

Facilities Improvement and Oversight
Committee Meeting
Tuesday, December 9, 2025 4:30 PM

Dr. Matthew Prophet Education Center
501 N. Dixon St.
Portland, OR 97227

Agenda

1. Introductions
2. Public Comment
 - To sign up for public comment email PublicComment@pps.net or call 503-916-3741.
3. Update: Grant Bowl
4. Bond Audit Implementation Update
5. Procedeo Report
6. Review of the Bond Accountability Committee Charter
7. Adjourn



PORTLAND
Public Schools

Facility Improvement & Oversight Committee

December 9, 2025



Agenda

- Grant Bowl Updates
- Bond Audit Recommendations-UPDATE
- Procedeo Report



TOGETHER,
WE RISE

WITH EXCELLENCE. WITH PURPOSE.

Grant Bowl Updates

- Permits submitted to city for review
- Coordinating with Pacific Power

NEXT STEPS

- Delivery of equipment to site
- Installation of underground power
- Installation of poles and final testing



Bond Audit Recommendation

Clarify and memorialize contract expectations, terms, and conditions in the CMGC agreement and GMP amendment identified based on the Benson Polytechnic High School post-mortem for the remaining high school modernization projects at Cleveland, Ida B. Wells, and Jefferson High Schools as well as at future school projects before any PPS executes any new CMGC contracts and GMP amendments.

Completed

Over 40 updates were incorporated into the Jefferson HS Modernization contract through coordination among OSM leadership and PPS Legal. The contract was approved by the BOE in November and has been executed. Cleveland and Wells CM/GC contracts could not be revised because they were finalized earlier.



Bond Audit Recommendation

Have executive leadership take a more active role in overseeing the implementation of the annual bond performance audit recommendations, setting priorities, holding staff accountable for timely corrective action, or providing rationale if not implementing a recommendation.

Ongoing

Executive leadership is currently engaged with Sjoberg Evashenk Consulting for the Year 7 Performance Audit. Jon Franco, Sarah Norman, Tom Odgers, Peter Jazowick, and other key team members participated in the audit kickoff meeting and have since completed individual interviews with the audit team.



Bond Audit Recommendation

Provide the BAC quarterly report directly to the full Board so that members receive needed technical advice and ensure BAC reports are uploaded timely to the PPS website including establishing a timeline to publicly post the report (such as within 30 days of receipt).

Ongoing

All BAC information can be found on our website:

<https://bond.pps.net/about/community-oversight/bac-meeting-minutes-progress-reports>

Staff is working diligently to make sure all reports are available and updated on a quarterly basis.



Bond Audit Recommendation

Use OSM's external project-specific construction auditor to conduct detailed work testing the accuracy and reasonableness of the CM/GC's and subcontractors' proposed labor burden rate calculations in addition to general conditions/general requirements costs for the school modernizations against source documents to identify potential savings prior to PPS's acceptance of GMP pricing and contract amendment execution for Cleveland, Ida B. Well, and Jefferson High Schools.

Ongoing

A proposal for construction auditing services is expected on December 8. These services will support GMP negotiations for all three modernization projects and are anticipated to begin during the Construction Document phase once individual GMP schedules are established. However, it is important to note that the executed contract for Jefferson High School includes different requirements, which will result in reporting that varies slightly from Ida B. Wells and Cleveland High Schools.



Procedeo Report

- Timeline
- Process
- Scenarios
- Next Steps



Questions?



PORTLAND PUBLIC SCHOOLS JEFFERSON HIGH SCHOOL

JEFFERSON HIGH SCHOOL MODERNIZATION PROJECT:
COMPREHENSIVE ANALYSIS, OPTIONS, AND PROPOSED MANAGEMENT APPROACH

OCTOBER 22, 2025



PORTLAND
PUBLIC
SCHOOLS

PROCEDEO

PORTLAND PUBLIC SCHOOLS JEFFERSON HIGH SCHOOL

JEFFERSON HIGH SCHOOL MODERNIZATION PROJECT COMPREHENSIVE ANALYSIS, OPTIONS, AND PROPOSED MANAGEMENT APPROACH

- 01 | CONTRACT DELIVERABLES
- 02 | OBSERVATIONS & RECOMMENDATIONS
- 03 | JEFFERSON HIGH SCHOOL OPTIONS
- 04 | SCHEDULE ANALYSIS
- 05 | JEFFERSON HIGH SCHOOL BUDGET ANALYSIS TO DATE
- 06 | APPENDIX - CURRENT PLAN, CONDITIONS, & SCHEDULE

SECTION 01

CONTRACT DELIVERABLES

CONTRACT DELIVERABLES

- 1.** As it relates to the Jefferson High School Project, a comprehensive written summary of the existing conditions of Portland Public School's decision-making protocols, project and construction management team structure, and oversight structures.
- 2.** An analysis of Jefferson High School (JHS) Project challenges and recommendations (per above).
- 3.** A dedicated project staffing plan adaptable to other high school modernization efforts.

SCOPE OF CONSULTANT'S SERVICES

This contract is intended to (1) provide actionable recommendations to reduce the costs of the Jefferson High School Modernization Project and expedite the project schedule; and (2) help define/inform the scope of the RFPs. The contractor's central point of contact and contract manager at Portland Public Schools (PPS) will be the Senior Director of the Office of School Modernization.

Consultant will:

- Review existing Jefferson Project documentation and data
- Engage with PPS staff, existing consultants, designers, and contractors
- Conduct a comprehensive assessment of the project's risks and opportunities
- Assess existing stakeholder engagement, decision making, and oversight protocol
- Deliver actionable recommendations aimed at accelerating the project timeline for the Jefferson High School Project by up to 12 months and reducing overall costs

All recommendations must be data-driven and include:

- Estimated time and cost impacts (savings or increases)
- Feasibility assessments for implementation of recommendations

Example recommendations may include:

- Additional consulting support scopes of work tailored to project acceleration and cost control such as: independent peer reviews, third-party cost estimating, third party value engineering analysis, and program administration enhancements related to:

- 1.** Process improvement strategies.
- 2.** Decision-making protocol evaluations.
- 3.** District project management and construction management team structure and roles and responsibilities.
- 4.** Communications plans, media strategies (website, social media, newsletters, etc), constructive transparency strategies.
- 5.** Contract modifications.

- Design, Permitting, Construction Sequencing and Phasing strategies
- Major equipment procurement strategies

CONTRACT DELIVERABLES

INTRODUCTION AND PURPOSE OF STUDY

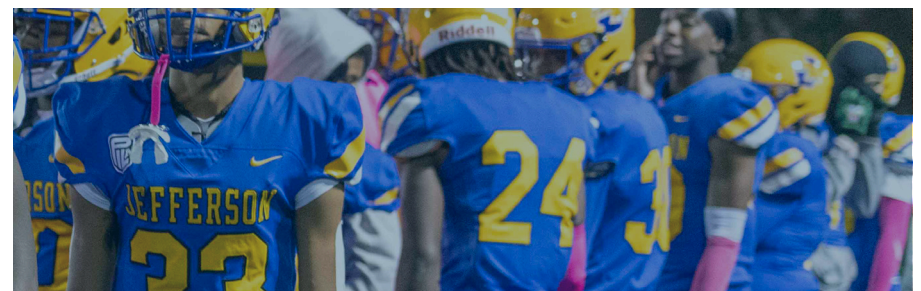
Portland Public Schools (PPS) is moving forward with the modernization of Jefferson High School (JHS), alongside projects at Cleveland and Ida B. Wells, to deliver safe, modern, cost-efficient learning environments. In response to rising construction costs and evolving programmatic needs, the PPS Board of Education unanimously approved a refined approach that right-sizes each school while preserving academic excellence.

Jefferson High School, founded in 1908, holds deep historic and cultural significance as a central institution in North Portland, long serving as an anchor for the city's African-American community. Its academic, athletic, and artistic achievements—including a nationally recognized dance program and championship basketball teams—make it both a community symbol and a citywide asset. Modernization is an investment in honoring and sustaining JHS's enduring legacy.

PPS leadership has directed our team to provide actionable recommendations that minimize the impact to project costs and expedite delivery of the Jefferson High School Modernization Project. PPS has established a maximum building size of approximately 295,000 square feet, aligning with other recent high school modernizations, to ensure cost efficiency without sacrificing programming. The framework directs PPS and consultants to identify savings through reductions in building size, alternative materials and systems, and efficiencies in contractor costs.

