14,724,624	138,316	1,859,020	12,865,604	Lead Paint
<i>Project Name: 2017 Bond Program</i>	3,778,087	-	-	3,778,087	3,778,087
Project Name: Multiple Sites - Lead Paint Abatement - BOND - 5466	10,100,000	117,202	1,013,474	9,086,526	
Project Name: Multiple Sites - Lead Paint Abatement - Emergency Declaration - 4284 - FY17	395,243	-	395,243	-	
Project Name: Multiple Sites - Lead Paint Abatement - Fund 423 - 4493 -FY17	438,795	-	438,795	-	
Project Name: Multiple Sites - Lead Painting-Bond-PaInclndPaint - 5495 - FY21	12,500	12,500	11,509	991	
Project Name: Woodstock - Hallway-Abate and replace floor tiles - 4738 - FY18	-	8,614	-	-	
Bond Fund Category: DS005 - Radon Mitigation	1,036,035	-	158,713	877,322	Radon
<i>Project Name: 2017 Bond Program</i>	877,322	-	-	877,322	877,322
Project Name: Lent - Radon Mitigation - 4344 - FY17	38,938	-	38,938	-	
Project Name: Marysville - Radon Mitigation-Rms 137-138-139 - 4939 - FY20	8,901	-	8,901	-	
Project Name: Multiple Sites - Radon Mitigation - 4609 - FY18	110,875	-	110,875	-	

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	Total Funds	Committed	Spent To Date	Balance	Unalloc Balance
Bond Fund Category: DS006 - Roof Improvements	56,264,213	36,380,814	51,482,033	4,782,430	Roof
<i>Project Name: 2017 Bond Program</i>	1,436	-	-	1,436	1,436
Project Name: Chapman - Re-Roof - Bond Funded - 4671 - FY18	4,260,654	3,908,088	4,036,307	224,347	
Project Name: Duniway - Re-Roof-Bond Funded - 5420 - FY21	464,139	417,766	272,253	191,886	
Project Name: GROUP 3 (IP 2017)	10,648,856	2,245,609	10,513,057	135,799	
Project Name: Harrison Park - Partial Re-Roof-Bond - 5321 - FY20	2,942,416	2,643,665	2,677,126	265,291	
Project Name: Hayhurst - SRGP-Bond - 5028 - FY19	1,771,845	1,503,722	1,603,352	168,493	
Project Name: Jackson - Health & Safety Improvements-Bond - 5030 - FY19	6,521,000	3,867,344	3,961,680	2,559,320	
Project Name: Kelly - Partial Re-Roof-Bond - 5319 - FY20	1,718,158	1,618,082	1,652,848	65,309	
Project Name: Lee - Roof Repair - 4497 - FY18	96,750	96,750	97,000	-	
Project Name: MLC - Re-Roof-Bond Funded - 5422 - FY21	576,285	520,208	368,422	207,863	
Project Name: Mt Tabor - Partial Re-Roof-Bond - 5320 - FY20	3,143,815	2,972,086	3,022,689	121,126	
Project Name: Multiple Sites - 2018-2019 Middle School Conversions - 4586-FY18	3,781,759	3,781,759	3,781,759	-	
Project Name: Multiple Sites - Health & Safety Group 1 Design - 5153 - FY20	816,499	800,509	743,561	72,938	
Project Name: Multiple Sites - Health & Safety Group 2 Design - 5154 - FY20	1,164,931	1,123,480	1,145,822	19,108	
Project Name: Ockley Green - Partial Re-Roof-Bond - 5322 - FY20	2,136,848	1,851,180	1,897,692	239,155	
Project Name: Rieke - Re-Roof-Bond Funded - 5423 - FY21	367,693	324,790	179,932	187,761	
Project Name: Rigler - Health & Safety Improvements-Bond - 5029 - FY19	7,258,000	7,091,081	7,136,080	121,920	
Project Name: Sitton - Health & Safety Improvements-Bond - 5027 - FY19	6,746,662	-	6,744,662	2,000	
Project Name: Woodlawn - Partial Re-Roof-Bond - 5323 - FY20	1,846,468	1,614,696	1,647,790	198,678	
Bond Fund Category: DS007 - Security Improvements	9,322,221	2,067,562	7,350,199	1,972,022	Security
<i>Project Name: 2017 Bond Program</i>	785,750	-	-	785,750	785,750
Project Name: Creative Science - ADA Accommodation-Access Control - 5049 - FY20	12,855	-	12,855	-	
Project Name: Jefferson - Camera-Pull Stations - 4528 - FY17	30,859	-	30,859	-	
Project Name: Multi-2018-4675-Bond-Security-PKG1 FY18-19	2,512,541	31,050	1,826,276	686,266	
Project Name: Multi-2018-5025-Bond-Security-PKG2-FY19	2,419,821	1,771,318	1,958,034	461,787	
Project Name: Multi-2018-5026-Bond-Security-PKG3-FY19	3,256,981	-	3,256,981	-	
Project Name: Multiple Sites - 2018-2019 Middle School Conversions - 4586-FY18	303,414	265,194	265,194	38,220	
Bond Fund Category: DS008 - Water	24,948,682	5,810,884	3,997,178	20,951,504	Water
<i>Project Name: 2017 Bond Program</i>	13,300,577	-	-	13,300,577	13,300,577
Project Name: Multiple Sites - Drinking Fixture Replacement Program-Bid Package 31 - 5301 - FY20	349,125	279,873	257,597	91,528	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Package 32 - 5397 - FY20	342,136	244,552	250	341,886	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Package 33 - 5398 - FY20	283,173	257,430	133,462	149,711	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 34 - 5390 - FY21	354,142	321,947	280,444	73,698	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 35 - 5391 - FY21	355,960	340,110	340,434	15,526	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 36 - 5452 - FY21	363,074	330,067	156,995	206,079	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 37 - 5453 - FY21	357,963	325,421	84,602	273,361	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 38 - 5477 - FY21	384,456	349,505	350	384,106	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 39 - 5478 - FY21	326,040	296,400	296	325,744	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 40 - 5540 - FY21	326,040	296,400	-	326,040	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 41 - 5541	484,440	440,400	-	484,440	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 42 - 5542	464,072	-	-	464,072	
Project Name: Multiple Sites - Lead in Water Repairs - 4517 - FY17	7,120,756	2,270,105	2,684,074	4,436,682	
Project Name: Multiple Sites - Lead in Water-Emergency Response - 4241 - FY16	136,727	58,675	58,675	78,053	
Bond Fund Category: Management Costs	12,000,000	7,839,441	9,363,414	2,636,586	
<i>Project Name: 2017 Bond Program</i>	11,937,608	7,816,257	9,335,874	2,601,734	
Project Name: Multiple Sites - Day CPM Management Services - 4610 - FY18	-	-	-	-	
Project Name: Creative Science - SRGP Design - 5457 - FY21 - 5457	34,852	23,184	-	34,852	
Project Name: Lent - SRGP Design - 5194 - FY20	27,540	-	27,540	-	
Bond Fund Category: OSCIM	-	-	-	-	OSCIM
<i>Project Name: 2017 Bond Program</i>	-	-	-	-	
Bond Fund Category: H&S Unallocated	-	-	-	-	H&S Unallocated
	158,100,000	69,424,750	106,050,607	52,049,643	25,098,459

