

Facilities and Operations Committee
Meeting
Wednesday, January 19, 2022 4:00 PM

BESC - Windows Cafeteria / Conference Room
(Floor 2)
501 N. Dixon St.
Portland, OR 97227

Agenda

- I. Introductions
- II. Update: Bond Accountability Committee (BAC)
- III. Update: Office of School Modernization
- IV. Update: Americans with Disabilities Act (ADA) Transition Plan
- V. Whitaker Adams Site: Safe Rest Village *For Committee Action*
- VI. Public Comment *To sign-up for public comment
email PublicComment@pps.net
or call 503-916-3741
- VII. Adjourn

Report to The Portland Public Schools Board of Directors

Date: December 20, 2021

From: Bond Accountability Committee Report #34

Subject: BAC Report #34

Committee Charge

The Portland Public Schools Board of Education (Board) has appointed a citizen Bond Accountability Committee ("Committee") whose charge is to monitor the planning and progress of the bond programs relative to voter-approved work scope, schedule and budget objectives. The duties of the Committee are (i) to receive reports on the current status and planned implementation of the bond program; (ii) to determine whether such status and implementation are consistent with the program approved by the voters; and (iii) to report their findings to the Board.

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

Background;

In November 2012, voters approved a \$482M capital improvement bond for Portland Public Schools.

In May 2017, voters approved a \$790M capital improvement bond measure.

In November 2020, voters approved a \$1.206B capital improvement bond measure.

All regular BAC meetings are publicly noticed and open to the public. Staff presentation materials and meeting minutes, along with BAC reports are regularly posted on the district website. Meetings are also video recorded, that allows BAC members unable to attend scheduled meetings to watch the proceedings and review the materials at their convenience.

The BAC meeting on September 29 was held in virtual session. All members except Angela Jarvis Holland and Cara Turano were present. In addition to the program update, the meeting primarily focused on the Modernization Projects Updates with the exception of Benson High School, review of the BAC charter and a discussion on OSM reporting format. Report out on Benson Modernization project was planned to be a special BAC meeting in October.

The BAC met jointly with the Board Facilities and Operations Committee on November 17, 2021, to review the Benson Modernization Budget and the results of the 2020 Audit. This meeting was held in the district offices with the option of attending virtually. Tom Peterson and Greg DiLoreto attended in person and Karen Weylandt and Norm Dowty attended virtually. Because there was no special BAC meeting as originally proposed for the BAC to review the Benson budget recovery options, and the joint meeting format and agenda did not allow time for the BAC members to comment or ask questions of the staff, there was no genuine opportunity for the BAC to provide comments or advise the Board Committee about the staff recommendations.

The BAC met on December 13, 2021, this meeting was held in the district offices with the option of attending virtually. Greg DiLoreto attended in person, all other members attended virtually. Tom Peterson, Norm Dowty and Cara Turano did not attend. In addition to the program update the meeting focused on the Health and Safety and Infrastructure programs, Benson Modernization budget and the performance audit. Co-chair Kenechi Onyeagusi led the meeting.

Report

1. *Whether the school district bond revenues are **expended only for the purposes for which the bonds were approved**, and that bond revenues are not used for any purpose prohibited by law;*

- The BAC reviewed The Project Management Cost Report and additional reports specific to bond revenues and expenditures.
- Based on the information provided, it appears that the school district is spending revenues only for the purposes for which the bonds are approved.

2. *Whether the **bond budget** is sufficient to complete the scope of work as outlined in the voter-approved bonds;*

- The BAC reviewed The Project Management Cost Report and additional reports specific to bond revenues and expenditures.
- The 2012 bond is winding down with the only remaining work being Roosevelt Phase IV and Grant Upper Field Improvements. It appears that the 2012 bond program will require \$267,136 of other funds to offset cost overruns for Grant Upper Field improvements due to pandemic related costs.

- Other than Benson/MPG, there appears to be sufficient funding for all other programs and projects within the respective 2017 and 2020 Bond programs budgets and other funding sources.
- Funding for the Benson/MPG budget forecast shortfall will require allocation of program contingency funds from the 2017 and 2020 bonds. Although it appears that the budget recovery exercise presented to the BAC should address the budget shortfall, the recent program reports do not include a report specific to Benson and MPG that show the respective combined budgets from the two bond programs.
- Given the very conservative program contingency in the 2020 bond and projected interest earning presented at the joint meeting, there appears to be sufficient budget to complete the work approved by the voters. The recent program report does not reflect the projected interest earnings. Staff intends to update those reports when the financial systems are updated. IN light of current construction trends and the financial implications of Benson/MPG cost overruns to the 2020 bond, the BAC recommends staff provide an undated budget forecast review of the other projects and programs in the 2020 bond.
- Additional review of bond revenue spending will be discussed when the financial audit is provided.

*3. Whether the projects planned, in progress, and completed will meet the **scope of work** specified in the voter-approved bonds; and*

- BAC reviewed the Modernization projects, Health and Safety, and Infrastructure project reports during this period.
- Based on the information provided by staff, it appears that the school district is proceeding with work that meets the intent of the scope of work specified in the voter-approved bonds. Project teams are proactively working to mitigate potential scope implications due to current cost escalation issues.

*4. Whether the projects are being delivered on **schedule** relative to the voter-approved bonds;*

- BAC reviewed the Modernization projects, Health and Safety, and Infrastructure project reports during this period.
- Based on the information provided by staff, it appears the school district is meeting the schedule approved and expected relative to the voter-approved bonds. Of special note was the completion of Kellogg Middle School and McDaniel High School, and beginning construction of Benson High School. All other projects reviewed appear to be proceeding on schedule. Project teams are proactively working to mitigate potential schedule impacts due to COVID, cost escalation and supply chain issues.

*5. The Committee will receive and review copies of **annual performance audit reports and financial audit reports** to ensure Bond revenues are expended in compliance with state law and the ballot measure language.*

- The BAC reviewed the annual performance audit that focused on the 2017 Bond Business Equity performance. The BAC concurs with the findings and recommendations of the audit. Business equity has been an ongoing focus by the BAC and we will continue to advocate and support staff with improving and achieving district business equity goals and practices.

Additionally, the Committee may provide feedback and/or advice to the Board on one or more of the following topics:

- *Alignment with the goals and principles of the Long Range Facilities Plan;*
 - *Alignment with the goals of the Business Equity Policy;*
 - *District standards and innovative practices for achieving lower maintenance and construction costs while improving operating efficiency, sustainability, and increasing building longevity;*
 - *Historic preservation and school renovation opportunities compatible with the architecture of surrounding Portland neighborhoods;*
 - *Potential capital partnerships for joint and shared use of PPS facilities;*
 - *Implementation of appropriate ways to address seismic issues;*
 - *Topics and scope for the annual performance audit work plan;*
 - *Compliance with ADA; and*
 - *Communicating key information related to the bonds to the School Board, public groups, organizations and stakeholders.*
- Business Equity performance is presented for every program or project. The metric is based on actual spending against the district's goal of 18%. While financial tracking is important, understanding what are realistic goals for each project and demonstrating all the efforts to encourage opportunities, as well as the types and number of contracts are also beneficial. Based on the information provided by staff it appears that the school district is committed and working very hard to achieve their business equity goals, despite not always achieving the goal for every project. As the performance audit eluded too, the district should establish multiple metrics to demonstrate how well the project is achieving the district business equity goals.
 - Other district goals (i.e. long range facilities plan, ADA, Seismic etc) are presented to the BAC periodically or only at certain stages of a project's development. Therefore, not all BAC members are aware of how projects are in alignment with other district goals. This is an area where the BAC is working with staff to offer additional information and highlight how Bond programs and projects are addressing other district goals.

General Comments,

This report completes a year with four new BAC members, increased meeting frequency, and changes to meeting format and agenda topics. We have made some progress adjusting to the new format, and appreciate staff's recent effort to modify the program reports the BAC requested in September. However, there is still more work to be done and our hope is next year we can resume a more consistent meeting schedule. The Benson Budget challenges required

rescheduling the November BAC meeting and a special joint meeting with the Facilities and Operations Committee, which were not well attended by the BAC due to conflicts with the new dates. In the interest of improving the effectiveness of the BAC and our ability to meet the intent of our charter we have offered a number of recommendations to OSM staff that include:

- Timelier reports to the BAC, consistent budget forecasts reporting, and better clarity regarding the overall budget status of Benson and MPG.
- Staff should document lessons learned and implement subsequent management changes necessary to avoid another budget recovery exercise that occurred with the Benson.
- The BAC has yet to receive information about the implementation plan for the Center for Black Student Excellence project. BAC requests that staff schedule a presentation addressing the strategy to deliver this project.
- Improvements to the how progress with other programs like Health Safety, ADA Improvements, etc. are reported.

In conclusion, we commend the district with what they have accomplished this past year despite all the unprecedented challenges they are dealing with. We continue to appreciate the quality and professionalism of OSM staff, design teams and contractors as they take on multiple issues and ongoing efforts to explore new approaches. We thank the Board for this opportunity to serve and play a small part in your bond programs.

Related Documents

- BAC Charter
- BAC Work Plan
- https://docs.google.com/document/d/1XwJWhpz7v_OTASh5Dms117A8TCzCnrjz_MCY_KOaj2d8/edit?usp=sharing
- Bond Language
 - 2012
 - 2017
 - 2020
- OSM documents
 - September 29 BAC Materials,
 - <https://drive.google.com/drive/folders/1qzFrcP-fhJkRXwSLM9MbUJGWohI766NU>
 - November 17 BFOC & BAC Materials
 - <https://meetings.boardbook.org/Public/Agenda/915?meeting=505946>
 - December 13, BAC Materials,
 - <https://drive.google.com/drive/folders/1c23na4Pfr5MySvyPHen5b30hLgTcXLh>



PORTLAND PUBLIC SCHOOLS
OFFICE OF SCHOOL MODERNIZATION
501 North Dixon Street / Portland, OR 97227
Telephone: (503) 916-2222

Date: January 14, 2022
To: Facilities and Operations Committee
From: Marina Cresswell, Senior Director, Office of School Modernization
Subject: OSM Quarterly Report

BACKGROUND

In November 2012, May 2017, and November 2020, voters approved general obligation bonds to complete capital improvement projects for Portland Public Schools. The District's Office of School Modernization reports to a citizen Bond Accountability Committee (BAC) on a minimum quarterly basis. Currently the BAC meets every two months.

Bond reporting provided at each BAC meeting include: program administration financial, equity and performance updates; performance audit recommendation updates; and financial progress of the 2017 Bond funds set aside for Health & Safety improvements. Project status updates, including financials, equity, schedule and progress notes, are provided at each meeting on a rotating basis. Special presentations or topics for discussion are also scheduled for each meeting based on BAC input.

BAC MEETINGS AND MATERIALS FOR THIS REPORT

The provided documentation for this OSM Quarterly Report includes materials provided to the BAC at the September 29, 2021, meeting and the December 13, 2021, meeting. The initially scheduled November 2021 meeting was rescheduled to December 2021 due to the combined Facilities & Operations Committee and Bond Accountability Committee meeting taking place in November.

Status updates for the 2012, 2017 and 2020 Modernization projects (excluding the Benson/MPG Modernization project) were provided at the September 29, 2021, meeting, along with a review of the BAC Charter and a discussion of BAC meeting and report formats. An update on the Benson/MPG Modernization project and a presentation on the Performance Audit Year 4 Report were provided to a combined Facilities & Operations Committee and Bond Accountability Committee on November 17, 2021. Project status updates for the 2017 Health & Safety and 2020 Infrastructure projects were provided at the December 13, 2021, meeting. The December meeting agenda also included time for the BAC to discuss the Benson /MPG Modernization presentation and the Performance Audit Year 4 Report presentation from the November Facilities & Operations Committee.

OSM QUARTERLY UPDATE

The bond program continues to make progress planning, designing and completing capital improvements. The attached documentation provides an overview of recent accomplishments and current status. The current combined (2012/2017/2020) program budget is \$2.7 billion. Roughly \$1.2 billion of that has been spent to date.

The 2012 Bond program is winding to a close and all work noted in the 2012 ballot has been completed, including Franklin HS; Roosevelt HS; Grant HS; Faubion K-8; and facility improvements including roofs, ADA, and science classrooms. Additional projects not considered when the 2012 bond was passed included RHS Phase 4 and the Grant Upper Field Improvements. The bond funding was sufficient to complete not only the anticipated scope of the measure, but also most costs of these two additional projects. In addition, the 2012 bond passed with targeted HS enrollment of 1350 students and high school target size of 225,000 square feet. FHS, GHS, and RHS were all increased in size after the passage of the bond, to target 1700 students at 295,000 square feet. The increases at FHS, GHS and RHS resulted in approximately 150,000 square feet of additional space that was still able to be funded within the 2012 bond funding. All remaining funds are expected to go towards the completion of the Grant Upper Fields Improvement project, as the final project of the 2012 Bond.

The 2017 Bond program has spent roughly 66% of its now \$892 million budget. Teams are finishing addressing any move-in issues from the McDaniel HS and Kellogg MS modernization projects that opened to students in Fall 2021. Teams are also working on closing out contracts and budgets for those projects, but both projects are anticipated to close under budget and return funds to the bond program. The Lincoln HS modernization, currently under construction, remains on schedule and on budget. The Benson and MPG modernization project is under early construction while finalizing the GMP amendment. 2017 Health and Safety projects to address asbestos, lead paint, security and water quality continue forward. Contracts and budgets are being closed out on roofing, fire alarms, radon and accessibility projects to allow staff to determine how much funding remains in each of those categories.

The 2020 Bond program has been moving forward with technology and curriculum projects, as well as urgent or grant-matching needs in roofing, mechanical, seismic and capacity. Project scope refinement and cost estimating is underway for ADA and SPED projects. The Request For Proposals for master planning and design of the Jefferson Modernization was issued in late November, proposals have been received, and the process is now in the evaluation/interview phase. OSM is working with a local recruiting firm to bring on a Senior Project Manager to lead the project team, which consists of a mix of existing and new OSM staff.

ATTACHMENTS

BAC Meeting – September 29, 2021:

- BAC Agenda_09 29 2021
- BAC Presentation_09 29 2021
- BAC Status Report_Bond Program Administration_09 29 2021
- BAC Status Report_Grant Upper Field_09 29 2021
- BAC Status Report_Kellogg MS Mod_09 29 2021
- BAC Status Report_Lincoln HS Mod_09 29 2021
- BAC Status Report_McDaniel HS Mod_09 29 2021
- BAC Status Report_RHS Ph IV_09 29 2021
- Health Safety Funding Allocation_09 29 2021
- Performance Audit Tracker_BAC Report_09 29 2021

BAC Meeting – December 13, 2021:

- BAC Agenda_12 13 2021
- BAC Business Equity Utilization Data Constraints
- BAC Health Safety Funding Allocation_12 13 2021
- BAC Performance Audit Tracker_12 13 2021
- BAC Presentation_12 13 2021
- BAC Status Report_2017 HS_Accessibility_12 13 2021
- BAC Status Report_2017 HS_Asbestos_12 13 2021
- BAC Status Report_2017 HS_Lead Paint_12 13 2021
- BAC Status Report_2017 HS_Roof_12 13 2021
- BAC Status Report_2017 HS_Security_12 13 2021
- BAC Status Report_2017 HS_WaterQuality_12 13 2021
- BAC Status Report_2020 Mechanical_12 13 2021
- BAC Status Report_2020 Roof_12 13 2021
- BAC Status Report_2020 Seismic_12 13 2021
- BAC Status Report_Bond Program Administration_12 13 2021
- PPS Year 3 FINAL Report 11.12.2021



School Improvement Bond Update

Bond Accountability Committee

Meeting

December 13, 2021



Agenda

- **Welcome & Introductions** 5:30 – 5:40 pm
- **Program Updates** 5:40 – 6:15 pm
- **Benson Discussion** 6:15 – 6:45 pm
- **Year 3 Audit Report Discussion** 6:45 – 7:15 pm
- **Report Format Review** 7:15 – 7:30 pm
- **Wrap-Up and Adjourn**



Public Comment

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



Program Update



Business Equity Utilization Data Constraints

Business equity utilization data from the B2GNow software system represents a point in time and may not fully represent actual payments received by Certified Businesses. The accuracy of the utilization data is contingent on several factors:

- PPS's payment data from Peoplesoft is uploaded into B2GNow monthly and reflects all payments from PPS to prime contractors during the prior month.
- Accurate data on payments to subcontractors is contingent on prime contractors or upper tier subs entering their subcontractors in B2GNow and subsequently self-reporting their monthly payments to each subcontractor in a timely and accurate manner.
- If prime contractors (or first tier subs) enter payments to first tier or subsequent tier subs in a timely manner, the total equity utilization calculation can be expected to accurately reflect contract expenditures as of approximately one to two months prior to the report date.
- If prime contractors (or first tier subs) do not enter payments to first tier or subsequent tier subs in a timely manner, accurate equity utilization data will be delayed, at times significantly. Even closed contracts may be updated later if PPS learns of new subcontractor payments that were made months or even years prior.



SCHOOL BUILDING IMPROVEMENT BOND



Office of School Modernization - Program December 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	4.84%	7.64%	0.05%	2.54%	0.64%	15.71%	18%	28%	25%	5%	14%
	Prior Report	4.94%	7.55%	0.06%	2.51%	0.61%	15.67%		27%		5%		24%	
12 Month	Current	4.06%	8.27%	0.00%	2.87%	0.50%	15.70%	18%						
	Prior Report	4.02%	7.91%	0.00%	2.48%	0.24%	14.65%							

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

BUDGET

2012 PROGRAM	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Franklin HS Mod	81,585,655	113,093,258	111,075,456	2,018,377	112,932,643	-	113,083,388	(9,870)
Grant HS Mod	88,336,829	159,010,316	155,789,543	3,220,774	158,697,789	227,229	159,010,316	-
Roosevelt HS Mod	68,418,695	101,880,590	97,377,471	4,503,119	101,817,857	-	101,818,057	(62,533)
Faubion Replace	27,035,537	50,119,665	34,113,421	16,006,244	50,028,171	-	50,119,665	-
Grant Upper Field	-	1,901,600	1,901,600	-	364,665	64,835	3,504,220	1,602,620
RHS Phase IV	-	6,362,016	6,362,016	-	5,211,651	936,125	6,362,016	-
Other Projects	123,441,923	118,388,255	113,577,897	4,810,357	118,086,853	-	118,120,384	(267,871)
Administration	68,117,563	31,375,567	31,087,191	288,376	31,010,448	100,583	31,109,097	(266,470)
Contingency	25,063,798	728,741	728,741	-	-	-	-	(728,741)
Totals	482,000,000	582,860,008	552,013,336	30,847,246	578,150,078	1,328,772	583,127,144	267,136

2012 BUDGET NOTES

99% Spent

- All remaining 2012 budget is expected to go towards Grant Upper Field Improvements, due to pandemic-related cost increases. Roosevelt Phase IV may need some additional budget, for staff move costs, prior to close-out but costs are still being reviewed. Any additional budget needs for the two projects will be addressed with non-bond funds.
- Remaining program contingency is being shown for transparency but will go to Grant Upper Fields and Roosevelt Phase IV to address those project needs and will not be available for any new projects.



SCHOOL BUILDING IMPROVEMENT BOND



2017 PROGRAM	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Benson HS Mod	202,000,000	116,307,380	116,304,380	3,000	32,060,820	48,495,652	320,000,892	203,693,512
Benson Swings	-	13,789,989	13,789,989	-	9,735,125	1,573,504	13,789,989	-
MPG Building	-	5,506,000	5,500,000	6,000	2,757,504	2,854,336	6,000	(5,500,000)
Lincoln HS Repl	187,000,000	242,500,000	242,500,000	-	131,684,232	86,482,181	242,500,000	-
Kellogg MS Replace	45,000,000	60,025,586	59,797,500	228,086	57,234,244	602,373	57,935,876	(2,089,709)
McDaniel Mod	146,000,000	204,577,847	201,000,000	3,577,847	196,210,150	3,988,572	201,113,932	(3,463,916)
Health & Safety	-	141,205,640	126,138,201	15,067,438	124,318,071	7,144,972	141,205,640	-
								-
Administration	40,000,000	59,891,512	54,572,081	5,319,432	37,259,794	9,482,365	57,867,583	(2,023,930)
Contingency	20,000,000	23,137,932	23,137,932	-	-	-	-	(23,137,932)
Unallocated H&S	150,000,000	25,130,773	25,130,773	-	-	-	25,130,773	-
Totals	790,000,000	892,072,658	867,870,855	24,201,803	591,259,938	160,623,955	1,059,550,684	167,478,026

2017 BUDGET NOTES

66% spent

- OSM is working on shifting the MPG project to 2020 funds per the 2020 Bond measure. While work occurs to shift commitments, expenditures and budget, OSM will report MPG across both 2017 and 2020.
- The McDaniel Modernization project is coming in under budget and will be returning to the 2017 Program the \$2M that was transferred to the project for potential COVID costs.
- Lincoln Modernization remains on budget.

2020 PROGRAM	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Jefferson HS Mod	311,000,000	311,000,000	311,000,000	-	-	-	311,000,000	-
CBSE	60,000,000	60,000,000	60,000,000	-	-	-	60,000,000	-
Cleveland HS Design	20,000,000	20,000,000	20,000,000	-	-	-	20,000,000	-
Wilson HS Design	20,000,000	20,000,000	20,000,000	-	-	-	20,000,000	-
Roosevelt PhV Design	2,000,000	2,000,000	2,000,000	-	-	-	2,000,000	-
MPG Building	64,000,000	64,000,000	64,000,000	-	-	-	76,264,189	12,264,189
2017 Bond Balance	152,000,000	152,000,000	152,000,000	-	-	-	-	(152,000,000)
Curriculum	53,444,000	60,234,067	53,444,000	6,790,067	11,037,953	7,999,366	60,234,067	-
Technology	128,200,000	130,700,000	128,200,000	2,500,000	40,809,662	18,349,932	130,700,000	-
Infra Projects	-	43,504,804	37,081,354	6,423,450	10,230,701	9,042,101	42,974,067	(530,737)
								-
Administration	63,098,640	63,104,808	63,098,640	6,168	5,029,555	570,358	63,104,808	-
Contingency - OSM	93,257,360	93,257,360	93,257,360	-	-	-	65,515,145	(27,742,215)
Unalloc Proj Funds	241,000,000	203,918,646	203,918,646	-	-	-	203,918,646	-
Totals	1,208,000,000	1,223,719,685	1,208,000,000	15,719,685	67,107,870	35,961,757	1,055,710,922	(168,008,763)



SCHOOL BUILDING IMPROVEMENT BOND



2020 BUDGET NOTES

5% spent

- MPG estimate at completion is showing the projected budget overrun in 2020 Bond (actual costs and commitments remain in 2017 until all have been transferred to 2020 funds).
- 2017 Bond Balance is showing as negative to offset 2017 overrun, and Contingency is showing amount needed for 2017 Bond Balance (Benson) and MPG budget overruns as negative to offset budget overruns. This allows the Overall Program Total below to show combined calculations for the bond program as a whole.

OVERALL BOND PROGRAM	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
<i>Totals</i>	2,480,000,000	2,698,652,352	2,627,884,191	70,768,734	1,236,517,887	197,914,483	2,698,388,750	(263,602)

PROGRAM NOTES

Staffing:

- OSM has hired Johnny Wan as a Business Operations Analyst I position to assist with data collection, analysis, visualization and reporting specific to the Bond programs.

Pandemic Impacts:

- Significant pandemic-related impacts are causing a market distortion that is now being seen across all projects in OSM. Specific impacts include material delays, material shortages, material cost increases, labor shortages due to infections, and labor shortages or scheduling delays due to PPS vaccination requirements.
- As reported last time, the 2017 Program transferred \$2M to the McDaniel project for COVID-related costs to ensure cashflow in the final push before the opening of the school. The project team has determined they will be able to return that funding to the 2017 Program.



Benson Discussion



Year 3 Audit Report Discussion



Report Format Review



Adjourn

**Next meeting:
January 26, 2021, 5:30pm**

Portland Public Schools

2017 Bond Performance Audit Fiscal Year 2020/2021



November 2021 – Final Report





November 12, 2021

Portland Public Schools
Marina Cresswell, Senior Director Office of School Modernization
510 N. Dixon Street
Portland, OR 97227

Dear Ms. Cresswell,

Sjoberg Evashenk Consulting is pleased to submit our report for the Portland Public Schools (PPS) *2017 Bond Performance Audit – Fiscal Year 2020/2021*. We assessed performance of the bond program as implemented by PPS' Office of School Modernization (OSM) with focus on the delivery status of the 2017 Bond projects, business equity protocols, and bond communication efforts. We also assessed progress made towards implementing recommendations from prior 2017 Bond performance audits.

Our report concludes that, for the areas we reviewed, substantial progress was made towards delivering the capital school modernization projects. PPS was also committed towards improving business equity outcomes for its capital bond projects by critically assessing business equity challenges. Public communication on bond matters were comprehensive and often more robust than other school districts with similar bond programs, and PPS continues demonstrating commitment towards addressing prior audit recommendations with nearly all implemented or in-progress.

We also provided several recommendations related to reassessing the overall intent of PPS' business equity protocols, determining how equity is characterized, and developing the District's equity vision into succinct measurable subgoals or objectives to assist PPS and OSM in its emerging efforts to bolster business equity strategies and outcomes.

We appreciate the professionalism, cooperation, and dedication of all PPS and OSM staff who assisted us throughout the course of the audit, and look forward to continuing our collaboration during the next audit cycle.

Respectfully Submitted,

A handwritten signature in black ink that reads "CBrady".

Catherine Brady, Partner
Sjoberg Evashenk Consulting, Inc.

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Executive Summary

Nearly four years since Portland voters passed the 2017 School Improvement Bond (Bond), the Portland Public Schools District (PPS) and its Office of School Modernization (OSM) completed two of the four major capital school improvements projects—Kellogg Middle School and McDaniel High School (formerly Madison High School), and the modernization of Lincoln High School and the Benson High School Campus was progressing on schedule. Health and safety (H&S) improvements also progressed well with substantial bond funds already spent towards addressing H&S needs.

We also found that PPS was committed towards improving business equity outcomes in contracting for public capital projects and was in the process of critically assessing equity challenges with the intent to help shape the future of business equity through its bond-funded programs. Expanding upon PPS in-progress efforts in this area, we offer several recommendations for PPS to refocus and bolster its activities by realigning current goals and strategies with latest developments in equity practices. Additionally, OSM-led efforts surrounding communication of Bond information to the public were comprehensive and in many instances were more robust than other school districts with similar bond programs. Yet, as these extensive bond communication efforts have been coordinated primarily through just one OSM staff member, this institutional knowledge about how best to convey information needs to be better retained, especially with the Bond programs and projects continuing to grow. Moreover, OSM continued to diligently address prior audit recommendations.¹

Audit fieldwork covered the period between April 1, 2020 and March 31, 2021, although we incorporated any significant events after the end of fieldwork into this report. Key results and recommendations are summarized in the sections that follow.



2017 Bond Program Is Reaching Major Milestones

Nearly four years into the 2017 Bond program, Kellogg Middle School and McDaniel High School opened to students and teachers in the Fall of 2021—marking a major milestone for the Bond.

KEY RESULTS:

- Kellogg Middle School and McDaniel High School opened on schedule for the 2021-2022 school year.
- Lincoln High School is on schedule to complete construction by fall 2023.
- Benson High School was in design and estimated to open in the fall of 2024, still within its \$357.7 million budget.
- Health & Safety program improvements were well underway with more projects already completed than initially envisioned by the Bond.
- Bond premiums and state grants have provided over \$79 million in additional funding for 2017 Bond projects and a new 2020 Bond will help pay for the completion of the now \$1.098 billion 2017 Bond program.

¹ Refer to Appendix B for status of prior audit recommendations and PPS website at <https://www.pps.net/Page/15137> for all Independent Bond Performance Audit reports.



Business Equity Activities Generally Followed Industry Practices, Although There are Strategies PPS Should Consider to Better Focus its Efforts

PPS business equity efforts have centered around an aspirational goal that was arbitrarily established and has been difficult to attain. PPS was aware of these challenges and has started working towards strengthening equity efforts. As underlying equity values and vision are revisited and refined, PPS could consider certain strategies and improvements to better align efforts with intended outcomes.

KEY RESULTS:

- PPS had Difficulty in Consistently Meeting its Overall Aspirational Goal as Did Other Entities Reviewed.
- Use of Aspirational Goal Aligns with Other Entities, Although PPS' Goal was Arbitrarily Established.
- Focus on Singular Aspirational Goal Alone Does Not Comprehensively Measure Equity.
- PPS Demonstrated Commitment Towards Achieving Equity, But Challenges Exist.
- Other Entities Reviewed Employed Other Varied Equity Approaches that PPS Could Consider.
- Some Members of the Local Contracting Community Identified Common Challenge Areas that PPS Should Consider to Improve its Business Equity Efforts.
- Existing Business Equity Reporting and Training for Contractor and Consultant Use of Diversity Management System Could be Bolstered.

RECOMMENDATIONS:

As PPS moves forward with its School Improvement Bond programs, investing in the local underutilized / disadvantaged business community through PPS' Business Equity Administrative Directive should be guided by the PPS Board and implementation efforts should be led by the PPS Office of School Modernization in coordination with all PPS departments involved with business equity. Specifically:

1. The PPS Board should revisit its EPPC Policy to clarify and define the District's vision, goals, and commitment to business equity. This should include reassessing the overall intent, determining how equity is characterized, and expanding on what attainment of business equity goals for the District should entail.

Once EPPC Policies are Board-affirmed, OSM should work with other PPS departments involved with developing and implementing the District's business equity directive to:

2. Further develop the Board's overarching vision into more succinct measurable subgoals or objectives, support new goal setting with defensible data, and define qualitative and quantitative metrics to measure against new goals.
3. Conduct a cost-benefit analysis of available business equity strategies, such as those outlined in this report, and include considerations such as long-term versus short-term strategies, direct versus intangible "investment" type strategies, and unintended consequences.
4. Develop tools and protocols to capture outcomes of chosen equity strategies, and validate outcome data accuracy.
5. Create protocols to expand on existing business equity annual reporting to include an assessment of whether annual equity outcomes realized meet the intent of the EPPC Policy and goals of the Administrative Directive, or if modification to the portfolio of equity strategies is warranted, and based on results, adjust strategies as necessary.
6. Develop and formalize operating procedures to define the roles, responsibilities, and expectations of PPS staff specific to managing contractor and consultant business equity compliance, reporting on outcomes, and coordinating efforts to bolster PPS' presence and visibility in the certified business community.

PPS departments using the "B2GNow" Diversity Management software's data should:

7. Provide context and explanation of nuances and limitations of B2GNow data in presentations and reports to the Board and the Bond Accountability Committee.
8. Develop a PPS-led training to provide new and existing contractors and consultants guidance on equity reporting requirements and expectations; and provide refreshers on training materials on an established schedule over the course of the contract duration.
9. Conduct a review to explore system capabilities, functions, and reports with the B2GNow vendor that could enhance PPS' management of business equity efforts.



Bond Communication Efforts Were Comprehensive, Although Institutional Knowledge Should Be Better Retained

Communication efforts demonstrated PPS' commitment to public transparency with vehicles used that were often more robust than other school districts in Oregon with similar bond programs. Yet, we offer recommendations for a few improvements needed to retain bond communication institutional knowledge and tighten existing presentation of bond materials.

KEY RESULTS:

- Information about bond progress is communicated using a variety of media platforms including an interactive map with all schools listed—moreover, for individual schools, additional information is provided on the type of improvement made under both the 2012 and 2017 Bonds.
- Bond communication efforts relied heavily on the experience of one PPS staff; thus, creating an institutional knowledge gap should the staff retire or leave the role.
- The breadth of PPS' bond communication vehicles and methods were comprehensive, but could benefit from more uniformity and contextual information such as data sources, timestamps, and contact information.

RECOMMENDATIONS:

To enhance existing strong bond communication efforts and further strengthen transparency and accountability surrounding School Improvement Bond work, OSM should consider:

10. Develop new and strengthen existing protocols for capturing institutional knowledge currently held by one OSM staff member to ensure information and processes about Bond communication efforts is retained with PPS. Protocols could include establishing key policies and procedures, cross-training staff on communication activities and knowledge, creating a resource library, and providing data sources, timestamps, "as of" dates, and follow-up contact information, as appropriate.

Introduction and Background

As the largest K-12 public school district in Oregon with more than 49,000 students and nearly 100 schools, Portland Public Schools' (PPS) Office of School Modernization (OSM) has been tasked with modernizing aging facilities and upgrading the learning environment over a 30-year period. To date, Multnomah County voters passed three major bond programs to fund these school improvements—in 2012, 2017, and the most recent one in 2020. Combined, these three bonds authorized over \$2.4 billion in funding through a levy against assessed property values for modernizing school facilities and improving learning experiences.

Bond Capital Projects Program and Bond Audits

Modernizing aging school facilities is a complex endeavor with several phases and a variety of internal PPS and OSM players, external consultants and contractors, a citizen accountability committee, and an elected oversight board. For the 2012 school improvement projects, efforts were primarily focused at Grant, Franklin, and Roosevelt High Schools and Faubion Middle School; while the 2017 school improvement projects largely focused on Lincoln, McDaniel, and Benson High Schools in addition to Kellogg Middle School. Both bonds also set aside significant funds for a series of health and safety improvements at other schools within the PPS district as well as planning for specific future school modernizations.

All bonds required annual performance audits of bond activities as part of PPS' commitment to transparency and accountability to taxpayers. Beginning with the 2017 Bond, annual performance audit scopes of work generally focused on those bond-funded activities that could pose a risk to the overall delivery of the program and specific projects, or addressed concerns brought forward by OSM or the Bond Accountability Committee (BAC).² The construction status of the capital school construction projects would also inform audit scope decisions—such as assessing cost estimate practices when projects are in master planning or reviewing construction management when projects are in or nearing the construction phase.

Past performance audits for both the 2012 and 2017 bonds focused on specific capital construction phase activities and operational aspects of the bond programs. Since the capital school projects did not enter a construction phase that has not been previously audited, we focused this year's audit on overall bond delivery status, bond public communications, and status of prior audit recommendations.³ In addition, because Bond funds pay significant amounts to the local contracting community through its construction projects, we examined PPS' business equity in purchasing and contracting goals—specifically, we assessed the history behind establishing goals, equity performance to date, and current protocols in place to meet PPS' equity goals.