Following the directive of Portland Public Schools, our team of experts has been engaged to review the history and current plan for the Jefferson High School Modernization Project, and to assess the feasibility of expediting the schedule and delivery of the new building. The team will provide multiple options, along with pros and cons for each proposed plan. The report includes a summary of existing conditions, an analysis of the project's challenges, observations and recommendations for next steps. Recommendations will be data-driven, addressing cost, time savings, and feasibility. Examples may include peer reviews, third-party cost estimating, value engineering, and enhanced program administration.

Our goal is to provide strategic support to Portland Public Schools' Office of School Modernization by ensuring that consulting and construction services are scalable, responsive, and capable of meeting the evolving needs of the District over the next five to ten years. The Modernization Project is more than a construction endeavor; it reflects the district's values of equity, transparency, and accountability. In summary, this study serves as both a roadmap and a commitment: to deliver a right-sized, cost-effective, future-ready Jefferson High School that upholds its historic legacy while equipping students for generations to come.



CONTRACT DELIVERABLES

OVERVIEW OF ANALYSIS AND RECOMMENDED SOLUTIONS

Following the directive of PPS, we were tasked to review previously conducted analysis' and project documentation to provide actionable recommendations to expedite the project schedule, and help define the next steps to be taken to ensure the project is managed effectively, efficiently and within community expectations.

SITE ANALYSIS: Our team visited the site on multiple occasions and conducted a preliminary analysis of the existing conditions and challenges. Key issues identified include:

- Existing utilities that will require coordination.
- Easement agreements that need to be initiated and carefully tracked.
- Parking availability, which will pose challenges for construction workers, staff, students, and teachers.
- Construction laydown and staging areas, which must be identified to maintain clear separation between construction activities and daily school operations, ensuring safety for staff and students.

BUILDING ANALYSIS: This report will address the current conditions of the existing campus and some of the challenges and pain points faced while working with a 117-year-old school. Jefferson High School's campus is a patchwork of structures ranging from the original 1908 Renaissance Revival building to later additions. Over the years, multiple additions were constructed (in 1928, 1952, 1964, and 1968), expanding the total facility. Structurally, the school is a mix of wood framing, unreinforced masonry, steel, and concrete systems, reflecting the eras of construction. Although fully sprinklered and generally code-compliant for fire-life safety, the buildings require significant seismic upgrades to meet current standards.

ALTERNATIVE OPTIONS: As directed by the Superintendent of Portland Public Schools, we will compare the Current Plan to alternative options through pros and cons critical to project completion. Each option includes a phasing plan outline of the option as well as schedule implications.

GUIDING PRINCIPLES & PROJECT GOALS

1) STEWARDSHIP OF FUNDS

Be responsible with budget resources, maximizing value so that funds can also support improvements in PPS's aging schools.

2) RIGHTSIZING

Limit total building area to about 295,000 square feet (or similarly scaled) to control costs, while still meeting essential program requirements and community expectations. However, we found that the current plan, capacity, and utilization exceed both current and projected student enrollment. If cost challenges arise in the future, establishing a reasonably sized building and defining alternates would offer a practical solution. This approach would help manage potential cost escalation while avoiding the need to return to the community for additional funding.

3) MAINTAIN STRONG EDUCATIONAL PROGRAMMING

Ensure core programs (academics, arts, athletics, CTE, etc.) are preserved or enhanced, even while making cost reductions.

4) COMMUNITY ENGAGEMENT & ALIGNMENT

Center stakeholder input (students, staff, parents, community) so that design reflects community values, historic legacy, and neighborhood priorities.

5) ON-SITE OPERATIONS DURING CONSTRUCTION

Aim to keep students and staff safe through construction.

6) SITE & ENTRY PRIORITIES

Keep the main building on Kerby, maintain relationship of field/athletics adjacent to Gym on Commercial, activate Killingsworth frontage, ensure cross-block connections.

7) EQUITY, SUSTAINABILITY & CLIMATE POLICY COMPLIANCE

Adhere to PPS's climate and equity policies: all electric infrastructure, reduce carbon emissions, evaluate embodied carbon (mass timber vs steel), consider alternatives to LEED Gold if those are more cost-effective.

8) CONSTRUCTION COST REDUCTIONS & TRADE-OFFS

Identify opportunities to reduce costs via building systems, materials, structural options, specialized spaces, eliminating or reducing basement construction, etc.

9) HEALTH & SUPPORT FACILITIES

Include health center and teen-parent/child center only where there is demonstrated need and/or a provider commitment; integrate into main building to reduce cost.

10) TIME EFFICIENCY & PROJECT ACCELERATION

Speed up the design and approval process where possible, balancing the need for community input with the urgency of delivering facilities and controlling escalating costs.



SECTION 02

OBSERVATIONS & RECOMMENDATIONS

OBSERVATIONS & RECOMMENDATIONS

PROCEDEO'S OBSERVATIONS, CONCERNS, & RECOMMENDATIONS

1. IMPLEMENTING DESIGN OR SCOPE CHANGES WITHOUT A CLEAR UNDERSTANDING OF THE PPS BUDGETARY AND SCHEDULING IMPLICATIONS.

When significant design or scope changes are introduced without fully evaluating their consequences, the project can quickly experience cost overruns and schedule delays. Even changes that seem minor at first, such as material substitutions, layout adjustments, or additional program elements, can have a cascading effect on design and procurement timelines, coordination requirements, and construction sequencing. Without a clear understanding of these downstream impacts, decisions may be made that unintentionally compromise the overall project delivery, increase risk, and strain resources.

RECOMMENDATIONS

1) CLEAR DELEGATION OF AUTHORITY

Defining who is authorized to make changes (and at what level of impact) prevents unauthorized or informal decisions from slipping through.

2) STRUCTURED CHANGE MANAGEMENT PROCESS

Any proposed change should go through a formal review process where impacts to budget, schedule, and scope are documented and approved before moving forward.

3) DEFINED DECISION-MAKING & ESCALATION

Establishing the right decision-makers (and escalation protocols) ensures that changes are reviewed at the right level — small tweaks can be approved quickly, while major changes require higher-level authorization.

4) COMMUNICATION & TRANSPARENCY

Making sure all stakeholders understand the potential consequences of changes helps avoid “surprise” impacts. Regular updates and cost/schedule tracking help reinforce this.

5) EARLY IMPACT ANALYSIS

A system where every change triggers a quick impact assessment (budget, schedule, risk) and makes it clear what trade-offs are involved before approval.

**Currently, eBuilder workflows are used for change management, but workflows within the system have not been reviewed for efficiencies and transparency in several years. An in depth review of all current workflows is recommended to ensure that the systems are still applicable to the current state of Office of School Modernization (OSM).*

OBSERVATIONS & RECOMMENDATIONS

PROCEDEO'S OBSERVATIONS, CONCERNS, & RECOMMENDATIONS

2. STAFFING AND DECISION-MAKING EFFICIENCY

Current Project Manager (PM) roles have limited decision-making authority, which reduces overall efficiency and increases coordination workload. Because Project Managers have limited decision making independence, every issue must be elevated for input, review, and decision by committee. This slows progress, adds extra layers of communication, and forces PMs into a primarily coordinating role rather than a guiding one. Instead of streamlining decisions, the process multiplies hand-offs and approvals, which strains both staff time and project schedules. As a result, meetings often include four to five Project Managers to ensure alignment, but this size makes meetings less efficient.

To avoid gaps in communication or missed approvals, multiple PMs attend the same meetings. While this ensures everyone stays informed, it dilutes effectiveness: conversations become repetitive, agendas expand, and the decision-making process stalls. Time that could be spent advancing the project is instead spent on reconciling multiple perspectives and re-communicating information. This redundancy creates a perception of over staffing, when in reality it reflects the inefficiency of the decision-making structure. We witnessed multiple meetings of 20-25 people that were extremely inefficient and often led to more confusion than clarity.

RECOMMENDATIONS

To improve efficiency, OSM's staffing plan should be restructured to give Project Managers clearer authority over day-to-day decisions within defined parameters (budget thresholds, schedule constraints, and scope alignment). By empowering PMs to make certain decisions independently, the workload of constant approvals can be reduced, and meetings can focus on higher-level strategy rather than operational details.

A streamlined staffing model would assign one lead PM per project, supported by specialists or coordinators as needed, instead of having four to five PMs in every meeting. This "single point of accountability" approach ensures alignment while minimizing redundancy. Additional PMs could then be reassigned to support across projects, provide technical expertise, or manage discrete work streams, rather than overlapping on the same tasks.