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	Total Funds	Spent To Date	Balance	Unalloc Balance
Bond Fund Category: DS001 - Accessibility	9,200,000	8,926,008	273,992	Accessibility
<i>Project Name: 2017 Bond Program</i>	22,885	-	22,885	22,885
Project Name: GROUP 3 (IP 2017)	3,593,412	3,417,799	175,613	
Project Name: Harrison Park - Partial Re-Roof-Bond - 5321 - FY20	45,000	45,000	0	
Project Name: Multiple Sites - 2018-2019 Middle School Conversions - 4586-FY18	4,411,028	4,360,010	51,018	
Project Name: Ockley Green - Partial Re-Roof-Bond - 5322 - FY20	45,000	45,000	-	
Project Name: Rigler - Health & Safety Improvements-Bond - 5029 - FY19	1,037,675	1,013,199	24,476	
Project Name: Woodlawn - Partial Re-Roof-Bond - 5323 - FY20	45,000	45,000	-	
Bond Fund Category: DS002 - Asbestos Remediation	11,040,000	5,116,387	5,923,613	Asbestos
<i>Project Name: 2017 Bond Program</i>	4,632,653	-	4,632,653	4,632,653
Project Name: Beaumont - 2020 Asbestos Abatement-Bond - 5373 - FY20	243,041	169,985	73,056	
Project Name: Capitol Hill - 2020 Asbestos Abatement-Bond - 5275 - FY20	113,922	90,084	23,838	
Project Name: Chapman - 2020 Asbestos Abatement-Bond - 5377 - FY20	109,831	89,983	19,848	
Project Name: Gray - 2021 Asbestos Abatement-Bond - 5673	146,559	-	146,559	
Project Name: GROUP 3 (IP 2017)	66,361	66,361	-	
Project Name: GROUP 4 - ASBESTOS	1,392,403	1,392,403	-	
Project Name: Harrison Park - Copy Room-Abate Asbestos Tile - 4664 - FY18	10,185	10,185	-	
Project Name: Harrison Park - K Classrooms-Abate Asbestos from floor tiles - 4441 - FY18	24,009	24,009	-	
Project Name: Hosford - 2020 Asbestos Abatement-Bond - 5363 - FY20	253,168	199,986	53,182	
Project Name: Hosford - 2021 Asbestos Abatement-Bond - 5671	144,616	723	143,893	
Project Name: Hosford - Wood Shop Floor-Asbestos - 4573 - FY18	41,523	41,523	-	
Project Name: Jackson - Health & Safety Improvements-Bond - 5030 - FY19	-	-	-	
Project Name: Jefferson - 2021 Asbestos Abatement-Bond - 5672	43,109	-	43,109	
Project Name: Lane - 2020 Asbestos Abatement-Bond - 5361 - FY20	134,159	89,849	44,310	
Project Name: Multiple Sites - 2018-2019 Middle School Conversions - 4586-FY18	658,511	638,502	20,009	
Project Name: Multiple Sites - Asbestos Bond Projects-2018-19 - 4923 - FY19	1,254,069	1,254,069	-	
Project Name: Multiple Sites - Asbestos Bond Projects-2019-20 - 4924 - FY20	100,000	45,128	54,872	
Project Name: Multiple Sites - Asbestos Bond Projects-2020-21 - 4925 - FY21	233,410	117,213	116,198	
Project Name: Multiple Sites - Floor Replacement-Bond Compensible - 4565 - FY18	101,044	101,044	-	
Project Name: Rigler - 2020 Asbestos Abatement-Bond - 5369 - FY20	232,747	177,837	54,910	
Project Name: Stephenson - 2020 Asbestos Abatement-Bond - 5362 - FY20	189,289	150,288	39,001	
Project Name: Vernon - 2020 Asbestos Abatement-Bond - 5374 - FY20	100,005	74,708	25,297	
Project Name: Vernon - 2021 Asbestos Abatement-Bond - 5675	111,813	-	111,813	
Project Name: Vestal - 2020 Asbestos Abatement-Bond - 5367 - FY20	214,550	181,485	33,065	
Project Name: Winterhaven - 2021 Asbestos Abatement-Bond - 5676	229,746	-	229,746	
Project Name: Woodstock - 2020 Asbestos Abatement-Bond - 5368 - FY20	250,664	192,408	58,256	
Project Name: Woodstock - Hallway-Abate and replace floor tiles - 4738 - FY18	8,614	8,614	-	
Bond Fund Category: DS003 - Fire Sprinkler/Alarms	19,564,225	17,794,649	1,769,576	Fire Sprink/Alarm
<i>Project Name: 2017 Bond Program</i>	1,023,905	-	1,023,905	1,023,905
Project Name: Chapman - Re-Roof - Bond Funded - 4671 - FY18	-	-	-	
Project Name: GROUP 2 - Fire Alarm / Sprinkler	4,142,986	4,048,504	94,482	
Project Name: GROUP 3 (IP 2017)	4,361,785	4,361,060	725	
Project Name: Jefferson - Fire Sprinkler Upgrades-Bond - 5053 - FY19	1,139,496	1,139,496	-	
Project Name: Multiple Sites - Fire Alarm Equipment Purchase - FY15/16/17/18 - X0114	46,523	46,523	-	
Project Name: Multiple Sites - Fire Alarm Upgrades-North Group 1 - 5211 - FY20	1,952,500	1,780,913	171,587	
Project Name: Multiple Sites - Fire Alarm Upgrades-North Group 2 - 5212 - FY20	1,955,500	1,844,959	110,541	
Project Name: Multiple Sites - Fire Alarm Upgrades-South Group 3 - 5213 - FY20	1,539,763	1,384,827	154,936	
Project Name: Multiple Sites - Fire Alarm Upgrades-South Group 4 - 5214 - FY20	1,880,441	1,703,198	177,243	
Project Name: Rigler - Health & Safety Improvements-Bond - 5029 - FY19	1,521,325	1,485,169	36,156	