² The establishment of the BAC was a requirement of the Bond measure—it is a taxpayer oversight body consisting of private citizens that advise the Board and OSM on all Bond matters as defined by its charter.

³ Refer to Appendix B for status of prior audit recommendations.

Business Equity Practices and Challenges in Capital Construction Contracting

With public capital projects improving infrastructure and helping the economy through job creation, the concept of business equity in procurement and contracting has been considered by public entities for decades. For instance, locally in Portland, the city established a “Minority/Female Purchasing Program” in 1980 with the intent to promote procurement of goods and services offered by minority and women-owned businesses.⁴ Shortly after, the US Congress enacted the first federal disadvantaged business enterprise provision in 1983, requiring a portion of federal funds on certain transportation projects to be spent on disadvantaged business enterprises.⁵ Since that time, public sector agencies at the local, state, and federal levels have continued to develop policies and programs aimed at reaching businesses that were excluded from contracting opportunities.

Despite equity in contracting efforts existing for many years, there are not a lot of defined best practices memorialized in the industry. The general process used for creating an environment where disadvantaged or underrepresented businesses can participate in public sector procurement involves similar basic steps including:

1. Establishing a policy to advance equity.
2. Developing goals or targets.
3. Implementing specific strategies.
4. Tracking progress by measuring results.
5. Making changes to strategies and approaches based on results.

Both policy institutes and equity auditors acknowledge that identifying solutions and ultimately “achieving” equity for any public entity is a complex endeavor that requires significant continued commitment and effort. Most industry authoritative resources reiterate the challenge public entities face with equity being a continual pursuit toward a core value where milestones can be reached and progress made given the complex backdrop of diversity and inclusion but expecting that efforts will be ongoing and need to be refined as conditions warrant. In addition to a lack of available best practices for equity in contracting programs, the industry is challenged with the legality of equity efforts and changing market conditions that may influence business equity programs’ success or outcome. Many entities also cited struggles with identifying precise causes of often underwhelming equity outcomes and methods to resolve undesired results. Industry challenges noted include the following:

- Many external factors affect public entities’ ability to achieving equity that are outside their control.
- Strategies have inherent risk that efforts may unintentionally favor one target group over another.
- Equity may not always be quantitative or measurable, making it difficult to gauge progress.
- Legal court challenges nationwide can restrict certain equity driven contracting strategies.⁶
- Perceptions related to implicit bias, unwelcoming environments, and discrimination.

⁴ City Code 3.100.80 as amended by Ordinance No. 150738.

⁵ US Congress, Disadvantaged Business Enterprise (DBE) provision 49 CFR 23, 49 CFR 26, 1983.

⁶ Oregon Department of Aviation, 2021 Oregon Statewide Airport DBE Disparity Study, Keen Independent Research, January 2021.

Business Equity in Public Purchasing & Contracting (EPPC) at PPS

In June 2011, the Board of Education (Board) adopted the Portland Public Schools Racial Educational Equity Policy, 2.10.010 that affirmed the intent of the district to address and overcome educational barriers that resulted in a persistent achievement gap for students of color. The Board noted that these barriers and inequities were due to complex society and historical factors. A year later, they formally recognized that the impact of these inequities extended further to PPS’ business partners and the broader community.⁷ To build upon the racial equity policy, the Board adopted its Equity in Public Purchasing and Contracting Policy (EPPC) in July 2012, stating that “modeling equity in District business practices will further enhance achievement of goals established in its Racial Educational Equity Policy.”

EPPC Has Three Main Areas

The EPPC has three main areas: Business Equity, Contractor Workforce Equity, and Career Learning Equity. While each area was operationalized into its own Administrative Directive (AD) that details the steps PPS will take to strive to meet goals, the scope of this audit only reviewed the Business Equity AD. As shown in Exhibit 1, the current Business Equity AD was signed by the Superintendent in September 2013 and focuses on pursuing equity in contracting and procurement practices.⁸

While the AD applies districtwide, we focused on business equity for bond-funded projects only as part of our annual bond performance audit scope. To measure achievement of equity, PPS established an aspirational, non-mandatory goal to have 18 percent of PPS’ applicable purchasing and contracting expenditures be awarded and paid to businesses certified by the state of Oregon as minority-owned, women-owned, service-disabled veteran-owned, or emerging small businesses. These businesses are certified by the state’s Certification Office for Business Inclusion and Diversity (COBID).⁹



Source: Auditor-generated from PPS library of policies and administrative directives <https://www.pps.net/policies>.

⁷ Board Materials from July 16, 2012 note that PPS had been actively drafting the EPPC since 2009.

⁸ The Business Equity AD has been revised twice since its adoption—once in 2015 and again in 2016 to add criteria in the proposal evaluation process, clarify applicability of the AD to specific divisions, and expand the list of accepted certified businesses.

⁹ The term “certified business” is used in this report to comprehensively refer to all businesses certified by COBID. PPS also accepts businesses certified in Oregon, Washington, and California as Disadvantaged Businesses (DBE) by the US Department of Transportation, and certifications from the State of Washington’s Office of Minority and Women’s Business Enterprises (OMWBE).

The aspirational goal applies to expenditures related to architectural and engineering-type consultant services and construction contracts.¹⁰ All prime contractors and consultants are encouraged to spend at least 18 percent of contract expenditures awarded to the individual contractors and consultants by hiring certified subcontractor businesses, or self-performing some work if the prime is also certified. Depending on the project, procurement solicitation, and contract type, contractors and consultants may have different requirements for demonstrating efforts in pursuing business equity. According to PPS, its goal is intentionally aspirational given federal rulings in the Ninth Circuit Court of Appeals prohibited race-conscious contracting programs absent sufficient evidence of discrimination of a particular target group and PPS has not conducted any formal study to provide such evidence.¹¹

As discussed throughout this report, at the heart of the EPPC is PPS' desire to build upon its Racial Educational Equity Policy and extend its commitment to pursuing this equity in its contracting practices. However, the pursuit of equity against the backdrop of deeply complex, inequitable history nationwide makes equity challenging to pursue. As such, while continuous equity work is invaluable and should be resolutely pursued, these complexities require that some considerations be taken as PPS reflects on how to best address on-going equity challenges.

¹⁰ The goal applies to consultant services in Divisions 48 (architectural, engineering, land surveying, photogrammetric mapping, and transportation planning businesses) and construction contracts in Divisions 49 (excavating, landscaping, demolishing and detaching existing structures, leveling, filling in and doing other preparation of land for the making and placement of, creating or making, altering, partially constructing and doing repairs in and upon a building, structure or superstructure, as categorized by Oregon Revised Statutes and PPS Public Contracting Rules. The AD intended to apply the goal further to other Divisions in the future, but this has not yet occurred.

¹¹ The Ninth Circuit Court of Appeals ruling in *Western States Paving v. Washington State Department of Transportation, 2005*, prohibited race-conscious contracting programs absent sufficient evidence of discrimination of a particular target group.

Scope and Objectives

The Portland Public School District (PPS) hired Sjoberg Evashenk Consulting in October 2018 to conduct annual performance audits of the 2012 and 2017 School Improvement Bonds over a four-year period. Each year, auditors will assess performance and focus on different bond program and project areas. To establish our audit plan and objectives, Sjoberg Evashenk Consulting interviewed PPS executive leadership, operational staff, and external stakeholders; gathered and reviewed initial documents; and performed a high-level risk assessment.

For this performance audit cycle, we reviewed bond program activities for the period between April 1, 2020 and March 31, 2021. Our objectives were as follows:

- 1. 2017 Bond Status**
Identified the delivery status for the 2017 Bond projects as of March 31, 2021 in terms of cost and schedule, and whether variances were reasonable and controlled.
- 2. Business Equity**
Assessed whether current protocols in place to operationalize PPS' Equity in Public Purchasing and Contracting (EPPC) policy and administrative directive are effective in achieving business equity.
- 3. Bond Communications**
Reviewed whether efforts to communicate bond information to the public are consistent, reliable, and appropriate.
- 4. Prior Audit Recommendations**
Determined whether PPS and OSM sufficiently addressed prior audit recommendations related to bond activities and implemented appropriate corrective action.

To fulfill these objectives, Sjoberg Evashenk Consulting performed a variety of detailed audit tasks involving data mining and analysis, documentary examinations, project file review, industry best practice research, peer comparisons, source data verification, and interviews. Appendix A provides the detailed methodology employed on our audit.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

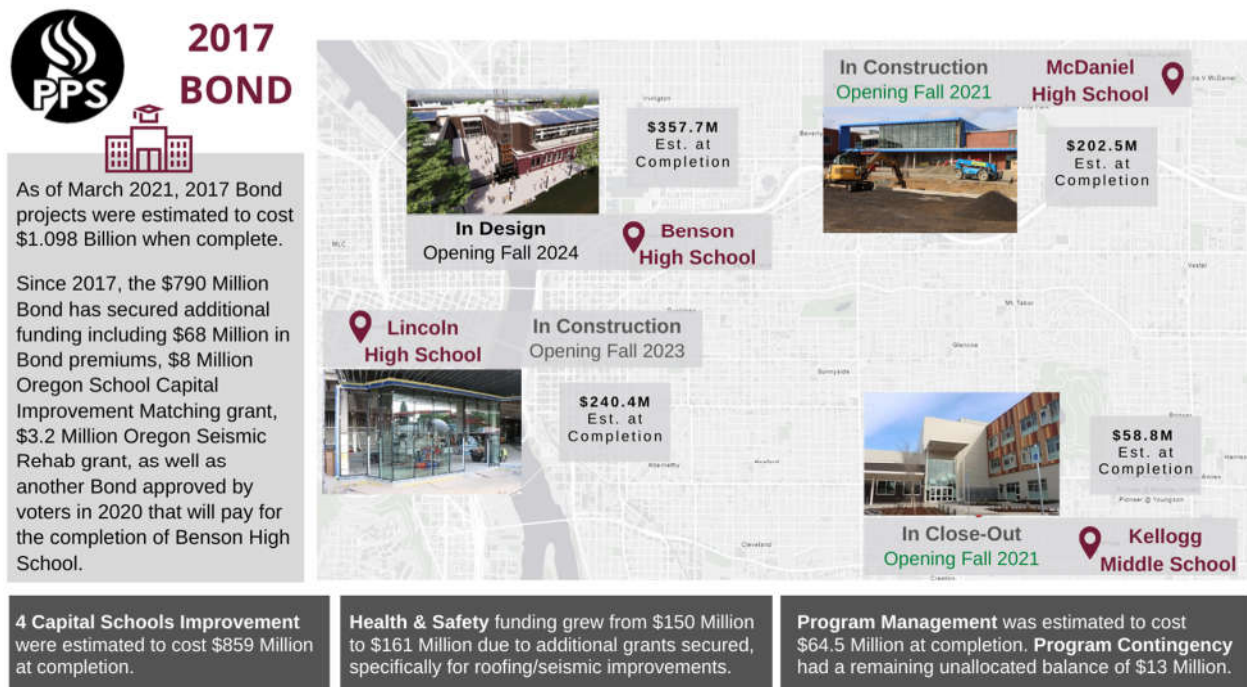
Section 1: 2017 Bond Program is Reaching Major Milestones

The Office of School Modernization (OSM) continued to deliver on projects Multnomah County voters approved nearly four years ago under the 2017 School Improvement Bond. With Kellogg Middle School and McDaniel High School (formerly Madison High School) opening on schedule for the 2021-2022 school year, and health and safety program investments well underway, the Portland Public School District (PPS) will mark the completion of major milestones despite unprecedented challenges from the COVID-19 pandemic and extensive local wildfires affecting construction during the summer of 2020.

Moreover, PPS was able to secure another \$1.2 billion voter-approved bond in November 2020 that will help bridge the 2017 Bond funding gap.¹² The 2020 Bond specifically earmarked \$64 million for Benson’s Multiple Pathways to Graduation (MPG) building as well as another \$152 million for remaining projects.

As illustrated in Exhibit 2, as of March 2021, OSM was finishing construction on the Kellogg Middle School and McDaniel High School projects—both projects were expected to be completed on budget, although OSM planned to utilize program contingency to offset impacts from the pandemic on the construction of McDaniel High School. Lincoln High School was in construction, on-budget, and still on-schedule to be completed by fall 2023. The Benson High School’s main campus project was in design and the \$357.7 million estimated cost to complete has remained same since our last audit in March 2020.

EXHIBIT 2. 2017 BOND STATUS, AS OF OCTOBER, 2021 & ESTIMATE AT COMPLETION, AS OF MARCH 2021 (IN MILLIONS)



Source: Bond Accountability Committee March 31, 2021 Meeting Material, and e-Builder system data.

Note: The Benson High School project budget of \$357.7 includes improvements of the main campus, MPG building, and swing sites.

¹² 2017 Bond funding challenges were discussed in the first 2017 Bond Performance Audit report, issued in April 2019 and available on the PPS website <https://www.pps.net/Page/15137>.

Section 2: Business Equity Activities Generally Followed Industry Practices, Although There are Strategies PPS Should Consider to Better Focus its Efforts

As public entities strive to boost participation of certified businesses when delivering capital improvement programs, it has become increasingly challenging for public owners to define success when assessing their efforts towards offering opportunities to certified businesses. The Portland Public School District (PPS), with significant capital improvements under three large voter-approved bonds underway, is well positioned to leverage bond funding to help achieve its business equity goals.

Yet, there is no one approach or best practice that public sector agencies should employ toward equity attainment; rather, policies and varied strategies should be considered in context of the specific local environment demographics or market conditions and remain flexible to allow for adjustments when not working as intended. As such, there are different techniques to use in setting goals, tracking progress, and continually refining and revising equity approaches.

When reviewing PPS' business equity program, we found it followed a traditional framework starting with a policy established in 2012 and related equity goals, strategies and approaches, and metrics to measure progress. However, PPS' basis of measuring success of its equity program— a single aspirational goal— creates a one-dimensional focus that may not adequately capture how a program reaches and provides opportunities to certified businesses that are available to perform the work. Nonetheless, we found that PPS' use of its aspirational goal, equity outcomes and results, and strategies employed generally aligned with other entities we reviewed, although there are several other techniques and approaches for PPS to consider.

PPS departments, including the Office of School Modernization (OSM) and Purchasing and Contracting (P&C) with responsibility for implementing the EPPC, were aware of these challenges. In fact, staff have started working towards strengthening equity efforts by recruiting a new “Bond Certified Business Program Manager” position and initiating discussions at the Board and Bond Accountability Committee levels about business equity program challenges and successes over the past few years. However, more can be done at the PPS leadership level to revisit and reassess the intent and goals behind the EPPC Policy with consideration given to all possible strategies, especially when leveraging School Improvement Bond funding to achieve PPS business equity goals.

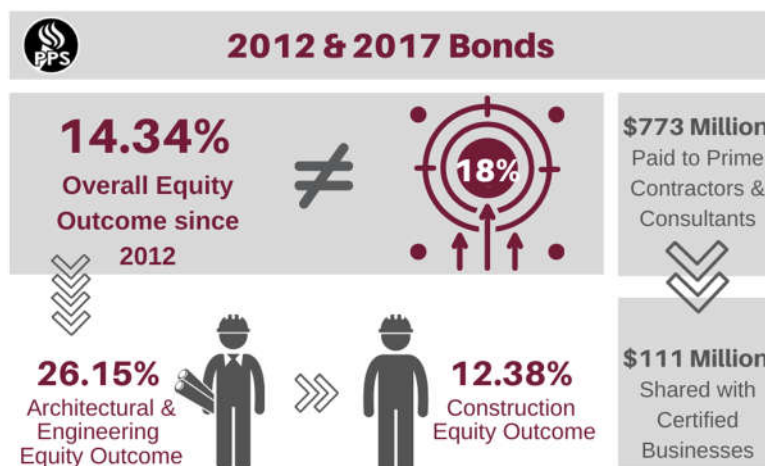
PPS had Difficulty in Consistently Meeting its Overall Aspirational Goal as did Other Entities Reviewed

When the PPS Board of Directors (Board) established its Equity in Public Contracting & Purchasing (EPPC) Policy in 2012, one of its goals for business equity was to “provide purchasing and contracting opportunities to small businesses that have been historically under-utilized, including businesses owned by people of color and women.” Pursuant to the EPPC, PPS' Administrative Directive in 2013 established an 18 percent aspirational goal for the participation of certified businesses in PPS procurements of consultant and

construction services as determined by total payments made by PPS to consultants, contractors, and their subconsultants or subcontractors.

Nearly a decade and two large Bond measures later, PPS has paid \$772.6 million to prime contractors and consultants who in turn shared \$110.8 million, or 14.34 percent of the work, with certified businesses—overall short of the 18 percent business equity aspirational goal set by the District’s Business Equity Administrative Directive.^{13, 14} When deconstructing equity performance by type of service contracted for the fiscal year 2019-2020 we reviewed, PPS surpassed the goal for architectural / engineering (A/E) services achieving 26.16 percent participation—although it only achieved 12.38 percent participation for construction services work as shown in Exhibit 3.¹⁵

EXHIBIT 3. EQUITY OUTCOMES BY A/E AND CONSTRUCTION, AS OF MARCH 2021



Source: Auditor-Generated based on PPS’s B2G Diversity Management System Data.

Other Entities Did Not Meet Aspirational Goals, Although Equity Program Nuances Made Outcomes Difficult to Compare

As shown in Exhibit 4, some comparable entities also did not meet their aspirational goal—although goal setting and methods used in equity programs varied significantly among entities.¹⁶ Specifically, a higher or lower aspirational goal did not necessarily guarantee successful equity attainment. For instance, the City of Portland (City), Portland Community College (PCC), and Port of Portland (Port) each set a 20 percent total aspirational goal; yet, only the Port and PCC met their goals. One nuance to note is that the City limited its calculation of outcome success to those construction projects valued between \$150,000 and \$10 million,

¹³ The term “certified business” used in this report comprehensively refers to all businesses meeting the EPPC Policy definition. “MWESB” (Minority/Women/Emerging Small Business) and variations of this acronym (e.g., MWBE, MWESDV, etc.) is also often used to describe these certified businesses at PPS and other public entities. But for this report only “certified business” will be used for consistency. Additionally, data used is from PPS’ B2G Diversity Management System as of March 4, 2021 for the period from July 1, 2012 to March 4, 2021 and includes payments made to vendors under both the 2012 and 2017 Bonds.

¹⁴ Aspirational Goal outcome data from PPS School Improvement Bond Committee Meeting, May 27, 2021.

¹⁵ PPS captures A/E services in “Division 48” and construction services in “Division 49.”

¹⁶ The seven entities considered by auditors for this assessment included: Beaverton School District, City of Portland, City of Seattle, Metro, North Clackamas School District, Port of Portland, and Portland Community College.

while PCC's utilization applied to construction contracts over \$1 million only.¹⁷ Similarly, the Port's minimum contract threshold to calculate equity outcomes was \$500,000, although they also may set project-specific goals between 12 and 25 percent. In another example, the City of Seattle split its aspirational goal between purchasing and consulting services contracts. While the City of Seattle met its purchasing goal, it did not meet the goal for consulting contracts.

EXHIBIT 4. MOST RECENT AVAILABLE ASPIRATIONAL GOAL OUTCOME AT COMPARABLE ENTITIES

Year	FY 2020	CY 2020	FY 2020	CY 2020	CY 2019	CY 2020	CY 2020	FY 2020
		Beaverton SD	City of Portland	City of Seattle	Metro	North Clackamas SD	Portland Community College	Port of Portland
Goal	18%	10%	20% <small>14% sub-goal to DMWBE</small>	18% Purchasing 	Project Specific	15%	20% <small>With 14% max. to ESB</small>	20% <small>Also has project specific goals.</small>
Outcome	 <small>Architectural/ Engineering Construction</small>			27% Consulting				
Goal Nuances	<ul style="list-style-type: none"> All Contract Values. All Construction & A/E Contracts. All Levels of Subcontractors & Subconsultants. 	<ul style="list-style-type: none"> All Construction & A/E Contracts. 	<ul style="list-style-type: none"> Construction Contracts from \$150K to \$10M only. Subcontractors only. 	<ul style="list-style-type: none"> Excludes Construction Contracts. First tier subconsultants only. 	<ul style="list-style-type: none"> Construction over \$100K & Personal Services Contracts over \$150K only. All levels of Subcontractors & Subconsultants. 	<ul style="list-style-type: none"> All Contract Values. All Construction & A/E Contracts. All Levels of Subcontractors & Subconsultants. 	<ul style="list-style-type: none"> Construction & A/E Contracts over \$1M only. All Levels of Subcontractors & Subconsultants. 	<ul style="list-style-type: none"> Construction Contracts over \$500K only. All Levels of Subcontractors.

Source: Auditor-generated based on publicly available documents on each agency's website, and interviews with agency equity staff.

Note: Architectural / Engineering—captured by PPS in Division 48 while Construction Contracts are captured in Division 49.

As shown, factors such as the size of contracts, the type of contracts (e.g., construction, consulting, purchasing), and whether all levels of primes and subs are counted in utilization all impact the level of difficulty in meeting a set goal. In addition, an entity's portfolio of capital construction projects can significantly vary with some entities applying goals to smaller capital programs or individual projects only.

Also greatly impacting goal outcomes is the specific procurement method or contracting vehicle utilized—such as direct appointments, alternative methods such as competitive requests for proposals for Construction Manager/General Contractor (CM/GC) construction services, or traditional low bid-type procurements.¹⁸ For instance, on low-bid construction projects, public owners cannot influence a prime contractor's choice of certified firms since the project must be awarded to the lowest responsible and responsive bidder. By contrast, for direct appointments, that are typically smaller-sized and priced projects, public owners can directly award the work to a certified business, thus exerting greater control over the ultimate recipient of contracting dollars. Another type of challenge that exists is when alternative contracting methods like CM/GC are used. This method provides more flexibility in considering more than price when hiring subcontractors including hiring more certified firms. Yet, CM/GC projects are often larger in scale where it can be challenging to meet an aspirational goal by percentage of the contract alone.

¹⁷ The City of Portland has several programs and initiatives to address business equity. Our review focused on the City's Subcontractor Equity Program, as it is the most comparable to PPS' business equity program.

¹⁸ For reference, 2017 Bond Health & Safety projects were mainly low-bid or direct appointments while the large school modernizations such as McDaniel, Lincoln, and Benson High School were CM/GC, except for Kellogg Middle School which was low-bid.

Thus, it may not be appropriate to apply the same one-dimensional aspirational goal across different types of procurement vehicles used; rather, PPS may want to tailor metrics based on the procurement method—direct appointment, low-bid, or alternate competitive proposals—used for Bond projects.

These and other nuances and variations in how goals can be applied highlight the challenge to compare PPS' goal and outcome to each comparable entity's outcome.

Use of Aspirational Goal Aligns with Other Entities, Although PPS' Goal was Arbitrarily Established

PPS' use of a goal against which to measure progress in its efforts toward business equity aligns with industry best practice and other entities we reviewed, but its rationale behind the specific numeric goal established was not known or well documented.

Aspirational Goal was Arbitrarily Set

While individual annual equity outcomes have fluctuated, PPS reported lower goal results in recent years have sparked discussions at the Board, Bond Accountability, Office of School Modernization, and Procurement & Contracting level about equity and how PPS can create opportunities to address perceived shortcomings in the District's equity efforts—as measured against the 18 percent business equity goal established nearly a decade ago.

The 18 percent business equity goal—although aspirational in nature only—was not established using a quantifiable or methodical approach and appeared to be loosely based on two prior PPS construction agreements from 2009 and 2012 where the proposal and contract documents stipulated an 18 percent aspirational goal for subcontracting to minority, women, and emerging small businesses.¹⁹ Further, the District's 18 percent goal seemed to be, in part, modeled after the City of Portland's piloted its equity program with a participation goal of 20 percent based on the City of Portland's extensive multi-year disparity study assessing its programs' effect on construction and construction-related professional services industries in the greater Portland area. While PPS' 18 percent equity goal was generally aligned with the City of Portland's 20 percent goal, it was also loosely based on the minimal experience PPS had at the time with just two construction contracts. Moreover, when the EPPC was initially drafted in 2012, PPS met with community stakeholders and business leaders to solicit feedback and recommendations that were eventually incorporated into the adoption of the EPPC. Although those conversations did not appear to impact the actual goal setting, it did allow the community to share perspective on potential benefits and barriers associate with actions considered by PPS. Given the age of the EPPC and the method used to set the goal, PPS should revisit its policies and strategies to have more supported goals that meet the intent to increase certified business participation. Several recent audits of public entities in the western US also reiterated the need for consistent goal setting methodologies.²⁰

¹⁹ The two contracts were for a PPS re-roofing project in 2009 and a boiler burner retrofitting project in 2012.

²⁰ Recent audits conducted include the City of Portland, Portland City Auditor, "City Procurement: Contracting process needs Council intervention", June 2015; City and County of Denver, Office of the Auditor, "Performance Audit of Minority/Women and/or Disadvantaged Business Program", June 2020; City of Portland, Portland City Auditor, "Equity in Construction Contracting", September 2020; City of San Diego, Office of the City Auditor, "Performance Audit of the Purchasing and Contracting Department's Small Local Business Enterprise

Methodical Ways of Calculating Aspirational Goals Exist

PPS generally aligned with some other entities we reviewed in using a single aspirational goal, although some others used more methodical approaches in establishing goals ranging from formal disparity studies to customized goals developed for individual projects, number of underutilized firms participating on a contract, or utilization requirements based on market availability of certified firms.

Nonetheless, Exhibit 5 provides examples of different approaches available for PPS to consider, if appropriate given PPS' local contracting environment, that would strengthen the rationale and justification behind its goal-setting activities. Regardless of the method chosen to set goals, PPS should memorialize the support and logic behind any targets set.

EXHIBIT 5. EXAMPLES OF METHODOLOGICAL STRATEGIES TO ESTABLISH EQUITY GOALS USED BY OTHER ENTITIES

		Beaverton SD	City of Portland	City of Seattle	Metro	North Clackamas SD	Portland Community College	Port of Portland
• Disparity Study.	✗	✗	✓ 2009	✗	✗	✗	✗	✓ 2018
• In-house calculation based on market availability of certified firms.	✗	✗	✗	✓ In-house calculation	✓ In-house calculation	✗	✗	✗
• Establishment of project specific goal.	✗	✗	✗	✗	✓ By Project	✗	✗	✓ By Project
• Periodic revision of aspirational goal.	✗	✗	✗	✓ Annually	✗	✗	✗	✗

Source: Auditor-generated based on publicly available documents on each agency's website, and interviews with agency equity staff.

Note: All information about other entities' business equity programs, policies, and pursuits are unaudited and based on publicly available documents and interviews at the time of this review.

Few Entities Reviewed Used Disparity Study Method that Rely on Empirical Data

Two of the entities we reviewed used formal disparity studies, which are extensive formal reviews that analyze whether inequities exist in public contracting and procurement for a designated market that adversely affect historically underutilized groups. Results from these studies are used to set business equity goals that are established using an empirical basis.²¹ Single-entity disparity studies are considered a more elaborate effort to set equity goals as they can be more complex and typically have a limited shelf-life of approximately five to seven years.

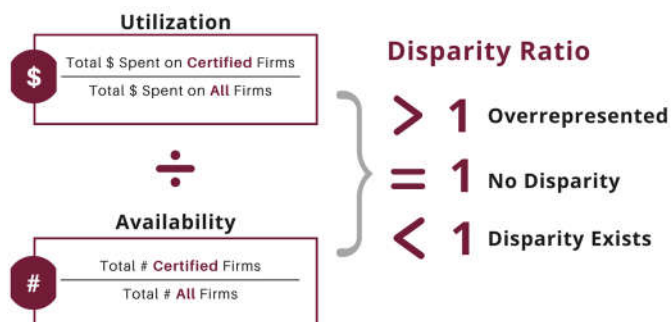
Alternately, given the time-consuming and generally costly nature of disparity studies, PPS could perform a higher-level analysis of market data to establish a disparity ratio. A disparity ratio considers and calculates

Program", November 2020; and King County Washington King County Auditor's Office, "Contracting Inequities Persist in Race-Neutral Environment", June 2021.

²¹ The US Department of Commerce's Minority Business Development Agency defines a disparity study as a comprehensive effort that analyses a wealth of data pertaining to the legal, legislative, and contracting environment facing MBE (minority businesses) in a particular jurisdiction or when procuring contracts from specific federal, state, or municipal agencies. Similarly, the Oregon Department of Aviation (ODA) states that a disparity study determines if inequities exist in public procurement and contracting that adversely affect disadvantaged businesses, minorities, and/or women, and that the primary goal of such studies are to assess, quantify, and evaluate the prevalence, significant, and scope of discrimination in the marketplace, if any, against minority and women owned businesses.

a percentage of money spent on certified businesses compared to money spent on all firms in comparison to the percent of certified firms available to the amount of all firms available, as shown in Exhibit 6.

EXHIBIT 6. USING DISPARITY RATIO TO ASSESS MARKET AVAILABILITY OF CERTIFIED FIRMS



Source: Auditor-generated based on a “Contracting Barriers and Factors Affecting Minority Business Enterprises, Existing Disparity Studies” report completed by the US Department of Commerce’s Minority Business Development Agency in 2016.

When reading the results of the calculation, if the resulting ratio is the number one, it means there is no disparity of certified firms in the market. If the ratio is greater than one, there is an overrepresentation of certified firms in the market; alternately, a ratio less than one suggests a disparity of an insufficient number of certified firms in the local market. In addition, while a ratio of less than one suggests a disparity exists, the US Department of Commerce reported that a ratio of less than 0.8 is in fact considered a *substantial* disparity. Once calculated, the disparity ratio could assist with the actual establishment of an aspirational goal in that it provides data on whether the goal could reasonably be achieved given the local contracting environment.

If PPS wanted to develop its own disparity ratio, it may want to use Oregon’s COBID database as a starting point to capture some information related to its certified firms—although it would need to identify data for all firms in the local market from another source, such as the US Census, or other for purchase-type databases, that provide comprehensive market data. If an in-house calculation were to be used, PPS should also qualify whether the results of its calculation are statistically significant or legally defensible—factors which are normally addressed in disparity studies. Regardless of those factors, disparity calculations can help set the methodological basis for equity goals based on empirical data.

While data is captured and analyzed with disparity calculations, the method also has several challenges. For example, disparity calculation results may identify a higher representation of a target group than initially anticipated. If a disparity calculation revealed that some minority-owned businesses were not as disproportionately underrepresented in the market as suspected, a public owner could face difficulty determining whether to continue to direct efforts to those target groups.

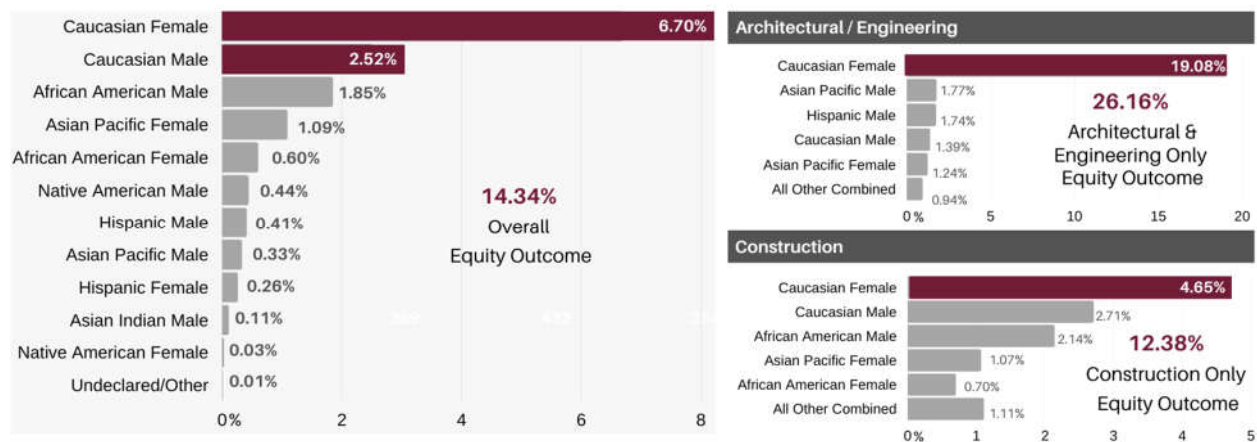
Without a methodical basis for goal-setting, it is not possible to determine if the goal is reasonable, appropriate, and achievable. Thus, PPS should analyze the cost-benefit of any equity goal-setting method used under the framework on its business equity policy that implies some degree of financial commitment. PPS will need to weigh financial implications against the backdrop of investment in a core PPS value of equity to create change. Regardless of methods used to set goals, PPS should document the development of the ultimate goals and targets.

Focus on Singular Aspirational Goal Alone Does Not Comprehensively Measure Equity

As previously discussed, PPS surpassed its 18 percent overall aspirational goal for A/E contracts where it achieved a 26.16 percent certified business participation rate. When reviewing business equity data at a more granular level, we found that the work for bond-funded projects was indeed completed by a variety of certified businesses, although it is unclear whether the outcomes equated to achievement of equity in the spirit of the Board Policy upon a closer view of actual certified firms receiving work as shown in Exhibit 7.

Most of the contracting dollars spent, or 19.08 percent of that 26.16 percent for A/E was given to businesses certified as Caucasian female-owned.²² While this outcome may demonstrate success in addressing the gender disparity aspect of the District’s Equity Policy (e.g., women-owned certified businesses received more work than men-owned certified businesses), questions remain surrounding success in achieving efforts against racial disparity—although PPS is constrained by certain legal limitations on implementing certain types of equity policies focused solely on race.²³

EXHIBIT 7. BUSINESS EQUITY STATISTICS
2012 AND 2017 BOND-FUNDED PROJECTS ONLY, JULY 1, 2012 TO MARCH 4, 2021 (A)



Source: PPS B2G System Utilization Report, July 1, 2012 and March 4, 2021, with payments reported to Architectural/Engineering (Division 48) and Construction (Division 49) firms.

Note: (A) Race, ethnicity and gender categories shown in this Exhibit are unaltered from the B2G System.