Clear delegation of authority, combined with an escalation framework for higher-impact decisions, would balance oversight with efficiency. This structure reduces unnecessary coordination, accelerates decision-making, and allows OSM staff to spend more time proactively guiding projects rather than managing process bottlenecks.

OBSERVATIONS & RECOMMENDATIONS

PROCEDEO'S OBSERVATIONS, CONCERNS, & RECOMMENDATIONS

3. LACK OF STANDARDIZED PROCESSES, CONSISTENCY, AND LEADERSHIP. STREAMLINE THE PROCESSES AND PROCEDURES, MAKE THEM CONSISTENT, AND IDENTIFY CLEAR ROLES AND RESPONSIBILITIES.

OSM has been managing on a per-project basis instead of on a program basis. When there is no clear process in place, every project team is forced to “reinvent the wheel.” This leads to inconsistent approaches across projects, inefficiencies, and confusion among stakeholders. Without standardized tools, such as meeting templates, reporting formats, or decision logs, each team documents and communicates differently, making it difficult to track progress, compare projects, or ensure accountability.

The absence of consistency creates unnecessary duplication of work — for example, teams spend time re-creating slide decks, decision trackers, or reports, instead of focusing on advancing the project itself. Critical information may be missed, misinterpreted, or buried in long documents, which undermines confidence in the process and slows decision-making.

Lack of leadership clarity within teams compounds the problem. When roles and responsibilities are not clearly defined, decisions are delayed or second-guessed, and multiple people may duplicate efforts or work at cross-purposes. This creates frustration for OSM staff, design partners, and stakeholders alike. Without a clear decision-making hierarchy, authority is diluted — leading to prolonged discussions, stakeholder disagreements, and frequent re-work.

The result is a system that consumes excessive staff time in coordination and communication rather than problem-solving. It would also produce inconsistent deliverables that frustrate stakeholders and diminish credibility. Delayed critical decisions will lead to schedule impacts, budget uncertainty, and create a perception of disorganization and lack of accountability at the District level.

RECOMMENDATIONS

To improve efficiency and reduce confusion, processes and procedures should be outlined, simplified, standardized, and consistently applied across all projects. Establishing clear, repeatable workflows helps eliminate duplication, accelerates decision-making, and creates predictability for both OSM and design teams. **Consistency is key** — having a uniform set of tools and practices allows everyone to work from the same playbook. For example:

STANDARDIZED MEETING MINUTE TEMPLATES. A single, easy-to-use format ensures that decisions, action items, and follow-ups are documented consistently, making it easier for teams to track accountability across multiple projects.

UNIFIED PRESENTATION TEMPLATE. A District-approved slide deck style (cover page, section headers, formatting) creates a professional, consistent look across all projects and helps stakeholders quickly navigate information.

DECISION LOG TEMPLATE. A centralized, simple log for tracking decisions, approvals, and responsible parties prevents issues from being revisited unnecessarily and clarifies who holds authority.

ROLES & RESPONSIBILITIES. Outlining who is Responsible, Accountable, Consulted, and Informed for each major process provides clarity and avoids duplication of effort.

By streamlining and standardizing processes, OSM can reduce time spent re-creating tools, minimize miscommunication, and ensure that stakeholders are always receiving information in a consistent and clear format. This not only improves internal efficiency but also builds trust and transparency with external partners.

OBSERVATIONS & RECOMMENDATIONS

PROGRAM MANAGEMENT PLAN & PROCESSES AND PROCEDURES TO BE PUT IN PLACE IMMEDIATELY

The primary purpose of a Program Management Plan (PMP) is to provide an overview of the Portland Public Schools Jefferson High School Modernization Project and introduce the Program Manager (PgM). The PgM will oversee the daily operations, planning and execution across the entire program, not on a project level.

This PMP outlines the typical sequence of activities for the design and construction phases, provides updates to the schedule and budget models for all projects within the program, and details the management tools that will be utilized. The plan emphasizes strong governance through Board of Education oversight, committee engagement, and community input.

To ensure effective delivery, program management emphasizes budget reconciliation, schedule adherence, cost tracking, and risk management. The scope and prioritization of work are guided by facility condition assessments that identified critical infrastructure needs. Procurement strategies will be designed to encourage business participation and maintain full compliance with state regulations. Throughout the process, technology platforms such as Procore, Egnyte, and Operational Excellence (OPEX) dashboards provide essential support for communication transparency, documentation, and reporting.

OPEX, or Operational Excellence, is a proprietary program developed to serve as the standard for managing every project. It is a comprehensive approach centered on leadership, teamwork, and meticulous processes to achieve project goals effectively. OPEX focuses on safety, quality, schedule, cost, trade partners, and Clients, ensuring that functional goals met throughout the duration of the program.

Design and construction follow structured guidelines for pre-design, schematic design, design development, and contract bidding. Construction employs both traditional and Construction Manager/General Contractor (CM/GC) delivery methods to balance risk and schedule. The closeout process ensures punch list completion, occupancy readiness, and warranty tracking. Financial tracking is integrated into Portland Public Schools' accounting system to ensure transparency and compliance. Finally, the PMP is updated twice annually to provide progress reports, budget updates, and accountability to stakeholders.

PROCESS AND PROCEDURES EXAMPLE

Procedure/Process Name	Description
3rd Party Contract Routing Procedure	Process for submitting and routing contract proposals for approved Spending Authority services.
3rd Party Invoicing Procedure	Process for submitting and processing 3 rd party payment requests for approved Spend Authority Services.
AE Change Management	Process for when additional services, reimbursements, or architect contract amendments are required.
AE Invoicing Procedure	Process for submitting and processing requests for payment to an Architect's Fee.
Bond Cashflow Submission & Timeline	Process to establish a submission timeline for periodic cash flow reports to help District prepare for upcoming needs.
Custodial Overtime Request Process	Process for requesting after-hours campus access by contractors for work outside standard custodial schedules.
Design Review Process	Bluebeam project and session requirements when in Design.
FF&E Retainage, Removal & Disposal	Process for evaluating and determining retainage, reuse, or disposal of existing FF&E during bond construction.
FF&E Scope, Procurement & Installation	Process to define, review, and procure FF&E based on project scope and best value criteria.
FWISD Substitution Request Process	Process for contractor requests to substitute non-specified products for A/E and district review.
FWISD Utility Shutdown Process	Process for requesting, approving, and coordinating utility shutdowns on campus to perform construction work.
GC Document Closeout Process	Process for Bond Program Project Closeout.
General Contractor Substantial Completion	Process to confirm construction completion, certify occupancy readiness, and establish contract closeout milestones.
JOC Abatement Routing Procedure	Process for submitting and routing proposals for hazardous material abatement by approved JOC Contractors.
Monthly Schedule Update	Process for maintaining and updating both program & project-level schedules (recurring monthly)
Moving Services & Student Phasing Guidelines	Guideline for coordinating campus moves and student transitions with project teams and movers.
Pay Application Submittal & Processing	Process for submitting and processing monthly payment request for construction and abatement services.
Permit Process	Process for obtaining permits, reviews, inspections, and/or approvals from outside entities.

Note: Processes and procedures are currently under view and may be updated for the upcoming school year as applicable.

OBSERVATIONS & RECOMMENDATIONS

TEAM & STAKEHOLDER ENGAGEMENT

BOND PROGRAM COMMUNICATION

The PgM believes the most important aspect of a successful program is good communication across everyone engaged in the process. Our PMP suggests establishing recurring meetings between the PROCEDEO staff and PPS to provide a status update on all things related to the bond. The PgM team will develop an agenda and will lead the in-person meeting which is suggested to take place at a location appropriate for the District. When discussing communication, it is important to think of both internal and external communications related to the program.

EXTERNAL COMMUNICATION

We observed external communication challenges for OSM. As directed by the Superintendent, we would recommend a customized approach when communicating with external stakeholders. One way to do this is the creation of a program-specific website for external communication. The website should include an overview, total projects page, vendor opportunities page, and a sub-page for each individual project. This will allow users the ability to track project-specific information such as budget, completion dates, design progress, construction progress, new square footage, renovated square footage, and a project narrative. The team will provide a project update with current photos and a short narrative describing what is happening on-site. This tool will help enhance alignment and consistency in Portland Public Schools' public communications regarding the bond program.

PROJECT DASHBOARD

Project Overview

- Budget: \$46M
- Construction: 5
- Observations: 1118
- Substantial Completion: Aug '20
- % Complete: 28%

Project Narrative

Annex Carter-Riverside High School will receive a new multi-story building to house fine arts, visual arts, media center, science, CTE, JROTC, and athletics. This addition will create a central campus area to the north of the original building.