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	Total Funds	Spent To Date	Balance	Unalloc Balance
Bond Fund Category: DS004 - Lead Paint Stabilization	14,724,624	2,014,441	12,710,184	Lead Paint
<i>Project Name: 2017 Bond Program</i>	3,790,587	-	3,790,587	3,790,587
Project Name: Multiple Sites - Lead Paint Abatement - BOND - 5466	4,100,000	1,168,894	2,931,106	
Project Name: Multiple Sites - Lead Paint Abatement - Emergency Declaration - 4284 - FY17	395,243	395,243	-	
Project Name: Multiple Sites - Lead Paint Abatement - Fund 423 - 4493 -FY17	438,795	438,795	-	
Project Name: Multiple Sites - Lead Painting-Bond-ASA - 5550	1,500,000	-	1,500,000	
Project Name: Multiple Sites - Lead Painting-Bond-First Cascade - 5552	1,500,000	-	1,500,000	
Project Name: Multiple Sites - Lead Painting-Bond-Fulcrum - 5551	1,500,000	-	1,500,000	
Project Name: Multiple Sites - Lead Painting-Bond-PacIndPaint - 5495 - FY21	1,500,000	11,509	1,488,491	
Project Name: Woodstock - Hallway-Abate and replace floor tiles - 4738 - FY18	-	-	-	
Bond Fund Category: DS005 - Radon Mitigation	1,036,035	158,713	877,322	Radon
<i>Project Name: 2017 Bond Program</i>	877,322	-	877,322	877,322
Project Name: Lent - Radon Mitigation - 4344 - FY17	38,938	38,938	-	
Project Name: Marysville - Radon Mitigation-Rms 137-138-139 - 4939 - FY20	8,901	8,901	-	
Project Name: Multiple Sites - Radon Mitigation - 4609 - FY18	110,875	110,875	-	
Bond Fund Category: DS006 - Roof Improvements	56,264,213	51,765,591	4,498,872	Roof
<i>Project Name: 2017 Bond Program</i>	3,177,562	-	3,177,562	3,177,562
Project Name: Chapman - Re-Roof - Bond Funded - 4671 - FY18	4,041,707	4,036,707	5,000	
Project Name: Duniway - Re-Roof-Bond Funded - 5420 - FY21	602,038	340,224	261,814	
Project Name: GROUP 3 (IP 2017)	10,648,856	10,513,057	135,799	
Project Name: Harrison Park - Partial Re-Roof-Bond - 5321 - FY20	2,706,674	2,701,674	5,000	
Project Name: Hayhurst - SRGP-Bond - 5028 - FY19	1,771,845	1,603,352	168,493	
Project Name: Jackson - Health & Safety Improvements-Bond - 5030 - FY19	3,972,722	3,964,071	8,651	
Project Name: Kelly - Partial Re-Roof-Bond - 5319 - FY20	1,718,158	1,649,098	69,059	
Project Name: Lee - Roof Repair - 4497 - FY18	96,750	97,000	-	
Project Name: MLC - Re-Roof-Bond Funded - 5422 - FY21	576,285	422,584	153,701	
Project Name: Mt Tabor - Partial Re-Roof-Bond - 5320 - FY20	3,022,689	3,022,689	-	
Project Name: Multiple Sites - 2018-2019 Middle School Conversions - 4586-FY18	3,781,759	3,781,759	-	
Project Name: Multiple Sites - Health & Safety Group 1 Design - 5153 - FY20	803,999	751,521	52,478	
Project Name: Multiple Sites - Health & Safety Group 2 Design - 5154 - FY20	1,164,931	1,146,401	18,530	
Project Name: Ockley Green - Partial Re-Roof-Bond - 5322 - FY20	2,136,848	1,912,686	224,162	
Project Name: Rieke - Re-Roof-Bond Funded - 5423 - FY21	367,693	254,483	113,210	
Project Name: Rigler - Health & Safety Improvements-Bond - 5029 - FY19	7,258,000	7,167,086	90,914	
Project Name: Sitton - Health & Safety Improvements-Bond - 5027 - FY19	6,746,662	6,744,662	2,000	
Project Name: Woodlawn - Partial Re-Roof-Bond - 5323 - FY20	1,669,036	1,656,536	12,500	
Bond Fund Category: DS007 - Security Improvements	9,322,221	7,414,769	1,907,452	Security
<i>Project Name: 2017 Bond Program</i>	785,750	-	785,750	785,750
Project Name: Creative Science - ADA Accommodation-Access Control - 5049 - FY20	12,855	12,855	-	
Project Name: Jefferson - Camera-Pull Stations - 4528 - FY17	30,859	30,859	-	
Project Name: Multi-2018-4675-Bond-Security-PKG1 FY18-19	2,512,541	1,831,401	681,141	
Project Name: Multi-2018-5025-Bond-Security-PKG2-FY19	2,419,821	2,017,480	402,341	
Project Name: Multi-2018-5026-Bond-Security-PKG3-FY19	3,256,981	3,256,981	-	
Project Name: Multiple Sites - 2018-2019 Middle School Conversions - 4586-FY18	303,414	265,194	38,220	
Bond Fund Category: DS008 - Water	24,948,682	4,584,007	20,364,675	Water
<i>Project Name: 2017 Bond Program</i>	12,159,896	-	12,159,896	12,159,896
Project Name: Multiple Sites - Drinking Fixture Replacement Program-Bid Package 31 - 5301 - FY	349,125	277,770	71,355	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Package 32 - 5397 - FY20	342,136	250	341,886	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Package 33 - 5398 - FY20	283,173	228,044	55,129	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 34 - 5390 - FY21	354,142	297,822	56,320	

Health & Safety Funding Allocation
July 2021

	Total Funds	Spent To Date	Balance	Unalloc Balance
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 35 - 5391 - FY21	355,960	340,434	15,526	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 36 - 5452 - FY21	363,074	203,535	159,539	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 37 - 5453 - FY21	357,963	182,469	175,494	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 38 - 5477 - FY21	384,456	350	384,106	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 39 - 5478 - FY21	326,040	270,796	55,244	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 40 - 5540 - FY21	326,040	296	325,744	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 41 - 5541	484,440	440	484,000	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 42 - 5542	464,072	422	463,651	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 43 - 5640	386,229	-	386,229	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 44 - 5641	324,442	-	324,442	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 45 - 5642	430,011	-	430,011	
Project Name: Multiple Sites - Lead in Water Repairs - 4517 - FY17	7,120,756	2,722,704	4,398,052	
Project Name: Multiple Sites - Lead in Water-Emergency Response - 4241 - FY16	136,727	58,675	78,053	
Bond Fund Category: Management Costs	12,000,000	9,933,238	2,066,762	
<i>Project Name: 2017 Bond Program</i>	<i>11,937,608</i>	<i>9,905,698</i>	<i>2,031,910</i>	
Project Name: Multiple Sites - Day CPM Management Services - 4610 - FY18	-	-	-	
Project Name: Creative Science - SRGP Design - 5457 - FY21 - 5457	34,852	-	34,852	
Project Name: Lent - SRGP Design - 5194 - FY20	27,540	27,540	-	
Bond Fund Category: OSCIM	-	-	-	OSCIM
<i>Project Name: 2017 Bond Program</i>	-	-	-	-
Bond Fund Category: H&S Unallocated	-	-	-	H&S Unallocated
	-	-	-	-
	158,100,000	107,707,803	50,392,447	26,470,560

Instructional Resource Adoption

Prepared for: Bond Accountability Committee, 7/26/21

Presented by: Mary Wiener, Manager, Instructional Resource Adoption



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Why is Curriculum Important?

Curriculum is a critical factor in student academic success.

A teacher's or district's choice of curriculum can substantially impact student learning, and that—as a result—the paucity of evidence upon which sound instructional, purchasing, and policy decisions can be made is a matter of deep concern and urgent need. (Steiner, 2017)

New Curriculum Supports Implementation of Standards Based Education

Recent national surveys indicate that approximately three quarters of teachers made substantial changes (half or more of their materials) to their curriculum material use as a result of the Common Core State Standards, (Kane et al., 2016)

All Students Interact with Curriculum

ATP data indicate 92% to 98% of teachers (depending on grade and subject) report using “materials developed and/or selected by [their] district.” The majority of these (51% to 74%) report using those materials at least weekly. (Opfer et al., 2016)



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Instructional Resources



Transformative
Curriculum and
Pedagogy

Adoption Process

Definition

Instructional Resource Adoption is an ongoing process that provides a systematic means for making decisions about curriculum review, revision, development, and adoption of practices and instructional resources in content and program areas. This cycle includes four phases: Define, Select, Implement, and Evaluate.

Why?

- No recent formalized process
- Examination through Racial Equity & Social Justice Lens (RESJ)
- Shift in prioritized educational standards
- Adoption of educational standards
- Increased availability of digital resources
- Provide up-to-date culturally relevant materials
- Increased availability/access to instructional resources that allow for differentiated of instruction
- Availability of authentic and translated materials



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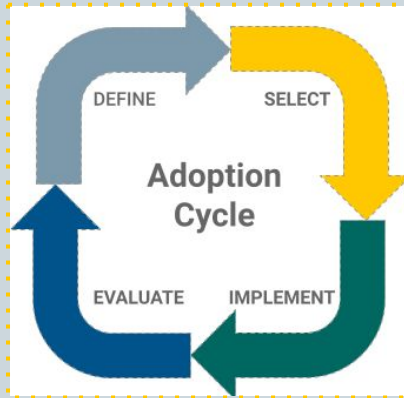
Adoption Process

DEFINE

- Committee Engagement
- Plan Committee Meetings and Develop a Project Plan
- Determine Adoption Scope
- Create a Position Paper and Best Practices Paper
- Create an Evaluation Rubric

EVALUATE

- Internal Program Evaluation
- Vendor Solicitation and Field Test Vendor Selection
- Final Instructional Resource Selection
- Implementation Evaluation
- Evaluation of Instructional Resources



SELECT

- Vendor Solicitation
- Field Test Selection
- Field Test Recruitment
- Field Test Professional Development
- Observations
- Engagement
- Instructional Resource Curation
- Vendor Selection/Procurement

IMPLEMENT

- Communication/Engagement
- Material ordering and Distribution
- Translations
- Professional Development
- Educator Support