Since the District seeks to provide opportunities to under-utilized small businesses including people of color and women, it may want to reconsider if assessing outcomes through a singular aspirational goal is sufficient in capturing whether equity was pursued in accordance with its equity policy, and how it could approach other under-utilized businesses that carry a notably smaller share.²⁴

²² Descriptions of race, ethnicity, and gender categories such as ‘Caucasian’ are from PPS’ business equity tracking system, B2Gnow.

²³ The Ninth Circuit Court of Appeals ruling in *Western States Paving v. WSOT* prohibited race conscious contracting programs absent sufficient evidence of discrimination of a particular target group.

²⁴ The District’s Equity in Public Purchasing and Contracting Policy states the goal of providing opportunities to “small businesses that have been historically under-utilized, including businesses owned by people of color and women.”

Thus, while a single overall equity percentage goal is commonly used by many entities, including PPS, it can be one-dimensional and may not sufficiently or comprehensively capture intended outcomes without having more refined PPS criteria for determining progress in achieving equity.

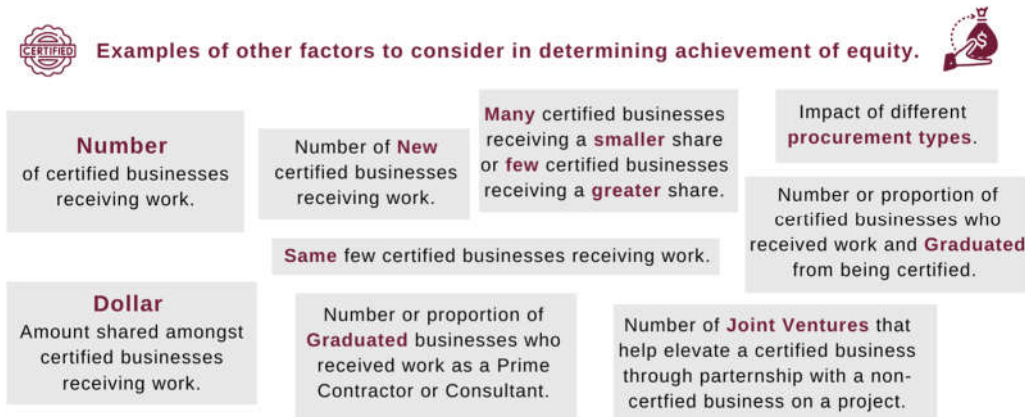
Additional Metrics Would More Fully Measure Equity

While an overall aspirational goal measured by dollars spent is important and most commonly used by others we reviewed in determining equity achievement, considerations should also be given to additional measures that could to provide a more comprehensive assessment of progress toward equity.

For instance, no metric exists to measure equity achieved outside attainment of the aspirational goal, such as use of a joint venture for construction—though PPS included in various Request for Proposal (RFP) instructions that PPS supports the use of them. A construction joint venture is where an established general construction contractor enters into a legal agreement with a certified firm—representing a significant commitment by both the general contractor and the certified firm to share responsibility, liability, and risk.²⁵ For the general contractor, the joint venture is a major business decision compared to traditional ways of hiring certified firms as subcontractors. However, in terms of measuring business equity outcomes, this commitment by the general contractor would not be factored into the 18 percent aspirational goal achievement calculation. Viewing the contracting opportunity solely using the aspirational goal method disregards the potential benefit and success of the joint venture experience potentially allowing a certified firm to grow in size, skill, and earnings. The experience could make them more competitive on future work opportunities by removing commonly cited certified business barriers of insufficient human and capital resources, bonding capacity, or demonstrating experience in the delivery of large construction projects such as those under the PPS Bonds. Though this process can be a strategy to pursue equity in contracting, no metric exists to give credit toward those efforts.

Although not exhaustive, Exhibit 8 provides examples of additional metrics PPS could deliberate when affirming its position with regard to measuring equity outcomes.

EXHIBIT 8. EXAMPLES OF ADDITIONAL EQUITY METRICS IN CONJUNCTION WITH AN ASPIRATIONAL GOAL



Source: Auditor-Generated based on review of other equity in contracting programs at peer entities and interviews with local businesses.

²⁵ The 2012 Bond-funded Grant High School Modernization project was built by a joint venture team consisting of a General Contractor and a certified business. Similarly, the 2017 Bond-funded Lincoln High School project is also being built by a joint venture team.

These additional metrics expand indicators available to measure equity achievement and provide different ways to consider benefits for different types of firms or contracting methods. For instance, a project may utilize a high number of unique certified firms and pay a smaller amount to each firm, but not meet the overall 18 percent aspirational goal of dollars spent. With just the current aspirational goal as the only metric, the project could be characterized as not having achieved desired equity. Yet, small certified firms may still value and benefit from what PPS qualifies as a small dollar amount and receiving those shares. Those contracting dollars and related experience could be considered progress toward achieving equity. Without an expansion of equity metrics, discrete benefits being realized can be lost. Several recent audits of other west coast public sector entities also highlighted the need for expanded metrics to fully measure equity results.

PPS Demonstrated Commitment Towards Achieving Equity, But Challenges Exist

In pursuit of the aspirational goal, PPS employed various efforts and strategies to improve its business equity that align with those found in industry. PPS' Administrative Directive 8.050.096 outlined a series of specific steps that PPS committed to take as part of implementing its Business Equity Program. As shown in Exhibit 9, those steps called for PPS to participate in local organizations representing certified businesses, attend trade shows, notify certified businesses of upcoming procurements, consider past certified business utilization performance in evaluation of formal contractor and consultant proposals, and actively seek certified businesses for solicitations that qualify for direct appointments.²⁶

EXHIBIT 9. PPS ADMINISTRATIVE DIRECTIVE SPECIFICATIONS FOR BUSINESS EQUITY PROGRAM



Source: PPS Equity in Purchasing and Contracting Policy, Administrative Directive 8.050.096.

PPS generally employed these steps in addition to other efforts not specifically mandated by the Administrative Directive, such as leveraging the use of alternative procurement methods that consider vendor qualifications and best value in addition to allow for more flexibility in requiring prime consultants and contractors to submit contracting plans to employ equity subcontracting firms on applicable projects.

²⁶ Direct appointment procurements have a threshold of maximum \$100,000 in contracting dollars and require minimal competition per PPS' Procurement & Contracting Rules.

While PPS demonstrated its commitment toward pursuing its aspirational goal through these methods, challenges still exist and efforts were not always successful.

Specifically, when PPS includes equity factors as part of evaluation criteria for its applicable alternative procurement projects, it requires proposing firms to provide their written strategies as well as verbally describe how they plan on increasing certified business participation during oral procurement interviews. Factoring in these equity considerations in evaluation criteria and scoring firms based on their responses is a leading practice, but the strategy impact can be counterintuitive where certified prime consultants and contractors that may meet PPS equity goals through their own certified status must still develop strategies to engage other disadvantaged businesses like themselves to increase participation toward the aspirational goal. When certified prime consultants and contractors compete with non-certified prime consultants and contractors on projects, there was no consideration given for the certified prime consultant and contractor already being one of the targeted disadvantaged groups the equity evaluation was intended to benefit even though the certified firm’s project efforts would be able to meet a significant portion of the goal.

This circumstance occurred as part of a procurement for an A/E firm on one of the school bond modernization projects where a PPS’ request for proposals evaluation matrix showed that a certified prime consultant proposing on the work did not receive additional points for being certified themselves. In fact, the certified firm did not receive the highest score among non-certified competitors for the certified business section of the proposal, though the certified firm proposed one of the highest aspirational goal targets. Exhibit 10 shows the scoring results for the certified business portion of the procurement where the certified business, Firm 4, did not receive the most points. This shows that while PPS is committed to equity and uses an adequate practice of considering and scoring equity practices, the application of the strategy may be flawed when the only certified prime consultant proposing on the work with the highest equity target does not receive the most points during evaluation. While the certified prime consultant was ultimately awarded the procurement, it was for unrelated reasons outside the equity evaluation.²⁷

EXHIBIT 10. COMPARISON OF WRITTEN PROPOSAL SCORING FOR A/E FIRMS’ CERTIFIED BUSINESS STRATEGY ON A SCHOOL BOND MODERNIZATION PROJECT

	Certified?	Proposed Aspirational Goal Target	Score for Certified Business Strategy
Firm 1	No	18-20%	31 points
Firm 2	No	60%	29 points
Firm 3	No	12-15%	27.50 points
Firm 4	Yes	55%	29 points
Firm 5	No	18-20%	28 points

Note: RFP language does not specify exactly what firms must include in their certified business strategy. As such, firms employed different ways of demonstrating their efforts.

In a revision to the Administrative Directive in 2015, PPS stated that in accordance with legal interpretation and advice, the District has never awarded evaluation points based on the proposer’s status as a certified

²⁷ According to PPS staff, multiple modernization procurements were being solicited concurrently and the proposers that initially bid on the project in this example chose to move on to be considered for a larger project, leaving the certified proposer as the sole candidate for remaining portion of the solicitation process.

business. Instead, the District asks proposers to “identify diversity policies and outreach and/or past history of Minority Women and Emerging Small Business (MWESB) utilization.” While understandable, this example demonstrates that even an equity strategy that seems beneficial may have unintended consequences, challenges, and results. More focus and advantage is given to those prime consultants and contractors that give work to subcontracted certified businesses, rather than giving that benefit to a certified prime consultant or contractor that is a target of the business equity policy.

Nonetheless, PPS staff noted that they still require certified firms to provide a certified business participation strategy because PPS wants to strive to realize diverse participation. For example, if a certified prime is woman-owned and one of the target groups identified in the Business Equity program, PPS would want that certified firm to demonstrate how it plans to involve other target groups such as minorities and emerging small businesses. The rationale is reasonable, but neither the Board Policy nor the Administrative Directive details this level of strategy consideration—highlighting a need for PPS leadership to revisit and clarify the implementation details and nuances for how PPS promotes and scores equity during procurements.

As PPS seeks to continually refine how it approaches equity in contracting, it should consider and analyze potential impacts, outcomes, and unintended consequences that may arise from strategies employed and consider how to address them to best ensure intended benefits.

Factors Outside of PPS Control Can Impact Ability to Implement Strategies

In addition to the challenges noted above, there are factors outside of PPS’ control that impact its ability to successfully implement equity in contracting strategies such as timing and changes in market conditions. On large capital construction projects such as those being implemented through the 2017 Bond, proposal project timelines for onboarding subcontractors can have significant impacts on the ability of awarded consultants and contractors to capitalize on proposed equity goals. Between the time a prime consultant or contractor proposes a certified business strategy and when they can issue their own procurement bid packages to the subcontracting community, the market can change and initially identified certified businesses that had availability could subsequently be hired for other jobs, no longer qualify for certification, or be unavailable for a variety of other reasons. Moreover, in fall 2020, Business Oregon reported a 19 percent decrease in the number of certified businesses available in the COBID directory between 2019 and 2020, from 3,392 certified firms to 2,757.²⁸ While the reduction was partly due to firms graduating out of certification, the driving factor was effects from the COVID-19 pandemic—which could not have been anticipated. By contrast, the pre-pandemic change from 2018 to 2019 was only a five percent decrease.²⁹

Neither PPS nor its contracting community can anticipate all types of market challenges and obstacles and there is no one solution to minimize the impact on business equity. As a June 2021 audit in King County mentioned, equity issues “have systemic and societal causes that are outside of the control of any one

²⁸ Business Oregon is the state of Oregon’s economic development agency.

²⁹ Report from the Governor’s Office, Annual Performance Progress Report; Reporting Year 2020, Published February 2021.

agency.” However, PPS should regularly consider how to incorporate these external factors into its strategies and be nimble to adjust course should market conditions significantly change.

Other Entities Reviewed Employed Other Varied Equity Approaches That PPS Could Consider

All eight public entities we reviewed faced equity challenges similar to PPS and conveyed to us how challenging the equity concept was for them and the struggles when a potentially ideal strategy to increase equity addresses one aspect of equity but negatively impacts another area.³⁰


As such, some other entities we reviewed did not use one standard or set solution to address equity challenges; rather, their business equity strategies were multifaceted and encompassed a variety of approaches—similar to PPS. While the other entities reviewed were also in the process of researching business equity strategies to potentially adopt, we noted several existing business equity strategies employed by other entities that PPS could consider.

Strategies Used by Other Entities Reviewed Ranged from Procurement Incentives to Penalties when Equity Goals Were Not Met

In addition to no single best practice or “guidebook” for the equity practices a public entity should implement, we did not find a correlation between how a particular strategy employed resulted in increased or decreased utilization rates. For instance, implementing a strategy such as conducting training academies or workshops for certified business alone does not guarantee better or greater equity outcomes. In fact, implementation of various strategies could incite no change in outcomes at all or could even have unintended consequences that decrease opportunities for some groups as well. Yet, when combined with thoughtful and realistic goal setting, the strategies shown in Exhibit 11 and discussed in the bullets that follow are strategies to consider in creating greater opportunities for certified businesses to participate in PPS capital improvement programs.

³⁰ The eight public entities were Beaverton School District, City of Portland, City of Seattle, Los Angeles Unified School District, Metro, North Clackamas School District, Portland Community College, and Port of Portland.

EXHIBIT 11. EXAMPLES OF BUSINESS EQUITY STRATEGIES EMPLOYED AT COMPARABLE ENTITIES

EQUITY STRATEGIES		Beaverton SD	City of Portland	City of Seattle	Los Angeles USD	Metro	North Clackamas SD	Portland Community College	Port of Portland
Proposal Bid Preferences incentivizes primes to hire certified firms.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Preferential Procurement allows certified businesses to secure work without competition (e.g. direct appointments).	✓	✗	✓	✓	✗	✓	✗	✓	✓
Dedicated Business Equity Staff engages with local businesses and organizations to promote awareness of the entity's work and supports certified and non-certified firms in navigating business equity requirements.	✗	✗	✓	✓	✓	✗	✗	✓	✓
Training Academies, Workshop, and Mentorships creates learning opportunities for certified businesses to prepare for "real life" work.	✗	✗	✗	✓	✓	✓	✗	✗	✓
Equity Advisory Committee can provide public owners direct feedback from the contracting community about challenges or improvements needed to bolster equity.	✓	✗	✓	✓	✗	✗	✗	✗	✗
Internal or Self-Certifications broaden the pool of businesses where their participation counts towards an entity's equity goal.	✗	✗	✗	✓	✓	✗	✓	✗	✗
Grants & Sponsorships financially support organizations that serve communities seeking careers and business ownership in construction.	✗	✗	✓	✗	✗	✓	✗	✗	✗

Source: Interviews and Business Equity data provided by entities shown in Exhibit.

Note: Metro does not have dedicated business equity staff but a procurement staff is assigned business equity responsibility for approximately 40 percent of their time. Although LAUSD is significantly larger than PPS and operates in an entirely different local market, we included it in this comparison because it has some notable strategies for PPS to consider.

Consideration of strategies to employ should also be assessed in terms of short-term versus long-term benefits, quantifiable investments versus less tangible benefits to the certified business community, and other nuances that could help inform PPS’ revisited, multi-pronged business equity strategy. As additional strategies are considered, PPS should amend existing protocols to explicitly describe what strategies are intended to do—such as whether they are intended to educate firms and strengthen competitiveness in the market or whether it is a one-time immediate benefit to introduce a new firm to PPS projects.

However, what is critical for the public and PPS to recognize is that what did or did not work for one public entity does not mean another entity will necessarily have the same results. In the ever-changing landscape of equity work, public entities should remain open to strategically pilot various approaches with thoughtful post-analysis of results to make necessary adjustments as part of cost-benefit considerations.

- **Training Academies and Workshops:** Half of the eight entities we reviewed offered some form of educational training to businesses, ranging from one-day seminars on special topics to more time-intensive formal programs with established curriculum. For instance, the City of Seattle hosted monthly general trainings with consultants and contractors on how to conduct business with the

City as well as training on how to report equity progress in its automated B2G system. Another example is the Port of Portland's three-year Mentor-Protégé Program that incorporates a mentorship model with educational classes and technical services provided to businesses. Topics for past classes and services have include bookkeeping, marketing, and bid preparation. More extensively, the Los Angeles Unified School District offered an eight-week bootcamp with hands-on curriculum on topics such as bonding and certification, scheduling using a well-known automated project management tool known as Primavera, public contract law, and accessing capital among other course offerings. To support these efforts, some peer entities partnered with state and federal agencies that also provide financial assistance through grant opportunities.

- **Dedicated Business Equity Staff:** Majority of the peer entities also employed dedicated business equity staff who served as the contracting community's point of contact for all matters related to equity. At the time of the audit, OSM was working on developing a new "Bond Certified Business Program Manager" position intended to oversee all aspects of equity for the Bond. Once established, this role could help expand PPS' presence with local business networks and the certified business community.
- **Specialized Programs:** Other entities also had specialized programs geared towards identifying certified businesses' needs such as a "racial equity toolkit," which was an intensive review process used at the City of Seattle to identify barriers that prevented companies owned by people of color from participating on specific projects. At the City of Portland, it used a separate "Prime Development Program" that specifically targeted certified businesses that could perform work as prime contractors. The program provided technical assistance, training, and educational opportunities to equip contractors and place them on a city directory for bureaus to access. In another instance, Metro incorporated an internal training program for its staff that addressed unconscious bias during the procurement process.
- **Additional Certifications:** A few entities accepted other disadvantaged certifications in addition to COBID, such as the Portland Community College acceptance of certifications from the Northwest Mountain Minority Supplier Development Council.³¹ Further, both the North Clackamas School District and the City of Seattle allowed businesses to self-identify as any of the COBID-identified target groups. Doing so allows for additional businesses that may still face barriers in contracting but are not able to be formally certified be included and recognized as part of the overall pool of businesses that could benefit from equity efforts.
- **Grants & Sponsorships** were only available at the City of Portland and Metro. Specifically, the City of Portland set aside a percentage of construction costs on all City-owned public improvement projects for a program that provided grants to organizations that serve communities of color seeking careers in construction trades and business ownership. Similarly, Metro provided sponsorships to professional organizations that support historically disadvantaged businesses.

³¹ PPS accepts businesses certified by the state of Oregon's Certification Office of Business Inclusion and Diversity (COBID), certifications in Oregon, Washington, and California as Disadvantaged Businesses (DBE) by the US Department of Transportation, and certifications by the State of Washington's Office of Minority and Women's Business Enterprises (OMWBE).

- **Compensation:** Although less common and only available at the Port of Portland, contractors can receive additional compensation if they are able to meet agreed upon goals, including business equity goals—however, specific incentive amounts would be negotiated and were not available on all Port of Portland contracts.

In addition to “support” type strategies where public owners engaged in activities or created programs to assist both certified and non-certified businesses, there were also a few public entities who held their prime consultants and contractors to a stricter level of compliance and penalized businesses for not meeting equity goals. While peer entities were generally not in favor of imposing such consequences, one City we reviewed may withhold payments, impose a monetary fine, or consider disqualifying the contractor from future City work if a contractor failed to comply with subcontractor equity program requirements. Two other entities were also considering using some type of consequence for not meeting goals as part of their equity program at the time of our review. These consequences included exploring the use of liquidated damages payments to fund certified business education or using other formulas for calculating monetary penalties at one entity, in addition to considering potential debarment from future work at another City for not meeting equity goals.

Weighing benefits and cost of implementing business equity strategies is important and challenging at the same time. While some strategies may work for a city government or other educational entities, they may not be entirely replicable at PPS due to its governing statutes or local procurement rules that need to be vetted prior to PPS adopting one or multiple strategies. The Government Alliance on Race and Equity noted that one of the key building blocks to equity in contracting is a “continuous process of enhancing the program” and that entities should be flexible, and understand that trial and error may occur.³² As PPS strives toward building greater equity for its capital improvement programs, it is important that PPS fully vet strategies internally among its departments, with oversight bodies, and as part of local business community discussions, where appropriate to ensure equity achievements can be meaningful.

Some Members of the Local Contracting Community Identified Common Challenge Areas that PPS Should Consider to Improve its Business Equity Efforts

To gain greater perspective and understanding of potential challenges surrounding PPS business equity requirements and efforts, we reached out to the local contracting community as part of our audit to solicit confidential feedback.³³ Of the 246 survey instruments we distributed, fifty-two respondents participated in the survey. We also interviewed 15 current and past school improvement bond prime contractors, consultants, and certified businesses to solicit their experience with and perception of business equity at PPS. The perspectives shared by the survey respondents and interviewees were not validated or corroborated—rather, they serve to represent anecdotal insight on their experiences. While opinions shared by respondents or interviewees may or may not be factually accurate, they may highlight areas where clearer information is needed or strategies may need to be reconsidered.

³² Government Alliance on Race and Equity (GARE), “Contracting for Equity”, December, 2015.

³³ Refer to Appendix C for the Business Equity Survey Questionnaire Sjoberg Evashenk Consulting administered as part of this audit.

Based on the survey responses and interviews, it appeared PPS clearly communicated its desire to be equitable in its contracting and procurement practices—yet, its current framework was not perceived as conducive to achieving its aspirational equity outcomes. Survey respondents and interviewees shared a variety of business equity challenges experienced when contracting with or bidding on PPS capital construction projects, as it relates to business equity. Most common challenges that survey respondents and interviewees raise included:

- **More than 20 percent of respondents cited a lack of outreach, notice, or sufficient information about PPS projects.** In addition to anecdotal feedback from interviewees, more than 20 percent, or 11, respondents indicated that PPS did not visibly advertise in the business community or provide sufficient outreach and information on upcoming work when compared to other public project owners. Ten respondents indicated the same issue from prime contractors. Those surveyed responded that:
 - Upcoming project notices were often missing information or level of detail needed surrounding project scope, proposal requirements, or other distinctions firms must be familiar with PPS to be proactive in asking relevant follow-up questions.
 - Other public owners provided more comprehensive outreach to both prime contractors and consultants as well as subcontractors and subconsultants.

- **Nearly 35 percent of survey respondents perceived the procurement type and selection process to be a barrier.** Approximately 18 of the 52 survey respondents stated that the procurement type itself was a barrier to many certified businesses, both prime and subcontractors/consultants. Specifically, respondents felt that:
 - Low bid selection restrictions rule out many certified firms because they are smaller, cannot achieve the same cost economies of scale, and are challenged to be the lowest bidder.
 - Same certified firms seem to be selected on projects.

- **Several entities interviewed alleged a lack of support from PPS.** Both during the procurement process and post-contract award, several entities felt that PPS did not provide as much support as other public owners in collaboratively working toward the success of equity goals. Commenters indicated they:
 - Were unclear who to ask for help at PPS when firms were having trouble meeting goals; and
 - Perceived PPS was focused on results and strict compliance, rather than being collaborative in problem-solving.

As PPS revisits and revises its nearly decade-old equity policy and administrative directives to modernize and refine its strategies, it could also consider involving stakeholders in the conversation to demonstrate its commitment towards improving business equity by listening and valuing public concerns.

Existing Business Equity Reporting and Training for Contractor and Consultant Use of Diversity Management System Could be Bolstered

Since 2015, PPS has been using a program called “B2GNow” (B2G) to track and report on business equity utilization. Intended as an automated reporting tool for the contracting community to confirm payment received on PPS projects, B2G is linked with the State of Oregon’s COBID system. The system appears to be a leading industry tool for diversity management and was used at three of the eight entities we reviewed, with one additional entity intending to purchase the software.³⁴

Although B2G had various features that were helpful for tracking certified business utilization, we noted limitations such as its dependency on accurate and timely payment data entry by contractors and its reliance on utilization statistics based on payments reported by the prime contractor or consultant that were not always confirmed by subcontractors or consultants. We found some contractors and consultants were unsure or entirely unaware of B2G reporting requirements outlined in their contracts—a challenge that could easily be corrected through additional training and reminders on contract requirements.

Since B2G data heavily relied on manual inputs from the contracting community, resulting B2G reports used by OSM to communicate equity outcomes to the Board and Bond Accountability Committee should include adequate disclosure and reminders about the data set presented.

More Training to Contractors and Consultants Could Improve Accuracy of B2G Data

At PPS, B2G interfaces with the District’s PeopleSoft financial system from which monthly contractor payment data is pulled into B2G. After a high-level review by PPS P&C staff of the Peoplesoft data import, the system automatically notifies prime contractors to certify payment made to subcontractors and, in turn, subcontractors would confirm receipt of prime contractor payment in B2G as well. Because B2G relies on manual input of payment information by contractors, there is an inherent challenge with ensuring data is entered timely and accurately.

In reviewing B2G data for the 2017 capital school improvement projects, we noted inconsistencies between data residing in B2G and the actual payments that would qualify towards measuring business equity goal achievement. For example, the architect for one of the four capital school modernizations was not aware of the B2G reporting requirement until their work was nearing completion. Since efforts needed to complete the data would outweigh benefits, the architect opted not to retroactively confirm payments. However, subsequent to the close of audit fieldwork, PPS informed us that it was working with the architect to retroactively confirm those missing payments. As such, district-wide equity percentages PPS reported through the end of December 2019 for this particular project were not reflective of actual certified business payments made. In fact, B2G reported 100 percent participation for the architect because the architect was a certified business; however, we were informed that the actual utilization should have been approximately 61 percent since a portion of the contract was subcontracted to non-certified firms. While 61 percent still

³⁴ Peer entities utilizing COBID were City of Portland, City of Seattle, and Port of Portland. Portland Community College was in the process of procuring B2G at the time of our review.

greatly exceeded the 18 percent participation goal, the 100 percent achievement outcome was inaccurately captured and reflected in the B2G system as of April 2021.

Similarly, another architect for one of the modernization projects noted that its certified business utilization in B2G was reported as 11 percent, but this information was incomplete and did not include all tiers of subcontractor payments. The architect was unsure who had entered the incomplete data, but believed PPS had been entering data on their behalf and did not know that it was the architect's responsibility to report even though B2G reporting was a contract requirement. Neither the architect nor PPS staff were able to identify who had entered the data.

In another example, one general contractor for a major school modernization project misunderstood the reporting requirement and did not fully report all subs. Although this was noted by OSM and reported to the Bond Accountability Committee in May 2020, the general contractor informed us that the B2G data was still incomplete as the contractor was still in process of updating B2G as of December 2020. Specifically, the data reflected in B2G for the contractor showed approximately four percent certified business participation, although the project was nearing 70 percent construction completion. When asked, the contractor indicated that the final utilization figure for the project was estimated at 13 percent.

While these reporting gaps were eventually discovered by P&C and OSM who notified the responsible firms and instructed them to follow reporting requirements, we learned that limited contractor and consultant B2G "onboarding" was available and that the contracting community needed more direct guidance from PPS in the use of B2G.

PPS Should Continue to Clarify and Disclose Data Nuances when Using B2G to Report on Equity

Since human data entry errors cannot be fully avoided and there will always be a certain degree of learning from the contracting community, it is important that PPS departments using B2G data to report on equity outcomes clearly state those nuances that could impact the accuracy of the statistics reported. For example, a not very evident but important distinction to make when reporting using B2G data, is that the system's total payment information and equity utilization calculation is based on self-reported data from the prime contractor or consultant—it does not always capture confirmation of those payments received by subcontractors or subconsultants. In other words, a B2G report showing \$100,000 in payments made to certified businesses could only represent the amount the prime contractor or consultant has self-certified as paid to their subcontractors or subconsultants—whether the subcontractor or subconsultants had received that payment or not is not evident without further detailed review of payment transactions.

This challenge is due to timing difference between a prime contractor or consultant entering the payment information into B2G versus when a subcontractor or subconsultant actually confirms receipt of the payment. While typically, this delay should not be extensive, it could be months in some instance before a payment is confirmed. As such, there needs to be that clarification made by PPS that equity utilization number is as of a point in time and does not fully represent actual payments received by certified businesses. This type of nuance among others should be clarified and noted whenever B2G data is reported.

Recommendations

As PPS moves forward with its School Improvement Bond programs, investing in the local underutilized / disadvantaged business community through PPS' Business Equity Administrative Directive should be guided by the PPS Board and implementation efforts should be led by the PPS Office of School Modernization in coordination with all PPS departments involved with business equity. Specifically:

1. The PPS Board should revisit its EPPC Policy to clarify and define the District's vision, goals, and commitment to business equity. This should include reassessing the overall intent, determining how equity is characterized, and expanding on what attainment of business equity goals for the District should entail.

Once EPPC Policies are Board-affirmed, OSM should work with other PPS departments involved with developing and implementing the District's business equity directive to:

2. Further develop the Board's overarching vision into more succinct measurable subgoals or objectives, support new goal setting with defensible data, and define qualitative and quantitative metrics to measure against new goals.
3. Conduct a cost-benefit analysis of available business equity strategies, such as those outlined in this report, and include considerations such as long-term versus short-term strategies, direct versus intangible "investment" type strategies, and unintended consequences.
4. Develop tools and protocols to capture outcomes of chosen equity strategies, and validate outcome data accuracy.
5. Create protocols to expand on existing business equity annual reporting to include an assessment of whether annual equity outcomes realized meet the intent of the EPPC Policy and goals of the Administrative Directive, or if modification to the portfolio of equity strategies is warranted, and based on results, adjust strategies as necessary.
6. Develop and formalize operating procedures to define the roles, responsibilities, and expectations of PPS staff specific to managing contractor and consultant business equity compliance, reporting on outcomes, and coordinating efforts to bolster PPS' presence and visibility in the certified business community.

PPS departments using the "B2GNow" Diversity Management software's data should:

7. Provide context and explanation of nuances and limitations of B2GNow data in presentations and reports to the Board and the Bond Accountability Committee.
8. Develop a PPS-led training to provide new and existing contractors and consultants guidance on equity reporting requirements and expectations; and provide refreshers on training materials on an established schedule over the course of the contract duration.
9. Conduct a review to explore system capabilities, functions, and reports with the B2GNow vendor that could enhance PPS' management of business equity efforts.






Section 3: Bond Communication Efforts Were Comprehensive, Although Institutional Knowledge Should be Better Retained

With the passage of the 2012 Bond, PPS hired dedicated staff using bond funds to provide bond-specific communications. These communication efforts for both the 2012 and 2017 bonds spanned both digital and physical media such as flyers, videos, lawn signs, website updates, community email blasts, videos, and more for both the general public and the PPS community. The general nature of communications activities is creative, fast-paced, and requires quick responses to minimize potential misinformation when issues occur for timely notice of important news. However, PPS relied heavily on one individual to run bond communications throughout both bonds. While the actual communication efforts appeared generally appropriate and in line with what other public entities with tax funded programs are doing, opportunities exist to strengthen how bond communications institutional knowledge is retained by the District and expand or share responsibilities with more than one employee.

Breadth of Communication Efforts Demonstrate PPS’ Commitment to Transparency

OSM’s Project Management Plan states that PPS has pledged transparency as a guiding principle of its bond programs including “visibility or accessibility of information, especially concerning the business practices and management of the Bond projects and program.” PPS remained loyal to this pledge as demonstrated by its past efforts communicating information about its bonds. In addition to providing separate formal updates to the Board of Education (Board) and Bond Accountability Committee (BAC) on bond status, PPS has employed a variety of communication efforts through different vehicles for both the general public and the PPS community. Exhibit 12 shows the main vehicles used to share bond information.

EXHIBIT 12. BOND COMMUNICATION VEHICLES

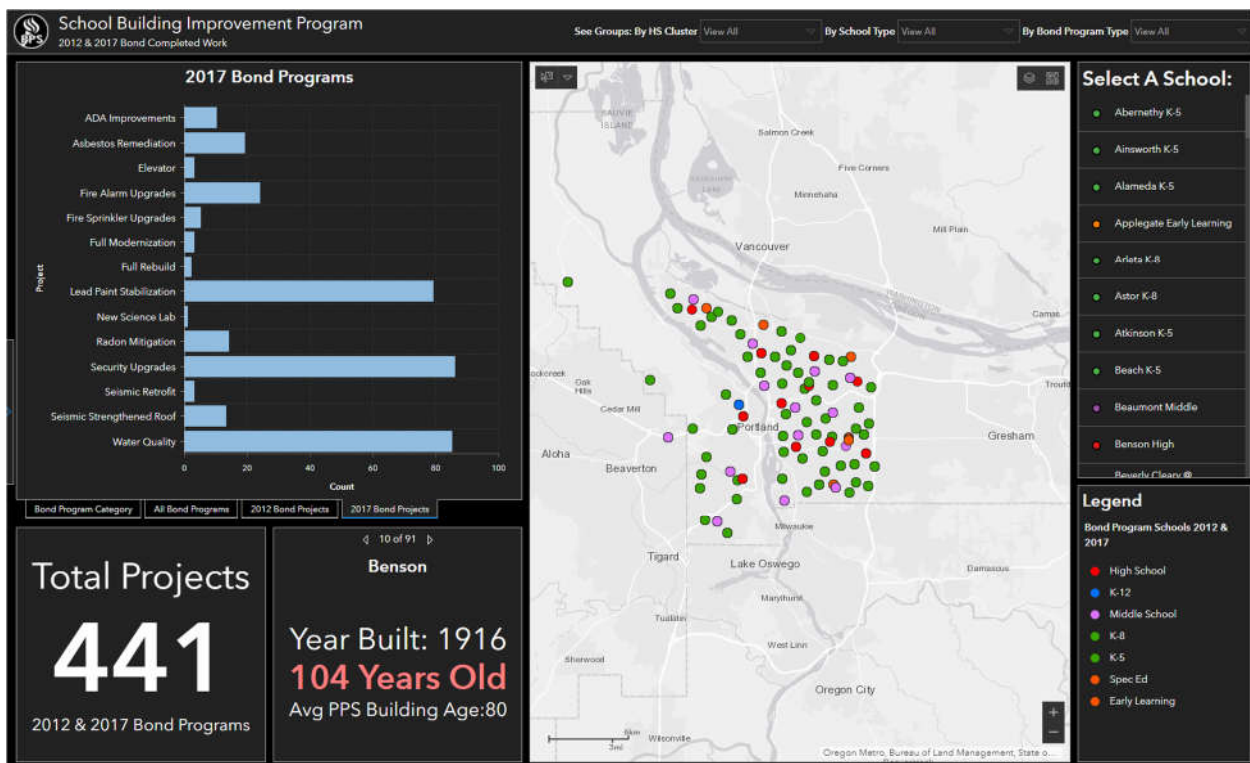
	Content Provided	Update Frequency
 Website	<ul style="list-style-type: none"> General facts, construction updates, photos, videos, links to files and documents. FAQ sheets. Interactive Bond Map. 	Every 4-6 weeks for modernization webpages; as needed for others
 E-newsletter & News Releases	<ul style="list-style-type: none"> Weekly Pulse articles highlighting bond projects and news. 	Weekly; as needed.
 Visual Media	<ul style="list-style-type: none"> Photos on Flickr. Videos on Youtube. 	As needed.
 Physical Notices	<ul style="list-style-type: none"> Flyers, lawn signs, door hangers. Info on construction activities and schedules, events, general facts on bond projects. 	As needed.
 Direct Contact	<ul style="list-style-type: none"> Emails and robocalls on invitations to public meetings, events, project-specific news. 	As needed.