Work will also include select renovations to the historic 1936 building, relocation of the baseball field, additional student parking, and removal of portable classrooms from the campus.

Key Information

- Trustee: Debrae Brooks
- Budget: \$43.6M
- Substantial Completion: Aug '20
- Opening Date: Jan '21
- New SF: 25,600 SF
- Renovated SF: 171,961 SF
- Design Process % Complete: 100%
- Construction Process % Complete: 11%

AGENDA & MEETING MINUTES EXAMPLE



Agenda & Meeting Minutes

Topic: JHS
Date: 09/02/2025
Location: Via Teams
Prepared by:

Subject: JHS – New OAC + PPL Kick-Off Meeting
Time:
Facilitator:
Attendees: Ayana Horn, Ashley Koger, Andrew Colas, Blair Cranston (Level Architecture), Bob Gravely (PacifiCorp), Olivia Austin (PacifiCorp), Justin Brainard (PacifiCorp), Bradley Wilson, Brian Reeves, Brian Coffield, Bryce Tolene, Bridget Feitl, Miguel Hidalgo, Jeremy Morris (PacifiCorp), Josh Melu, Kami Calaro, Kiesha Locklear, Lloyd Stoller, Mark Parsons, Rashmi Vasavada, Stephen Effross, Stefee Knudsen, Stephanie Coyle, Stephen Diffenderfer, Walker Frank

AGENDA AND MEETING MINUTES	
ITEM	DISCUSSION ITEMS
Introduction	Colas/Hoffman CM/GC team with Pacific Power Team
Colas/Hoffman Onboarding Process	<p>Overview of Colas/Hoffman onboarding process</p> <ul style="list-style-type: none"> Start of 100% SD estimating Update of schedule/construction phasing approach
Pacific Power Process	<p>Pacific Power Impact Study Status</p> <ul style="list-style-type: none"> Olivia (PPS): <ul style="list-style-type: none"> Study return timeline: Mid-to-late October 2025 Evaluating PPL system capacity <ul style="list-style-type: none"> Previous load: 5.106MW (diversified) – seems high, but will plan for this in the system Determining if network upgrades are necessary (may be covered by owner's allowance) Walker (Samata): latest calculation = ~ 8,200 A Steve (PAE): Estimate = ~5.6 MW; diversified load = 5.1 MW Design Coordination (Pacific Power + Design Team) <ul style="list-style-type: none"> Service Entrances and Metering <ul style="list-style-type: none"> Current design: 3 separate service entrance on north side of property Walker (Samata): May need to totalize to 1 service, potential need for exterior gear Olivia (PPS): <ul style="list-style-type: none"> Current design is workable Totalizing metering to be confirmed May include vault with switchgear, upstream protection, and fused risers (TBD) Network upgrades are pretty set, equipment locations will be finalized during estimating Communication and Site Coordination <ul style="list-style-type: none"> Bob (PPL): <ul style="list-style-type: none"> Email PPL for any construction questions Workers can visit the site to confirm design, have previously confirmed certain elements (access to meter, etc.) Olivia (PPL): Will align with latest design as much as possible Justin (PPL): final design depends on completion of estimating Equipment Procurement and Process Timeline <ul style="list-style-type: none"> Transformer Lead Times <ul style="list-style-type: none"> Olivia/Justin (PPL): 3-phase transformer on another project has an 84-week lead time Once PPS approves, still need to draft MESA agreement (takes several weeks and requires signature on both sides) Next Steps: <ul style="list-style-type: none"> Study results will be delivered October 2025 Steve will revisit MESA agreement with PPS legal counsel Transformer Procurement Coordination <ul style="list-style-type: none"> Brian (Colas-Hoffman): requested process and transformer installation timeline Justin (PPL): <ul style="list-style-type: none"> Hard to confirm transformer installation timeline without design Vault spec will stay the same and can begin laying groundwork Next Steps: <ul style="list-style-type: none"> Steve: Will send process timeline information to Colas-Hoffman team and CC Bob Olivia: will follow up with crews to estimate transformer installation timeline and CC the team.

FWISD 2021 Bond Update

OBSERVATIONS & RECOMMENDATIONS



CONTRACT AMENDMENTS

Monthly Reports are recommended to ensure budget reporting, schedule tracking and risk management are in place.

An example of the current contracts 21 executed amendments is shown on the right in one interactive report.

As directed by the Superintendent, the team looked at multiple processes. The monthly report sample shown here is an example of a concise and efficient way to communicate complex information. Currently, this information is housed in three to four different places and it took our team two multi-hour work sessions with multiple team members to create this document.

We recommend standardizing reporting, across all project to create consistence, transparency and efficiency.

 AE contact report as of Sep. 30, 2025				
Jefferson High School Modernization - 5531				
Contract # ARCH 91616 Original Contract Amount: \$149,715 Original Contract Time: Start 8/22/2019, End 6/30/2020 - 161 Calendar Days Scope of Work: Planning (92%) and Public Participation (8%)		Architect: Bora Architects, Inc		Current Contract Value: \$40,081,407
Amendment #	Timeline	Duration/Days	Amount	Scope of Work
1	06/15/2022 - 12/31/2022	199	\$1,266,754.00	Pre-Design and Community Meetings
2	07/14/2022 - 12/31/2022	170	\$100,778.00	Site Investigation
3	10/11/2022 - 12/31/2022	81	\$70,662.00	More Consultants
4	12/02/2022 - 12/31/2022	29	\$0	Reduce Consultant Reimbursable
5	01/01/2023 - 02/28/2023	0	\$0	
6	02/28/2023 - 12/31/2028	2133	\$22,947,420.00	Design expansion and retain 1909 original bldg. (334,410 SF)
7	05/07/2023 - 12/31/2028	2065	\$22,947,420.00	Cost Estimating for redesign concept
8	07/31/2023 - 12/31/2028	0	\$0	
9	09/05/2023 - 12/31/2028	1944	\$553,215.00	Consolidation of two design packages into a single design package.
10	11/16/2023 - 12/31/2028	1872	\$158,205.00	Directs BORA Architects to proceed with design scopes of work associated with the South Lot which include but may not be limited to civil, lighting and fields.
11	02/15/2024 - 12/31/2028	1781	\$130,000.00	Finish 50% DDS and proceed with closeout
12	02/15/2024 - 12/31/2028	1781	\$889,765.00	Concept design keeping students on-site
13	02/27/2024 - 12/31/2028	1769	\$27,964.00	BIM Model
14	04/17/2024 - 12/31/2028	1719	\$6,909,929.00	New design for 310,926 SF
15	06/09/2024 - 12/31/2028	1666	\$373,250.00	Early Baseball Field Package
16	06/09/2024 - 12/31/2028	1666	\$-437,600.00	Adjust reimbursables
17	07/17/2024 - 12/31/2028	1628	\$1,189,300.00	Cultural Placemaking and enhanced community engagement support.
18	11/25/2024 - 12/31/2028	1497	\$-267,374.00	Invoice Reconciliations
19	01/24/2025 - 12/31/2028	1437	\$50,000.00	Cost Reduction study phase 1
20	04/01/2025 - 12/31/2028		\$512,096.00	Cost reduction study phase 2
21	05/08/2025 - 12/31/2028	1333	\$5,329,788	New plan SC
			\$40,081,407	