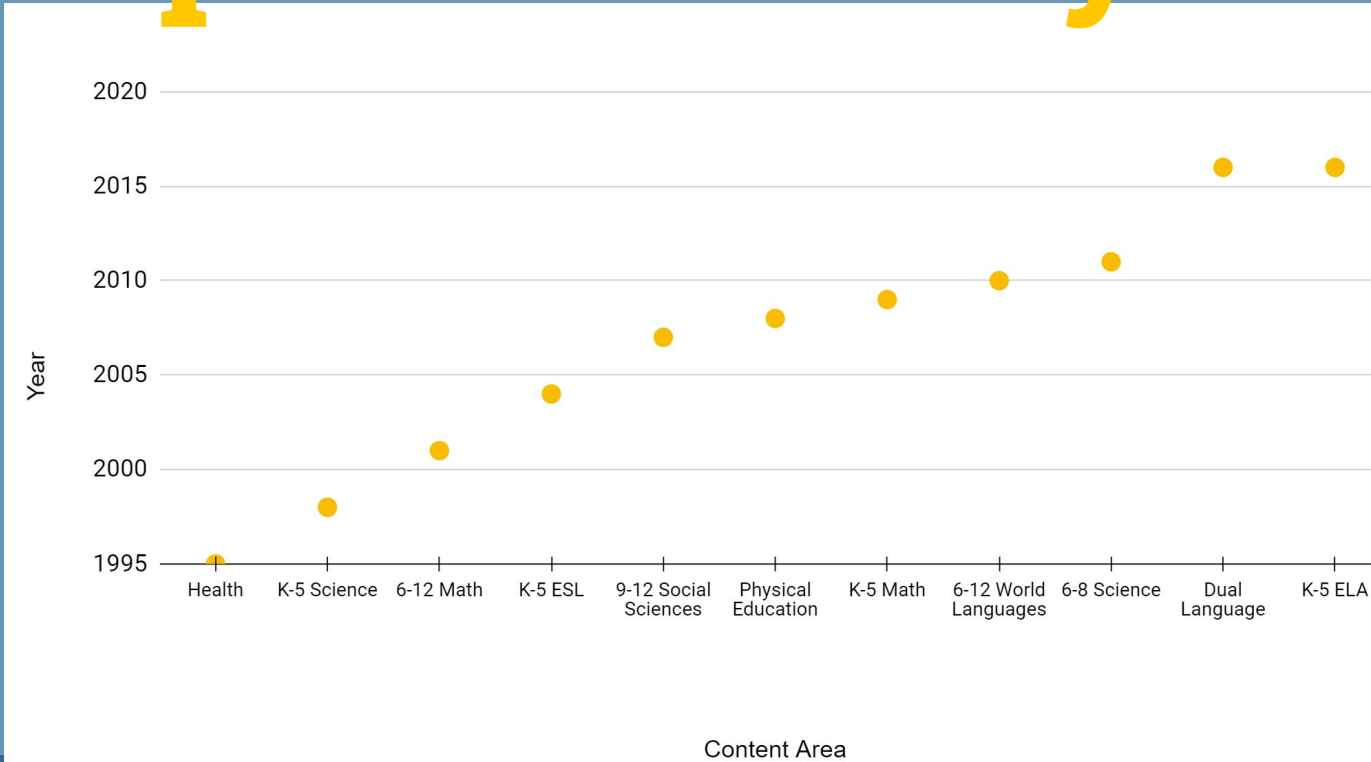


Adoption Statuses

Adoption	Define	Select	Implementation & Evaluation	Current Status
K-5 Math	Complete	Complete	In-Progress	PD on Materials
6-8 Science	Complete	Complete	In-Progress	PD on Materials
Foundational Skills	Complete	Complete	In-Progress	PD on Materials
World Languages	Complete	In-Progress		Spanish DLI is Adopting New Materials, Other Languages are Beginning Field Tests in Fall 2021
6-8 Humanities	Complete	In-Progress		Field Tests Begin in Fall 2021
Social Emotional Learning	Complete	In-Progress		Field Tests will Begin in 21/22
Climate Change/Climate Justice	Complete	In-Progress		
6-12 Math	Complete	In-Progress		Field Tests Begin in Fall 2021
* Visual and Performing Arts, Health, Physical Education, K-5 Science and 9-12 Humanities are all in the define phase.				



Adoption History



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Adoptions

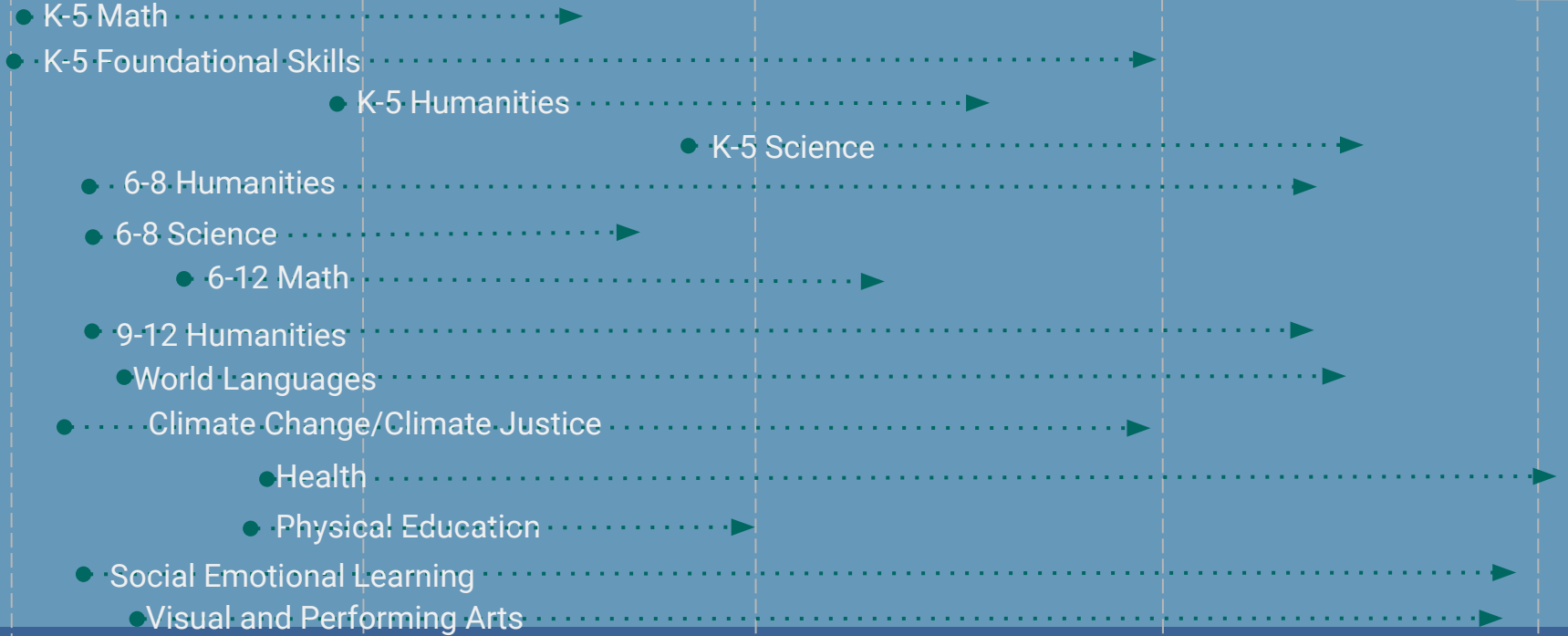
20/21

21/22

22/23

23/24

24/25



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Funding Picture

Adoption	Bond Funding
Math- 5564	\$6,558,247
Curriculum Program Admin- 5560	\$9,453,065
Climate Change- 5568	\$950,000
Health- 5566	\$1,281,170
Humanities- 5561	\$13,100,000
Physical Education- 5567	\$2,534,580
Science- 5563	\$6,788,592
Social Emotional Learning- 5562	\$1,054,500
Visual and Performing Arts- 5565	\$6,123,847
Digital Toolkit- 5683	\$4,800,000
TOTAL	\$53,444,000

Other Funding Sources Leveraged:

- General Funds
- SIA
- Title IV

Non-Compensable Adoption Expenses Include:

- Professional Development
- Field Test Materials
- Supplies
- Student Materials/Workbooks
- Professional Services
- Extended Hours for Teachers

School Year	Non-Bond Funding Needed
20/21	\$5,162,370.00
21/22	\$4,960,417.00
22/23	\$4,382,020.00
23/24	\$3,571,675.00



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Questions?

Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
 May 2021 - BAC Report

2016 Bond Performance Audit Recommendations				
Bond Year	#	Abbreviated Recommendation	Response	Status
2012	1	Update monthly project budget projections in timely way and include ROM estimates of potential changes.	Concur	Complete
2012	2a	CM/GC contracts to require proactive participation of CM/GC with architect.	Nonconcur	Complete
2012	2b	Ensure GMPs are executed at contractually proscribed point in design.	Concur with comment	Complete
2012	3	Ensure GMP amendments are consistent with applicable law and policy.	Completed	Complete
2012	4	Consider increases for general conditions work for change orders only when time is extended.	Concur	Complete
2012	5a	Provide a format in e-Builder for processing CM/GC contract changes quickly.	Completed	Complete
2012	5b	Ensure that CM/GC change orders and draw downs receive appropriate approvals.	Completed	Complete
2012	6	Provide more information to evaluation committee to help in scoring proposals.	Completed	Complete
2012	7	Complete any VE, scope reductions, budget increases, etc by end of SD.	Completed	Complete
2012	8a	Modify SOPs to add more specific project contingency ranges at different design stages.	Nonconcur	Complete
2012	8b	Modify SOPs to add more specificity on how program provides project budget oversight.	Nonconcur	Complete
2012	8c	Develop comprehensive and detailed PTMP templates for renovation projects, new construction projects, and IP work.	Concur with comment	Complete
2012	8d	Hold PMs accountable for creating PTMP prior to beginning SD phase (at latest).	Concur with comment	Working
2012	8e	Develop and record lessons learned from completed projects.	Completed	Complete
2012	9	Modify SOPs to add specific guidelines for line item budgeting for master planning.	Nonconcur	Complete
2012	10a	Assess reasons for IP projects bidding over budgets.	Completed	Complete
2012	10b	Start design of IP projects earlier and issue ITB earlier.	Completed	Complete
2012	10c	Add minimum quals for designated systems into bid specs.	Concur	Complete
2012	11a	Provide greater oversight of program during transition period.	Completed	Complete
2012	11b	Update the PMP/SOP, and train/require staff to use it.	Concur with comment	Complete
2012	12	Evaluate effectiveness of CM/GC and consider other delivery models.	Completed	Complete
2012	13	Procure CM/GC by beginning or mid-point of schematic design.	Completed	Complete
2012	14	Complete Ed Specs sufficiently ahead of master planning for projects.	Completed	Complete
2012	15	Allow CM/GC to procure subcontractors by competitive quote up to defined dollar limit without prior approval of district.	Completed	Complete

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2016	24 Recommendations, 23 completed	96% Completed

Status Notes on Recommendations Not Completed

2016	8d	Final PTMPs have been completed for Kellogg, Madison, Lincoln and Benson. OSM has published a Standard Operating Procedure that requires completion of a PTMP before projects can proceed into SD Phase, but is working on a Project Initiation Approval procedure to improve practices.
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Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
 May 2021 - BAC Report

2018: FHS/RHS Construction Audits Controls Recommendations				
Bond Year	#	Abbreviated Recommendation	Response	Status
2012	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. [FHS #12]	Completed	Complete
2012	2	Require visibility and reconciliation of project management systems and accounting systems of record utilized for project cost accounting and subcontractor payments. [FHS #13]	Concur with comment	Complete
2012	3a	Perform quarterly review of project change order files for application of expected cost analysis and related approval requirements. [FHS #14]	Concur with comment	Working
2012	3b	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. [FHS #14]	Completed	Complete
2012	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. [FHS #15, RHS #12]	Concur	Complete
2012	5	Require consistent and compliant application of contract rates to deduct change orders. [FHS #16]	Concur	Working
2012	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 item. [FHS #17, RHS #13]	Concur	Complete
2012	7	Verify application of the contractual requirement for fixed fee calculation. [FHS #18]	Concur	Working
2012	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. [RHS #10]	Completed	Complete
2012	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. [RHS #11]	Completed	Complete
2012	10	District project management personnel should require visibility, timely access and sign-off on work cost application applied by the Contractor. [RHS #14]	Concur with comment	Complete

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2018	11 Recommendations, 8 completed	73% Completed

Status Notes on Recommendations Not Completed

2018	3a	OSM is developing a Standard Operating Procedure for internal audits of change order files. This audit observation noted change order mark-ups had not been applied consistently to deductive changes. OSM is reviewing the Standard Operating Procedure for change requests to ensure that this issue is addressed as part of project staff review of change orders.
2018	5	The audit observed the potential for fee calculations to become inaccurate over time as change orders are processed. OSM is working on modifying template contract language to require updated fee calculations based upon final cost of the work.

Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
 May 2021 - BAC Report

2019 Phase 2 Bond Performance Audit Recommendations				
Bond Year	#	Abbreviated Recommendation	Response	Status
2017	1	Develop a written plan for establishing and prioritizing corrective actions needed to address project delivery issues related to change orders, contractor invoices, and other recommendation noted in prior audits of 2012 Bond projects.	Concur	Complete
2017	2	Develop a written plan or strategy for identifying and incorporating additional funding options if future bond funds are not available and regularly communicate and discuss progress with the Board and Bond Accountability Committee	Complete	Complete
2017	3	Ensure cost estimates are fully documented with underlying support and rationale used for soft costs and FF&E - in addition to other cost components - including variations or deviations from stated methodology.	Concur	Working
2017	4	Implement the new cash flow planning process as intended at the start of the Fiscal Year 2019-2020, and update cash flows regularly.	Concur w/ comment	Complete
2017	5	Immediately allocate and concentrate efforts on completing the overdue Fiscal Year 2018-2019 reconciliations between e-Builder construction management system and the PeopleSoft financial system, as well as ensure future reconciliations are regularly performed in a timely manner	Concur	Complete
2017	6	Update and re-issue the PMP, in addition to individual school PTMPs, as well as consider developing quick tools, guides, and checklists to help project teams implement the protocols identified in the PMP and PTMPs.	Concur	Complete
2017	7	Formally communicate, clarify and train OSM project teams and individuals involved with project delivery on existing document management protocols including requirements and expectations for usage.	Concur	Working
2017	8	Standardize design deviation logs by identifying consistent information to be maintained for each project and ensure approvals are documented	Concur w/ comment	Complete
2017	9	Establish a tracking mechanism to store proposed changes to Ed Specs and Design Standards in an accessible location	Concur w/ comment	Working
2017	10	Supplement the "Decision Making Hierarchy" process with written guidance on what decisions to bring forward and elevate beyond the project team as well as train project teams on standard practice for value engineering deviations - as well as Ed Spec and Design Standard deviations	Concur w/ comment	Working
2017	11	Better document lessons learned by: categorizing lessons learned log items into separate subcategory section allowing project managers to more easily identify relevant items; and summarizing lessons learned and regularly distribute or discuss items with project teams.	Concur	Complete

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2019 Ph 2	11 Recommendations, 7 completed	64% Completed

Status Notes on Recommendations Not Completed

2019 Ph 2	3	OSM is working on revising its Standard Operating Procedure (SOP) on cost estimating to specifically require written documentation supporting cost estimates, in addition to continuing to direct project management staff in best practices. Once the SOP has been finalized, this recommendation will be marked as complete.
2019 Ph 2	7	OSM has ordered and distributed PPS computer equipment for all non-PPS staff and requires that all PPS-related work be performed on PPS equipment utilizing PPS document management systems. A working group of staff and program management was convened to develop revised file naming and document management systems. A new file naming convention has been implemented. Folder structure revisions are under discussion.
2019 Ph 2	9	Education Specifications are updated on a scheduled basis, with significant, organized stakeholder input, and approved via the BOE. Discussions are underway with the PPS teams that manage the Design Guidelines.
2019 Ph 2	10	This recommendation is under review by the AIT. OSM is developing decision examples and working with project staff to identify inconsistencies or questions that will need to be addressed by the guidance.

Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
 May 2021 - BAC Report

2020 Bond Performance Audit Recommendations				
Bond Year	#	Abbreviated Recommendation	Response	Status
2017	1	Provide the Board an analysis discussing implications if voters do not approve the November 2020 Bond on the Benson High School Project, in particular, as well as other 2017 Bond projects, as appropriate. At the minimum, this analysis should provide cash flow projections for the Benson High School project, and deliberate on the effects of a full faith and credit loan option to ensure the Board can make informed decisions going forward.	Nonconcur	Complete
2017	2	Implement plans to ensure project team members have needed access to e-Builder and that key non-PPS employees in critical project roles have computers to access project information.	Completed	Complete
2017	3	Revisit systems and tools used on a go-forward basis for capturing H&S project expenditure and status data to be able to more efficiently generate reliable data to address H&S project status reporting needs to oversight bodies and the public.	Concur with Comment	Complete
2017	4	Complete the development of the interactive map tool and ensure the map is supplemented with summary information about the H&S program. At the minimum, the public information should provide common data from each H&S category in a standardized format that provides easy tracking of current budget, schedule, status, and delivery plans in relation to initial Bond plans.	Concur	Working
2017	5	Require and maintain more consistent documentation associated with the review of price proposals or quotes from construction contractors related to change orders through means such as incorporating project team notes, uploading negotiations in email correspondence, or marked-up price proposals, into the e-Builder system to provide evidence of OSM's due diligence in reviewing contractor change order prices.	Concur	Working
2017	6	Prohibit contractors to perform any work for the district until a fully executed contract is in place or a formal written authorization is provided to allow for pre-contract execution work to start.	Concur with Comment	Working
2017	7	Conduct a post-project completion analysis for the Madison and Lincoln High School projects to evaluate benefits and challenges of the CM/GC delivery method overall, as well as specific aspects such as timing of Guarantee Maximum Price (GMP) contract amendments, and make process changes as warranted. The evaluation should consider components suggested by ORS279.103 and provide a comparison of actual project cost against original project estimates, change order number, value and type, as well as descriptions of success and failures during design and construction.	Concur with Comment	Working
2017	8	Memorialize and discuss underlying rationale and decisions related to the timing of GMP negotiations with the Bond Accountability Committee, and present to the Board for future CM/GC GMP contract amendments as appropriate.	Concur with Comment	Working
2017	9	Clarify and incorporate language in CM/GC contracts, as appropriate, related to contractor financial records in accordance with generally accepted accounting principles.	Concur	Working
2017	10	Address inconsistencies between the contract for architect/engineer services and the CM/GC contract for construction services related to the timing of reconciled cost estimates for future projects by ensuring that the same deliverable milestones are included in both contracts.	Concur	Working
2017	11	Evaluate payment terms and conditions for all H&S low-bid lump-sum contracts to ensure consistency between procurement documents, contract language, and actual payment process practices.	Concur	Working

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2020	11 Recommendations, 3 completed	27% Completed

Status Notes on Recommendations Not Completed

2020	4	An interactive map tool has been developed and added to the Bond website. Staff are working on updating existing program information on Bond web pages to ensure that the program status data available to the public for each H&S category is standardized and easily accessible.
2020	5	Through additional training, staff has improved their attachment of change order review materials to provide documentation of their change order analysis and recommendations. OSM is working on incorporating explicit language into OSM's Standard Operating Procedure (SOP) for Change Orders.
2020	6	This recommendation is under review by the AIT. Contract language already requires that the contract be fully executed prior to commencing work. PPS Public Contracting Rules also prohibit contract work from commencing without a fully executed contract (with some limited exceptions). The AIT is reviewing staff training on this issue.

Bond Performance Audit Tracker
Status of Performance Audit Recommendations
May 2021 - BAC Report

Status Notes on Recommendations Not Completed

2020	7	Post-project analysis of the Madison and Lincoln High School CM/GC contracts is already required by Portland Public Schools Public Contracting Rules for contracts procured through an alternative delivery method, following the requirements of ORS 279C. However, this analysis cannot be completed until after the later of the date of final payment or the date of final completion. As such, this recommendation will not be able to be resolved until 2022 at the earliest for the Madison project and 2024 at the earliest for the Lincoln project.
2020	8	This recommendation is under review by the AIT. GMP timing has already been set for all of the current 2017 Bond CM/GC projects, so this recommendation will not be able to be resolved until a new CM/GC project is undertaken.
2020	9	Staff are reviewing all contract templates to identify which templates still need to have the GAAP language incorporated.
2020	10	Staff are reviewing all contract templates to identify the specific discrepancies.
2020	11	This recommendation is under review by the AIT.

Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
 July 2021 - BAC Report

2016 Bond Performance Audit Recommendations				
Bond Year	#	Abbreviated Recommendation	Response	Status
2012	1	Update monthly project budget projections in timely way and include ROM estimates of potential changes.	Concur	Complete
2012	2a	CM/GC contracts to require proactive participation of CM/GC with architect.	Nonconcur	Complete
2012	2b	Ensure GMPs are executed at contractually proscribed point in design.	Concur with comment	Complete
2012	3	Ensure GMP amendments are consistent with applicable law and policy.	Completed	Complete
2012	4	Consider increases for general conditions work for change orders only when time is extended.	Concur	Complete
2012	5a	Provide a format in e-Builder for processing CM/GC contract changes quickly.	Completed	Complete
2012	5b	Ensure that CM/GC change orders and draw downs receive appropriate approvals.	Completed	Complete
2012	6	Provide more information to evaluation committee to help in scoring proposals.	Completed	Complete
2012	7	Complete any VE, scope reductions, budget increases, etc by end of SD.	Completed	Complete
2012	8a	Modify SOPs to add more specific project contingency ranges at different design stages.	Nonconcur	Complete
2012	8b	Modify SOPs to add more specificity on how program provides project budget oversight.	Nonconcur	Complete
2012	8c	Develop comprehensive and detailed PTMP templates for renovation projects, new construction projects, and IP work.	Concur with comment	Complete
2012	8d	Hold PMs accountable for creating PTMP prior to beginning SD phase (at latest).	Concur with comment	Working
2012	8e	Develop and record lessons learned from completed projects.	Completed	Complete
2012	9	Modify SOPs to add specific guidelines for line item budgeting for master planning.	Nonconcur	Complete
2012	10a	Assess reasons for IP projects bidding over budgets.	Completed	Complete
2012	10b	Start design of IP projects earlier and issue ITB earlier.	Completed	Complete
2012	10c	Add minimum quals for designated systems into bid specs.	Concur	Complete
2012	11a	Provide greater oversight of program during transition period.	Completed	Complete
2012	11b	Update the PMP/SOP, and train/require staff to use it.	Concur with comment	Complete
2012	12	Evaluate effectiveness of CM/GC and consider other delivery models.	Completed	Complete
2012	13	Procure CM/GC by beginning or mid-point of schematic design.	Completed	Complete
2012	14	Complete Ed Specs sufficiently ahead of master planning for projects.	Completed	Complete
2012	15	Allow CM/GC to procure subcontractors by competitive quote up to defined dollar limit without prior approval of district.	Completed	Complete

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2016	24 Recommendations, 23 completed	96% Completed

Status Notes on Recommendations Not Completed

2016	8d	Final PTMPs have been completed for Kellogg, Madison, Lincoln and Benson. OSM has published a Standard Operating Procedure that requires completion of a PTMP before projects can proceed into SD Phase, but is working on a Project Initiation Approval procedure to improve practices.
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Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
 July 2021 - BAC Report