Source: Auditor-generated based on interviews with PPS staff.

The primary source for bond communication is the PPS website, which has dedicated webpages to general bond information as well as individual pages for projects. These webpages provide considerable information on high-level bond facts such as bond history and oversight structure, and comprehensive updates on project details and status. For example, viewers can visit the Kellogg Middle School Modernization webpage and take virtual tours of the school grounds, read recent anecdotal construction updates with photos, and learn about key project facts such as why a school is being rebuilt versus modernized.

Another helpful tool provided on the bond website is the Interactive Bond Program Map. This interactive ArcGIS map plots every bond project on a map of the district and provides information on all the bond capital construction work PPS has done to date. For each school, the map indicates what type of improvements have been completed at the individual school along with age of the school facility and number of projects underway. Exhibit 13 shows a summary level screenshot of the map.

EXHIBIT 13. SCHOOL IMPROVEMENT BONDS PROGRESS MAP



Source: PPS Bond Interactive Map Webpage <https://arcg.is/1nunWv>, accessed June 4, 2021.

In addition to these mediums that viewers can explore on their own, PPS also emails relevant news, places robocalls, and mails physical materials to the PPS community as needed. PPS also provides contact information of OSM and project delivery team members for the PPS community to contact about project-specific or overall bond-related questions. According to the OSM Bond Communications Manager, customer service is valued and often utilized part of how PPS can be transparent with the public on bond progress.

Our review of online bond communication materials posted by the eight other Oregon school districts with bond programs showed that PPS employed comparable and often more robust efforts than peers.³⁵ Exhibit 14 provides a comparison of the types of online bond communication materials that PPS and its peers posted. As shown, PPS utilized six different types of communication vehicles similar to the Salem-Keizer School District—which was more than the other school districts.

EXHIBIT 14. COMPARISON OF OTHER OREGON SCHOOL DISTRICTS' ONLINE BOND COMMUNICATIONS**

	PPS	Beaverton	Salem-Keizer	North Clackamas	Hillsboro	Eugene	Tigard-Tualatin	Gresham	Corvallis
Bond Project Webpages	✓		✓	✓	✓	✓	✓	✓	✓
Flyers	✓		✓	✓	✓		✓		✓
Social Media*	✓	✓	✓	✓	✓			✓	
Bond Newsletter	✓	✓	✓		✓	✓	✓	✓	✓
FAQs	✓		✓	✓	✓	✓	✓	✓	✓
Dashboard/Map	✓	✓	✓	✓		✓			

Source: Auditor-generated based on review of peer school district's online webpages with bond information.

Notes: *Social media was only counted if it was used as a primary vehicle for bond communications, such as a YouTube page with numerous videos with bond work shared. Other social media such as Facebook or Twitter where bond work might only be irregularly highlighted were excluded. ** Checkmarks indicate that auditors verified that bond communications were available online on peer districts' websites as of April 2021. The lack of a checkmark does not necessarily indicate that the peer district did not employ that type of communication; rather, it indicates that it was not readily available and evident as of April 2021.

Steps Need to be Taken to Retain Institutional Knowledge

While PPS' bond communication vehicles were appropriate and positive ways for the District to adequately share and make available information on the bond programs, there are improvements that PPS can adopt to strengthen existing efforts for sharing responsibilities and memorializing institutional knowledge. For both the 2012 and 2017 Bonds, PPS largely relied on one staff member, the Bond Communications Manager, to manage bond-specific communication efforts. While tools existed to generally guide the specific work, no framework was in place to capture, retain, and memorialize all the knowledge used to implement the communications work that occurs behind-the-scenes and any lessons learned during the process. The breadth of this knowledge largely resided solely with the Bond Communication Manager himself.

Existing guides and tools included a portion of the PPS Project Management Plan dedicated to communications, the District's Bond Communication Plan, and various school-specific communication plans that detailed the District's goals and objectives for communicating bond news and provided high-level methods to be used. Additionally, the Bond Communications Manager used internal spreadsheets and tools for tracking work done to date and planning upcoming work. However, not all tools were regularly utilized and some were outdated. For example, the latest iteration of the Bond Communications Plan was from May 2019 and contained outdated details such as referencing bond communications standard

³⁵ Peers in Exhibit 14 represent a selection of comparable school districts in Oregon with bond programs that had bond communications work online that could be compared to PPS'. These peers are different than the peer entities identified for business equity because those peer entities are not all school districts with bond programs, and not all the school districts in Exhibit 14 have business equity policies and programs. As such, two separate peer groups were used.

operating policies that were no longer actively used at the time of this review as well as communication methods no longer regularly used such as Facebook and Twitter. Additionally, the Bond Communication Manager's internal tracking tools were inconsistently used.

For instance, we found a planning spreadsheet correctly noted that e-Newsletters were paused in 2020 due to COVID-19, but the spreadsheet was missing other notations that other deliverables had been paused or delayed as well. Further, these resources did not sufficiently capture the wealth of institutional knowledge accrued by the current Bond Communications Manager related to how to successfully implement the work. Examples of this role-specific knowledge included leveraging past successes and challenges learned from previous bonds to inform current practices, having an understanding of how parents and the public will react to specific wording and tone based on past experience monitoring the customer service inboxes and phone line, and knowing how to tailor specific communications to address needs for multiple and different capital construction projects of varying sizes and scale.

Since the Bond Communications Manager has led bond communications work since the 2012 Bond, PPS and OSM placed a heavy reliance on the Bond Communications Manager's years of experience, established working relationships, and tenure with the bond programs. While this may have sufficed to date, PPS is in need of a more formal process and structure for memorializing and retaining the body of knowledge and specific activities associated with bond communications with the PPS institution rather than with just one employee. Should the Bond Communications Manager retire or leave the role, PPS is at heightened risk of losing years of lessons learned in navigating important Bond communications work.

To help memorialize and retain this institutional knowledge, PPS can consider formalizing aspects of bond communications implementation and sharing the responsibilities among more than one staff. This could include:

- **Establishing key policies and procedures.** Specifically, written procedures should delineate specific roles, responsibilities, and decision-making authority surrounding bond communications, given that many players within PPS are involved, including staff on project teams, OSM leadership, and PPS Communications Department. In practice, some of these roles and relationships appear to have operated under informal, understood agreements, but they were not comprehensively memorialized. Additionally, as mentioned, though some general tools existed to frame delineation of communications duties, interviewed OSM staff reported a lack of clarity in existing tools that pointed to a need for revision and strengthening of materials.
- **Cross-training staff.** Whether this involves other communications staff in the Communications Department or employees within OSM, cross-training other staff on the Bond Communication Manager's regular tasks would help bridge the knowledge gap if the employee was unavailable for a short-term or long-term basis.
- **Developing a resource library.** To add value for anyone tasked with implementing bond communications, PPS could document lessons learned similar to how OSM project teams operate for capital construction projects or catalog best practices and role-specific critical items to transfer knowledge.

These types of formalized improvements would build a stronger framework surrounding bond communications for the current bonds and future bond cycles as well, whether or not the same staff remain in the Bond Communication Manager role.

Minor Improvements Could Tighten Existing Communications

As work that is publicly funded, any information shared about the bond is ultimately a way of reporting back to taxpayers. All reporting needs sufficient context with its content so that viewers can appropriately understand the update and follow-up with PPS staff, if desired. While the breadth of PPS' bond communications vehicles and methods were generally appropriate and sufficient as discussed in the previous section, there are minor improvements that could be adopted consistently to provide further transparency to the public. As the school district with the largest school bond in Oregon, PPS could set the standard for communication efforts that exceed typical expectations and finetune efforts where possible.

Yet, auditors found a few instances where bond communication data on some webpages, documents, and materials was not always consistently applied to contain contextual information such as:

- ✓ Data Sources, such as e-Builder or Primavera, to know how information was generated.
- ✓ Timestamps and dates, including updated on MM/DD/YY or data pulled MM/DD/YY from project management files, to understand the currency or relevancy of information.
- ✓ Contact Information, of PPS staff or project managers, to ask questions or communicate concerns.

For example, a transportation advisory communication for McDaniel High School posted on the McDaniel High School webpage noted that it was created August 2019—which is a good practice. But the advisory did not include how a person could reach a PPS employee to ask questions. In another flyer for McDaniel High School, contact information was included, but there was no timestamp to indicate when the flyer was created.³⁶ In other examples, various individual webpages for 2017 Bond projects did not consistently include dates of when the webpage was last updated, making it unclear for viewers to know if the most up to date information was being reported. The main four schools had project updates with monthly dates included, but other webpages—such as those for the individual health and safety project pages for roofs, lead paint, MPG, and others—did not have timestamps to indicate when pages had last been updated.³⁷

While these oversights are minor and PPS staff state that the public could access contact information and other contextual information elsewhere online, it is important for PPS to consistently provide this information when materials are shared electronically and in print to enhance transparency and accountability.

³⁶ The file name itself included a date. Yet, since flyers can be printed, mailed, and emailed without the file name, a timestamp on the document would be more useful.

³⁷ After the close of audit fieldwork, PPS updated various health and safety webpages with a link to the May 2021 Bond Accountability Committee status report, providing a date-stamped update.

Ensuring that these minor improvements are uniform on all bond communications helps the public understand provided information and demonstrates additional accountability if viewers wanted to follow-up on the noted data or better understand and reference those project details.

Recommendations

To enhance existing strong bond communication efforts and further strengthen transparency and accountability surrounding School Improvement Bond work, OSM should consider the following:

10. Develop new and strengthen existing protocols for capturing institutional knowledge currently held by one OSM staff member to ensure information and processes about Bond communication efforts is retained with PPS. Protocols could include establishing key policies and procedures, cross-training staff on communication activities and knowledge, creating a resource library, and providing data sources, timestamps, “as of” dates, and follow-up contact information, as appropriate.

Appendix A: Audit Methodology

To fulfill our objectives related to bond communications, business equity in purchasing and contracting, 2017 Bond status, and prior audit recommendations, Sjoberg Evashenk Consulting performed a variety of detailed audit tasks including, but not limited to, the following:

- Conducted in-depth interviews with key PPS personnel including the Director of Purchasing and Contracting, Solicitations Manager, Bond Communications Manager, Senior Director of Communications, Senior Bond Accountant/Analyst, Senior Project Managers and Assistant Project Managers, Construction Managers, a PPS Board member, and Bond Accountability Committee representatives to understand and assess policies, practices, and tools in place regarding all aspects of delivering the Bond program.
- Interviewed contractors and consultants hired for the major 2017 Bond projects to understand their business equity efforts on individual projects.
- Reviewed publicly available program information of comparable business equity policies, elements, and programs from peer public entities and interviewed representatives to identify program elements and approaches and compare against what PPS is doing.
 - Including the City of Portland, North Clackamas School District, Portland Community College, Metro, Port of Portland, Los Angeles Unified School District, and the City of Seattle. Beaverton School District's program was also reviewed but auditors were not able to conduct an interview.
- Created and distributed a survey to current and past contractors and consultants who have worked on PPS 2012 and 2017 Bond projects, local professional networks and organizations, and minority chambers of commerce to understand their perspectives of and experiences with PPS' business equity program.
 - Conducted follow-up interviews with contractors and consultants who indicated in the survey that they'd like to provide additional feedback
- Spoke with local professional organizations to understand conditions of the certified business market in the greater Portland area.
- Analyzed data from PPS' diversity tracking software, B2GNow, to identify trends, statistics, and results in certified business utilization.
- Reviewed bond project documents to understand the relationship and process of how contractors and consultants were chosen, what plans were in place to pursue business equity, and what results actualized and why. Reviewed documents included Requests for Proposals, proposal responses, proposal evaluation matrices, contracts, contracting and procurement plans, and other applicable documents.
- Identified best practices, reports, and whitepapers on business equity practices
- Identified the universe of applicable bond communication efforts and reviewed sample mediums including flyers, webpages, FAQ sheets, signs, social media, and newsletters.

- Tested a sample of reported data in bond communication materials against internal documentation for accuracy and reliability.
- Researched publicly available online bond communication efforts for peer school districts in Oregon and compared against PPS' efforts. These peers included:
 - Beaverton School District, Salem-Keizer Public Schools, North Clackamas School District, Hillsboro School District, Eugene School District, Tigard-Tualatin School District, Gresham-Barlow School District, Corvallis School District.
 - Expanded the search nationwide to non-Oregon school districts for additional bond communication examples
- Assessed tools, processes, plans, and meetings in place to implement bond communication efforts.
- Analyzed the schedule delivery status and budget status overall for the 2017 Bond projects as of March 2021.
 - Reviewed cost and schedule estimate at completion reports from the e-Builder system and materials presented to the Bond Accountability Committee in March 2021 and reported project schedule progress from OSM master schedules generated from the Primavera system.
- Followed-up on the status of prior 2012 and 2017 Bond performance audit recommendations focusing on those recommendations categorized as open. Where applicable, verified auditee responses through fieldwork analyses, observations, and documentary review. Implementation status of areas not within the scope of this year's audit will be reviewed during future performance audits. Further, follow-up on prior external construction audit recommendations were not included in our performance audit since that external auditor is reviewing corrective actions and implementation status as part of current construction audits.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix B: Status of Prior Performance Audit Recommendations

OSM continued its commitment towards addressing and resolving prior Bond audit recommendations. As of April 2021, all 96 recommendations from the 2012 Bond had been addressed.³⁸ Also, nearly all recommendations from three 2017 Bond performance audits have been implemented as well, as shown in Exhibit 15.

EXHIBIT 15. SUMMARY STATUS OF ALL 2017 BOND PERFORMANCE AUDIT RECOMMENDATIONS, AS OF APRIL 2021



Source: Auditor-Generated based on review of underlying documentation supporting the implementation progress.

Note: All prior audit reports are available on the PPS website at <https://www.pps.net/Page/15137>

The one outstanding recommendation from the Year 1 "Phase II" audit related to OSM providing written guidance on OSM's decision-making hierarchy and training on standard practice for value engineering and design deviations on future projects. While these items were still under review by the OSM Audit Implementation Team, the recommended actions will not be critical until future capital construction projects begin the design phase.

For the Year 2 audit, more time is needed to address recommendations since it has been less than one since the Year 2 audit report was finalized.³⁹ However, OSM has already resolved three of the eleven recommendations and is working towards implementing the remaining ones. The three resolved recommendations related to:

- ✓ Communicating impacts a full faith and credit loan for completing the Benson High School project may have on other PPS activities in case the 2020 Bond did not pass;
- ✓ Providing all project team members access to e-Builder and PPS computers; and
- ✓ Revisiting systems and tools used for capturing and reporting on health and safety data.

³⁸ 2017 Bond Performance Audits were conducted by our firm, Sjoberg Evashenk Consulting, Inc, in 2019, 2020, and 2021. 2012 Bond Performance Audits were conducted by a separate independent auditor between 2014 and 2017.

³⁹ The Year 2 Bond Performance Audit was presented to the Board School Improvement Bond Committee on August 31, 2020.

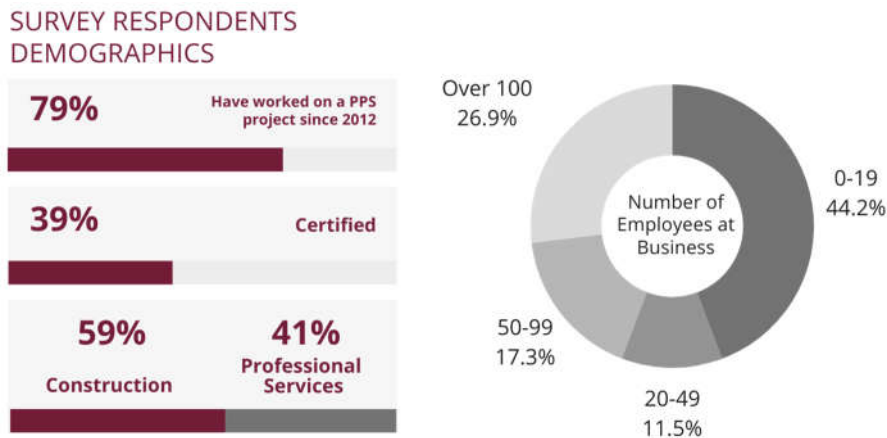
Appendix C: Business Equity Survey

As part of the audit, we conducted a survey to gather feedback from the local business community in the Greater Portland area on their experiences and opinions of PPS' business equity efforts. Our primary intent was to confidentially solicit perspective from local businesses about their knowledge of PPS capital improvement projects in general and specifically highlight any challenges identified as barriers to conduct work under the School Improvement Bond program. The opinions shared by interviewees were not validated or corroborate—rather, they reflect the respondents' perception and provide anecdotal insight on their experiences.

The survey was created using the SurveyMonkey online survey tool and distributed by Sjoberg Evashenk Consulting (SEC) via email in early January 2021 directly to 246 consultants and contractors who have worked with PPS on either the 2012 and/or 2017 Bond based on a combination of an e-Builder Bond vendor directory as well as businesses identified by OSM Project Delivery Teams. In addition, we asked business representation organizations such as the Oregon Association of Minority Entrepreneurs, Latino Built, Business Diversity Institute, Professional Business Development Group, National Association of Minority Contractors, the Hispanic Metropolitan Chamber, Oregon Native American Chamber, Philippine American Chamber, and the Oregon-Columbia Chapter of the Association of General Contractors to share the survey to their members.

At the close of the survey on March 5, 2021, SEC had received 52 survey responses via SurveyMonkey for a response rate of 21.1 percent. As shown in Exhibit 16, the survey respondent pool represented a mix of construction contractors, professional services firms, and certified businesses, with majority of the respondents holding active contracts with PPS. Most respondents were also small businesses with fewer than 19 employees.

EXHIBIT 16. BUSINESS EQUITY SURVEY RESPONDENTS



Source: Auditor-Compiled SurveyMonkey results for responses captured between January 12, 2021 to March 5, 2021.

Of the 52 survey respondents, SEC conducted follow-up interviews with the seven firms who indicated in their survey responses an interest in sharing additional information with auditors.⁴⁰ For the interviews held

⁴⁰ Of the 52 survey respondents, 29 expressed interests in sharing additional information with auditors; ultimately, only seven firms agreed to interview.

in February and March 2021, we asked businesses to share any additional feedback that they had not included in the survey. The survey's 17 questions are shown in Exhibit 17 with general result statistics summarized as well.

EXHIBIT 17. BUSINESS EQUITY SURVEY QUESTIONNAIRE AND SUMMARIZED RESULTS

Survey Question	Statistics
<p>1. What is your business certification? Select all that apply.</p> <p><input type="checkbox"/> Minority/Women Business Enterprise (MWBE)</p> <p><input type="checkbox"/> Emerging Small Business (ESB)</p> <p><input type="checkbox"/> Service-Disabled Veteran (SDV)</p> <p><input type="checkbox"/> Disadvantaged Business Enterprise (DBE and ACDBE)</p> <p><input type="checkbox"/> Not certified</p> <p><input type="checkbox"/> Other (please specify)</p>	<p>52 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ MWBE: 17 ▪ ESB: 6 ▪ SDV: None ▪ DBE/ACDBE: 10 ▪ Not certified: 30 <p><i>Note: Respondents can have multiple certifications.</i></p>
<p>2. What services do you offer? Select all that apply.</p> <p><input type="checkbox"/> Construction (Electrical) <input type="checkbox"/> Construction (Carpentry)</p> <p><input type="checkbox"/> Construction (Mechanical) <input type="checkbox"/> Professional (Surveying)</p> <p><input type="checkbox"/> Construction (Masonry) <input type="checkbox"/> Professional (Inspections)</p> <p><input type="checkbox"/> Construction (Roofing) <input type="checkbox"/> Professional (Geotechnical)</p> <p><input type="checkbox"/> Construction (Landscaping) <input type="checkbox"/> General Contractor</p> <p><input type="checkbox"/> Construction (Painting) <input type="checkbox"/> Other (please specify)</p>	<p>52 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Professional Services: 18 ▪ 26 Construction: 26 ▪ Other: 8
<p>3. What is your current company size (FTE)?</p> <p><input type="checkbox"/> 0 - 19 Employees <input type="checkbox"/> 50 - 99 Employees</p> <p><input type="checkbox"/> 20 - 49 Employees <input type="checkbox"/> Over 100 Employees</p>	<p>52 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Employees: 23 ▪ 20-49 Employees: 6 ▪ 50-99 Employees: 9 ▪ Over 100 Employees: 14
<p>4. Have you completed work on a PPS capital construction project since 2012?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>52 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Yes: 41 ▪ No: 11
<p>5. How many PPS capital construction projects have you completed since 2012?</p>	<p>39 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Responses ranged from 1-12 projects.
<p>6. Are you currently working on a PPS capital construction project?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>49 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Yes: 31 ▪ No: 18
<p>7. How many PPS capital construction projects are you currently working on?</p>	<p>28 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Responses ranged from 1-5 projects.
<p>8. How many contracts have you had with PPS in total?</p> <p><input type="checkbox"/> Number of Construction Contracts</p> <p><input type="checkbox"/> Number of Professional Services Contracts</p>	<p>42 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Responses ranged from 1-50 construction contracts. ▪ Responses ranged from 1-15 professional services contracts.
<p>9. For your past or current PPS projects, are you primarily acting as a Prime Contractor/General Contractor or a Subcontractor? Please explain. Example: In past PPS work I was always a first-tier subcontractor, but now I am the Prime Contractor on my current PPS contract.</p>	<p>41 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Primarily act as subs: 24 ▪ Primarily act as primes: 11 ▪ Act as both: 5
<p>10. How was your most recent/last PPS work procured?</p> <p><input type="checkbox"/> Competitive RFP, RFQ, RFB, ITB through PPS</p> <p><input type="checkbox"/> Direct Appointment through PPS</p>	<p>43 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Competitive through PPS: 13 ▪ Direct Appointment through PPS: 3

Survey Question	Statistics
<input type="checkbox"/> Competitive RFP, RFQ, RFB, ITB through a Prime/General Contractor <input type="checkbox"/> Direct Appointment through a Prime/General Contractor <input type="checkbox"/> Other (please specify)	<ul style="list-style-type: none"> ▪ Competitive through a Prime/General Contractor: 19 ▪ Direct Appointment through a Prime/General Contractor: 4 ▪ Other: 2
<p>11. Looking at your entire portfolio of work you have done for PPS, what is the typical value of the contracts you had held?</p> <input type="checkbox"/> Less than \$50,000 <input type="checkbox"/> \$151,000 to \$200,000 <input type="checkbox"/> \$51,000 to \$100,000 <input type="checkbox"/> Over \$200,000 <input type="checkbox"/> \$101,000 to \$150,000 <input type="checkbox"/> Specific Amount (please specify)	<p>43 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Less than \$50,000: 10 ▪ \$51,000 to \$100,000: 8 ▪ \$101,000 to \$150,000: 5 ▪ \$151,000 to \$200,000: 2 ▪ Over \$200,000: 17 ▪ Other: 1
<p>12. For your past or current PPS work, how did you learn about the opportunity to work with PPS? Select all that apply.</p> <input type="checkbox"/> PPS In-Person Outreach <input type="checkbox"/> PPS Email or other Electronic Outreach <input type="checkbox"/> Prime Contractor In-Person Outreach <input type="checkbox"/> News Media (Advertisement in trade journals, newspaper, radio, television, internet) <input type="checkbox"/> Word of Mouth <input type="checkbox"/> Other (please specify)	<p>43 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ PPS In-Person Outreach: 12 ▪ PPS Email or other Electronic Outreach: 2 ▪ Prime Contractor In-Person Outreach: 19 ▪ News Media (Advertisement in trade journals, newspaper, radio, television, internet): 15 ▪ Word of Mouth: 10 ▪ Other: 11 (e.g., Outreach from 1st tier sub, was contacted by school, OAME networking)
<p>13. What are the greatest challenges you face when considering a PPS capital construction project to propose on? Select all that apply.</p> <input type="checkbox"/> Lack of notice/outreach/details from PPS about upcoming projects. <input type="checkbox"/> Lack of notice/outreach/details from prime contractors about potential opportunities. <input type="checkbox"/> Procurement type (direct appointment vs low bid, etc.). <input type="checkbox"/> Required experience or level of skill needed. <input type="checkbox"/> Not enough skilled employees to fulfill PPS required scope of work. <input type="checkbox"/> Other (please specify)	<p>35 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Lack of notice/outreach/details from PPS: 11 ▪ Lack of notice/outreach/details from prime contractors: 10 ▪ Procurement type (direct appointment vs low bid, etc.): 18 ▪ Required experience or level of skill needed: 1 ▪ Not enough skilled employees: 3 ▪ Other: 8 (e.g., Favoritism of certain firms, amount of time required for scope, limited resources for small firm to seek out PPS work)
<p>14. If provided the opportunity, would you propose on future PPS work based your past experience with PPS capital construction projects?</p> <input type="checkbox"/> Yes <input type="checkbox"/> No (please explain)	<p>43 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Yes: 40 ▪ No: 3
<p>15. Please provide any additional comments about your experience working for PPS and what PPS can do better to facilitate small business involvement.</p>	<p>19 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Responses varied with 5 respondents indicating a good work experience, while the remaining respondents had general concerns about outreach, procurement process, lack of communication, or highlighted specific challenges with PPS.
<p>16. Can we contact you for follow-up questions?</p> <input type="checkbox"/> Yes <input type="checkbox"/> No	<p>43 of 52 Respondents answered this question.</p> <ul style="list-style-type: none"> ▪ Yes: 27 ▪ No: 14 ▪ Did not check but provided contact information in following question: 2
<p>17. Please provide your contact information</p> <input type="checkbox"/> Contact Person Name, Title <input type="checkbox"/> Email Address <input type="checkbox"/> Business Name <input type="checkbox"/> Phone Number	<p>29 of 52 Respondents answered this question.</p>

Appendix D: Auditee Response



PORTLAND PUBLIC SCHOOLS

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

Date: October 29, 2021

To: Cathy Brady, Principal
Sjoberg, Evashenk Consulting

From: Marina Cresswell, Senior Director
Office of School Modernization

Subject: Performance Audit – Fiscal year 2020/2021
Staff Response

Portland Public Schools (PPS) and the Office of School Modernization (OSM) have received and reviewed Sjoberg, Evashenk Consulting (SEC) 2020/2021 October 2021 Draft Audit Report titled “2017 Bond Performance Audit: Performance Audit – Fiscal Year 2020/2021” (the Draft Report).

PPS appreciates SEC’s extraordinary efforts this year to research and summarize the complex and nuanced topic of business equity. Staff have found great value in their discussions about the topic with SEC during the field work period, and are looking forward to implementing recommendations related to this focus area. OSM appreciates that the Draft Report recognizes implementation of business equity strategies does not necessarily lead to achieving Certified Business participation goals. Rather, the recommendations focus on creating systematic processes for identifying potential strategies; analyzing the potential cost benefit of different strategies; implementing strategies over a set period of time; and conducting post-implementation reviews of the strategies to determine whether they have been beneficial in improving outcomes. This will allow PPS to have a standardized and transparent process of continuous improvement, while remaining flexible in the development of goals, subgoals and strategies to address a current environment.

Based on our review of the Draft Report, PPS has prepared responses to each of your 10 recommendations. Each response contains one of the following statements:

- Concur – Goal is to implement the recommendation by October 30, 2022
- Concur with Comment – Goal is to implement the recommendation by October 30, 2022 with qualifying comments
- Nonconcur – Recommendation may not be implemented with comments to explain
- Completed – Recommendation has been implemented

The following table presents a tabulated summary of PPS’s responses.

#	Abbreviated Recommendation	Dept	Response
1	The PPS Board should revisit its Equity in Public Purchasing and Contracting (“EPPC”) Policy to clarify and define the District’s vision, goals, and commitment to business equity. This should include reassessing the overall intent, determining how equity is characterized, and expanding on what attainment of business equity goals for the District should entail.	Board of Education	Concur with comment
2	Further develop the Board’s overarching vision into more succinct measurable subgoals or objectives, support new goal setting defensible data, and define qualitative and quantitative metrics to measure against new goals.	Business & Operations	Concur
3	Conduct a cost-benefit analysis of available business equity strategies, such as those outlined in this report, and include considerations such as long-term versus short-term strategies, direct versus intangible “investment” type strategies, and unintended consequences.	Business & Operations	Concur
4	Develop tools and protocols to capture outcomes of chosen equity strategies, and validate outcome data accuracy.	Business & Operations	Concur with comment
5	Create protocols to expand on existing business equity annual reporting to include an assessment of whether annual equity outcomes realized meet the intent of the EPPC Policy and goals of the Administrative Directive, or if modification to the portfolio of equity strategies is warranted, and based on results, adjust strategies as necessary.	Business & Operations	Concur
6	Develop and formalize operating procedures to define the roles, responsibilities and expectations of PPS staff specific to managing contractor and consultant business equity compliance, reporting on outcomes, and coordinating efforts to bolster PPS’ presence and visibility in the certified business community.	Business & Operations	Concur

7	Provide context and explanation of nuances and limitations of B2GNow data in presentations and reports to the Board and the Bond Accountability Committee.	OSM	Concur
8	Develop a PPS-led training to provide new and existing contractors and consultants guidance on equity reporting requirements and expectations; and provide refreshers on training materials on an established schedule over the course of the contract duration.	OSM/P&C	Concur with comment
9	Conduct a review to explore system capabilities, functions, and reports with the B2GNow vendor that could enhance PPS' management of business equity efforts.	P&C	Concur
10	Develop new and strengthen existing protocols for capturing institutional knowledge currently held by one OSM staff member to ensure information and processes about Bond Communication efforts is retained with PPS. Protocols could include establishing key policies and procedures, cross-training staff on communication activities and knowledge, creating a resource library, and providing data sources, timestamps, "as of" dates, and follow-up contact information, as appropriate.	OSM	Concur

Attached is our specific response to each of your recommendations. Please contact me if you have any questions or comments. Thank you again for your hard work and efforts to identify areas for improvement.

Recommendation 1 (p. 28)

The PPS Board should revisit its EPPC Policy to clarify and define the District's vision, goals, and commitment to business equity. This should include reassessing the overall intent, determining how equity is characterized, and expanding on what attainment of business equity goals for the District should entail.

Staff Response: Concur with comment

PPS staff appreciate the opportunity for updated guidance from the PPS Board on their goals for business equity. Staff will share this recommendation with the PPS Board, however policy updates are scheduled by the Board and will therefore be subject to the Board's timeline.

Recommendation 2 (p. 28)

Further develop the Board’s overarching vision into more succinct measurable subgoals or objectives, support new goal setting defensible data, and define qualitative and quantitative metrics to measure against new goals.

Staff Response: **Concur**

Staff concur with this recommendation, noting that the development of new subgoals or objectives may be dependent on potential changes by the Board to the EPPC Policy and/or changes to the Superintendent’s Business Equity Administrative Directive 8.50.096-AD.

Recommendation 3 (p. 28)

Conduct a cost-benefit analysis of available business equity strategies, such as those outlined in this report, and include considerations such as long-term versus short-term strategies, direct versus intangible “investment” type strategies, and unintended consequences.

Staff Response: **Concur**

Recommendation 4 (p. 28)

Develop tools and protocols to capture outcomes of chosen equity strategies, and validate outcome data accuracy.

Staff Response: **Concur with comment**

As noted in the Draft Report, it can be difficult to find a direct correlation between “how a particular strategy employed results in increased or decreased utilization rates.” Staff will look to develop tools to capture outcomes, with the understanding that not all outcomes may be able to be directly attributed to chosen equity strategies.

Recommendation 5 (p. 28)

Create protocols to expand on existing business equity annual reporting to include an assessment of whether annual equity outcomes realized meet the intent of the EPPC Policy and goals of the Administrative Directive, or if modification to the portfolio of equity strategies is warranted, and based on results, adjust strategies as necessary.

Staff Response: **Concur**

Staff agrees that an annual review of business equity strategies, and plan of changed or new strategies for the upcoming year, would allow for a more structured framework in which to identify potential changes or new strategies, develop cost-benefit analyses, and collect and analyze outcome data.

Recommendation 6 (p. 28)

Develop and formalize operating procedures to define the roles, responsibilities and expectations of PPS staff specific to managing contractor and consultant business equity compliance, reporting on outcomes, and coordinating efforts to bolster PPS' presence and visibility in the certified business community.

Staff Response: **Concur**

Recommendation 7 (p. 28)

Provide context and explanation of nuances and limitations of B2GNow data in presentations and reports to the Board and the Bond Accountability Committee.

Staff Response: **Concur**

Staff concur with this comment while noting that some limitations of the B2GNow data, such as data being based on payments made as opposed to contract total, are already communicated regularly to the Board and Bond Accountability Committee.

Recommendation 8 (p. 28)

Develop a PPS-led training to provide new and existing contractors and consultants guidance on equity reporting requirements and expectations; and provide refreshers on training materials on an established schedule over the course of the contract duration.

Staff Response: **Concur with Comment**

Staff concur with this recommendation but have not been able to implement previously due to lack of staff resources. OSM is in the process of recruiting for a Bond Certified Business Program Manager position; this position will be tasked with creating the training once hired.

Recommendation 9 (p. 28)

Conduct a review to explore system capabilities, functions, and reports with the B2GNow vendor that could enhance PPS' management of business equity efforts.

Staff Response: **Concur**

Recommendation 10 (p. 34)

Develop new and strengthen existing protocols for capturing institutional knowledge currently held by one OSM staff member to ensure information and processes about Bond Communication efforts is retained with PPS. Protocols could include establishing key policies and procedures, cross-training staff on communication activities and knowledge, creating a resource library, and providing data sources, timestamps, "as of" dates, and follow-up contact information, as appropriate.