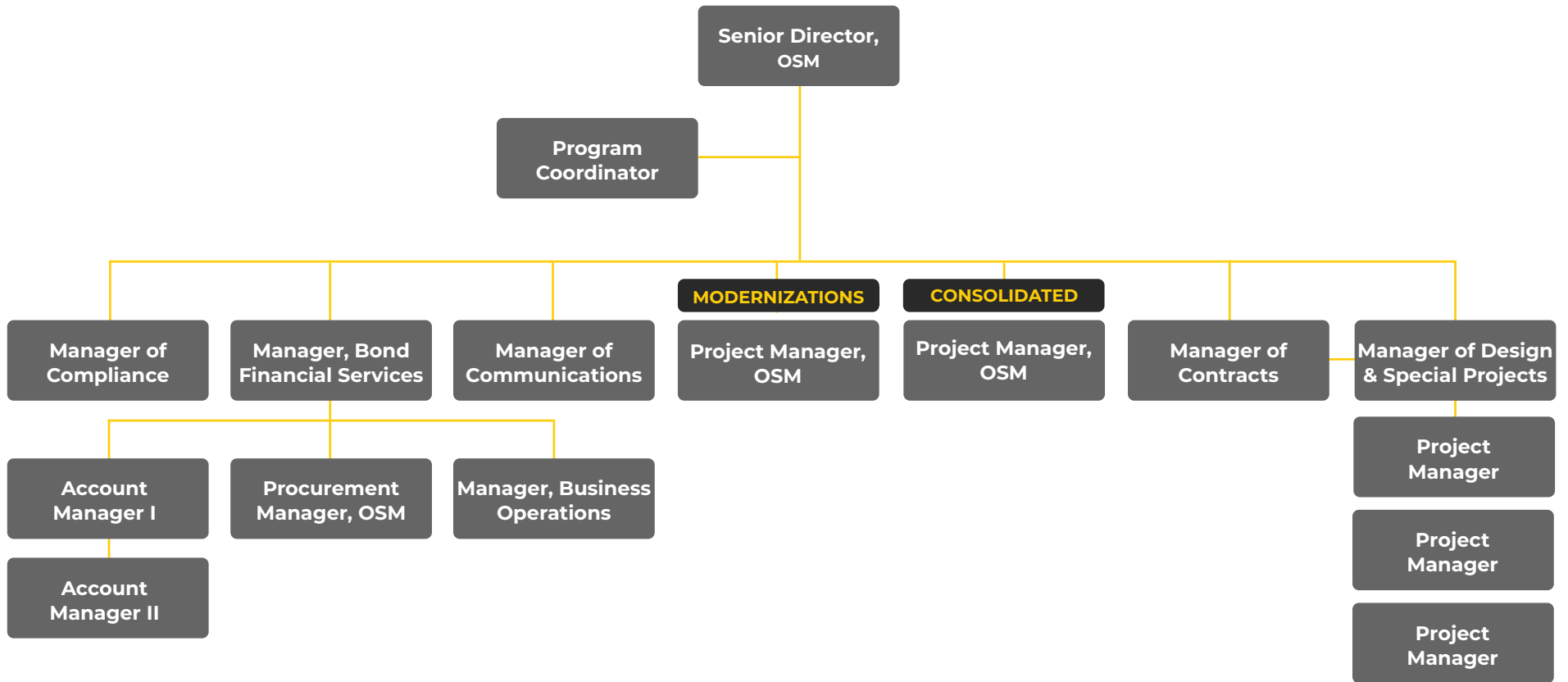
OBSERVATIONS & RECOMMENDATIONS

PROPOSED STAFFING PLAN

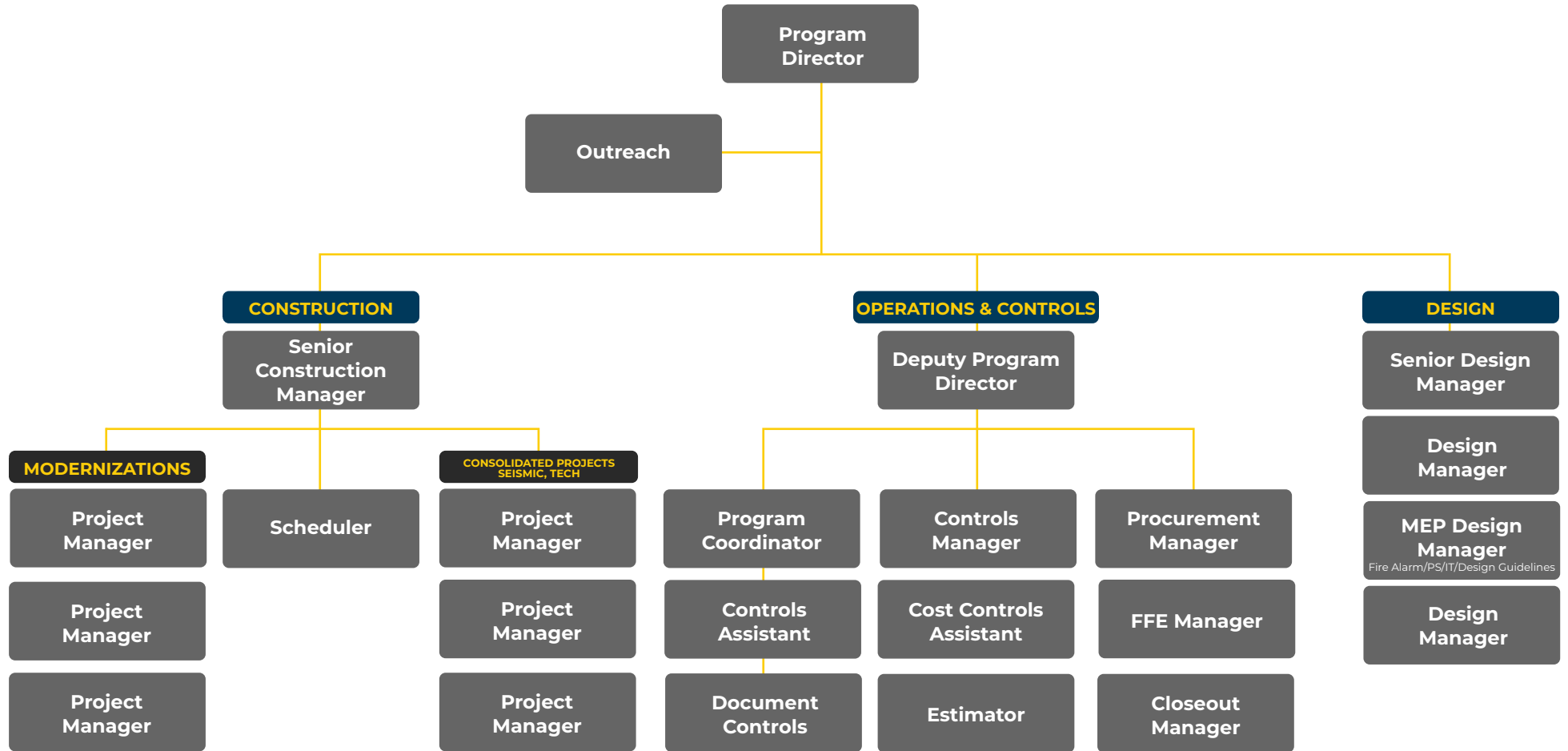
Organizational structure for K-12 bond program management is meticulously designed to ensure seamless execution and alignment with the unique needs of educational institutions. This multidisciplinary team collaborates closely with school district leadership, architects, and contractors to ensure every phase of the bond program is executed efficiently and transparently. By integrating experienced professionals with backgrounds in construction, procurement, hazardous materials, and educational administration, the PgM creates a cohesive and adaptable framework that prioritizes accountability, cost efficiency, and stakeholder engagement. This structure not only supports the successful delivery of projects but also fosters trust and collaboration with the communities served.

Below you will find a typical staffing plan that has been implemented and successful in other districts similar to Portland Public Schools. These districts are similar in metropolitan location, demographics, number of schools, bond size and equity inclusion.

TYPICAL STAFFING PLAN



POSSIBLE PROGRAM MANAGEMENT FTE STAFFING PLAN



SECTION 03

JEFFERSON HIGH SCHOOL OPTIONS



JEFFERSON HIGH SCHOOL OPTIONS

STUDENT MOVE-IN DATE

1ST AND 2ND FLOOR =

SEPTEMBER 2028

3RD AND 4TH FLOOR =

SEPTEMBER 2029

OPTION 1 | SHELL

Option 1 (SHELL) offers Portland Public Schools an accelerated path that allows students to begin using the 1st and 2nd floors of the new Jefferson High School building in September 2028. The 3rd and 4th floors will be ready for student occupancy in September 2029. While this approach avoids the need for portables, it requires construction to continue on the upper floors after occupancy. The total project would still finish by December 2029, saving about a year overall and reducing cost exposure from extended schedules. Compared to the other options, Option 1 balances earlier access to classrooms with on-site construction challenges that demand strict safety protocols and careful sequencing.