2018: FHS/RHS Construction Audits Controls Recommendations				
Bond Year	#	Abbreviated Recommendation	Response	Status
2012	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. [FHS #12]	Completed	Complete
2012	2	Require visibility and reconciliation of project management systems and accounting systems of record utilized for project cost accounting and subcontractor payments. [FHS #13]	Concur with comment	Complete
2012	3a	Perform quarterly review of project change order files for application of expected cost analysis and related approval requirements. [FHS #14]	Concur with comment	Working
2012	3b	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. [FHS #14]	Completed	Complete
2012	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. [FHS #15, RHS #12]	Concur	Complete
2012	5	Require consistent and compliant application of contract rates to deduct change orders. [FHS #16]	Concur	Working
2012	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 item. [FHS #17, RHS #13]	Concur	Complete
2012	7	Verify application of the contractual requirement for fixed fee calculation. [FHS #18]	Concur	Working
2012	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. [RHS #10]	Completed	Complete
2012	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. [RHS #11]	Completed	Complete
2012	10	District project management personnel should require visibility, timely access and sign-off on work cost application applied by the Contractor. [RHS #14]	Concur with comment	Complete

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2018	11 Recommendations, 8 completed	73% Completed

Status Notes on Recommendations Not Completed

2018	3a	OSM is developing a Standard Operating Procedure for internal audits of change order files. This audit observation noted change order mark-ups had not been applied consistently to deductive changes. OSM is
2018	5	reviewing the Standard Operating Procedure for change requests to ensure that this issue is addressed as part of project staff review of change orders.
2018	7	The audit observed the potential for fee calculations to become inaccurate over time as change orders are processed. OSM is working on modifying template contract language to require updated fee calculations based upon final cost of the work.

Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
 July 2021 - BAC Report

2019 Phase 2 Bond Performance Audit Recommendations				
Bond Year	#	Abbreviated Recommendation	Response	Status
2017	1	Develop a written plan for establishing and prioritizing corrective actions needed to address project delivery issues related to change orders, contractor invoices, and other recommendation noted in prior audits of 2012 Bond projects.	Concur	Complete
2017	2	Develop a written plan or strategy for identifying and incorporating additional funding options if future bond funds are not available and regularly communicate and discuss progress with the Board and Bond Accountability Committee	Complete	Complete
2017	3	Ensure cost estimates are fully documented with underlying support and rationale used for soft costs and FF&E - in addition to other cost components - including variations or deviations from stated methodology.	Concur	Working
2017	4	Implement the new cash flow planning process as intended at the start of the Fiscal Year 2019-2020, and update cash flows regularly.	Concur w/ comment	Complete
2017	5	Immediately allocate and concentrate efforts on completing the overdue Fiscal Year 2018-2019 reconciliations between e-Builder construction management system and the PeopleSoft financial system, as well as ensure future reconciliations are regularly performed in a timely manner	Concur	Complete
2017	6	Update and re-issue the PMP, in addition to individual school PTMPs, as well as consider developing quick tools, guides, and checklists to help project teams implement the protocols identified in the PMP and PTMPs.	Concur	Complete
2017	7	Formally communicate, clarify and train OSM project teams and individuals involved with project delivery on existing document management protocols including requirements and expectations for usage.	Concur	Working
2017	8	Standardize design deviation logs by identifying consistent information to be maintained for each project and ensure approvals are documented	Concur w/ comment	Complete
2017	9	Establish a tracking mechanism to store proposed changes to Ed Specs and Design Standards in an accessible location	Concur w/ comment	Working
2017	10	Supplement the "Decision Making Hierarchy" process with written guidance on what decisions to bring forward and elevate beyond the project team as well as train project teams on standard practice for value engineering deviations - as well as Ed Spec and Design Standard deviations	Concur w/ comment	Working
2017	11	Better document lessons learned by: categorizing lessons learned log items into separate subcategory section allowing project managers to more easily identify relevant items; and summarizing lessons learned and regularly distribute or discuss items with project teams.	Concur	Complete

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2019 Ph 2	11 Recommendations, 7 completed	64% Completed

Status Notes on Recommendations Not Completed

2019 Ph 2	3	OSM is working on revising its Standard Operating Procedure (SOP) on cost estimating to specifically require written documentation supporting cost estimates, in addition to continuing to direct project management staff in best practices. Once the SOP has been finalized, this recommendation will be marked as complete.
2019 Ph 2	7	OSM has ordered and distributed PPS computer equipment for all non-PPS staff and requires that all PPS-related work be performed on PPS equipment utilizing PPS document management systems. A working group of staff and program management was convened to develop revised file naming and document management systems. A new file naming convention has been implemented. Folder structure revisions are under discussion.
2019 Ph 2	9	Education Specifications are updated on a scheduled basis, with significant, organized stakeholder input, and approved via the BOE. Discussions are underway with the PPS teams that manage the Design Guidelines.
2019 Ph 2	10	This recommendation is under review by the AIT. OSM is developing decision examples and working with project staff to identify inconsistencies or questions that will need to be addressed by the guidance.

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 Status of Performance Audit Recommendations
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2020 Bond Performance Audit Recommendations				
Bond Year	#	Abbreviated Recommendation	Response	Status
2017	1	Provide the Board an analysis discussing implications if voters do not approve the November 2020 Bond on the Benson High School Project, in particular, as well as other 2017 Bond projects, as appropriate. At the minimum, this analysis should provide cash flow projections for the Benson High School project, and deliberate on the effects of a full faith and credit loan option to ensure the Board can make informed decisions going forward.	Nonconcur	Complete
2017	2	Implement plans to ensure project team members have needed access to e-Builder and that key non-PPS employees in critical project roles have computers to access project information.	Completed	Complete
2017	3	Revisit systems and tools used on a go-forward basis for capturing H&S project expenditure and status data to be able to more efficiently generate reliable data to address H&S project status reporting needs to oversight bodies and the public.	Concur with Comment	Complete
2017	4	Complete the development of the interactive map tool and ensure the map is supplemented with summary information about the H&S program. At the minimum, the public information should provide common data from each H&S category in a standardized format that provides easy tracking of current budget, schedule, status, and delivery plans in relation to initial Bond plans.	Completed	Working
2017	5	Require and maintain more consistent documentation associated with the review of price proposals or quotes from construction contractors related to change orders through means such as incorporating project team notes, uploading negotiations in email correspondence, or marked-up price proposals, into the e-Builder system to provide evidence of OSM's due diligence in reviewing contractor change order prices.	Concur	Working
2017	6	Prohibit contractors to perform any work for the district until a fully executed contract is in place or a formal written authorization is provided to allow for pre-contract execution work to start.	Concur with Comment	Working
2017	7	Conduct a post-project completion analysis for the Madison and Lincoln High School projects to evaluate benefits and challenges of the CM/GC delivery method overall, as well as specific aspects such as timing of Guarantee Maximum Price (GMP) contract amendments, and make process changes as warranted. The evaluation should consider components suggested by ORS279.103 and provide a comparison of actual project cost against original project estimates, change order number, value and type, as well as descriptions of success and failures during design and construction.	Concur with Comment	Working
2017	8	Memorialize and discuss underlying rationale and decisions related to the timing of GMP negotiations with the Bond Accountability Committee, and present to the Board for future CM/GC GMP contract amendments as appropriate.	Concur with Comment	Working
2017	9	Clarify and incorporate language in CM/GC contracts, as appropriate, related to contractor financial records in accordance with generally accepted accounting principles.	Completed	Working
2017	10	Address inconsistencies between the contract for architect/engineer services and the CM/GC contract for construction services related to the timing of reconciled cost estimates for future projects by ensuring that the same deliverable milestones are included in both contracts.	Concur	Working
2017	11	Evaluate payment terms and conditions for all H&S low-bid lump-sum contracts to ensure consistency between procurement documents, contract language, and actual payment process practices.	Concur	Working

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2020	11 Recommendations, 5 completed	45% Completed

Status Notes on Recommendations Not Completed

2020	5	Through additional training, staff has improved their attachment of change order review materials to provide documentation of their change order analysis and recommendations. OSM is working on incorporating explicit language into OSM's Standard Operating Procedure (SOP) for Change Orders.
2020	6	This recommendation is under review by the AIT. Contract language already requires that the contract be fully executed prior to commencing work. PPS Public Contracting Rules also prohibit contract work from commencing without a fully executed contract (with some limited exceptions). The AIT is reviewing staff training on this issue.