Staff Response: **Concur**

2020 Infrastructure: Seismic

December 2021

PPS Team Leads: Robert Jole

Number of Completed Projects: 0

Number of Active Projects: 2

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

	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Unallocated Funds	17,200,000	9,665,743	9,665,743	-	-	-	-	(9,665,743)
Creative Science-SRGP-5421-FY21	-	5,539,894	3,039,894	2,500,000	-	677,921	5,539,894	-
Lent-SRGP-5421-FY21	-	8,557,263	4,494,363	2,500,000	4,706,055	2,357,204	8,557,263	-
2020 Seismic Totals		23,762,900	17,200,000	5,000,000	4,706,055	3,035,125	14,097,157	(9,665,743)

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Contractors	4.12%	0.00%	0.00%	3.52%	0.00%	7.64%	18%						
Overall	4.07%	0.00%	0.00%	3.47%	0.00%	7.53%	18%						
Workforce								54%	25%	6%	14%	17%	20%

SCHEDULE

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

Baseline		Planning		Design		Construction
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PROJECT NOTES

2020 Infrastructure: Seismic

December 2021

PPS Team Leads: Robert Jole

Number of Completed Projects: 0

Number of Active Projects: 2

Progress:

- Lent Phase 1 is substantially complete. Phase 2 will start in summer 2022.
- Creative Science design contract was executed in October.

Accomplishments:

- Lent Phase was able to utilize an unused wing of the campus, allowing for completion of seismic upgrades during the school year without disruption to students.
- Creative Science schematic design drawings have been submitted to OSM for review with stakeholders. OSM intends to go to bid in late February or early March to facilitate a larger bidding pool of contractors for the summer work.

Risks:

- There is continued concern regarding the availability of contractors and materials/equipment due to the pandemic.

Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
 December 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	Complete
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, 9 completed	82% Completed

Recommendations Marked as Complete Since Last Reporting

2018	7	The audit observed the potential for fee calculations to become inaccurate over time as change orders are processed. OSM has confirmed that the template CM/GC contract language has been changed to require updated fee calculations based upon final cost of the work.
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Status Notes on Recommendations Not Completed

2018	3a	OSM is developing a Standard Operating Procedure for internal audits of change order files.
2018	5	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.

Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
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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
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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	Complete
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	Complete
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

- | | | |
|------|----|--|
| 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. |

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

2021 Bond Performance Audit Recommendations				
Bond Year	#	Abbreviated Recommendation	Response	Status
2017	1	The PPS Board should revisit its Equity in Public Purchasing and Contracting (“EPPC”) Policy to clarify and define the District’s vision, goals, and commitment to business equity. This should include reassessing the overall intent, determining how equity is characterized, and expanding on what attainment of business equity goals for the District should entail.	Concur with Comment	Working
2017	2	Further develop the Board’s overarching vision into more succinct measurable subgoals or objectives, support new goal setting defendable data, and define qualitative and quantitative metrics to measure against new goals.	Concur	Working
2017	3	Conduct a cost-benefit analysis of available business equity strategies, such as those outlined in this report, and include considerations such as long-term versus short-term strategies, direct versus intangible “investment” type strategies, and unintended consequences.	Concur	Working
2017	4	Develop tools and protocols to capture outcomes of chosen equity strategies, and validate outcome data accuracy.	Concur with Comment	Working
2017	5	Create protocols to expand on existing business equity annual reporting to include an assessment of whether annual equity outcomes realized meet the intent of the EPPC Policy and goals of the Administrative Directive, or if modification to the portfolio of equity strategies is warranted, and based on results, adjust strategies as necessary.	Concur	Working
2017	6	Develop and formalize operating procedures to define the roles, responsibilities and expectations of PPS staff specific to managing contractor and consultant business equity compliance, reporting on outcomes, and coordinating efforts to bolster PPS’ presence and visibility in the certified business community.	Concur	Working
2017	7	Provide context and explanation of nuances and limitations of B2GNow data in presentations and reports to the Board and the Bond Accountability Committee.	Concur	Working
2017	8	Develop a PPS-led training to provide new and existing contractors and consultants guidance on equity reporting requirements and expectations; and provide refreshers on training materials on an established schedule over the course of the contract duration.	Concur with Comment	Working
2017	9	Conduct a review to explore system capabilities, functions, and reports with the B2GNow vendor that could enhance PPS’ management of business equity efforts.	Concur	Working
2017	10	Develop new and strengthen existing protocols for capturing institutional knowledge currently held by one OSM staff member to ensure information and processes about Bond Communication efforts is retained with PPS. Protocols could include establishing key policies and procedures, cross-training staff on communication activities and knowledge, creating a resource library, and providing data sources, timestamps, “as of” dates, and follow-up contact information, as appropriate.	Concur	Working

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2021	10 Recommendations, 0 completed	0% Completed

Status Notes on Recommendations Not Completed

2021	1	This recommendation is under review by the AIT. PPS staff appreciate the opportunity for updated guidance from the PPS Board on their goals for business equity. Staff will share this recommendation with the PPS Board, however policy updates are scheduled by the Board and will therefore be subject to the Board’s timeline.
2021	2	This recommendation is under review by the AIT. Staff concur with this recommendation, noting that the development of new subgoals or objectives may be dependent on potential changes by the Board to the EPPC Policy and/or changes to the Superintendent’s Business Equity Administrative Directive 8.50.096-AD.
2021	3	This recommendation is under review by the AIT.

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

Status Notes on Recommendations Not Completed

2021	4	This recommendation is under review by the AIT. As noted in the Draft Report, it can be difficult to find a direct correlation between "how a particular strategy employed results in increased or decreased utilization rates." Staff will look to develop tools to capture outcomes, with the understanding that not all outcomes may be able to be directly attributed to chosen equity strategies.
2021	5	This recommendation is under review by the AIT. Staff agrees that an annual review of business equity strategies, and plan of changed or new strategies for the upcoming year, would allow for a more structured framework in which to identify potential changes or new strategies, develop cost-benefit analyses, and collect and analyze outcome data.
2021	6	This recommendation is under review by the AIT.
2021	7	This recommendation is under review by the AIT. Staff concur with this comment while noting that some limitations of the B2GNow data, such as data being based on payments made as opposed to contract total, are already communicated regularly to the Board and Bond Accountability Committee.
2021	8	This recommendation is under review by the AIT. Staff concur with this recommendation but have not been able to implement previously due to lack of staff resources. OSM is in the process of recruiting for a Bond Certified Business Program Manager position; this position will be tasked with creating the training once hired.
2021	9	This recommendation is under review by the AIT.
2021	10	This recommendation is under review by the AIT.

Health & Safety: Lead Paint Stabilization

December 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			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
Unallocated Funds	16,623,936	3,790,587	3,790,587	-	-	-	-	(3,790,587)
Mult Sites - 5466	-	4,100,000	4,000,000	100,000	1,334,697	70,421	5,160,437	1,060,437
Mult Sites - Emerg Dec - 4284 - FY17	-	395,243	395,243	-	395,243	-	395,243	-
Mult Sites - 4493 - FY17	-	438,795	438,795	-	438,795	-	438,795	-
Mult Sites - PacIndPaint - 5495 - FY21	-	1,500,000	1,500,000	-	11,509	991	1,500,000	-
Mult Sites - ASA - 5550 - FY21	-	1,500,000	1,500,000	-	-	-	1,500,000	-
Mult Sites - Fulcrum - 5551 - FY21	-	1,500,000	1,500,000	-	-	-	1,500,000	-
Mult Sites - First Cascade - 5552 - FY21	-	1,500,000	1,500,000	-	200,400	-	1,500,000	-
Lead Paint Totals	16,623,936	14,724,624	14,624,624	100,000	2,380,644	71,412	11,994,474	(2,730,150)

EQUITY*

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Overall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Workforce**								N/A	25%	N/A	14%	N/A	20%

** See note below in Progress.

**Workforce Equity requirements are only applied to Public Improvement (construction) contracts over \$200,000. There is currently no data to report.

Health & Safety: Lead Paint Stabilization

December 2021

PPS Team Lead: Chris Boyce

Number of Completed Projects: 2

Number of Active Projects: 5

SCHEDULE

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



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):** 36 exterior and 46 interior sites completed
 - + Have begun work on middle school interiors and exteriors
- Business Equity:
 - + Four IDIQ (master service) agreements have been executed. Two of the four contractors are Certified Businesses but have not yet taken on work scope. \$202,214 has been made in contract payments to date.

Accomplishments:

- OSM paint crew has been to every elementary level and pre-school site. Some amount of interior and exterior work has been done at every K-5, K-8, and K-12 site.
- OSM paint crew painted all lockers at 3 sites. Partial at 2 additional sites
- OSM Paint crew has been tackling larger scope (exterior and interior areas at same time) when at a site, increasing efficiency
- Investigating option of collaborating with other Bond projects for efficiency (e.g. addressing failing paint on historic wood windows while site scaffolded and closed for roof work)
- Two schools had full exterior painting completed summer 2021 (Sitton & George)

Risks:

- Supply chain issues. Facing delays obtaining paint and tints used for dark paint colors
- Change in space use due to COVID requirements has made coordination and access more challenging, but communication and flexibility has allowed the work to continue (kudos to the OSM paint crew!)
- Multi-site painting project for covered play structures had to be canceled due to outdoor lunches in Fall 2021

Health & Safety: Roof Improvements

December 2021

PPS Team Leads: Steve Simonson, Robert Jole

Number of Completed Projects: 15

Number of Active Projects: 3

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

	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Unallocated Funds	50,907,949	3,177,562	3,177,562	-	-	-	-	(3,177,562)
Chapman - 4671 - FY18	-	4,041,707	4,041,707	49,400	4,036,307	-	4,041,707	-
Duniway - 5420 - FY21	-	602,038	602,038	-	272,253	219,931	602,038	-
GROUP 3 (IP 2017)	-	10,648,856	10,648,856	1,500,000	10,513,057	-	10,648,856	-
Harrison Park - 5321 - FY20	-	2,706,674	2,706,674	21,500	2,677,126	-	2,706,674	-
Hayhurst - SRGP - 5028 - FY19	-	1,771,845	1,771,845	2,500,000	1,603,352	8,862	1,771,845	-
Jackson - 5030 - FY19	-	3,972,722	3,972,722	-	3,961,680	5,470	3,972,722	-
Kelly - 5319 - FY20	-	1,718,158	1,718,158	-	1,652,848	2,553	1,718,158	-
Lee - 4497 - FY18	-	97,000	96,750	250	97,000	-	97,000	-
MLC - 5422 - FY21	-	576,285	576,285	-	368,422	24,680	576,285	-
Mt Tabor - 5320 - FY20	-	3,022,689	3,022,689	-	3,022,689	-	3,022,689	-
Middle School Conv - 4586-FY18	-	3,781,759	3,781,759	12,006,094	3,781,759	-	3,781,759	-
Group 1 Design - 5153 - FY20	-	803,999	803,999	-	743,561	-	803,999	-
Group 2 Design - 5154 - FY20	-	1,164,931	1,164,931	-	1,145,822	-	1,164,931	-
Ockley Green - 5322 - FY20	-	2,136,848	2,136,848	41,200	1,897,692	-	2,136,848	-
Rieke - 5423 - FY21	-	367,693	367,693	-	179,932	102,809	367,693	-
Rigler - 5029 - FY19	-	7,258,000	7,258,000	-	7,136,080	-	7,258,000	-
Sitton - 5027 - FY19	-	6,746,662	6,746,662	-	6,744,662	-	6,746,662	-
Woodlawn - 5323 - FY20	-	1,669,036	1,669,036	-	1,647,790	-	1,669,036	-
Roof Improvements Totals		56,264,463	56,264,213	16,118,444	51,482,033	364,305	53,086,901	(3,177,562)

Health & Safety: Roof Improvements

December 2021

PPS Team Leads: Steve Simonson, Robert Jole

Number of Completed Projects: 15

Number of Active Projects: 3

EQUITY* *Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative*

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.53%	36.62%	0.00%	1.97%	0.83%	39.96%	18%						
Contractors	2.39%	8.38%	0.00%	3.29%	0.00%	14.06%	18%						
Overall	2.27%	10.23%	0.00%	3.20%	0.05%	15.76%	18%						
Workforce								37%	25%	6%	14%	28%	20%

*Equity numbers are for Consolidated projects, which include roof and accessibility improvements.

SCHEDULE

PROJECT	2021					2022										
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
Duniway - 5420 - FY21			★													
MLC - 5422 - FY21			★													
Rieke - 5423 - FY21			★													

Baseline	Planning	Design	Construction
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PROJECT NOTES

Progress:

- Design has been completed on Duniway, MLC and Rieke, with construction to be funded by the 2020 Bond Roof funds. This project status page will continue to track the expenditure of the 2017 Bond funds on design through completion of construction administration.

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 Funding Allocation
December 2021

	Total Funds	Spent To Date	Balance	Unalloc Balance
Bond Fund Category: DS001 - Accessibility	9,200,000	8,944,398	255,602	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	4,378,400	32,628	
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	5,598,718	5,441,282	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	93,134	20,788	
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	122,300	24,260	
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	77,262	67,353	
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	34,738	8,371	
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	118,033	115,378	
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	84,751	27,062	
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	160,133	69,614	
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	

Health & Safety Funding Allocation
December 2021

	Total Funds	Spent To Date	Balance	Unalloc Balance
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	
Bond Fund Category: DS004 - Lead Paint Stabilization	14,724,624	2,380,644	12,343,980	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	1,334,697	2,765,303	
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	200,400	1,299,600	
Project Name: Multiple Sites - Lead Painting-Bond-Fulcrum - 5551	1,500,000	-	1,500,000	
Project Name: Multiple Sites - Lead Painting-Bond-PaClndPaint - 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	56,264,463	52,090,595	4,173,868	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	418,423	183,616	
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	1,747,431	24,414	
Project Name: Jackson - Health & Safety Improvements-Bond - 5030 - FY19	3,972,722	3,966,729	5,993	
Project Name: Kelly - Partial Re-Roof-Bond - 5319 - FY20	1,718,158	1,649,098	69,059	
Project Name: Lee - Roof Repair - 4497 - FY18	97,000	97,000	-	
Project Name: MLC - Re-Roof-Bond Funded - 5422 - FY21	576,285	516,973	59,312	
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	255,235	112,458	
Project Name: Rigler - Health & Safety Improvements-Bond - 5029 - FY19	7,258,000	7,173,566	84,434	
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	1,654,984	14,052	
Bond Fund Category: DS007 - Security Improvements	9,322,221	7,432,032	1,890,189	Security
<i>Project Name: 2017 Bond Program</i>	716,103	-	716,103	716,103
Project Name: Benson HS Modernization - Kenton Swing Site-Mult Pathways - 5013	69,646	-	69,646	
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	1,834,365	678,177	
Project Name: Multi-2018-5025-Bond-Security-PKG2-FY19	2,419,821	2,031,778	388,043	
Project Name: Multi-2018-5026-Bond-Security-PKG3-FY19	3,256,981	3,256,981	-	

Health & Safety Funding Allocation
December 2021

	Total Funds	Spent To Date	Balance	Unalloc Balance
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	5,945,161	19,003,521	Water
<i>Project Name: 2017 Bond Program</i>	<i>10,889,756</i>	<i>-</i>	<i>10,889,756</i>	<i>10,889,756</i>
Project Name: Multiple Sites - Day CPM Management Services - 4610 - FY18	-	-	-	
Project Name: Multiple Sites - Drinking Fixture Replacement Program-Bid Package 31 - 5301 - FY20	349,125	277,770	71,355	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Package 32 - 5397 - FY20	342,136	220,344	121,792	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Package 33 - 5398 - FY20	283,173	254,569	28,604	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 34 - 5390 - FY21	354,142	320,354	33,788	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 35 - 5391 - FY21	355,960	346,367	9,593	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 36 - 5452 - FY21	363,074	275,503	87,570	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 37 - 5453 - FY21	357,963	288,220	69,743	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 38 - 5477 - FY21	384,456	28,480	355,976	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 39 - 5478 - FY21	326,040	273,336	52,704	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 40 - 5540 - FY21	326,040	235,796	90,244	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 41 - 5541	484,440	259,440	225,000	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 42 - 5542	464,072	40,556	423,517	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 43 - 5640	386,229	351	385,878	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 44 - 5641	324,442	295	324,147	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 45 - 5642	430,011	391	429,620	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 46 - 5741	383,900	-	383,900	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 47 - 5742	331,955	-	331,955	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 48 - 5743	409,860	-	409,860	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 49 - 5744	144,426	-	144,426	
Project Name: Multiple Sites - Lead in Water Repairs - 4517 - FY17	7,120,756	3,064,713	4,056,043	
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	10,298,965	1,701,035	
<i>Project Name: 2017 Bond Program</i>	<i>11,937,608</i>	<i>10,248,741</i>	<i>1,688,867</i>	
Project Name: Multiple Sites - Day CPM Management Services - 4610 - FY18	-	-	-	
Project Name: Creative Science - SRGP Design - 5457 - FY21 - 5457	34,852	22,684	12,168	
Project Name: Lent - SRGP Design - 5194 - FY20	27,540	27,540	-	
Bond Fund Category: OSCIM	-	-	-	OSCIM
<i>Project Name: 2017 Bond Program</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Project Name: Sitton - Health & Safety Improvements-Bond - 5027 - FY19	-	-	-	
Bond Fund Category: H&S Unallocated	-	-	-	H&S Unallocated
<i>Project Name: 2017 Bond Program</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
	158,100,250	110,643,875	47,456,375	25,130,773

2020 Infrastructure: Roof

December 2021

PPS Team Leads: Steve Simonson, Clark Ide

Number of Completed Projects: 0

Number of Active Projects: 7

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

	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Unallocated Funds	65,700,000	41,154,545	41,154,545	-	-	-	-	(41,154,545)
2020 Bond Roof Assessments - 5578	-	213,785	213,785	-	184,914	-	213,785	-
Ainsworth Annex-Re-Roof-5792	-	1,165,450	1,165,450	-	-	202,346	1,165,450	-
Chavez-Partial Re-Roof-5791	-	1,343,656	1,343,656	-	-	137,184	1,343,656	-
Duniway - 2020 Bond - 5667	-	3,636,691	3,636,691	-	3,045,528	42,060	3,105,054	(531,637)
Glencoe-Re-Roof-5790	-	6,783,914	6,783,914	-	-	650,949	6,783,914	-
MLC - 2020 Bond - 5668	-	3,850,912	3,850,912	-	1,252,892	1,831,238	3,850,912	-
West Sylvan-Re-Roof-5789	-	7,551,047	7,551,047	-	-	406,073	7,551,047	-
2020 Roof Totals		65,700,000	65,700,000	-	4,483,334	3,269,850	24,013,818	(41,686,182)

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Contractors	5.88%	1.95%	0.00%	0.67%	0.00%	8.50%	18%						
Overall	5.61%	1.86%	0.00%	0.64%	0.00%	8.11%	18%						
Workforce								42%	25%	11%	14%	25%	20%

2020 Infrastructure: Roof

December 2021

PPS Team Leads: Steve Simonson, Clark Ide

Number of Completed Projects: 0

Number of Active Projects: 7

SCHEDULE

PROJECT	2021					2022										
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
2020 Bond Roof Assessments - 5578	Planning	Planning	Planning	Planning	★											
Ainsworth Annex-Re-Roof-5792		Planning	Planning	Design	★	Design	Design	Design			Construction	Construction	Construction			
Chavez-Partial Re-Roof-5791		Planning	Planning	Design	★	Design	Design	Design			Construction	Construction	Construction			
Duniway - 2020 Bond - 5667	Construction	Construction			★						Construction	Construction	Construction			
Glencoe-Re-Roof-5790		Planning	Planning	Design	★	Design	Design	Design			Construction	Construction	Construction			
MLC - 2020 Bond - 5668				Construction	★	Construction					Construction	Construction	Construction			
West Sylvan-Re-Roof-5789		Planning	Planning	Design	★	Design	Design	Design			Construction	Construction	Construction	Construction		

Baseline

Planning

Design

Construction

PROJECT NOTES

Progress:

- Roof assessments and prioritization for future work is complete
- Construction for Duniway and MLC projects is taking place over two phases, with the second phase scheduled for summer 2022
- Procurement of design for 2022 summer roofing projects is complete and design is in progress

Accomplishments:

- Construction completed on Duniway Phase 1.
- Construction completed on MLC Phase 1, including interior handrails and miscellaneous replacement of rooftop equipment

Risks:

- Material availability throughout the industry is of concern; there is great volatility in supply right now, particularly for poly-iso insulation
- OSM is evaluating all options for procurement of poly-iso insulation to ensure schedule progress for 2022 summer projects

**Office of School Modernization - Program
December 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	4.84%	7.64%	0.05%	2.54%	0.64%	15.71%	18%	28%	25%	5%	14%	24%	20%
	Prior Report	4.94%	7.55%	0.06%	2.51%	0.61%	15.67%		27%		5%		24%	
12 Month	Current	4.06%	8.27%	0.00%	2.87%	0.50%	15.70%	18%						
	Prior Report	4.02%	7.91%	0.00%	2.48%	0.24%	14.65%							

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

BUDGET

2012 PROGRAM	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Franklin HS Mod	81,585,655	113,093,258	111,075,456	2,018,377	112,932,643	-	113,083,388	(9,870)
Grant HS Mod	88,336,829	159,010,316	155,789,543	3,220,774	158,697,789	227,229	159,010,316	-
Roosevelt HS Mod	68,418,695	101,880,590	97,377,471	4,503,119	101,817,857	-	101,818,057	(62,533)
Faubion Replace	27,035,537	50,119,665	34,113,421	16,006,244	50,028,171	-	50,119,665	-
Grant Upper Field	-	1,901,600	1,901,600	-	364,665	64,835	3,504,220	1,602,620
RHS Phase IV	-	6,362,016	6,362,016	-	5,211,651	936,125	6,362,016	-
Other Projects	123,441,923	118,388,255	113,577,897	4,810,357	118,086,853	-	118,120,384	(267,871)
								-
Administration	68,117,563	31,375,567	31,087,191	288,376	31,010,448	100,583	31,109,097	(266,470)
Contingency	25,063,798	728,741	728,741	-	-	-	-	(728,741)
Totals	482,000,000	582,860,008	552,013,336	30,847,246	578,150,078	1,328,772	583,127,144	267,136

2012 BUDGET NOTES

99% Spent

- All remaining 2012 budget is expected to go towards Grant Upper Field Improvements, due to pandemic-related cost increases. Roosevelt Phase IV may need some additional budget, for staff move costs, prior to close-out but costs are still being reviewed. Any additional budget needs for the two projects will be addressed with non-bond funds.
- Remaining program contingency is being shown for transparency but will go to Grant Upper Fields and Roosevelt Phase IV to address those project needs and will not be available for any new projects.

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

2017 PROGRAM	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Benson HS Mod	202,000,000	116,307,380	116,304,380	3,000	32,060,820	48,495,652	320,000,892	203,693,512
Benson Swings	-	13,789,989	13,789,989	-	9,735,125	1,573,504	13,789,989	-
MPG Building	-	5,506,000	5,500,000	6,000	2,757,504	2,854,336	6,000	(5,500,000)
Lincoln HS Repl	187,000,000	242,500,000	242,500,000	-	131,684,232	86,482,181	242,500,000	-
Kellogg MS Replace	45,000,000	60,025,586	59,797,500	228,086	57,234,244	602,373	57,935,876	(2,089,709)
McDaniel Mod	146,000,000	204,577,847	201,000,000	3,577,847	196,210,150	3,988,572	201,113,932	(3,463,916)
Health & Safety	-	141,205,640	126,138,201	15,067,438	124,318,071	7,144,972	141,205,640	-
								-
Administration	40,000,000	59,891,512	54,572,081	5,319,432	37,259,794	9,482,365	57,867,583	(2,023,930)
Contingency	20,000,000	23,137,932	23,137,932	-	-	-	-	(23,137,932)
Unallocated H&S	150,000,000	25,130,773	25,130,773	-	-	-	25,130,773	-
Totals	790,000,000	892,072,658	867,870,855	24,201,803	591,259,938	160,623,955	1,059,550,684	167,478,026

2017 BUDGET NOTES

66% spent

- OSM is working on shifting the MPG project to 2020 funds per the 2020 Bond measure. While work occurs to shift commitments, expenditures and budget, OSM will report MPG across both 2017 and 2020.
- The McDaniel Modernization project is coming in under budget and will be returning to the 2017 Program the \$2M that was transferred to the project for potential COVID costs.
- Lincoln Modernization remains on budget.

2020 PROGRAM	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Jefferson HS Mod	311,000,000	311,000,000	311,000,000	-	-	-	311,000,000	-
CBSE	60,000,000	60,000,000	60,000,000	-	-	-	60,000,000	-
Cleveland HS Design	20,000,000	20,000,000	20,000,000	-	-	-	20,000,000	-
Wilson HS Design	20,000,000	20,000,000	20,000,000	-	-	-	20,000,000	-
Roosevelt PhV Desigr	2,000,000	2,000,000	2,000,000	-	-	-	2,000,000	-
MPG Building	64,000,000	64,000,000	64,000,000	-	-	-	76,264,189	12,264,189
2017 Bond Balance	152,000,000	152,000,000	152,000,000	-	-	-	-	(152,000,000)
Curriculum	53,444,000	60,234,067	53,444,000	6,790,067	11,037,953	7,999,366	60,234,067	-
Technology	128,200,000	130,700,000	128,200,000	2,500,000	40,809,662	18,349,932	130,700,000	-
Infra Projects	-	43,504,804	37,081,354	6,423,450	10,230,701	9,042,101	42,974,067	(530,737)
								-
Administration	63,098,640	63,104,808	63,098,640	6,168	5,029,555	570,358	63,104,808	-
Contingency - OSM	93,257,360	93,257,360	93,257,360	-	-	-	65,515,145	(27,742,215)
Unalloc Proj Funds	241,000,000	203,918,646	203,918,646	-	-	-	203,918,646	-
Totals	1,208,000,000	1,223,719,685	1,208,000,000	15,719,685	67,107,870	35,961,757	1,055,710,922	(168,008,763)

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

2020 BUDGET NOTES

5% spent

- MPG estimate at completion is showing the projected budget overrun in 2020 Bond (actual costs and commitments remain in 2017 until all have been transferred to 2020 funds).
- 2017 Bond Balance is showing as negative to offset 2017 overrun, and Contingency is showing amount needed for 2017 Bond Balance (Benson) and MPG budget overruns as negative to offset budget overruns. This allows the Overall Program Total below to show combined calculations for the bond program as a whole.

OVERALL BOND PROGRAM	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Totals	2,480,000,000	2,698,652,352	2,627,884,191	70,768,734	1,236,517,887	197,914,483	2,698,388,750	(263,602)

PROGRAM NOTES

Staffing:

- OSM has hired Johnny Wan as a Business Operations Analyst I position to assist with data collection, analysis, visualization and reporting specific to the Bond programs.

Pandemic Impacts:

- Significant pandemic-related impacts are causing a market distortion that is now being seen across all projects in OSM. Specific impacts include material delays, material shortages, material cost increases, labor shortages due to infections, and labor shortages or scheduling delays due to PPS vaccination requirements.
- As reported last time, the 2017 Program transferred \$2M to the McDaniel project for COVID-related costs to ensure cashflow in the final push before the opening of the school. The project team has determined they will be able to return that funding to the 2017 Program.

2020 Infrastructure: Mechanical

December 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	N/A*		
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
Unallocated Funds	75,000,000	74,916,280	74,916,280	-	-	-	-	(74,916,280)
2020 Bond Mech Assess - 5626	-	83,720	83,720	-	63,000	6,800	83,720	-
Bridger-Mech Upgrades-5827	-	-	-	-	-	-	7,342,502	7,342,502
Kelly-Mech Upgrades-5828	-	-	-	-	-	-	9,434,661	9,434,661
Lent-Mech Upgrades-5829	-	-	-	-	-	-	11,713,089	11,713,089
2020 Mechanical Totals		75,000,000	75,000,000	-	63,000	6,800	28,573,972	(46,426,028)

EQUITY*

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	18%						
Contractors	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.00%	#DIV/0!	18%						
Overall	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	18%						
Workforce								#DIV/0!	25%	#DIV/0!	14%	#DIV/0!	20%

*There is no equity data to report yet for these projects.

2020 Infrastructure: Mechanical

December 2021

PPS Team Leads: Steve Simonson, Clark Ide

Number of Completed Projects: 0

Number of Active Projects: 4

SCHEDULE

PROJECT	2021					2022										
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
2020 Bond Mech Assess - 5626	■				★											
Bridger-Mech Upgrades-5827		■	■	■	★	■	■	■	■	■	■	■	■	■	■	■
Kelly-Mech Upgrades-5828		■	■	■	★	■	■	■	■	■	■	■	■	■	■	■
Lent-Mech Upgrades-5829		■	■	■	★	■	■	■	■	■	■	■	■	■	■	■

Baseline		Planning		Design		Construction
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PROJECT NOTES

Progress:

- Design teams have been solicited and selected for summer 2022 mechanical projects
- Summer 2022 mechanical projects will address schools with mechanical system failures that require urgent attention

Accomplishments:

- Design contracts are on Board agendas for approval of execution shortly

Risks:

- There is major concern regarding contractor availability and material/equipment procurement due to the continued pandemic.

Health & Safety: Water Quality

December 2021

PPS Team Lead: Steve Varblow

Number of Completed Projects: 3

Number of Active Projects: 17

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

	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Unallocated Funds	28,492,000	10,889,756	10,889,756	-	-		-	(10,889,756)
Lead In Water-Emerg Resp - 4241	-	136,727	136,727	-	58,675		136,727	-
Lead In Water Repairs - 4517	-	7,120,756	7,120,756	-	3,064,713		3,705,743	(3,415,013)
Drink Fixt - Bid Package 31 - 5301	-	349,125	349,125	-	277,770	2,360	277,770	(71,355)
Drink Fixt - Bid Package 32 - 5397	-	342,136	342,136	-	220,344	24,458	293,552	(48,584)
Drink Fixt - Bid Package 33 - 5398	-	283,173	283,173	-	254,569	22,149	283,173	-
Drink Fixt - Bid Package 34 - 5390	-	354,142	354,142	-	320,354	1,915	354,142	-
Drink Fixt - Bid Package 35 - 5391	-	355,960	355,960	-	346,367	5,933	346,367	(9,593)
Drink Fixt - Bid Package 36 - 5452	-	363,074	363,074	-	275,503	70,087	363,074	-
Drink Fixt - Bid Package 37 - 5453	-	357,963	357,963	-	288,220	67,261	357,963	-
Drink Fixt - Bid Package 38 - 5477	-	384,456	384,456	-	28,480	321,375	384,456	-
Drink Fixt - Bid Package 39 - 5478	-	326,040	326,040	-	273,336	32,475	326,040	-
Drink Fixt - Bid Package 40 - 5540	-	326,040	326,040	-	235,796	130,400	326,040	-
Drink Fixt - Bid Package 41 - 5541	-	484,440	484,440	-	259,440	255,674	484,440	-
Drink Fixt - Bid Package 42 - 5542	-	464,072	464,072	-	40,556	381,750	464,072	-
Drink Fixt - Bid Package 43 - 5640	-	386,229	386,229	-	351	351,117	386,229	-
Drink Fixt - Bid Package 44 - 4651	-	324,442	324,442	-	295	294,947	324,442	-
Drink Fixt - Bid Package 45 - 5642	-	430,011	430,011	-	391	390,919	430,011	-
Drink Fixt - Bid Package 46 - 5741	-	383,900	383,900	-	-	349,000	383,900	-
Drink Fixt - Bid Package 47 - 5742	-	331,955	331,955	-	-	301,777	331,955	-
Drink Fixt - Bid Package 48 - 5743	-	409,860	409,860	-	-	372,600	409,860	-
Drink Fixt - Bid Package 49 - 5744	-	144,426	144,426	-	-	131,296	144,426	-
Drink Fixt - Bid Package 50	-	-	-	-	-	-	467,060	467,060
Water Quality Totals		24,948,682	24,948,682	-	5,945,161	3,507,493	10,981,441	(13,967,241)

Health & Safety: Water Quality

December 2021

PPS Team Lead: Steve Varblow

Number of Completed Projects: 3

Number of Active Projects: 17

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	61.31%	0.00%	14.03%	0.00%	75.34%	18%						
Contractors	0.00%	0.00%	0.00%	40.27%	0.00%	40.27%	18%						
Overall	0.00%	5.79%	0.00%	37.80%	0.00%	43.58%	18%						
Workforce								0%	25%	18%	14%	18%	20%

SCHEDULE

PROJECT	2021					2022										
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
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:

- All principal meetings complete (97 total)
- All school/ facility designs have been completed (98 total)

Bid/ Procurement:

- 20 bid packages have been awarded, 1 bid package is out for bid (small package to finish Kellogg and McDaniel)
- Approximately 200 drinking fountain fixtures ordered directly by PPS have arrived and are stored at Rose City Moving and Storage

Construction:

- 35 schools substantially complete, 25 schools under construction, 38 schools/facilities ready for construction (will start when workforce is ready)

Accomplishments:

Efficient Use of Budget:

- Bids have been received for all 20 design packages. The contractor's bid, along with a 10% contingency, was 82% of the original cost estimate.
- Three bid packages have completed construction (15 schools) and all three packages used only a portion of their 10% contingencies.

Low Test Results:

- The program has tested over 380 new filtered fixtures in over 40 schools. The average result for all the fixture tests are 0.66 parts per billion.
- Over 210 new filtered Drinking Water Stations with two bubblers and a bottle filler were tested with an average result of 0.265 parts per billion.
- The Filtered Water Program's goal is to have test results averaging less than 1.0 parts per billion.

Risks:

Workforce/ Schedule:

- Several contractors are having workforce issues causing the schedules for their projects to be extended. The team is working with these contractors to make sure work is finished by the end of summer 2022.

Supply Delays:

- The drinking fountains that were a long lead time item at the start of the project have been procured. Now, other smaller items are creating procurement issues like casework averaging about 3 months in lead time.