PROPOSED SCHEDULE

PHASE 1: NEW BASEBALL & SOFTBALL FIELDS			
PROCESS	START	END	DURATION
DESIGN	4/2025	12/2025	9 Months
PERMITTING	3/2026	6/2026	4 Months
CONSTRUCTION	7/2026	11/2026	5 Months

PHASE 2A: EARLY FOUNDATION TO GRADE - DEMOLITION OF EXISTING TRACK & FIELD			
PROCESS	START	END	DURATION
DESIGN	11/2025	2/2026	4 Months
PERMITTING	3/2026	6/2026	4 Months
CONSTRUCTION	7/2026	12/2026	6 Months

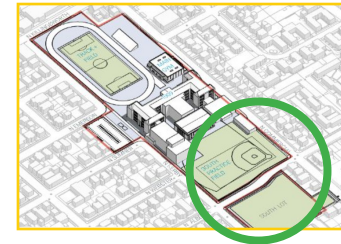
PHASE 2B: START NEW JHS BUILDING (1ST & 2ND FLOOR)			
PROCESS	START	END	DURATION
DESIGN	4/2025	7/2026	16 Months
PERMITTING	8/2026	11/2026	4 Months
CONSTRUCTION	1/2027	8/2028	20 Months

PHASE 3A: DEMOLITION OF EXISTING JHS BUILDING			
PROCESS	START	END	DURATION
DESIGN	3/2027	8/2027	6 Months
PERMITTING	9/2027	2/2028	6 Months
CONSTRUCTION	9/2028	4/2029	8 Months

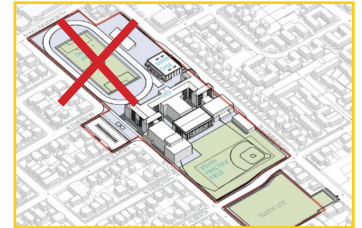
PHASE 3B: NEW TRACK & FIELD			
PROCESS	START	END	DURATION
DESIGN	4/2025	7/2026	16 Months
PERMITTING	9/2027	2/2028	6 Months
CONSTRUCTION	5/2029	12/2029	8 Months

PHASE 3C: COMPLETE NEW JHS BUILDING (SHELL - 3RD & 4TH FLOOR)			
PROCESS	START	END	DURATION
DESIGN	4/2025	7/2026	16 Months
PERMITTING	9/2027	2/2028	6 Months
CONSTRUCTION	9/2028	8/2029	12 Months

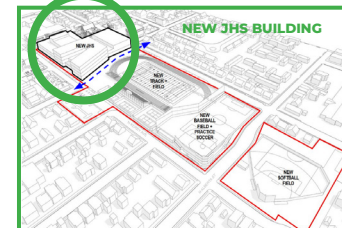
1 NEW BASEBALL & SOFTBALL FIELDS



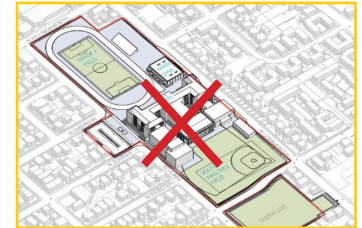
2A EARLY FOUNDATION TO GRADE - DEMO OF EXISTING TRACK & FIELD



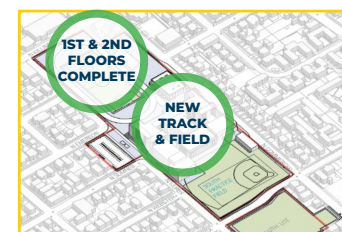
2B START NEW JHS BUILDING (1ST & 2ND FLOOR)



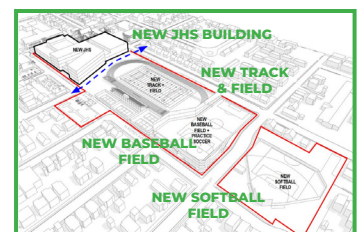
3A DEMOLITION OF EXISTING JHS BUILDING



3B NEW TRACK & FIELD



3C COMPLETE NEW JHS BUILDING (SHELL - 3RD & 4TH FLOOR)



* All dates are subject to change and require validation from the Architect/Engineer and Construction Manager/General Contractor.

The images shown were originally produced by BORA Architects and showcased in the Jefferson High School Modernization Community Information Session held on August 20, 2025, and can be found on the Portland Public Schools website (pps.net).

JEFFERSON HIGH SCHOOL OPTIONS

STUDENT MOVE-IN DATE

JANUARY 2029

OPTION 2 | PORTABLES

Option 2 (PORTABLE VILLAGE) provides Portland Public Schools with a plan that keeps students close to home while still accelerating Jefferson High School's modernization timeline. By using a separately designed and built portable village within walking distance of campus, around 400 students can remain in the neighborhood starting in 2026, avoiding the disruption of relocation to a distant site. This option allows for overlapping demolition and construction activities, **enabling students to occupy the new building by January 2029** — while also delivering some site amenities, like the baseball field, sooner. However, it introduces added costs and complexities tied to portables, site safety, temporary facilities for meals and PE, and careful sequencing of portable removal.

PROPOSED SCHEDULE

PHASE 1

PHASE 1A: FAST TRACK - PORTABLE VILLAGE				PHASE 1B: NEW BASEBALL FIELD ONLY			
PROCESS	START	END	DURATION	PROCESS	START	END	DURATION
DESIGN / BUILD	11/2025	8/2026	9 Months	DESIGN	4/2025	1/2026	9 Months
				PERMITTING	3/2026	7/2026	4 Months
				CONSTRUCTION	7/2026	12/2026	5 Months

PHASE 2

PHASE 2A: DEMOLITION OF EXISTING JHS BUILDING				PHASE 2B: NEW TRACK & FIELD			
PROCESS	START	END	DURATION	PROCESS	START	END	DURATION
DESIGN	11/2025	5/2026	6 Months	DESIGN	4/2025	8/2026	16 Months
PERMITTING	5/2026	7/2026	2 Months	PERMITTING	8/2026	12/2026	4 Months
CONSTRUCTION	7/2026	3/2027	8 Months	CONSTRUCTION	4/2027	12/2027	8 Months

PHASE 3

PHASE 3A: EARLY FOUNDATION TO GRADE - DEMOLITION OF EXISTING TRACK & FIELD				PHASE 3B: NEW JHS BUILDING			
PROCESS	START	END	DURATION	PROCESS	START	END	DURATION
DESIGN	11/2025	2/2026	4 Months	DESIGN	4/2025	8/2026	16 Months
PERMITTING	2/2026	6/2026	4 Months	PERMITTING	8/2026	12/2026	4 Months
CONSTRUCTION	6/2026	12/2026	6 Months	CONSTRUCTION	1/2027	9/2028	20 Months

PHASE 3C: NEW SOFTBALL FIELD / DEMO OF PORTABLE VILLAGE			
PROCESS	START	END	DURATION
CONSTRUCTION	1/2029	8/2030	20 Months

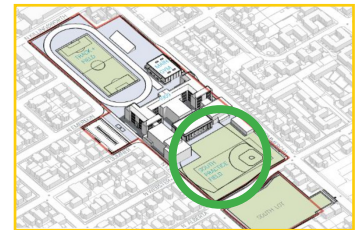
* All dates are subject to change and require validation from the Architect/Engineer and Construction Manager/General Contractor.

* Removal of portables and building the new softball field may take less than 20 months. The CMGC will need to validate the duration.

1A FAST TRACK - PORTABLE VILLAGE



1B NEW BASEBALL FIELD ONLY



2A DEMOLITION OF EXISTING JHS BUILDING



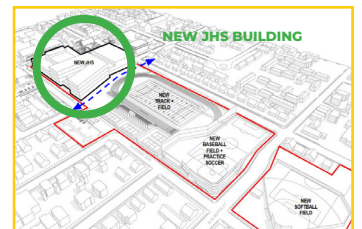
2B NEW TRACK & FIELD



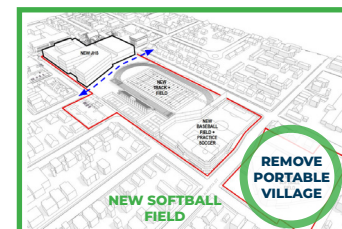
3A EARLY FOUNDATION TO GRADE - DEMO OF EXISTING TRACK & FIELD



3B NEW JHS BUILDING



3C NEW SOFTBALL FIELD / DEMO OF PORTABLE VILLAGE



The images shown were originally produced by BORA Architects and showcased in the Jefferson High School Modernization Community Information Session held on August 20, 2025, and can be found on the Portland Public Schools website (pps.net).