Bond Performance Audit Tracker
Status of Performance Audit Recommendations
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Status Notes on Recommendations Not Completed

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| 2020 | 7 | Post-project analysis of the Madison and Lincoln High School CM/GC contracts is already required by Portland Public Schools Public Contracting Rules for contracts procured through an alternative delivery method, following the requirements of ORS 279C. However, this analysis cannot be completed until after the later of the date of final payment or the date of final completion. As such, this recommendation will not be able to be resolved until 2022 at the earliest for the Madison project and 2024 at the earliest for the Lincoln project. |
| 2020 | 8 | This recommendation is under review by the AIT. GMP timing has already been set for all of the current 2017 Bond CM/GC projects, so this recommendation will not be able to be resolved until a new CM/GC project is undertaken. |
| 2020 | 10 | Staff are reviewing all contract templates to identify the specific discrepancies. |
| 2020 | 11 | This recommendation is under review by the AIT. |

Recommendations Marked as **Complete** Since Last Reporting

- | | | |
|------|---|---|
| 2020 | 4 | An interactive map tool has been developed and added to the Bond website. Existing H&S program information on Bond web pages has been updated, and standardized H&S program-specific reports have been added to each H&S program page for easy accessibility. |
| 2020 | 9 | Contract templates have been updated with the necessary GAAP language. |

MEMORANDUM

Date: August 2, 2021

To: The Board of Education's School Improvement Bond Committee

From: Bond Accountability Committee (BAC)

Subject: 33th BAC Report to the Board

Background

In November 2012, voters approved a \$482M capital improvement bond for Portland Public Schools. The PPS Board appointed a Citizen Bond Accountability Committee to monitor the planning and progress of the bond program relative to voter-approved work scope, schedule and budget objectives.

In May 2017, voters approved a \$790M capital improvement bond measure that included a requirement for citizen accountability and oversight.

In November 2020, voters approved a \$1.206B capital improvement bond measure that included a requirement for citizen accountability and oversight

The current members of the BAC are:

Greg DiLoreto
Norman Dowty
Darren Golden
Angela Jarvis Holland
Kenechi Onyeagusi, Co Chair
Tom Peterson, Co Chair
Dick Steinbrugge
Cara Turano
Karen Weylandt
Beth Woodward

Office of School Modernization ("OSM") staff continues to be very helpful and supportive of BAC's oversight and demonstrates a consistent commitment to transparency and clarity in its dealings with the Committee and its members.

Recent Activities

May 26 BAC Meeting

The BAC meeting on May 26 was held in virtual session and primarily focused on the 2017 Health Safety program, the 2020 Infrastructure program, and the Performance Audit year 4 draft workplan. All members except Tom Peterson were present. Co-chair Kenechi Onyeagusi led the meeting. Also included was a brief overall program update

for each of the three bond programs. As is the case with all regular BAC meetings it was publicly noticed and open to the public. No public comment was offered. Staff presentation materials and meeting minutes for this meeting have not been posted on the School District's website, nor has the BAC report for the March BAC meeting.

OSM project managers for each of the respective 2017 Health & Safety programs briefed the BAC on the progress of the numerous programs. OSM is making good progress with the eight Health and Safety programs and is currently tracking under budget for all of the projects currently identified in the respective programs. Of the \$158,100,000 Health and Safety budget, \$26,470,560 is the currently unallocated balance. There are expected to be significant savings from the implementation of the drinking water quality program which is anticipated to be complete early next year. Two other Health and Safety programs Radon and Fire Sprinkler and Alarm systems upgrades are complete. The surplus funds will be reallocated to allow other Health and Safety projects. Those programs include Lead Paint Stabilization, Asbestos Remediation, Roof Improvements, Accessibility, and Security. The 2017 Health and Safety program has been a significant undertaking with OSM managing approximately 100 contracts that have involved work in all of the district's schools.

Work is also underway with implementation of the 2020 Bond Infrastructure Program. Two roofing projects and one seismic project are planned for this summer. OSM has also begun the planning phase for the Mechanical improvement program.

The Performance Audit update was a brief overview of the scope and timeline for the Year 4 workplan. No findings or recommendation were presented for the BAC to comment on.

July 28 BAC Meeting

The BAC meeting on July 28 was held in virtual session and primarily focused on the 2020 Technology, Curriculum, and Capacity programs, and a presentation on the District's Business Equity program. All members except Cara Turano, Darren Golden, and Angela Jarvis Holland were present. Co-chair Tom Peterson led the meeting. Also included was a brief overall program update for each of the three bond programs. As is the case with all regular BAC meetings, it was publicly noticed and open to the public. No public comment was offered. Staff presentation materials for this meeting will be posted on the School District's website.

The meeting was very informative as the BAC had not been briefed on the scope of the Technology, Curriculum and Capacity programs that were approved in the 2020 bond program. OSM had developed an easy report to track the financial progress and funding associated with these programs. There was a good discussion on the challenges with determining which elements of the work scope are legally compensatory under the bond program and which scope requires other funding sources. The BAC would like to see

future reporting on the metrics for the Technology and Curriculum programs that align with what was promised to the voters. Given the differences with implementation and procurement associated with Technology projects from Public Improvement contracts, the BAC was interested in how these programs will address the Bond Program's business equity goals. These new programs present a unique role for OSM with overall management and the BAC with oversight of these programs. District staff acknowledge these challenges and appear to be working collaboratively with identification of the risks and challenges and the best way to best address and to report to the BAC.

The Business Equity presentation was also very informative and offered other metrics to measure performance than the current BAC reporting. Although some elements of the Bond programs have not met the 18% aspirational goal, the overall of performance of the district was very good. Of particular note was the high number of actual contracts and subcontracts that have been awarded to MBE business. The BAC appreciated all the efforts that OSM and district staff have made to date and fully support the initiatives and strategies that were developed to improve business equity outcomes. The performance audit is also focusing on business equity performance and we look forward to reviewing the results of the audit.

This meeting completed the first cycle of the new meeting format and agenda topics for the BAC. The BAC appreciates including a brief update of the overall bond program at each meeting but feels that additional information specific to the large capital projects should also be made available at each meeting. Given the cycle of the new agenda topics there is concern that updates on the large projects are not frequent enough for the BAC to offer input at critical milestones. This is due in part to our interpretation of the BAC charter, which has not been updated. The BAC would also like to improve the financial reporting so it is easier to track 2020 bond funding intended for the 2017 Bond shortfall. Now that the BAC has been briefed on all the Bond programs except the Center for Black Student Excellence, there is an opportunity to revisit the level of reporting and agenda topics for upcoming meetings. We are still trying to find the right balance of OSM presentations versus opportunities for more BAC discussion when we meet. We are looking forward to returning to in person meetings, as we think the meetings may be more productive and an opportunity for many of us to actually meet in person.

It is our hope that the Board will make updating the BAC charter a higher priority than it has been thus far. It has been nine months since the 2020 bond was approved by the voters and the current charter does not acknowledge the 2020 bond. Updating the charter would help clarify the BAC's role with the new programs in the 2020 Bond, PPS Board of Education's expectations of the BAC, and the level of reporting needed for the BAC to comply with the expectations of the Charter.

We continue to appreciate the quality and professionalism of OSM staff, design teams and contractors as they take on multiple issues and continued willingness to explore new approaches. Of special note was an opportunity for BAC members to tour Kellogg

Middle school. The four BAC members that were able to participate were very impressed with the design and finished product. We thank the Board for this opportunity to serve and play a small part in your bond programs.