Business Equity Utilization Data Constraints

Business equity utilization data from the B2GNow software system represents a point in time and may not fully represent actual payments received by Certified Businesses. The accuracy of the utilization data is contingent on several factors:

- PPS's payment data from Peoplesoft is uploaded into B2GNow monthly and reflects all payments from PPS to prime contractors during the prior month.
- Accurate data on payments to subcontractors is contingent on prime contractors or upper tier subs entering their subcontractors in B2GNow and subsequently self-reporting their monthly payments to each subcontractor in a timely and accurate manner.
- If prime contractors (or first tier subs) enter payments to first tier or subsequent tier subs in a timely manner, the total equity utilization calculation can be expected to accurately reflect contract expenditures as of approximately one to two months prior to the report date.
- If prime contractors (or first tier subs) do not enter payments to first tier or subsequent tier subs in a timely manner, accurate equity utilization data will be delayed, at times significantly. Even closed contracts may be updated later if PPS learns of new subcontractor payments that were made months or even years prior.

Health & Safety: Accessibility

December 2021

PPS Team Leads: Steve Simonson, Robert Jole

Number of Completed Projects: 6

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		X	
Schedule	X		
Overall	X	X	

BUDGET

	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Unallocated Funds	10,000,000	22,885	22,885	-	-	-	-	(22,885)
GROUP 3 (IP 2017)	-	3,593,412	3,593,412	-	3,417,799	-	3,593,412	-
Harrison Park - 5321 - FY20	-	45,000	45,000	-	44,865	-	45,000	-
Middle School Conv - 4586-FY18	-	4,411,028	4,411,028	-	4,360,010	-	4,411,028	-
Ockley Green - 5322 - FY20	-	45,000	45,000	-	45,000	-	45,000	-
Rigler - 5029 - FY19	-	1,037,675	1,037,675	-	1,037,059	-	1,037,675	-
Woodlawn - 5323 - FY20	-	45,000	45,000	-	45,000	-	45,000	-
Accessibility Totals		9,200,000	9,200,000	-	8,949,733	-	9,177,115	(22,885)

EQUITY*

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.53%	36.62%	0.00%	1.97%	0.83%	39.96%	18%						
Contractors	2.39%	8.38%	0.00%	3.29%	0.00%	14.06%	18%						
Overall	2.27%	10.23%	0.00%	3.20%	0.05%	15.76%	18%						
Workforce								37%	25%	5%	14%	31%	20%

*Equity numbers are for Consolidated projects, which include roof and accessibility improvements.

Health & Safety: Accessibility

December 2021

PPS Team Leads: Steve Simonson, Robert Jole

Number of Completed Projects: 6

Number of Active Projects: 0

SCHEDULE

PROJECT	2021					2022										
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
N/A					★											

Baseline Planning Design Construction

PROJECT NOTES

Progress:

- All projects are complete.

Health & Safety: Asbestos Remediation

December 2021

PPS Team Lead: Glenn Bryant

Number of Completed Projects: 25

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	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
Unallocated Funds	12,000,000	4,632,653	4,632,653	-	-	-	-	(4,632,653)
Beaumont - 5373 - FY20	-	243,041	243,041	-	169,985	-	170,800	(72,241)
Capitol Hill - 5275 - FY20	-	113,922	113,922	-	93,134	-	93,134	(20,788)
Chapman - 5377 - FY20	-	109,831	109,831	-	89,983	-	89,983	(19,848)
Gray 2021 - 5673 - FY21	-	146,559	146,559	-	122,300	918	146,559	-
GROUP 3 (IP 2017)	-	66,361	66,361	-	66,361	-	66,361	-
GROUP 4 - ASBESTOS	-	1,392,403	1,392,403	-	1,392,403	-	1,392,403	-
Harrison Park - Copy - 4664 - FY18	-	10,185	10,185	-	10,185	-	10,185	-
Harrison Park - K - 4441 - FY18	-	24,009	24,009	-	24,009	-	24,009	-
Hosford 2020 - 5363 - FY20	-	253,168	253,168	-	199,986	-	199,986	(53,182)
Hosford 2021 - 5671 - FY21	-	144,616	144,616	-	77,262	54,929	77,262	(67,354)
Hosford Wood Shop- 4573 - FY18	-	41,523	41,523	-	41,523	-	41,523	-
Jefferson 2021 - 5361 - FY21	-	43,109	43,109	-	34,738	4,452	34,738	(8,371)
Lane - 5361 - FY20	-	134,159	134,159	-	89,849	-	89,849	(44,310)
Middle School Conv - 4586-FY18	-	658,511	658,511	-	638,502	-	638,502	(20,009)
Asbestos Bond Projs - 4923 - FY19	-	1,254,069	1,254,069	-	1,254,069	-	1,254,069	-
Asbestos Bond Projs - 4924 - FY20	-	100,000	100,000	-	45,128	-	45,128	(54,872)
Asbestos Bond Projs - 4925 - FY21	-	233,410	233,410	-	118,033	94,158	202,191	(31,219)
Floor Replacement- 4565 - FY18	-	101,044	101,044	-	101,044	-	101,044	-
Rigler - 5369 - FY20	-	232,747	232,747	-	177,837	-	177,837	(54,910)
Stephenson - 5362 - FY20	-	189,289	189,289	-	150,288	-	160,363	(28,927)
Vernon 2020 - 5374 - FY20	-	100,005	100,005	-	74,708	-	74,708	(25,297)
Vernon 2021 - 5675 - FY20	-	111,813	111,813	-	84,751	-	84,751	(27,062)

Health & Safety: Asbestos Remediation

December 2021

PPS Team Lead: Glenn Bryant

Number of Completed Projects: 25

Number of Active Projects: 1

Vestal - 5367 - FY20	-	214,550	214,550	-	181,485		181,485	(33,065)
Winterhaven - 5676 - FY20	-	229,746	229,746	-	160,133	24,783	160,133	(69,614)
Woodstock - 5368 - FY20	-	250,664	250,664	-	192,408		192,408	(58,256)
Woodstock - Hall - 4738 - FY18	-	8,614	8,614	-	8,614		8,614	-
Asbestos Totals		11,040,000	11,040,000	-	5,598,718	179,241	5,718,025	(5,321,975)

EQUITY* *Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative*

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	19.11%	2.49%	0.00%	0.00%	8.56%	30.16%	18%						
Contractors	40.06%	0.00%	0.00%	0.00%	0.00%	40.06%	18%						
Overall	35.08%	0.59%	0.00%	0.00%	2.03%	37.71%	18%						
Workforce*								N/A	25%	N/A	14%	N/A	20%

*Workforce Equity requirements are only applied to Public Improvement (construction) contracts over \$200,000. There is currently no data to report.

SCHEDULE

PROJECT	2021					2022										
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
2021 summer projects					★											
upcoming 2022 summer projects					★											

Baseline

 Planning
 Design
 Construction

PROJECT NOTES

Progress:

- Design is underway for summer 2022 asbestos projects. Final projects will be determined by successful bid results.
- The project team will likely undertake eight to ten projects in summer 2022, but final determinations will be made in the spring.

Accomplishments:

- 22 sites have had mitigation performed, some in phased approaches to allow for completion over summer breaks.
- 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: Security

December 2021

PPS Team Lead: Eric Naes

Number of Completed Projects: 4

Number of Active Projects: 3

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

	BUDGET		FUNDING		PROGRESS		FORECAST	
	Original Budget	Current Budget	Bond Funds	Other Funds	Actuals To Date	Additional Encumbered	Estimate At Completion	Over/Under
Unallocated Funds	5,000,000	716,103	716,103	-	-	-	-	(716,103)
Benson-Kenton - 5013	-	69,646	69,646	-	-	69,646	69,646	-
Creative Science - 5049 - FY20	-	12,855	12,855	-	12,855	-	12,855	-
Jefferson - 4528 - FY17	-	30,859	30,859	-	30,859	-	30,859	-
4675-Security-PKG1 FY18-19	-	2,512,541	2,512,541	-	1,834,365	619,813	2,505,554	(6,987)
5025-Security-PKG2-FY19	-	2,419,821	2,419,821	-	2,031,778	22,747	2,054,525	(365,296)
5026-Security-PKG3-FY19	-	3,256,981	3,256,981	-	3,256,981	-	3,256,981	-
Middle School Conv - 4586-FY18	-	303,414	303,414	-	265,194	-	303,414	-
Security Totals	5,000,000	9,322,221	9,322,221	-	7,432,032	712,206	8,233,834	(1,088,387)

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	92.69%	0.00%	0.00%	0.00%	92.69%	18%						
Contractors	0.00%	0.00%	0.00%	0.17%	0.00%	0.17%	18%						
Overall	0.00%	2.74%	0.00%	0.17%	0.00%	2.91%	18%						
Workforce								17%	25%	3%	14%	38%	20%

Health & Safety: Security

December 2021

PPS Team Lead: Eric Naes

Number of Completed Projects: 4

Number of Active Projects: 3

SCHEDULE

PROJECT	2021					2022										
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
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.
- Security funds have been provided to the Kenton swing site for Benson Modernization to allow for installation of security upgrades that would have been completed during the primary security project if Kenton had been under PPS occupancy at the time. Now that PPS is occupying the site, the same upgrades that were implemented at all other school sites need to be implemented at Kenton as well.

Risks:

- While the intent was to complete the fencing scope before Fall 2021, it does not appear that is going to occur.



Agenda

- **Welcome & Introductions** 5:30 – 5:40 pm
- **Program Updates** 5:40 – 6:15 pm
- **Benson Discussion** 6:15 – 6:45 pm
- **Year 3 Audit Report Discussion** 6:45 – 7:15 pm
- **Report Format Review** 7:15 – 7:30 pm
- **Wrap-Up and Adjourn**



School Improvement Bond Update

Bond Accountability Committee

Meeting

September 29, 2021



Agenda

- **Welcome & Introductions** 5:30 – 5:40 pm
- **Program Updates** 5:40 – 6:00 pm
- **Modernization Project Updates** 6:00 – 6:45 pm
- **BAC Charter Review** 6:45 – 7:10 pm
- **Meeting Format Review** 7:10 – 7:30 pm
- **Wrap-Up and Adjourn**



Public Comment

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



Program Update



SCHOOL BUILDING IMPROVEMENT BOND



Office of School Modernization - Program September 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	4.94%	7.55%	0.06%	2.51%	0.61%	15.67%	18%	27%	25%	5%	14%
	Prior Report	5.00%	7.39%	0.06%	2.56%	0.64%	15.65%		26%		4%		25%	
12 Month	Current	4.02%	7.91%	0.00%	2.48%	0.24%	14.65%	18%						
	Prior Report	3.64%	7.05%	0.00%	3.31%	0.19%	14.19%							

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	31,136,104	(239,189)	31,005,775	99%
Contingency	25,063,798	2,180,614	2,180,614	-		
Projects	388,818,639	549,269,821	548,963,627	(306,194)	545,798,597	99%
2012 Program Totals	482,000,000	582,825,728	582,280,345	(545,383)	576,804,373	99%





SCHOOL BUILDING IMPROVEMENT BOND

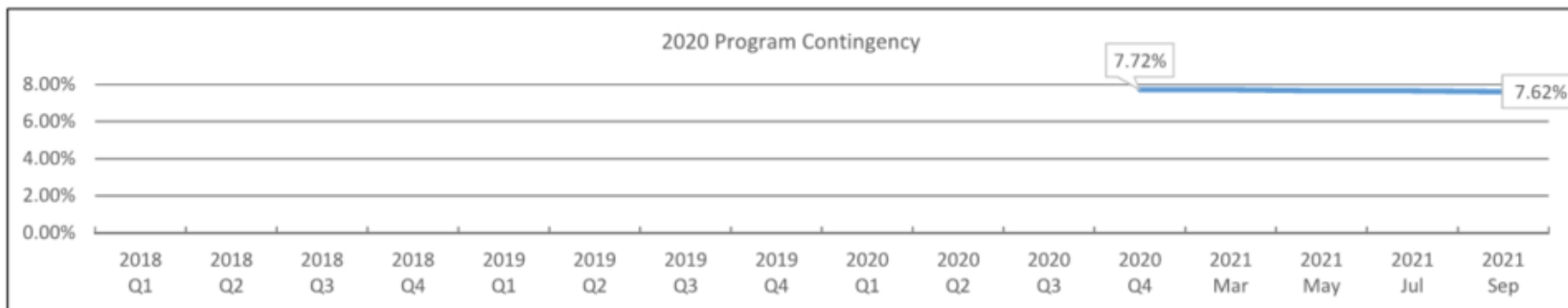


Office of School Modernization - Program September 2021

2017 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
Bond Administration	40,000,000	59,891,512	55,811,467	(4,080,046)	34,248,325	57%
Contingency	20,000,000	23,137,932	26,931,899	3,793,968		
Unallocated H&S Funds	150,000,000	25,130,773	25,130,773	-		
Projects	580,000,000	804,467,761	1,017,671,192	213,203,431	505,241,937	63%
2017 Program Totals	790,000,000	912,627,978	1,125,545,331	212,917,353	539,490,262	59%



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	-	4,785,835	8%
Contingency - OSM	93,257,360	93,257,360	93,257,360	-		
Unallocated Project Funds	422,644,000	220,762,713	220,762,713	-		
Projects	629,000,000	846,422,032	846,422,032	-	44,228,590	5%
2020 Program Totals	1,208,000,000	1,223,546,913	1,223,546,913	-	49,014,424	4%





Office of School Modernization - Program
September 2021

OVERALL BOND PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
TOTALS	2,480,000,000	2,719,000,619	2,931,372,590	212,371,970	1,165,309,059	43%

PROGRAM NOTES

Staffing:

- OSM's Senior Accountant Darwin Dittmar is retiring in November. In addition to a replacement for his position, OSM determined it would need an additional Senior Accountant to address added workload from the 2020 Bond. Two new Senior Accountants, Marissa Burnett and Jimmy DuSablou, have been hired prior to Darwin's departure to allow for training. Marissa will report to OSM Senior Manager of Business Operations, Lauren Poling, and work primarily in eBuilder. Jimmy DuSablou will reside within PPS Finance and manage bond-funded work in PeopleSoft. Finance has also hired an additional, bond-funded staff person in Accounts Payable to address added invoice payment workload from the 2020 Bond.
- OSM is working with PPS Human Resources to post the recruitment for a Certified Business Program Manager shortly.
- OSM is currently interviewing candidates for a Business Operations Analyst I position to assist with data collection, analysis, visualization and reporting specific to the Bond programs.

Pandemic Impacts:

- Significant pandemic-related impacts are causing a market distortion that is now being seen across all projects in OSM. Specific impacts include material delays, material shortages, material cost increases, labor shortages due to infections, and labor shortages or scheduling delays due to PPS vaccination requirements.
- As reported last time, the 2017 Program transferred \$2M to the McDaniel project for COVID-related costs to ensure cashflow in the final push before the opening of the school. The project team is still reviewing potential close-out costs, but believes they will be able to return that funding to the 2017 Program.
- With the rise of the Delta variant, the Lincoln project has recently dealt with an infection cluster that shut down interior work. This creates cost and schedule concerns that OSM leadership is watching closely.

Additional Project Notes:

- Design work for next summer's construction projects is beginning. Staff are looking to get advertisements out sooner in the spring to ensure better bid coverage. Staff are also working to identify additional avenues for letting contractors know about the work, particularly certified business contractors, and are making a more organized effort to actively participate in several local organizations to build those relationships. Staff will be participating in the Oregon Association of Minority Entrepreneurs (OAME) Virtual Trade Show in October to highlight coming projects.



Contingency vs Estimate At Completion

Contingency:

- Contingency is a “bucket” of money within the project budget that has been set aside for unanticipated needs

Project Budget – 4 main cost categories within budget:

- Cost of Construction - hard construction costs, where the construction contract sits
- Professional Services – consultants, where the design contract sits
- Owner Cost – District costs, such as permits, furniture/fixtures/equipment, Builders Risk insurance
- Contingency – project contingency (see next slide)





Contingency vs Estimate At Completion

Contingency:

- The “bucket” of Contingency can be split up into smaller buckets
- Contingency can include:
 - Project Contingency –
 - Covers unanticipated needs for the project as a whole, not specific to construction
 - The only source of contingency in a hard-bid project
 - The only source of contingency prior to a GMP amendment in a CM/GC project
 - Owner (Design) Contingency –
 - Exists only in CM/GC projects, and only once the GMP amendment has been executed
 - Sits within the contractor’s contracted amount, but is only available to use with owner’s permission
 - Can be used for: design errors/omissions, unforeseen conditions, changed conditions, code- or permit-related changes, allowance overruns and savings, acceleration due to delays not caused by CM/GC, weather delay impacts not covered in the GMP
 - Contractor Contingency -
 - Exists only in CM/GC projects, and only once the GMP amendment has been executed
 - Sits within the contractor’s contracted amount, but is only available to use with owner’s permission
 - Can be used for: buy-out overruns scope gaps, overruns in T&M work, routing issues for mech/elec/plumbing/fire, acceleration/schedule recovery (not caused by Owner or weather delay), overtime/trade-staffing, sub replacement, trade damage



Contingency vs Estimate At Completion

Contingency:

- Project Contingency within eBuilder cannot have any commitments (contracts) or expenses put against it
- In order to use Project Contingency within eBuilder, the money must be moved to one of the other project budget categories

Project Budget – 4 main cost categories within budget:

- Cost of Construction - hard construction costs, where the construction contract sits
- Professional Services – consultants, where the design contract sits
- Owner Cost – District costs, such as permits, furniture/fixtures/equipment, Builders Risk insurance
- Contingency – project contingency (see next slide)

- Moving Project Contingency budget to another budget category requires approval from OSM leadership



Contingency vs Estimate At Completion

Contingency:

- Reported Contingency currently includes all “buckets” of contingency, whether project contingency, owner contingency or contractor contingency
- Reported Contingency is not a forecast; it is a report of the money available in Contingency “buckets” at the time the data was pulled from eBuilder
- Reported Contingency does not include:
 - Pending commitments (submitted in eBuilder but not fully approved yet)
 - Anticipated commitments (contractor has indicated costs associated with an ASI or RFI but no cost change requests have been submitted yet)
 - Risk items (project team has identified risks but is still working through potential mitigation or abatement strategies)



Contingency vs Estimate At Completion

Estimate At Completion:

- Estimate At Completion (EAC) is a forecast of the project's final cost
- The EAC is completed within eBuilder and forecasts all four cost categories of the project budget (including Contingency)

Project Budget – 4 main cost categories within budget:

- **Cost of Construction** - hard construction costs, where the construction contract sits
- **Professional Services** – consultants, where the design contract sits
- **Owner Cost** – District costs, such as permits, furniture/fixtures/equipment, Builders Risk insurance
- **Contingency** – project contingency (see next slide)

- The EAC includes forecasting:
 - Pending commitments (submitted in eBuilder but not fully approved yet)
 - Anticipated commitments (contractor has indicated costs associated with an ASI or RFI but no cost change requests have been submitted yet)
 - Risk items (project team has identified risks but is still working through potential mitigation or abatement strategies)



Contingency vs Estimate At Completion

Estimate At Completion:

- Project teams will typically forecast conservatively to use all budget, including contingency, until construction is complete
- After school opening, project team will review potential additional project-related costs and “follow-up” small projects based on use of space
- Any EAC forecasting **under budget** (i.e., anticipating return of funds to program) will not typically occur until after school opening
- Design Phase Approval processes are in place to address projected cost overruns at checkpoints of a project
- Any need for a project to increase its budget requires significant internal review of conditions, risk mitigation strategies, potential funding sources, District leadership approval, and ultimately Board approval for significant changes
- While the above internal review is occurring, OSM will notify the BAC that there are budget concerns but will not change the project EAC to forecast **over budget** until there is adequate substantiation of the forecasted costs



Modernization Project 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



Kellogg MS Replacement



Kellogg Middle School

September 2021

PPS Team Lead: Steve Effros

Design: Oh Planning + Design

Construction: Todd Construction

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

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
59,800,000	60,025,585	59,797,500	228,086	56,852,529	623,786	58,022,365	(2,003,220)	100	3.73%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	93.71%	0.00%	0.36%	0.00%	94.07%	18%						
Contractors	3.09%	1.35%	0.00%	0.38%	0.00%	4.82%	18%						
Overall	2.57%	10.59%	0.00%	0.35%	0.00%	13.52%	18%						
Workforce								30%	25%	3%	14%	23%	20%

SCHEDULE

NEXT MILESTONE:

Contract Closeout

On Track?

Yes

PROJECT PHASE	2018			2019			2020			2021		
Planning												
Design												
Construction												
School Opening(s)											★	

Baseline

 Planning

 Design

 Construction

 School Opening



Kellogg MS Replacement



**Grand Opening Event
August/2021**



Kellogg MS Replacement



**Grand Opening Event
August/2021**



**Grand Opening Event
August/2021**



Kellogg MS Replacement



**Grand Opening Event
August/2021**



McDaniel HS Modernization



McDaniel HS Modernization
September 2021

PPS Team Lead: Jessie Steiger
Design: Opsis Architecture
Construction: Fortis Construction

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

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
199,000,000	204,101,997	201,000,000	3,101,997	188,997,823	10,539,760	204,101,997	-	99%	1.85%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	7.04%	7.24%	0.00%	10.72%	0.00%	25.00%	18%						
Contractors	5.24%	4.88%	0.32%	1.28%	0.00%	11.72%	18%						
Overall	5.37%	5.06%	0.30%	2.00%	0.28%	13.01%	18%						
Workforce								31%	25%	6%	14%	20%	20%

SCHEDULE

NEXT MILESTONE:

Final Completion

On Track?

Yes

PROJECT PHASE	2018			2019			2020			2021		
Planning												
Design												
Construction												
School Opening(s)												★

Baseline

Planning

Design

Construction

School Opening



McDaniel HS Modernization



Aerial photo – July 26, 2021

September 2021



McDaniel HS Modernization



East Courtyard



Theatre



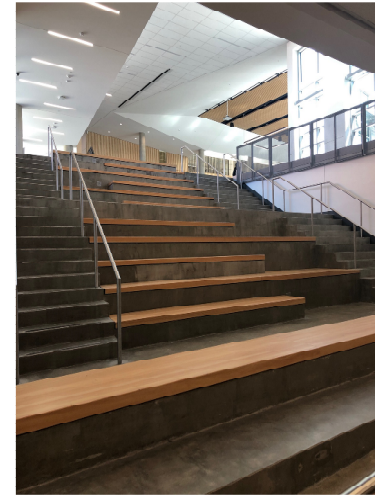
Commons



Main Gym



Commons Flag Display



Stadium Stair



Weight Room



Community Partners



Lincoln HS Replacement



Lincoln HS Modernization
September 2021

PPS Team Lead: Erik Gerding
Design: Bora Architects
Construction: Hoffman Pacificmark

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

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
242,500,000	242,500,000	242,500,000	-	110,588,147	107,501,675	242,500,000	-	47	8.05%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	1.23%	6.60%	0.00%	2.80%	0.00%	10.63%	18%						
Contractors	1.90%	11.97%	0.00%	0.59%	0.00%	14.45%	18%						
Overall	1.80%	11.21%	0.00%	0.90%	0.40%	14.32%	18%						
Workforce								38%	25%	4%	14%	25%	20%

SCHEDULE

NEXT MILESTONE: TCO

On Track? Yes

PROJECT PHASE	2020			2021			2022			2023		
Planning												
Design												
Construction						★						
School Opening(s)												

Baseline	Planning	Design	Construction	School Opening
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Lincoln HS Modernization



Aerial photo – September 9, 2021

September 2021



Lincoln HS Modernization



Aerial photo – September 9, 2021

September 2021



Model Classroom



Theater



Admin Office



Classroom Hallway

September 2021



Lincoln HS Modernization



Choir Classroom



Ceramics Classroom



Exterior Panels



Science Classroom



Grant Upper Field Improvements
September 2021

PPS Team Lead: Clark Ide
Design: Bora Architects
Construction: TBD

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

* Please see note below in Progress.

BUDGET

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
1,901,600	1,901,600	1,901,600	-	337,343	85,096	2,618,938	717,338	-	10.25%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Contractors*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Overall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Workforce*								0%	25%	0%	14%	0%	20%

* Construction has not started yet.

SCHEDULE

NEXT MILESTONE:

Permit Drawings

On Track?

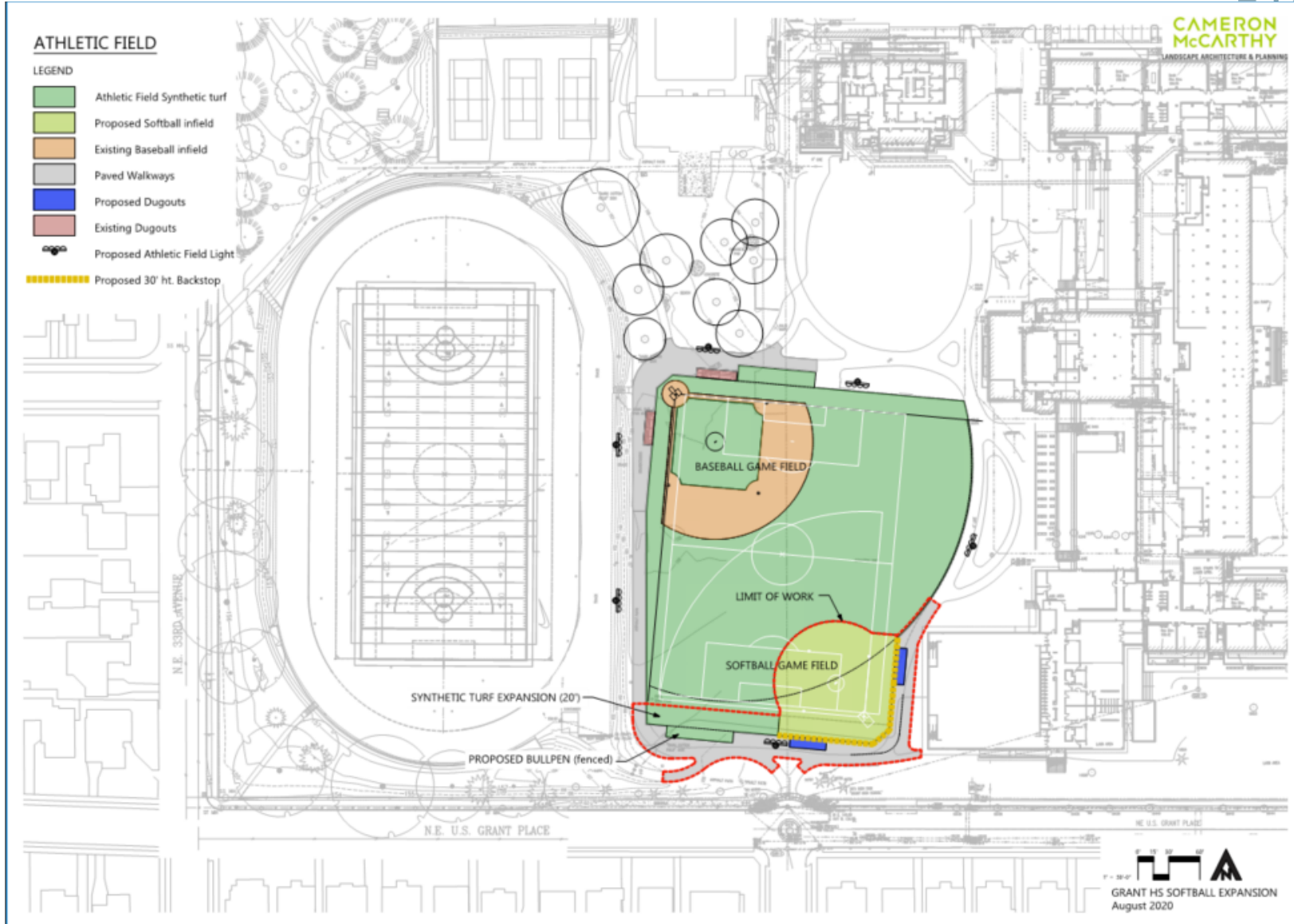
Yes

PROJECT PHASE	2019	2020	2021	2022
Planning				
Design				
Construction				
School Opening(s)				

- Baseline
- Planning
- Design
- Construction
- Field Available for Play



Grant Upper Field Improvements



Site Plan



Architectural rendering of field upgrades



Roosevelt Phase IV
September 2021

PPS Team Lead: Rolando Aquilizan
Design: Bassetti Architects
Construction: Todd Construction

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

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
4,615,000	6,362,016	6,362,016	-	3,890,258	2,152,844	6,362,016	-	69%	3.55%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	1.71%	0.00%	0.00%	0.00%	1.71%	18%						
Contractors	0.00%	0.00%	0.00%	0.34%	0.00%	0.34%	18%						
Overall	0.00%	0.58%	0.00%	0.22%	0.00%	0.81%	18%						
Workforce								20%	25%	7%	14%	17%	20%

SCHEDULE

NEXT MILESTONE:

Substantial Completion

On Track?

No

PROJECT PHASE	2018			2019			2020			2021		
Planning												
Design												
Construction												
School Opening(s)											★	

- Baseline
- Planning
- Design
- Construction
- Available for Use



Network: Sep 21, 2021 at 2:02:16 PM PDT
N 45° 35' 25", W 122° 44' 13"
7060 N Smith St
Portland OR 97203

East side of RHS P4 addition along N Ida Ave.



Network: Sep 21, 2021 at 2:02:48 PM PDT
N 45° 35' 25", W 122° 44' 13"
7060 N Smith St
Portland OR 97203

North side of RHS P4 addition.



West side of RHS P4 addition showing CTE overhead door opening and dust collection equipment.



Looking inside CTE space under construction, from the west.



Network: Sep 21, 2021 at 2:33:24 PM PDT
N 45° 35' 25", W 122° 44' 14"
7060 N Smith St
Portland OR 97203

Build-out of teaching wall inside CTE space.



Network: Sep 21, 2021 at 2:35:01 PM PDT
N 45° 35' 26", W 122° 44' 12"
7060 N Smith St
Portland OR 97203

Build-out of RHS P4 addition all-user restroom.



New classroom on 1st floor of RHS P4 addition.



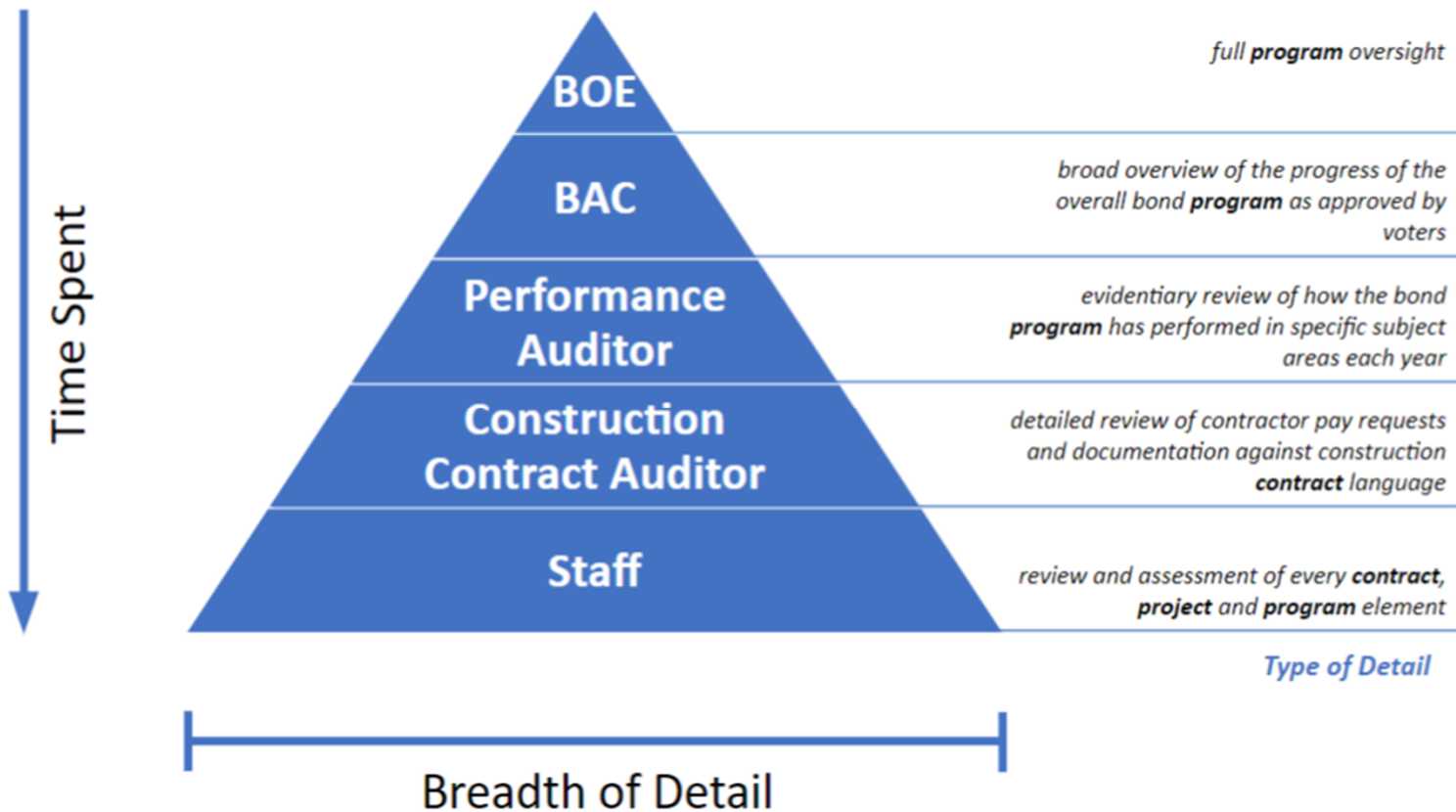
New classroom on 1st floor of RHS P4 addition, will receive an operable partition wall.