JEFFERSON HIGH SCHOOL OPTIONS

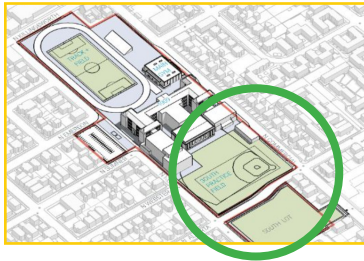
STUDENT MOVE-IN DATE

JANUARY 2029

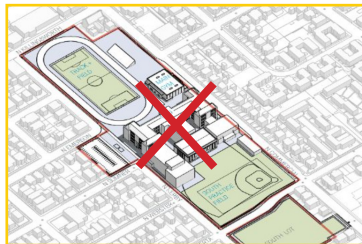
OPTION 3 | SWING * PROCEDEO is aware that the Portland Public Schools voting community has previously rejected the "Swing" strategy proposed in Option 3.

Option 3 (SWING) for the Jefferson High School Modernization Project offers Portland Public Schools a faster and more cost-effective path to completion. By delivering the new building for **student use in January 2029**—seven months earlier than the current plan—it reduces overall construction time by nearly a year. This approach minimizes prolonged disruption on campus, lowers escalation risks, and cuts soft costs associated with extended construction. However, it does require relocating about 400 students to swing space in August 2026 and introduces challenges around tighter sequencing and upfront coordination.

1 NEW BASEBALL & SOFTBALL FIELDS



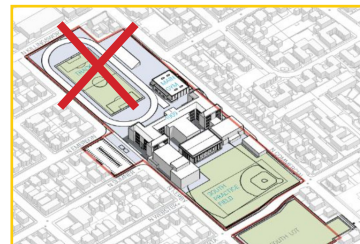
2A DEMOLITION OF EXISTING JHS BUILDING



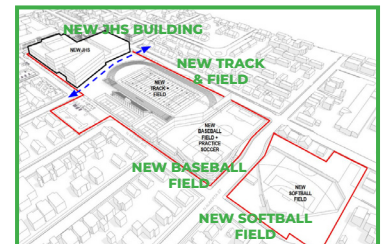
2B NEW TRACK & FIELD



3A EARLY FOUNDATION TO GRADE - DEMO OF EXISTING TRACK & FIELD



3B NEW JHS BUILDING



The images shown were originally produced by BORA Architects and showcased in the Jefferson High School Modernization Community Information Session held on August 20, 2025, and can be found on the Portland Public Schools website (pps.net).

PROPOSED SCHEDULE

PHASE 1: NEW BASEBALL & SOFTBALL FIELDS			
PROCESS	START	END	DURATION
DESIGN	4/2025	1/2026	9 Months
PERMITTING	3/2026	7/2026	4 Months
CONSTRUCTION	7/2026	12/2026	5 Months

PHASE 2A: DEMOLITION OF EXISTING JHS BUILDING			
PROCESS	START	END	DURATION
DESIGN	11/2025	5/2026	6 Months
PERMITTING	5/2026	7/2026	2 Months
CONSTRUCTION	7/2026	3/2027	8 Months

PHASE 2B: NEW & TRACK FIELD			
PROCESS	START	END	DURATION
DESIGN	4/2025	8/2026	16 Months
PERMITTING	8/2026	12/2026	4 Months
CONSTRUCTION	4/2027	12/2027	8 Months

PHASE 3A: EARLY FOUNDATION TO GRADE - DEMOLITION OF EXISTING TRACK & FIELD			
PROCESS	START	END	DURATION
DESIGN	11/2025	2/2026	4 Months
PERMITTING	2/2026	6/2026	4 Months
CONSTRUCTION	6/2026	12/2026	6 Months

PHASE 3B: NEW JHS BUILDING			
PROCESS	START	END	DURATION
DESIGN	4/2025	8/2026	16 Months
PERMITTING	8/2026	12/2026	4 Months
CONSTRUCTION	1/2027	9/2028	20 Months

* All dates are subject to change and require validation from the Architect/Engineer and Construction Manager/General Contractor.

JEFFERSON HIGH SCHOOL OPTIONS

DESIGN, PERMIT, & CONSTRUCTION SCHEDULE COMPARISON

Per our directive from the Superintendent, we were tasked with looking at ways to expedite moving students into the modernized building sooner. The alternative strategies prioritize students by providing earlier access to new learning spaces and athletic facilities. Ultimately, the decision requires weighing the value of earlier access and reduced escalation against the complexity, safety, and community concerns inherent in each alternative. Options such as Swing, Portable Village, or Shell shorten timelines by a year or more, ensuring that Jefferson students benefit from modernized classrooms and programs much sooner. The Superintendent and the community are eager to see real improvements; these proposed options offer a pathway to student-centered choices.

PROPOSED JHS OPTION 1 SHELL

PROS

Earlier occupancy for students – PPS can move into the building Aug 2028.

Accelerated educational benefit – Students gain access to classrooms and key facilities sooner.

Time savings – Overall project is completed by Dec 2029.

Potential cost savings on escalation – Earlier occupancy reduces direct cost exposure compared to a longer, fully sequential project.

CONS

Safety and logistics risk – Students and staff occupy the building while upper floors are under construction, requiring strict safety measures.

Limited access to fully completed facilities – Upper-floor classrooms, labs, and other spaces remain unavailable until Phase 3C is finished. However, accommodating students is achievable without utilizing the 3rd and 4th floors.

Complex construction sequencing – Contractors must carefully manage work around occupied areas, which can increase supervision, logistics, and temporary protections.

Potential for noise/disruption – Construction above or adjacent to occupied spaces can impact learning environment.

Coordination with trades is critical – MEP, elevators, and structural completion must be carefully staged to avoid delays or conflicts with occupied areas.

Phased commissioning challenges – Systems serving the partially occupied building may need temporary setups or repeated testing after upper floors are completed.

PROPOSED JHS OPTION 2 PORTABLE VILLAGE

PROS

Off-site relocation – Students remain in the neighborhood instead of being sent to a distant campus.

Portable village within walking distance – Easy access across the street keeps 400 students connected to their community until construction is complete.

Accelerated overall schedule – Overlapping demo, foundation, and building construction allows new building occupancy Jan 2029, saving ~1 year versus the current plan.

Phased delivery of site amenities – New baseball field completed early; track and other fields delivered later.

Reduced soft cost exposure – Shorter program duration reduces escalation and general condition costs.

Parallel design/build efficiencies – Portable village can be designed and built separately, accelerating construction readiness.

CONS

Portables cost – Procurement, installation, utilities, and maintenance add upfront costs; removal later adds mobilization.

Construction site intensity – Overlapping construction zones on campus while students are present increases safety risks.

Limited early field access – Only the baseball field is available; track, softball, and other fields won't be completed until end of project.

Community/parent perception – Learning in portables may be perceived as temporary or substandard.

Compressed design & permitting schedule – Overlapping windows increase risk of errors or permitting delays.

Portables removal impact – Final removal overlaps with site finishing; sequencing must be carefully managed.

No cafeteria, gymnasium, science labs, or PE area in portables – District must find temporary alternatives for meals, physical education, and lab instruction, adding cost and complexity.

PROPOSED JHS OPTION 3 SWING

PROS

Earlier completion – Full project done Jan 2029, saving 12+ months.

Earlier building use – Students occupy new facility Jan 2029, accelerating educational benefit.

Reduced escalation exposure – Shorter overall timeline limits the impact of material/labor inflation.

Efficient sequencing – Early demo and foundation packages run in parallel with field work, preventing gaps.

Utility/abatement addressed earlier – Early demo package (2A) allows asbestos/abatement to be cleared up front.

Soft cost savings – Fewer mobilizations, less extended general conditions cost.

CONS

Swing space required – Moving students off-site Aug 2026–Jan 2029 requires logistics, transportation, and community buy-in.

Higher upfront complexity – Multiple early packages (demo, foundation, fields) demand close coordination with city permitting.

Potential cost premium – Phased GMPs/early packages may add some contractor markup and overhead.

Compressed design durations – Some design overlaps could create pressure on architects/engineers to deliver faster.

Community perception – Swinging students out temporarily may be unpopular, even if it accelerates the final delivery.