BAC Charter Review

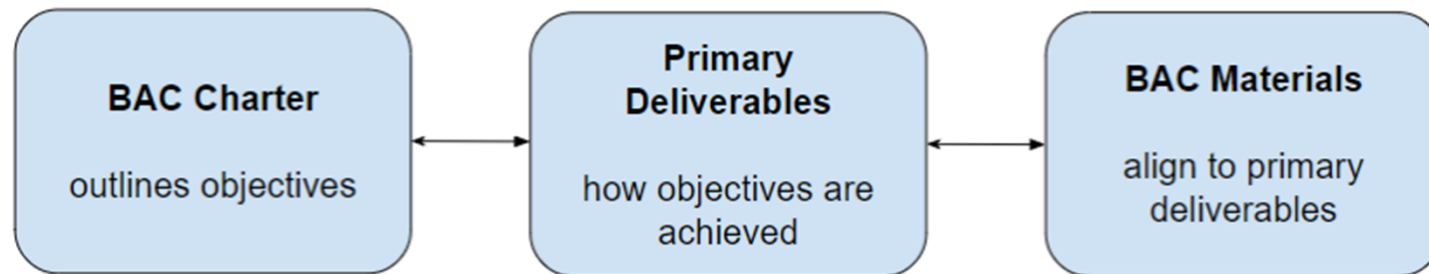


Role of BAC





Role of BAC





Role of BAC

BAC Charge:

Monitor the planning and progress of the bond programs relative to scope, schedule and budget.



Committee Charge

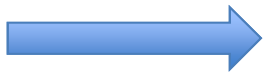
The Portland Public Schools Board of Education (Board) has appointed a citizen Bond Accountability Committee (“Committee”) whose charge is to monitor the planning and progress of the bond programs relative to voter-approved work scope, schedule and budget objectives.



Role of BAC

Primary Objectives (Duties):

- **Review bond progress against approved bond**
- **Report progress to the Board**



The Committee will regularly review and provide updates to the Board on:

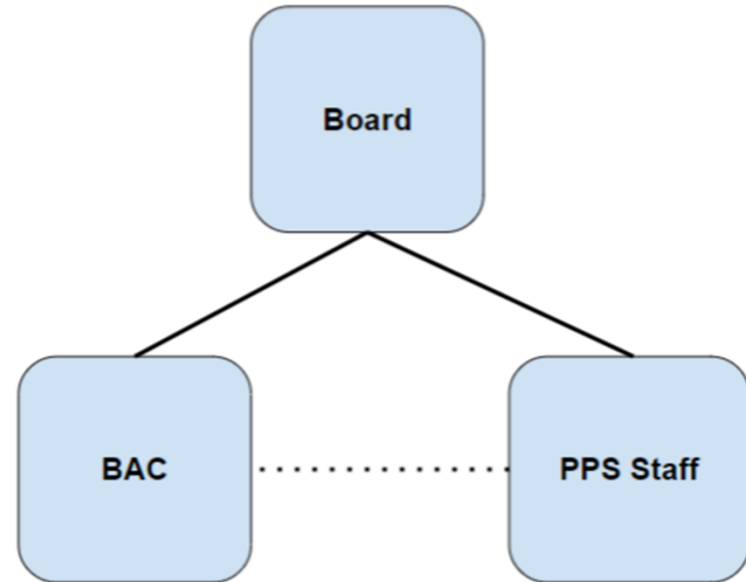
- Whether the school district bond revenues are expended only for the purposes for which the bonds were approved, and that bond revenues are not used for any purpose prohibited by law;
- Whether the bond budget is sufficient to complete the scope of work as outlined in the voter-approved bonds;
- Whether the projects planned, in progress, and completed will meet the scope of work specified in the voter-approved bonds; and
- Whether the projects are being delivered on schedule relative to the voter-approved bonds;



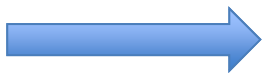
Role of BAC

BAC Deliverables:

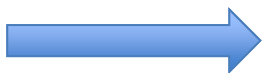
1. Regular Updates to the Board
2. Recommendations to the Board
3. Recommendations to Staff



The Committee will report regularly to the Board or Board committee as requested by the Board.



Additionally, the Committee may provide feedback and/or advice to the Board on one or more of the following topics:



The Committee may request additional documents and provide advice to PPS staff on topics agreed upon by the Committee and PPS staff.

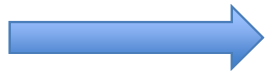


Role of BAC

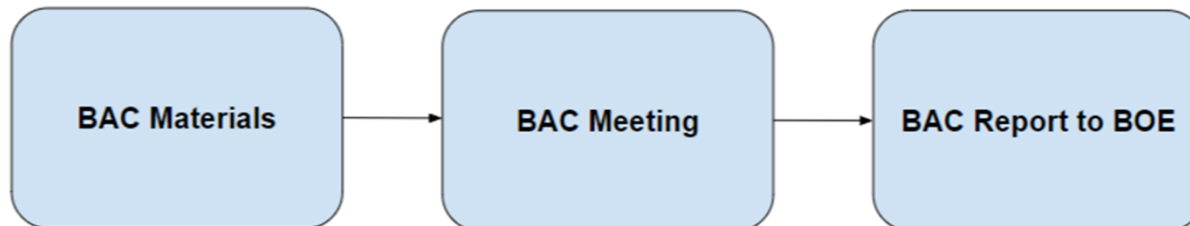
BAC Deliverables:

1. Regular Updates to the Board

- The BAC provides regular bond progress updates to the Board of Education.
- The reports align with the objectives of the BAC charter.
- The reports are based on the materials provided by staff at the regular BAC meetings.



The Committee will review regular reports produced by the District each year the bond proceeds are being spent. The Committee will use these documents to verify general compliance with the purposes set forth in the capital improvement programs as approved by the voters.



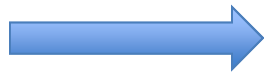


Role of BAC

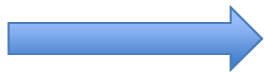
BAC Deliverables:

2. Recommendations to the Board

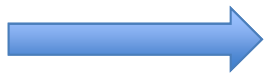
- The board may request BAC opinions on specific topics, or the BAC may suggest topics to the board.
- These topics often require additional time and effort of BAC members and often require specialized information/reporting be provided by staff.
- These topics are to be agreed upon by the Board and BAC.



Additionally, the Committee may provide feedback and/or advice to the Board on one or more of the following topics:



The Committee will also review future bond planning processes and materials and provide advice to the Board, prior to bond referral, on:



The Committee will perform other reasonable duties requested by the Board.

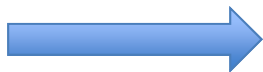


Role of BAC

BAC Deliverables:

3. Recommendations to Staff

- Staff may request BAC opinions on specific topics, or the BAC may suggest topics for discussion to staff.
- These topics often require additional time and effort by both staff and BAC members.
- These topics are to be agreed upon by the BAC and staff.



The Committee may request additional documents and provide advice to PPS staff on topics agreed upon by the Committee and PPS staff.

2021 Work Plan & Schedule

	Project Updates	Special Topics - to be confirmed
March	2012 / 2017 / 2020 Modernizations	
May	2017 Health & Safety 2020 Infrastructure	Performance Audit Year 4 Draft <u>Workplan</u>
July	2020 Technology 2020 Curriculum 2020 Capacity	Business Equity Update
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



Meeting Format Review



Adjourn

**Next meeting:
November 22, 2021,
5:30pm**

Health & Safety Funding Allocation
September 2021

	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	5,579,941	5,460,059	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	116,846	29,713	
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	73,705	70,911	
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	31,181	11,928	
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	118,033	115,378	
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	82,712	29,101	
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	159,013	70,734	
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	

Health & Safety Funding Allocation
September 2021

	Total Funds	Spent To Date	Balance	Unalloc Balance
Bond Fund Category: DS004 - Lead Paint Stabilization	14,724,624	2,274,849	12,449,775	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	1,253,652	2,846,348	
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	175,650	1,324,350	
Project Name: Multiple Sites - Lead Painting-Bond-Fulcrum - 5551	1,500,000	-	1,500,000	
Project Name: Multiple Sites - Lead Painting-Bond-PaInPaint - 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	56,264,463	51,894,713	4,369,750	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	374,681	227,357	
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	1,631,046	140,799	
Project Name: Jackson - Health & Safety Improvements-Bond - 5030 - FY19	3,972,722	3,965,400	7,322	
Project Name: Kelly - Partial Re-Roof-Bond - 5319 - FY20	1,718,158	1,649,098	69,059	
Project Name: Lee - Roof Repair - 4497 - FY18	97,000	97,000	-	
Project Name: MLC - Re-Roof-Bond Funded - 5422 - FY21	576,285	480,995	95,290	
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	255,235	112,458	
Project Name: Rigler - Health & Safety Improvements-Bond - 5029 - FY19	7,258,000	7,173,566	84,434	
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	7,429,068	1,893,153	Security
<i>Project Name: 2017 Bond Program</i>	716,103	-	716,103	716,103
Project Name: Benson HS Modernization - Kenton Swing Site-Mult Pathways - 5013	69,646	-	69,646	
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	2,031,778	388,043	
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	5,023,150	19,925,532	Water
<i>Project Name: 2017 Bond Program</i>	10,889,756	-	10,889,756	10,889,756
Project Name: Multiple Sites - Day CPM Management Services - 4610 - FY18	-	-	-	
Project Name: Multiple Sites - Drinking Fixture Replacement Program-Bid Package 31 - 5301 -	349,125	277,770	71,355	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Package 32 - 5397 - FY20	342,136	85,468	256,668	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Package 33 - 5398 - FY20	283,173	228,166	55,007	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 34 - 5390 - FY21	354,142	320,354	33,788	

Health & Safety Funding Allocation
September 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	267,097	95,976	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 37 - 5453 - FY21	357,963	264,717	93,246	
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	58,796	267,244	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 41 - 5541	484,440	18,440	466,000	
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 - Drinking Fixture Replacemnt Prog-Bid Pkg 46 - 5741	383,900	-	383,900	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 47 - 5742	331,955	-	331,955	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 48 - 5743	409,860	-	409,860	
Project Name: Multiple Sites - Drinking Fixture Replacemnt Prog-Bid Pkg 49 - 5744	144,426	-	144,426	
Project Name: Multiple Sites - Lead in Water Repairs - 4517 - FY17	7,120,756	2,831,665	4,289,091	
Project Name: Multiple Sites - Lead in Water-Emergency Response - 4241 - FY16	136,727	58,675	78,053	
Bond Fund Cateorv: Management Costs	12,000,000	10,071,560	1,928,441	
<i>Project Name: 2017 Bond Program</i>	<i>11,937,608</i>	<i>10,021,336</i>	<i>1,916,273</i>	
Project Name: Multiple Sites - Day CPM Management Services - 4610 - FY18	-	-	-	
Project Name: Creative Science - SRGP Design - 5457 - FY21 - 5457	34,852	22,684	12,168	
Project Name: Lent - SRGP Design - 5194 - FY20	27,540	27,540	-	
Bond Fund Cateorv: OSCIM	3,277,779	-	3,277,779	OSCIM
<i>Project Name: 2017 Bond Program</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Bond Fund Cateorv: H&S Unallocated	-	-	-	H&S Unallocated
<i>Project Name: 2017 Bond Program</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
	161,378,029	109,152,650	52,225,379	25,130,773

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

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
242,500,000	242,500,000	242,500,000	-	110,588,147	107,501,675	242,500,000	-	47	8.05%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	1.23%	6.60%	0.00%	2.80%	0.00%	10.63%	18%						
Contractors	1.90%	11.97%	0.00%	0.59%	0.00%	14.45%	18%						
Overall	1.80%	11.21%	0.00%	0.90%	0.40%	14.32%	18%						
Workforce								38%	25%	4%	14%	25%	20%

SCHEDULE

NEXT MILESTONE: TCO ▼

On Track? Yes ▼

PROJECT PHASE	2020			2021			2022			2023		
Planning												
Design												
Construction												
School Opening(s)												

- Baseline
- Planning
- Design
- Construction
- School Opening

Lincoln HS Modernization

September 2021

PPS Team Lead: Erik Gerding

Design: Bora Architects

Construction: Hoffman Pacificmark

PROJECT NOTES

Progress:

Building MEP rough-in and drywall is 85% complete. Exterior glazing to be complete by October 8th. Removal of internal tower crane and building dry-in set for early November.

Accomplishments:

Removal of exterior tower lift 4 weeks early. Now using building service elevator. Production level of 30 exterior panels a day achieved. 80% vaccination rate with subs achieved.

Risks:

Supply Chain Disruption, COVID-19, Contaminated Soils

Safety:

Labor Hours to Date: **415,134 as of August 31, 2021 (Average number of workers on site: 235)**

Reportable Accidents to Date: **8 (2 new since last report)**

OSHA Recordable Incidents: **8 (2 new since last report)**

Incident Rate: **3.85**

Roosevelt Phase IV

September 2021

PPS Team Lead: Rolando Aquilizan

Design: Bassetti Architects

Construction: Todd Construction

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

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
4,615,000	6,362,016	6,362,016	-	3,890,258	2,152,844	6,362,016	-	69%	3.55%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	1.71%	0.00%	0.00%	0.00%	1.71%	18%						
Contractors	0.00%	0.00%	0.00%	0.34%	0.00%	0.34%	18%						
Overall	0.00%	0.58%	0.00%	0.22%	0.00%	0.81%	18%						
Workforce								20%	25%	7%	14%	17%	20%

SCHEDULE

NEXT MILESTONE:

Substantial Completion ▼

On Track?

No ▼

PROJECT PHASE	2018			2019			2020			2021		
Planning												
Design												
Construction												★
School Opening(s)												

Baseline	Planning	Design	Construction	Available for Use
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PROJECT NOTES

Progress:

- Full building addition is partially completed, exterior walls, finish & cladding have been completed (except for glazing)
- Roof HVAC unit installed
- Elevator install completed yet to be inspected
- All interior walls and partitions completed
- The following are all in progress:
 - Painting,
 - All fixture/hardware install
 - All user restroom
 - All finishes to follow
- Interior HVAC to be completed
- Dust Collection system installed
- Electrical work in process
- Process towards substantial completion (Nov. 3rd) is now in progress.

Accomplishments:

- Closed off area (Sector A) due to Addition construction tie-in to the existing building was successfully returned to school use on time for fall school year 2021-22.
- All Tenant Improvements Alternates completed as planned
- Partition Wall that was installation that was put aside from the original modernization is in progress, actual partition wall is now installed however yet to be operable (project team in process of verifying load capacity of overhead beams & trusses).
- Mechanical - Hydronic system successfully tied in to existing system, finalizing all ducting connections

Risks:

- Upcoming COVID Mandates may or will have impact on the progress
- City inspection delays due to lack of personnel not wanting to comply
- Construction slowed due to COVID mandates personnel non-compliance
- Material and manufacturing delays may include:
 - FFE delivery
 - Restroom fixtures
 - Door Hardware
 - Glazing

Unexpected costs additions due to delays

- A/E service extensions

Safety:

Labor Hours to Date:	18,000+/-
Reportable Accidents to Date:	0
OSHA Recordable Incidents:	0
Incident Rate:	<5%

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

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
199,000,000	204,101,997	201,000,000	3,101,997	188,997,823	10,539,760	204,101,997	-	99%	1.85%

EQUITY *Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative*

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	7.04%	7.24%	0.00%	10.72%	0.00%	25.00%	18%						
Contractors	5.24%	4.88%	0.32%	1.28%	0.00%	11.72%	18%						
Overall	5.37%	5.06%	0.30%	2.00%	0.28%	13.01%	18%						
Workforce								31%	25%	6%	14%	20%	20%

SCHEDULE

NEXT MILESTONE:

Final Completion ▼

On Track?

Yes ▼

PROJECT PHASE	2018				2019				2020				2021			
Planning																
Design																
Construction																
School Opening(s)															★	

Baseline	Planning	Design	Construction	School Opening
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McDaniel HS Modernization

September 2021

PPS Team Lead: Jessie Steiger

Design: Opsis Architecture

Construction: Fortis Construction

PROJECT NOTES

Progress:

Achieved substantial completion on 7/27/21, received most furniture, moved from Marshall, and opened school on 9/1/21.

Accomplishments:

Heard from several school staff & FAM staff that McDaniel is "the best school yet" and "the smoothest transition to operations." Commissioning is going well and there are only minor tweaks to be made. We're on schedule for submitting all closeout documents and fully turning over the school.

Risks:

The greenhouse schedule is dependent on permit time frame and weather, so the contract may need to be extended to conclude that work. Communication line relocation on 82nd.

Safety:

Labor Hours to Date: **800,000 as of 7/27/21**

Reportable Accidents to Date: **6**

OSHA Recordable Incidents: **6**

Incident Rate: **1.52**

Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
 September 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	Complete
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, 24 completed	100% Completed

Recommendations Marked as **Complete** Since Last Reporting

2016	8d	Final PTMPs have been completed for Kellogg, Madison, Lincoln and Benson. OSM has a Standard Operating Procedure that requires completion of a PTMP before projects can proceed into SD Phase, but is implementing a Project Initiation Approval process in eBuilder that will be required before a project is set up in eBuilder for use. In the meantime, all project initiation templates, including the PTMP, have been developed and must be filled out and approved by OSM leadership before the eBuilder Administrator will set up a new project in eBuilder.
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Bond Performance Audit Tracker
 Status of Performance Audit Recommendations
 September 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.
2018	5	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	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
 September 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
 September 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.	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
September 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	10	Staff are reviewing all contract templates to identify the specific discrepancies.
2020	11	This recommendation is under review by the AIT.

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

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
59,800,000	60,025,585	59,797,500	228,086	56,852,529	623,786	58,022,365	(2,003,220)	100	3.73%

EQUITY *Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative*

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	93.71%	0.00%	0.36%	0.00%	94.07%	18%						
Contractors	3.09%	1.35%	0.00%	0.38%	0.00%	4.82%	18%						
Overall	2.57%	10.59%	0.00%	0.35%	0.00%	13.52%	18%						
Workforce								30%	25%	3%	14%	23%	20%

SCHEDULE

NEXT MILESTONE: Contract Closeout On Track? Yes

PROJECT PHASE	2018			2019			2020			2021		
Planning												
Design												
Construction												
School Opening(s)												★

Baseline	Planning	Design	Construction	School Opening
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PROJECT NOTES

Progress:

- Construction: Construction complete.
- Technology + FF&E: All primary technology and FF&E arrived and was installed in the building.
- Testing/Commissioning: Building system testing and commissioning complete.
- Close out/training/transition/turnover: Close out, training, transition & turnover process complete.

Accomplishments:

- Grand Opening: Successful Grand Opening and first day of school.
- Budget: Project completed under budget.
- Energy efficiency: Building meets 2021 PPS energy use target of 25 EUI for middle schools.
- Gymnasium: Acoustical engineer rated this among the best multi-use gymnasium spaces in the state because of optimum acoustics and excellent separation between gym and stage.

Risks:

- Flashing beacon signage: Delay in installation of permanent PBOT-approved flashing beacon signage on Powell to designate school speed zone.

Safety:

Labor Hours to Date:	115,546
Reportable Accidents to Date:	2 (0 new since last report)
OSHA Recordable Incidents:	0 (0 new since last report)
Incident Rate:	0

Grant Upper Field Improvements

September 2021

PPS Team Lead: Clark Ide

Design: Bora Architects

Construction: TBD

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

* Please see note below in Progress.

BUDGET

BUDGET		FUNDING		PROGRESS		FORECAST		CONTINGENCY IN CONTEXT	
Original Budget	Current Budget	Bond Funds	Other Funds	Actuals to Date	Additional Encumbered	Estimate At Completion	Over/Under	Work Complete / %	Contingency Remain / %
1,901,600	1,901,600	1,901,600	-	337,343	85,096	2,618,938	717,338	-	10.25%

EQUITY

Percent of payments made to Certified owned businesses, percent of labor hours of apprenticeable trades; cumulative

	MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Consultants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Contractors*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Overall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18%						
Workforce*								0%	25%	0%	14%	0%	20%

* Construction has not started yet.

SCHEDULE

NEXT MILESTONE:

Permit Drawings

On Track?

Yes

PROJECT PHASE	2019	2020	2021	2022
Planning				
Design				
Construction				
School Opening(s)				

Baseline		Planning		Design		Construction		Field Available for Play
----------	--	----------	--	--------	--	--------------	--	--------------------------

Grant Upper Field Improvements

September 2021

PPS Team Lead: Clark Ide

Design: Bora Architects

Construction: TBD

PROJECT NOTES

Progress:

Equity: BORA's contract identifies 36% MWESB projected for consultants. The payments have not yet been captured in PPS's tracking system. New PM for the project will look into this discrepancy. The construction contract has also not been executed yet, so there are no contractor numbers or workforce numbers.

Design: 100% Construction Documents are currently in permit review with the City of Portland.

Accomplishments:

Type III Land Use approval for the project was awarded on 7/2/2021. Final design for the project has been completed on 8/17/2021.

Risks:

Netting: The design and estimated installation costs of permanent netting has been incorporated into the project. These costs have been included in the forecast seen above.

Budget: The construction estimate used to establish the budget for this project was done based off of Design Development documents in December 2020. The forecasted estimate at completion includes a construction estimated performed by a contracting team at the 75% Construction Document phase in early August 2021. Since the time between these two estimates, there has been a major shift in the construction market due to many factors, most notably the pandemic. This has caused an increase in material and transportation costs, which is why the forecasted budget for the project is showing an overrun. We are in the process of obtaining final pricing for the construction work and will have a better understanding of overall construction costs shortly.

Safety:

Labor Hours to Date: **N/A**

Reportable Accidents to Date: **N/A**

OSHA Recordable Incidents: **N/A**

Incident Rate: **N/A**

**Office of School Modernization - Program
September 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

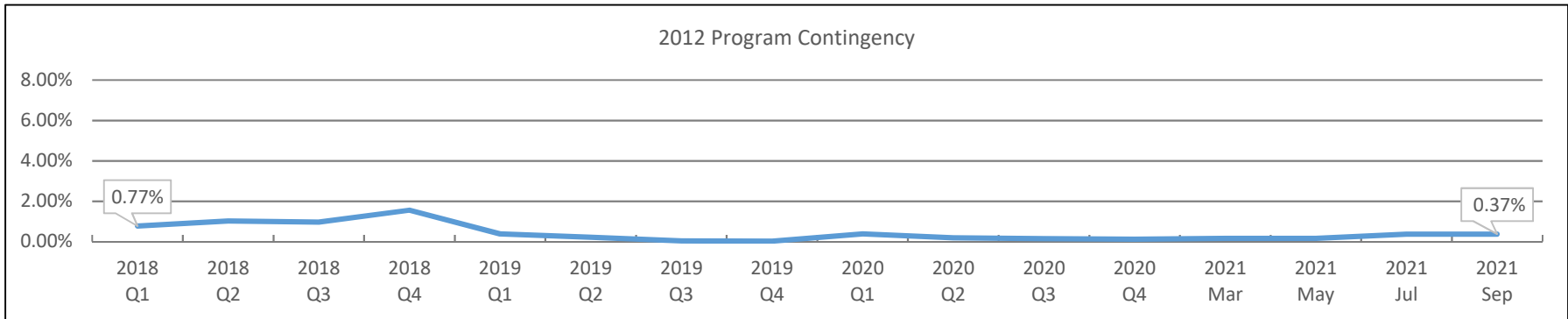
WORKFORCE EQUITY

		MBE	WBE	SDVBE	ESB	N-C	TOTAL	goal	MIN	goal	FEM	goal	APPR	req
Cumulative	Current	4.94%	7.55%	0.06%	2.51%	0.61%	15.67%	18%	27%	25%	5%	14%	24%	20%
	Prior Report	5.00%	7.39%	0.06%	2.56%	0.64%	15.65%		26%		4%		25%	
12 Month	Current	4.02%	7.91%	0.00%	2.48%	0.24%	14.65%	18%						
	Prior Report	3.64%	7.05%	0.00%	3.31%	0.19%	14.19%							

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

BUDGET

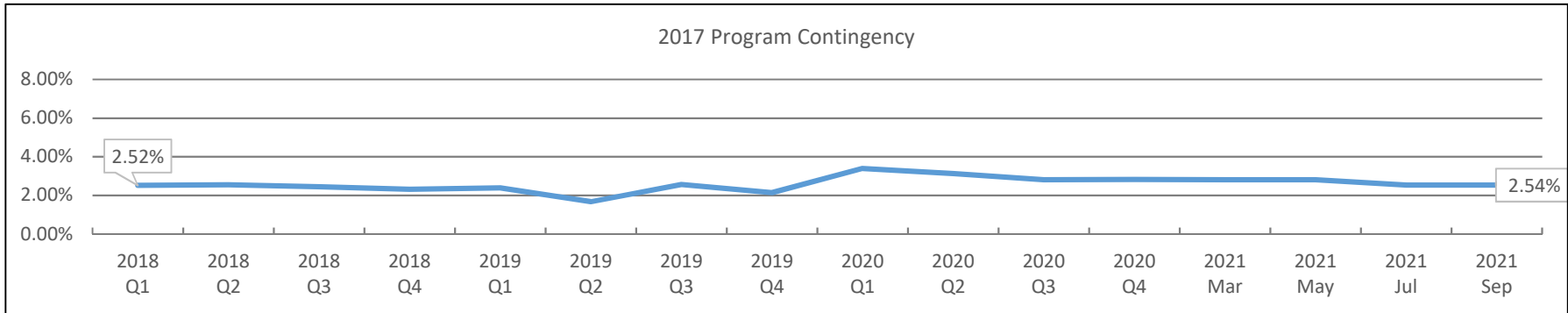
2012 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
	Bond Administration	68,117,563	31,375,293	31,136,104	(239,189)	31,005,775
Contingency	25,063,798	2,180,614	2,180,614	-		
Projects	388,818,639	549,269,821	548,963,627	(306,194)	545,798,597	99%
2012 Program Totals	482,000,000	582,825,728	582,280,345	(545,383)	576,804,373	99%



Office of School Modernization - Program
September 2021

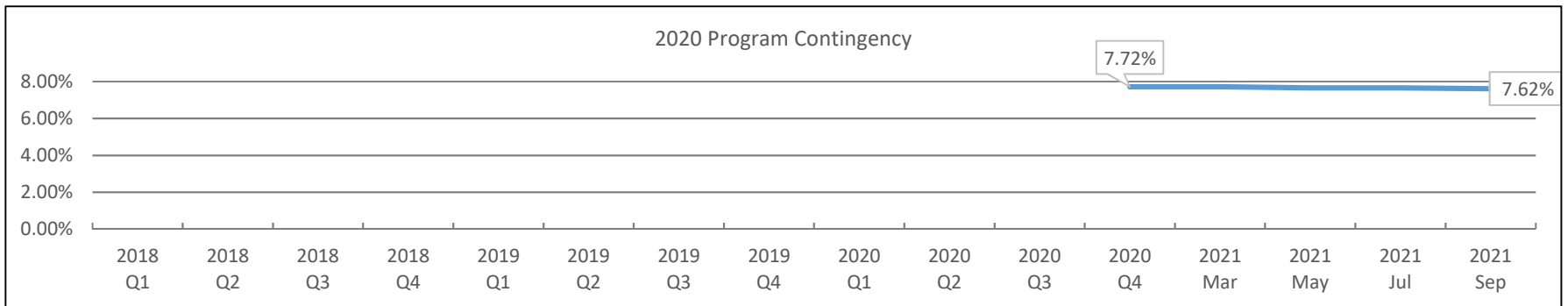
2017 PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)
Bond Administration	40,000,000	59,891,512	55,811,467	(4,080,046)
Contingency	20,000,000	23,137,932	26,931,899	3,793,968
Unallocated H&S Funds	150,000,000	25,130,773	25,130,773	-
Projects	580,000,000	804,467,761	1,017,671,192	213,203,431
2017 Program Totals	790,000,000	912,627,978	1,125,545,331	212,917,353

Actuals Approved	Percent Spent
34,248,325	57%
505,241,937	63%
539,490,262	59%



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	220,762,713	220,762,713	-
Projects	629,000,000	846,422,032	846,422,032	-
2020 Program Totals	1,208,000,000	1,223,546,913	1,223,546,913	-

Actuals Approved	Percent Spent
4,785,835	8%
44,228,590	5%
49,014,424	4%



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

OVERALL BOND PROGRAM	Original Budget	Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved	Percent Spent
TOTALS	2,480,000,000	2,719,000,619	2,931,372,590	212,371,970	1,165,309,059	43%

PROGRAM NOTES

Staffing:

- OSM's Senior Accountant Darwin Dittmar is retiring in November. In addition to a replacement for his position, OSM determined it would need an additional Senior Accountant to address added workload from the 2020 Bond. Two new Senior Accountants, Marissa Burnett and Jimmy DuSablou, have been hired prior to Darwin's departure to allow for training. Marissa will report to OSM Senior Manager of Business Operations, Lauren Poling, and work primarily in eBuilder. Jimmy DuSablou will reside within PPS Finance and manage bond-funded work in PeopleSoft. Finance has also hired an additional, bond-funded staff person in Accounts Payable to address added invoice payment workload from the 2020 Bond.
- OSM is working with PPS Human Resources to post the recruitment for a Certified Business Program Manager shortly.
- OSM is currently interviewing candidates for a Business Operations Analyst I position to assist with data collection, analysis, visualization and reporting specific to the Bond programs.

Pandemic Impacts:

- Significant pandemic-related impacts are causing a market distortion that is now being seen across all projects in OSM. Specific impacts include material delays, material shortages, material cost increases, labor shortages due to infections, and labor shortages or scheduling delays due to PPS vaccination requirements.
- As reported last time, the 2017 Program transferred \$2M to the McDaniel project for COVID-related costs to ensure cashflow in the final push before the opening of the school. The project team is still reviewing potential close-out costs, but believes they will be able to return that funding to the 2017 Program.
- With the rise of the Delta variant, the Lincoln project has recently dealt with an infection cluster that shut down interior work. This creates cost and schedule concerns that OSM leadership is watching closely.

Additional Project Notes:

- Design work for next summer's construction projects is beginning. Staff are looking to get advertisements out sooner in the spring to ensure better bid coverage. Staff are also working to identify additional avenues for letting contractors know about the work, particularly certified business contractors, and are making a more organized effort to actively participate in several local organizations to build those relationships. Staff will be participating in the Oregon Association of Minority Entrepreneurs (OAME) Virtual Trade Show in October to highlight coming projects.



Agenda

- **Welcome & Introductions** 5:30 – 5:40 pm
- **Program Updates** 5:40 – 6:00 pm
- **Modernization Project Updates** 6:00 – 6:45 pm
- **BAC Charter Review** 6:45 – 7:10 pm
- **Meeting Format Review** 7:10 – 7:30 pm
- **Wrap-Up and Adjourn**



MEMO

Date: January 18, 2022

To: Board of Education, Portland Public Schools

From: Dan Jung, Chief Operating Officer

Subject: ADA Transition Plan: Timeline Revisions

Background

This memorandum is related to the discussion around the District's Draft ADA Transition Plan at the Facilities and Operations Committee meeting, December 8, 2021. During this discussion, there was clear and unequivocal public opposition to the 20-year barrier-removal timeline presented in the Transition Plan. Staff would like to clarify the Transition Plan barrier-removal timeline and offer an alternative course to forward the District's accessibility goals.

First, to clarify: in no way is the 20-year timeline prescriptive. Instead, it represents a conservative estimate establishing an outer limit by which we must complete this work. Many factors can alter the funding patterns for facility improvements District-wide. Accessibility improvements like other facility work at the District are supported through general obligation bonds. Bonds depend on voter support and are not a guaranteed funding source.

What's more, our commitment to the Americans with Disabilities Act depends on many variables outside the District's control. Supply chain issues like those brought into sharp relief by the COVID-19 pandemic are common among specialized construction trades related to accessibility. When overlaid on the limited construction window of the summer months, these supply chain issues can invite delays of a year or more for school construction. To be sure, no single delay would prevent the District's goals for an accelerated timeline, rather the cumulative, overlapping nature of these delays would create an appreciable risk that a reduced timeline would not be met, further eroding the public's trust in our commitment to this fundamental civil right.

Yet, we recognize the urgency of this issue and seek to support the Board in forwarding the physical accessibility of our schools. To maintain planning flexibility and better align barrier-removal with District Bonds, staff propose the following change to the timeline, summarized below.

Introduce a timeline range for each transition plan phase. Staff propose moving the beginning of each phase to align with the 2024 Bond (planned), establishing a more comprehensive timeframe. Further, the duration of each phase is presented as a range, allowing the precise timeline to be determined in the context of Bond planning. To reiterate: the District's Bond program is dependent on many variables outside the influence of the Transition Plan. The timing of each Bond is flexible and depend on voter support.

Some of the project constraints around accessibility improvements — specifically elevator construction — are described below as further background.

Project Constraints

Elevators are uniquely complex building modifications. Similar to other targeted scopes of work such as roof replacements or seismic retrofits, various factors limit the number of projects that can be completed simultaneously. The constraints around this work are detailed below; to be sure, no single constraint would hinder the District's efforts on any given project; rather the cumulative, overlapping nature of these constraints compound against predictable project outcomes.

Market Capacity. Elevators have a limited number of vendors in the Portland region. The limited market availability can connect distinct projects through product or trade bottlenecks. Delays in one project can cause downstream impacts for other, later, projects. These market conditions, combined with the narrow construction opportunities permitted by school schedules, invite delays of a year or more for elevator installation.

To draw a comparison to roof replacements, PPS completes approximately 4-5 roofs each year. This is a targeted number due to the fact of the limited number of vendors in the region that can design and construct this work—attempting to complete more work than the market can result in higher cost of the work (higher bid amounts due to less competition). The work exceeds market capacity, and no contractors are available to complete the work. We saw an example of this recently when multiple roof replacement bids received only one bid, and another project received no bids, causing the project to be delayed an entire year.

Unpredictable & invasive nature of impacts. Documentation on District buildings from the 1920s and 50s is anemic at best. Installing an elevator in an existing structure requires extensive demolition, destructive testing, or both before the precise nature of the project can be fully understood. To name just three examples of unforeseen building conditions: the presence of hazardous materials, unknown structural deficiencies, or unstable soil conditions may all cause costly delays in project delivery.

What's more, elevator installation is a lengthy process, typically between 6-10 months, and impossible to complete over the summer recess. And while project teams can align the most disruptive construction activities when the building is vacant, some impact on the learning environment is inevitable as construction continues through the academic year.

Necessary coordination of building improvements. It is common for new elevator installations to trigger other, non-ADA-related building improvements that are unknown until the building permit is submitted. The additional complexity and time to the project schedule for these unknown improvements are non-trivial and can significantly impact a project's scope, schedule, and budget. Examples of additional improvements range from relatively small changes such as modified plumbing systems, to much more complex and invasive requirements including new building-level fire sprinkler systems. To be certain, all of these are worthwhile building improvements; however, they are also difficult to predict as conditions of building permit add uncertainty to phasing timelines that are projecting many years into the future.

Optimal coordination of building improvements. In addition to necessary concurrent building improvements, other improvements should be planned in coordination with elevator installation. These include roof replacement and seismic upgrades. When combined, these improvements are more efficient (economy of scale), less disruptive (reduced overall construction time), and work together to improve the overall seismic safety of the building.

In insolation, no single project delay would disrupt the District’s transition plan; however, the aggregation of such delays within a discrete building product and niche construction specialty suggests the likelihood of compounded delays is very high.

Current Timeline Language

Based on a 20-year implementation schedule, this transition plan is broken into four phases. Each phase identifies specific sites to focus investments, creating a holistic, accessible educational opportunity within a reasonable period and with available District resources.

The District will make every effort to accelerate the timeline presented here. The proposed timing of the phases is an estimate made in the absence of information on critical variables.

What’s more, the District’s accessibility community has emphasized ADA is only one component of larger accessibility outcomes. There are many other critical accessibility improvements that go beyond ADA compliance. Accessible playgrounds for all children to play and socialize, restrooms adequately sized for student and staff needs, and classroom acoustics to support auditory and sensory processing disorders are just 3 examples of critical accessibility improvements that are inadequately addressed in ADA.

Staff believe a narrow focus on compliance jeopardizes timely improvements of high-priority accessibility needs not specifically outlined in federal guidelines. The proposed ADA Transition Plan timing affords the District the opportunity to have a thoughtful discussion with the accessibility community, over the course of many years, about how best to weave together strict ADA compliance with a broader view of accessibility.

Overall Phasing

FY 2021 - 2023 **Phase I**

FY 2024 - 2026 **Phase II**

FY 2027 - 2033 **Phase III**

FY 2034 - 2041 **Phase IV**

Phase I

Main-level Accessibility: Title I, CSI/TSI¹, and Focus Option

Phase II

Main-level Accessibility: District-wide

Phase III

Multi-level access: MS/K-8s, Title I, CSI/TSI, and Focus Option

¹ Comprehensive Supports and Interventions/Targeted Supports and Interventions. CSI schools are high schools with an overall 4-year graduation rate less than 67 percent, among other indicators. TSI schools are identified by achievement indicators by student group.

Phase IV

Multi-level access: District-wide

Proposed Revised Timeline Language

This transition plan is broken into four phases; the duration of each phase is presented as a range. This flexibility is a necessary planning consideration. Funding for accessibility improvements, like other facility improvements, predominantly comes from general obligation bonds. Bonds depend on voter support and are not a guaranteed funding source.

Further, the ranges presented here will allow the Board of Education to determine the precise funding allocation and duration of each phase in the context of Bond planning, and with consideration to a complete accessibility picture for our students.

The District's accessibility community has emphasized ADA is only one component of larger accessibility outcomes. Many other critical accessibility improvements lay beyond ADA compliance. Accessible playgrounds for all children to play and socialize, restrooms adequately sized for student and staff needs, and classroom acoustics to support auditory and sensory processing disorders are just three examples. They are critical accessibility improvements inadequately addressed within the ADA guidelines.

Staff believe a narrow focus on compliance jeopardizes timely improvements of high-priority accessibility needs not explicitly outlined in federal guidelines. The proposed ADA Transition Plan timing allows the District to have a thoughtful discussion with the accessibility community over many years about how best to weave together strict ADA compliance with a broader view of accessibility.

Overall Phasing

Phase	Phase Start Range		Phase End Range
Phase I	2021	–	2024
Phase II	2024	–	2028
Phase III	(2025-28)	–	(2028-38)
Phase IV	(2025-32)	–	(2031-41)

Phase I

Main-level Accessibility: Title I, CSI/TSI², and Focus Option

² Comprehensive Supports and Interventions/Targeted Supports and Interventions. CSI schools are high schools with an overall 4-year graduation rate less than 67 percent, among other indicators. TSI schools are identified by achievement indicators by student group.

Phase I is in progress. Funding has been approved via the 2020 general obligation bond and scope completion is estimated by 2024.

Phase II

Main-level Accessibility: District-wide

Phase II is in progress. Funding has been approved via the 2020 general obligation bond and scope completion is estimated by 2028.

Phase III

Multi-level access: MS/K-8s, Title I, CSI/TSI, and Focus Option

Phase III will be considered in the next general obligation bond, anticipated in November 2024. If the scope of Phase III is included in the scope of the 2024 bond and approved by voters, implementation of Phase III could begin as early as 2025. Scheduling constraints, particularly around new elevator installation, will be analyzed during bond planning to provide a specific Phase III completion schedule.

Phase IV

Multi-level access: District-wide

Phase IV will be considered in the next general obligation bond, anticipated in November 2024. If the scope of Phase IV is included in the scope of the 2024 bond and approved by voters, implementation of Phase IV could begin as early as 2025. Scheduling constraints, particularly around new elevator installation, will be analyzed during bond planning to provide a specific Phase IV completion schedule.

Americans with Disabilities Act Transition Plan

December 8, 2021





pps.net/accessibility



PORTLAND PUBLIC SCHOOLS Portland, Oregon

501 N. Dixon St • Portland, OR 97227 • (503) 916-2000



CALENDAR



ENROLL



CONTACT

- About
- Schools & Learning
- Services
- Volunteer
- Jobs
- Board
- Policies
- Departments**

Facilities & Asset Management

Home > Departments > Facilities & Asset Management > School Buildings: Conditions and Characteristics > Accessibility

Department Main Page

+ Building Use (Civic Use of Buildings)

Building Use Guidelines-Compliance

Custodial Services

Design Guidelines & Standards

Education Specifications

+ Energy & Sustainability

Furniture & Moves

Real Estate

Keep Your Buildings Safe

Long-Range Facility Plan

+ Maintenance Services

PPS Site Maps and Data

Accessibility at Portland Public Schools

Portland Public Schools is committed to equitable access to all programs, for everyone in our community, regardless of ability. We are working to remove barriers of all kinds throughout the District.

Our schools are key institutions in Portland neighborhoods. Creating environments that elevate the health, dignity, and independence for all is critical to our mission. To that end, the District's Americans with Disabilities Act Transition Plan will guide future investment and establish clear sightlines to achieve full-accessibility.

Few schools within the PPS portfolio are fully accessible per ADA requirements and the current estimate to bring all sites in alignment with Oregon building code exceeds \$100,000,000. PPS is in the process of updating its ADA Transition Plan and is currently engaging community feedback. The ADA Transition Plan update process will consider various options for phasing of improvements.

While the current focus is on barriers in the built environment, the broader communication landscape will be considered here. If you need support of any kind, please see the sidebar to the right for additional resources. District employees seeking accommodation should visit the [workplace accommodations page](#).

Virtual Town Halls

Please see the **Timeline** section below for information on previous Town Halls

Contact

John Lyons
Sr. Program Manager
accessibility@pps.net

ADA Transition Plan Documents

- [ADA Transition Plan - Public Review Draft](#)
- [Appendix A: Cost Estimates by Configuration & Building System](#)
- [Appendix B: Cost Estimates by Building Code Category](#)



Outline for Today

1. **Accessibility at Portland Public Schools**
2. **Purpose of a Transition Plan**
3. **Requirements of the Transition Plan**
4. **Inclusive Play Spaces**
5. **Transition Plan Phasing**

ADA
≠
ACCESSIBILITY



Accessibility at Portland Public Schools

Building Characteristic	Count	Year/ Percent
AVERAGE PRIMARY CONSTRUCTION DATE	-	1944
MEDIAN PRIMARY CONSTRUCTION DATE	-	1949
CONSTRUCTED BEFORE 1930	38	39%
CONSTRUCTED BETWEEN 1930 AND 1960	42	43%
CONSTRUCTED BETWEEN 1961 AND 1990	9	9%
CONSTRUCTED AFTER 1990	9	9%



Accessibility at Portland Public Schools

Building Characteristic	Count	Year/ Percent
AVERAGE PRIMARY CONSTRUCTION DATE	-	1944
MEDIAN PRIMARY CONSTRUCTION DATE	-	1949
CONSTRUCTED BEFORE 1930	38	39%
CONSTRUCTED BETWEEN 1930 AND 1960	42	43%
CONSTRUCTED BETWEEN 1961 AND 1990	9	9%
CONSTRUCTED AFTER 1990	9	9%





Accessibility at Portland Public Schools

- **89** (91%) of District buildings were constructed before the Americans with Disabilities Act was signed into law
- **24** District buildings need elevators
- **1600+** documented barriers
- To fully transition all District buildings: *estimated* **\$69M** hard costs
- **6** District buildings are completely compliant

ADA



Purpose

- The purpose of an ADA Transition Plan is to **transition** a public agency into full compliance with the Americans with Disabilities Accessibility Guidelines (ADAAG)



ADA Compliance

Programs can be made accessible in three ways:

- 1. Programmatic changes, such as providing test material in alternate formats,**
- 2. Moving the program to an accessible site, or**
- 3. Making facility upgrades, “structural modifications,” to the program site**



Requirements of the Transition Plan

- **Identify barriers**
- **Establish a schedule to remove these barriers**
- **Engagement**



Community Engagement





Community Engagement

- Three virtual town halls
- Public review draft of the Transition Plan with a comment form
- Spanish-Language interviews





Transition Plan Phasing

- Phase I** Main-level Accessibility: Title I, CSI/TSI, and Focus Option
- Phase II** Main-level Accessibility: District-wide
- Phase III** Multi-level access: MS/K-8s, Title I, CSI/TSI, and Focus Option
- Phase IV** Multi-level access: District-wide



Beyond the ADA

- Playgrounds
- Restrooms
- Acoustics
- Access





ACCESSIBILITY

ADA

INCLUSIVE PLAY SPACES



ADA Requirements: Play Spaces



- An accessible path from the building or parking lot to the edge of the play area.
- An accessible path from the edge of the play area to the play equipment.
- Surfacing that complies with ASTM F1951-14



This play space meets the guidelines of the ADA



This play space meets the guidelines of the ADA









Couch Park



Accessible Play



Accessible Play



Beyond the ADA: Playgrounds



- All playgrounds to be inclusive moving forward

***def.* Inclusive playground:**

- The coolest thing on the playground is accessible by everyone



Accessible Play: Woodmere





Accessible Play: Woodmere





LEGEND

- 1 Swings
- 2 Blue: Orientation path
- 3 Inclusive spinner
- 4 Observation/social seating
- 5 Composite play structure with variety of climbers, bridges, and imagination play features at ground level
- 6 Tube slide
- 7 Dual embankment slide
- 8 Artificial turf mound
- 9 Net climber
- 10 Low embankment slide
- 11 Boulder scramble
- 12 Play bridge
- 13 Musical instruments
- 14 Outdoor classroom with variety of seating
- 15 Sensory play panels
- 16 Quiet/cozy space



Beyond Federal Requirements: Playgrounds

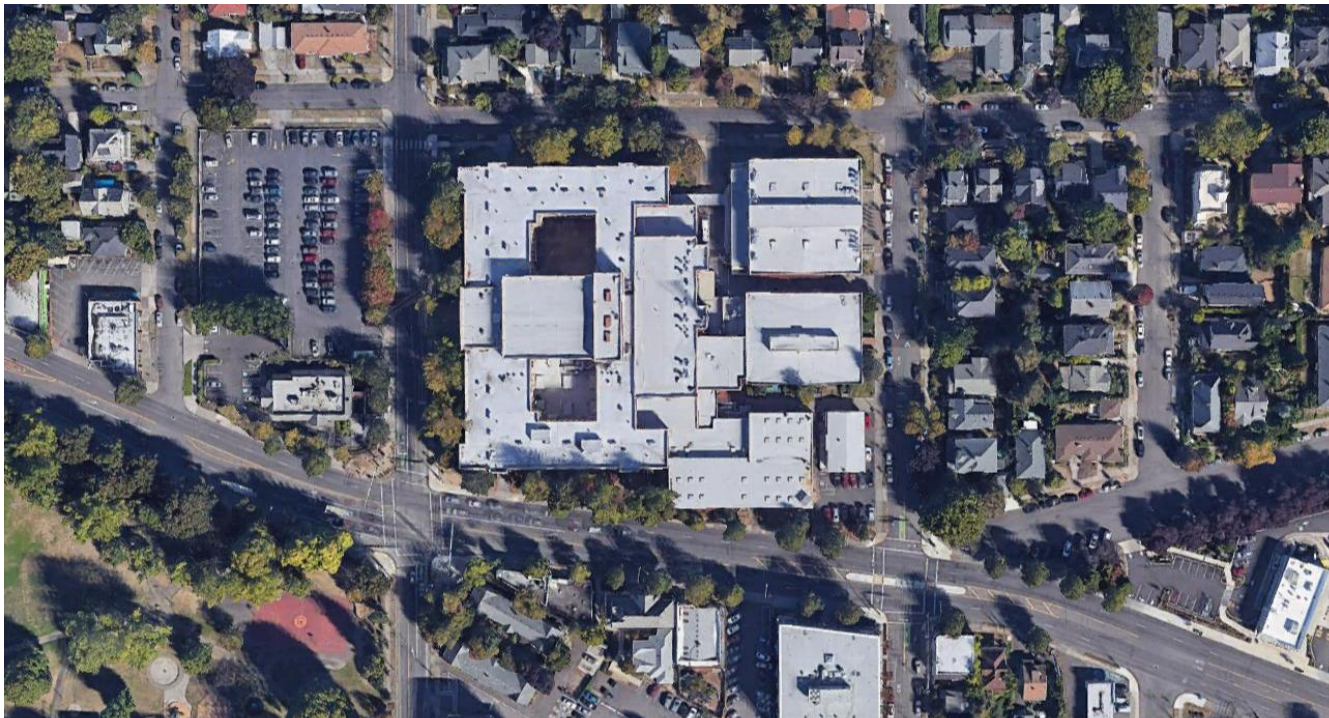


- Carry social meaning
- Ideal setting for social-learning
- Public statement about accessibility

**LEGAL
BUT NOT
ACCESSIBLE**

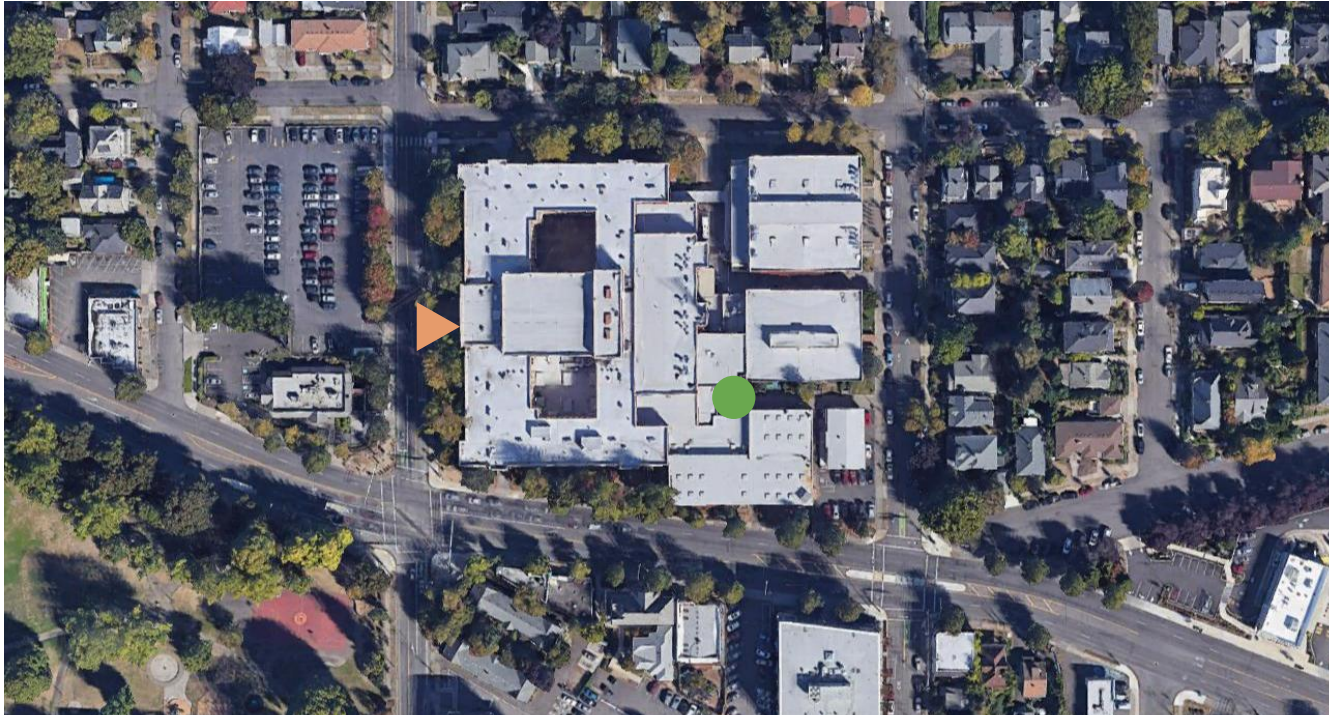


Legal but not accessible





Legal but not accessible



Legal but not accessible



TRANSITION PLAN



Transition Plan Phasing

2020 BOND



Phase I

Main-level Accessibility: Title I, CSI/TSI, and Focus Option

Phase II

Main-level Accessibility: District-wide

Phase III

Multi-level access: MS/K-8s, Title I, CSI/TSI, and Focus Option

Phase IV

Multi-level access: District-wide

**FUTURE
BONDS**





Transition Plan Phasing

2020 BOND



Phase I

2021 - 2023 Main-level Accessibility: Title I, CSI/TSI, Focus

Phase II

2024 - 2026 Main-level Accessibility: District-wide

Phase III

2027 - 2033 Multi-level access: MS/K-8s, Title I, CSI/TSI, Focus

Phase IV

2034 - 2041 Multi-level access: District-wide



**FUTURE
BONDS**



Transition Plan Timeline

- 1. 20-years is a very long time to wait for work that should already be completed**
- 2. 20-years a conservative estimate based on the expected duration of installing 24 elevators**
- 3. Parallel accessibility investments (in things like play spaces) could elevate the experience of our students in the near term while we continue to work toward ADA compliance**

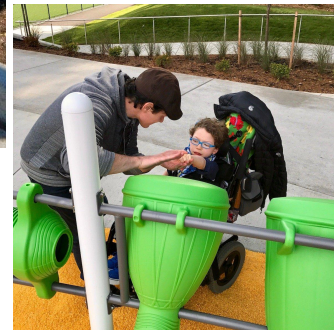
NEXT STEPS



Next Steps

- 1. Adopt the ADA Transition Plan**
- 2. Staff are working closely with the community to create additional guidelines to support our students with disabilities**
- 3. Future bonds should include explicit support for accessibility investments beyond the ADA**

APPENDIX



Mountain View Champions Park



Harper's Playground



ACCESSIBILITY MEANS **MORE** THAN ADA



Beyond Federal Requirements

- Playgrounds
- Restrooms
- Acoustics
- Access

1. What does the ADA say?
2. Why is it important?
3. Recommended path forward



Beyond Federal Requirements: Restrooms



- The ADAAG does not address the number of toilet rooms or fixtures required for a building
- ADAAG compliant restrooms can be as small as 35 SF



Beyond Federal Requirements: Restrooms



- Federal accessibility requirements are insufficient to meet the needs of our students
- These requirements often assume normative adult upper-body strength



Beyond Federal Requirements: Restrooms



- Standards for Accessible/ Focus Program restrooms developed in dialog with PT/OT/ SPED groups
- Provide one Accessible Restroom per level
- Provide one Focus Program Restroom per building



Beyond Federal Requirements: Acoustics



- The ADAAG is silent on acoustics
- The 2021 edition of the IBC will describe requirements for classroom acoustics
- ANSI/ASA S12.60 is the prevailing standard and likely inform the language in the 2021 IBC



Beyond Federal Requirements: Acoustics



- Good classroom acoustics benefit all students
- Good classroom acoustics are critical for students with:
 - Auditory & Sensory processing disorders
 - Speech and language delay
 - Attention issues



Beyond Federal Requirements: Acoustics



- Acoustical treatments to reduce reverberation time (0.6 to 0.7 seconds) for unoccupied classrooms
- Specify a minimum STC rating for demising walls (TIs & new construction)
- New Construction: meet ANSI/ASA S12.60



Beyond Federal Requirements: Acoustics

Kellogg Middle School





Beyond Federal Requirements: Access



- 60% of public (unrestricted) entrances must be accessible
- No concession for existing buildings (common misconception)



Beyond Federal Requirements: Access



From Title II of the ADA: when considering options for barrier-removal... *a public entity must give priority to the one that results in the most integrated setting appropriate to encourage interaction among all users...*



Beyond Federal Requirements: Access



- Without an accessible primary entrance, students with disabilities are excluded from the social ritual of morning arrival or afternoon dismissal
- Different entrances for different abilities are confusing and potentially dangerous in an evacuation
- Accessible primary entrances better serve the community (predictable, need fewer accommodations)



Beyond Federal Requirements: Access



- Be intentional about access
- Intentional access means a coordinated solution between the entry, security, busing, and the main office
- Community Input/
Engagement



Universal Design: Principles

Universal Design

- Equitable Use
- Flexibility in Use
- Simple and Intuitive Use
- Perceptible Information
- Tolerance for Error
- Low Physical Effort
- Space for Approach and Use



The door actuator to the left is an **example of universal design**. The push-mechanism extends from the top of the bar to just above the ground, presenting a wider possible reach range than typical button-actuators offer.



Universal Design: Implementation

Universal Design is Good Design
Good Design is Universal Design





MEMO

Date: March 5, 2021

To: Board of Education, Portland Public Schools

From: Dan Jung, Chief Operating Officer

Subject: ADA Transition Plan - Timeline

BACKGROUND

The purpose of an ADA Transition Plan is to provide an actionable and coordinated work plan for removing architectural barriers across the buildings and grounds. Stated another way: the plan guides the *transition* to compliance with accessibility guidelines, thereby improving access for individuals with disabilities.

To achieve full accessibility across our schools, District programming must be considered at the systems level to ensure incremental, meaningful access is provided over time. Within the phased improvements outlined below, the main-level accessibility district-wide target by 2026 is one example of a systems approach. Achieving this milestone will provide greater opportunity for individuals experiencing disabilities to attend their neighborhood school by allowing administrators to shift programming to the main building level for accommodation. Phases III and IV target multilevel access District-wide with the goal of full-accessibility District-wide by 2041.

Funding for these improvements is expected to predominantly come from general obligation bonds. Phases I and II funding have already been approved as part of the 2020 GO Bond scope of work. It is anticipated future bond authorizations will fund Phases III and IV. The proposed phasing allows the District to align funding (bond authorizations) with the proposed phasing.

The proposed timing of the phases is an estimate. Staff reviewed various scheduling considerations and provided a schedule that staff believe to be achievable and balances the need to act quickly with project constraints both within and outside PPS's control.

This memo provides further detail around the proposed timeline to transition Portland Public Schools to full alignment with Title II of the Americans with Disabilities Act. Specifically, many of the project constraints around elevator installation are described here.

For reference, the phasing, timeframe, and a brief scope description are provided below.

Phase	Years	Scope	Elevator Count
Phase I	2021 - 2023	Main-level Accessibility: Title I, CSI/TSI	0
Phase II	2024 - 2026	Main-level Accessibility: District-wide	0

Phase III	2027 - 2033	Multi-level access: MS/K-8s	12
Phase IV	2034 - 2041	Multi-level access: District-wide	12

The duration and scope of Phases I and II were established with the 2020 School Bond. The respective scopes for Phases III and IV were developed in collaboration with community members. At the same time, the duration of these phases is governed by the project constraints around elevator installation, discussed below.

2020 BOND: ACCESSIBILITY

In summer 2020, concurrent with the development of the ADA Transition Plan, the Board of Education weighed three funding scenarios for the then-forthcoming Bond. These options are outlined below:

One accessible school, per configuration, per cluster. Staff estimated at the time \$11,000,000 would allow the District to remove barriers at one site for each configuration per cluster. This scenario would enable students experiencing disability to remain, if not in their neighborhood school, in their nearest school cluster. This scenario would address full-building accessibility.

Two accessible K-5s, one accessible MS, one accessible HS, per configuration, per cluster. Staff estimated at the time \$17,100,000 would allow the District to remove barriers at two K-5s, one MS, and one HS, per cluster. This option would provide greater support for students experiencing disability by reducing transportation needs, potentially allowing these students to remain at their neighborhood school.

Main-Level accessibility, district-wide. Staff estimated at the time \$33,800,000 would allow the District to remove barriers at the main level district-wide. This option would allow building administrators to shift programs within schools to accommodate students experiencing disability, potentially allowing students to attend their neighborhood school regardless of ability.

As mentioned above, engagement for the ADA Transition Plan was ongoing during Bond development. Community dialogues completed prior to the Bond development were unequivocal around accessibility priorities: main-level accessibility district-wide was a logical and necessary first step to a fully accessible district and should be addressed first. Subsequent Board of Education conversations validated and built upon this direction.

PROJECT CONSTRAINTS: ELEVATORS

Elevators are uniquely complex building modifications. Similar to other targeted scopes of work such as roof replacements or seismic retrofits, various factors limit the number of projects that can be completed simultaneously. The constraints around this work are detailed below; to be sure, no single constraint would hinder the District’s efforts on any given project; rather the cumulative, overlapping nature of these constraints compound against predictable project outcomes.

Market Capacity. Elevators have a limited number of vendors in the Portland region. The limited market availability can connect distinct projects through product or trade bottlenecks. Delays in one project can cause downstream impacts for other, later, projects. These market conditions, combined with the narrow construction opportunities permitted by school schedules, invite delays of a year or more for elevator installation.

To draw a comparison to roof replacements, PPS completes approximately 4-5 roofs each year. This is a targeted number due to the fact of the limited number of vendors in the region that can design and construct this work—attempting to complete more work than the market can result in higher cost of the work (higher bid amounts due to less competition). The work exceeds market capacity, and no

contractors are available to complete the work. We saw an example of this recently when multiple roof replacement bids received only one bid, and another project received no bids, causing the project to be delayed an entire year.

Unpredictable & invasive nature of impacts. Documentation on District buildings from the 1920s and 50s is anemic at best. Installing an elevator in an existing structure requires extensive demolition, destructive testing, or both before the precise nature of the project can be fully understood. To name just three examples of unforeseen building conditions: the presence of hazardous materials, unknown structural deficiencies, or unstable soil conditions may all cause costly delays in project delivery.

What's more, elevator installation is a lengthy process, typically between 6-10 months, and impossible to complete over the summer recess. And while project teams can align the most disruptive construction activities when the building is vacant, some impact on the learning environment is inevitable as construction continues through the academic year.

Necessary coordination of building improvements. It is common for new elevator installations to trigger other, non-ADA-related building improvements that are unknown until the building permit is submitted. The additional complexity and time to the project schedule for these unknown improvements are non-trivial and can significantly impact a project's scope, schedule, and budget. Examples of additional improvements range from relatively small changes such as modified plumbing systems, to much more complex and invasive requirements including new building-level fire sprinkler systems. To be certain, all of these are worthwhile building improvements; however, they are also difficult to predict as conditions of building permit add uncertainty to phasing timelines that are projecting many years into the future.

Optimal coordination of building improvements. In addition to necessary concurrent building improvements, other improvements should be planned in coordination with elevator installation. These include roof replacement and seismic upgrades. When combined, these improvements are more efficient (economy of scale), less disruptive (reduced overall construction time), and work together to improve the overall seismic safety of the building.

In insolation, no single project delay would disrupt the District's transition plan; however, the aggregation of such delays within a discrete building product and niche construction specialty suggests the likelihood of compounded delays is very high.

OPTIONS & RECOMMENDATION

One question posed to staff: what would be tradeoffs if the overall timeline was moved up?

Staff share three primary considerations regarding moving up the proposed timeline:

Focusing on Prioritizing High Impact Accessibility Improvements.

ADA compliance is a critical goal, and one PPS will achieve. However, PPS's accessibility community has emphasised ADA is only one component of larger accessibility outcomes. As highlighted at the January 12, 2021 work session there are many other critical accessibility improvements that go beyond mere ADA compliance. Accessible playgrounds for all children to play and socialize, restrooms adequately sized for student and staff needs, and classroom acoustics to support auditory and sensory processing disorders are just 3 examples of critical accessibility improvements that are inadequately addressed in ADA. Staff believe a narrow focus on compliance jeopardizes timely improvements of high priority accessibility needs not specifically outlined in federal guidelines. The proposed ADA Transition Plan timing affords the District the opportunity to have thoughtful discussion with the accessibility community, over the course of many years, about how best to weave together strict ADA compliance with non-ADA high priorities.

A Systems Approach Toward a Modernized Building Portfolio.

PPS has well documented capital improvement needs. Capital planning efforts (including general obligation bond development) review, in total, the District's capital needs and prioritize which scopes of work to fund. The longer approach allows for overlapping and coordinated funding to support related building improvements (EG: pairing a new elevator with a roof replacement). This strategy suggests a higher initial cost (larger project scope), but ultimately a more efficient construction-path. Grouping and harmonizing related projects is the best path to move the District systematically toward a modernized building portfolio. Ad Hoc or piecemeal approaches to modernization are inefficient and should be avoided whenever possible.

Additionally, through the modernization process, accessibility can be studied comprehensively and fully integrated into the social patterns of the building. For example, elevator placement can be coordinated with programming to support social cohesion for students experiencing disabilities.

Outside the context of modernization, elevators are typically located on the exterior of the building; this approach is less invasive and more predictable from a project-delivery perspective. What's lost with an exterior placement, however, is a cohesive student circulation system: individuals with disabilities may have to arrive at school from another area of the building or travel to another part of the building to join collective school activities or change classes. The social value of an integrated accessibility solution cannot be overstated and is far more difficult to achieve outside the context of modernization.

Leading with Steadfast Determination and Pragmatism

This memo outlines the operational and construction considerations that produced the proposed schedule. If the final decision is to compress the timeline of phases III and IV, staff will make every effort to achieve this goal. Due to project constraints highlighted above, staff believe there is an appreciable risk the reduced timeline would not be met.

Staff recommend maintaining the 20-year transition plan phasing as the most realistic path toward a fully accessible District.



MEMO

Date: March 5, 2021
To: Board of Education
From: Dan Jung, Chief Operating Officer
Subject: ADA Transition Plan - Engagement Summary

Overview

Review and input from members of the disability community were critical to the development of the transition plan. The District hosted three virtual town halls between July and August 2020. These included a brief overview of work on the transition plan completed to date, followed by an open forum for community members to voice their concerns, ask questions, and advocate for transition approaches. Each town hall was recorded and posted to pps.net/accessibility.

The dates of the Virtual Town Halls together with listening notes are provided below. All notes were reviewed, commended on, and edited by participants of the respective town halls.

DATE	TOWN HALL	NOTES
2020-07-30	Virtual Town Hall - 1	LINK
2020-08-11	Virtual Town Hall - 2	LINK
2020-08-13	Virtual Town Hall - 3	LINK

To reach the disability community, the District partnered with [FACT Oregon](#) and [Community Vision](#) – two organizations with a long history of disability advocacy and deep ties to the disability community in Portland. Both FACT and Community Vision were able to connect with families directly impacted by the physical barriers at our schools. Between 12-20 parents of students with disabilities and students affected by disability attended each town hall. The conversations ranged across many aspects of accessibility and disability culture. Key outcomes of these conversations are detailed below.

To reach our Spanish-speaking community, multi-lingual staff reach out to parents directly to conduct phone interviews.

In addition, three individuals experiencing disability were paid by the District to review and provide input on the document. These individuals each experienced a different type of disability so as to garner perspectives on the mobility, sensory, and cognitive impact of District-barriers. This feedback has been incorporated into the current draft of the ADA Transition Plan.

Outcomes

Our conversations with the disability community provided meaningful and actionable direction in shaping accessibility outcomes District-wide. These conversations provided insight to a deeper dimension of accessibility as well as unequivocal support for accessibility priorities: main-level accessibility District-wide was a logical and necessary first step to a fully accessible District and should be addressed first.

Elevators in Middle Schools were identified as the next logical priority. Middle school classrooms support a wide range and variety of programming, suggesting a greater urgency for barrier-free circulation. In elementary schools, where students typically remain in a homeroom most of the school day and therefore circulate less than in Middle schools, there is more opportunity for administrators to shift programming to accommodate students with disabilities. Elevators should be installed at K-5s last.

Beyond outlining phasing options, community members elevated aspects of accessibility where federal guidelines are anemic or silent altogether. Examples include the minimum size of restrooms, playgrounds and play equipment, and most broadly, building access.

Restrooms. During community meetings, staff learned that ADA restroom dimensions and grab bar layouts are intended to support individuals with normative upper body strength - a consequence of the selected research models informing the guidelines: veterans with spinal cord injuries. Disability in our students differs in important ways from this research model. Our students with disabilities often have attenuated musculoskeletal systems and struggle with the fine motor operations required for independent toilet transfers.

This input has important implications for the size and layout of our school restrooms - information that was not previously been documented in the District's guiding design documents. Staff are currently working to revise restroom standards in collaboration with community members and District occupational therapists.

Building access. Townhall participants stressed the importance of accessible primary student entries throughout the dialogues. Students with disabilities face obstacles and social barriers daily and should not be excluded from the social ritual of morning arrival or afternoon dismissal. Accessibility improvements in phases I and II of the transition plan will therefore prioritize accessibility solutions integrated into the social patterns of the building.

Playgrounds. The ADA does not include provisions for accessible playgrounds. Accessible paths to play equipment must be provided, but the play equipment and structures themselves are not required to be accessible per federal requirements. The disability community was unanimous in its support for providing accessible and inclusive playgrounds. The community noted playgrounds are where young students learn indelible social lessons, and too often students with disabilities are segregated from their peers by physical barriers. What's more, District playgrounds tacitly communicate values of inclusion and accessibility to the public and community.

Staff are currently developing guidelines and standards to reflect these values with continued collaboration from the disability community. To be sure, the continued involvement of community members speaks to the durable connections formed during the transition plan development. These standards will guide all future playground improvements District-wide.