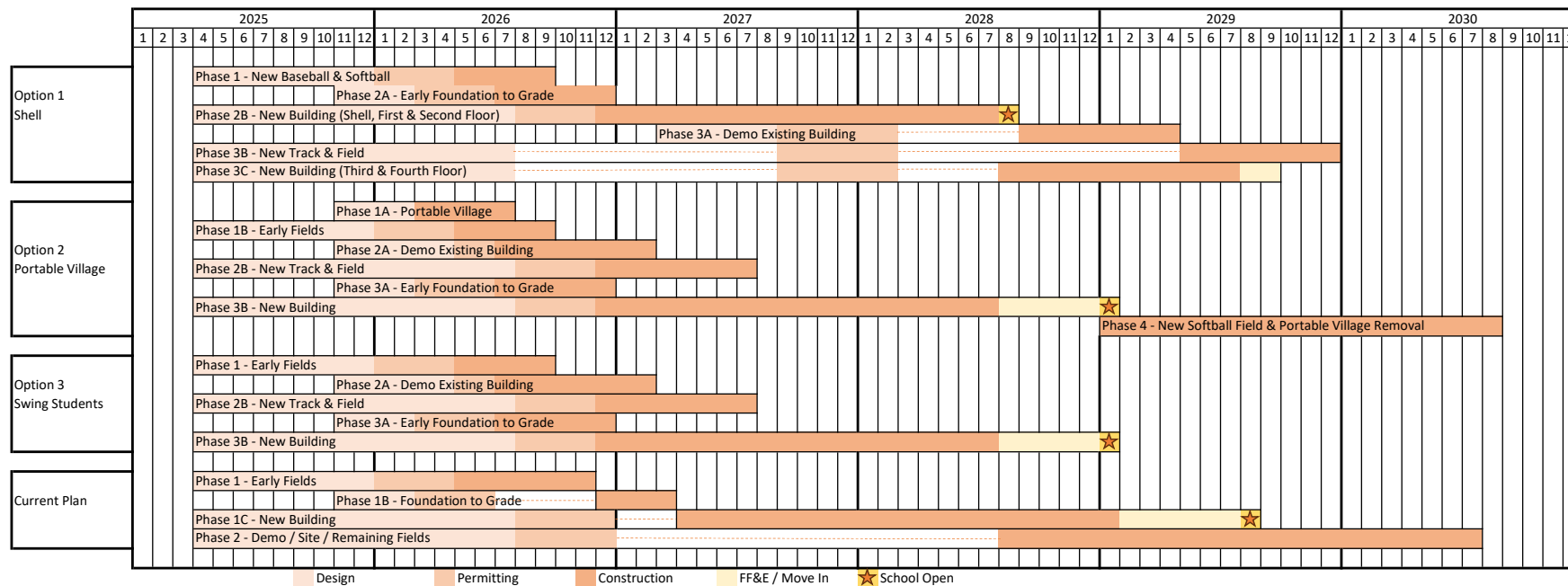
** PROCEDEO is aware that the Portland Public Schools voting community has previously rejected the "Swing" strategy proposed in Option 3.*

SECTION 04

SCHEDULE ANALYSIS

SCHEDULE ANALYSIS

DESIGN, PERMIT, & CONSTRUCTION SCHEDULE COMPARISON



CURRENT PLAN | FINAL COMPLETION JULY 2030

While this phased approach offers benefits such as **early access to athletic fields and reduced design risk**, it ultimately extends the Jefferson High School Modernization Project timeline too far.

Full project completion would not occur until 2030, leaving students and the community to deal with ongoing construction impacts for more than five years.

The prolonged schedule also **increases exposure to cost escalation, permitting delays, and repeated utility challenges**, making this the least efficient and most disruptive option.

OPTION 1 (SHELL) | FINAL COMPLETION DECEMBER 2029

Option 1 delivers student-usable classrooms and facilities **earlier (August 2028)** and compresses the total schedule.

Compared to Option 3, it **achieves earlier occupancy**, but introduces **higher safety, coordination, and operational risks** since construction continues in unoccupied portions of the same building. Compared to Option 2 (portables), it **avoids temporary structures** but relies heavily on careful phasing to keep students safe and minimize disruption.

OPTION 2 (PORTABLES) | FINAL COMPLETION AUGUST 2030

Option 2 will lead to earlier completion and reduced soft costs.

Compared to Option 3, it **keeps students local** and connected to their community while construction is ongoing. The main trade-offs are higher site management complexity and the **need to provide alternatives for cafeteria, PE, and science labs**.

OPTION 3 (SWING) | FINAL COMPLETION JANUARY 2029

Option 3 saves the District one year overall (completion in January 2029 vs. 2030). This also means that students will be in the new building sooner (occupancy in January 2029 vs. August 2029).

Option 3 avoids keeping the campus in major construction mode as long, which reduces escalation risk, soft costs, and prolonged disruption.

That said, Option 3 does introduce **new trade-offs**, mainly around student swing space, more aggressive sequencing, and higher upfront coordination.

** PROCEDEO is aware that the Portland Public Schools voting community has previously rejected the "Swing" strategy proposed in Option 3.*

SUMMARY & CONCLUSIONS


JEFFERSON HIGH SCHOOL SCHEDULE

Factor	Current Plan	Option 1 - Shell	Option 2 - On-Site Portables	Option 3 - Off-Site Swing
Full Project Completion	Aug 2030	Aug 2029	Aug 2029	Jan 2029
Student Occupancy	Aug 2029	Aug 2028 (partial access)	Jan 2029	Jan 2029
Student Relocation / Swing Space	None	None	On-site portables	Off-site for 3 years
Construction Disruption / Safety Risk	Medium (long timeline)	High; students occupy lower floors while upper floors under construction	Medium to High; intensive site activity	Low
Field Access	Staggered; some early fields, final track & field later delivery	Staggered; some early fields, final track & field later delivery	Only baseball field early; remaining fields delayed	All fields will be delivered by end 2027
Soft Cost / Escalation Exposure	High (long timeline)	Medium-low	Medium	Medium
Flexibility / Phasing Efficiency	Low	Medium; partial occupancy accelerates use, but requires careful staging	Medium	Medium; requires full swing
Complexity of Management	Low	High; occupied construction requires careful coordination	High; portables + construction overlap	Medium; swing logistics
Community / Student Impact	Long exposure to construction	Partial building occupancy; learning environment affected by ongoing construction. High exposure.	Students remain local; temporary classrooms. High exposure.	Displaced students; full off-site relocation. No exposure to construction
Cost Implications	Baseline	Moderate; cost for logistics	High; portables, utilities, removal	Moderate-high; swing + staging + occupied construction safety measures

SCHEDULE ANALYSIS

OPTION 1 | SHELL

Activity ID	Activity Name	Months	Orig Dur	Rem Dur	Start	Finish	2026					2027					2028					2029					2030									
							S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F
Jefferson High School - Option 1																																				
New Baseball and Softball Fields - Phase 1																																				
A1470	Early Fields Design (Baseball & Softball)	9 Months	275	99	01-Apr-25 A	31-Dec-25	[Green bar] Early Fields Design (Baseball & Softball)																													
A1340	Permits Early Fields	4 Months	122	122	01-Mar-26	30-Jun-26	[Green bar] A1340: Permits Early Fields																													
A1370	Early Fields Construction (Baseball & Softball)	5 Months	153	153	01-Jul-26	30-Nov-26	[Green bar] A1370: Early Fields Construction (Baseball & Softball)																													
Early Foundation to Grade - Demo Existing Track and Field - Phase 2A																																				
A1540	Early Foundation to Grade Design	4 Months	120	120	01-Nov-25*	28-Feb-26	[Red bar] A1540: Early Foundation to Grade Design																													
A1550	Permits	4 Months	122	122	01-Mar-26	30-Jun-26	[Red bar] A1550: Permits																													
A1560	Construct New Building Foundations & Utilities	6 Months	184	184	01-Jul-26	31-Dec-26	[Red bar] A1560: Construct New Building Foundations & Utilities																													
New Building (Shell, First & Second Floor) - Phase 2B																																				
A1570	New Building Design	16 Months	487	311	01-Apr-25 A	31-Jul-26	[Green bar] A1570: New Building Design																													
A1580	Permits	4 Months	122	122	01-Aug-26	30-Nov-26	[Green bar] A1580: Permits																													
A1590	Construct New Building (Shell, First & Second Floor)	20 Months	609	609	01-Jan-27	31-Aug-28	[Red bar] A1590: Construct New Building (Shell, First & Second Floor)																													
Demo Package Existing Building - Phase 3A																																				
A1490	Design Documents	6 Months	184	184	01-Mar-27*	31-Aug-27	[Green bar] A1490: Design Documents																													
A1500	Permits	6 Months	182	182	01-Sep-27	29-Feb-28	[Green bar] A1500: Permits																													
A1450	Phase 3A Demo Existing Building	8 Months	242	242	01-Sep-28	30-Apr-29	[Green bar] A1450: Phase 3A Demo Existing Building																													
New Track and Field - Phase 3B																																				
A1510	New Track and Field Design	16 Months	487	311	01-Apr-25 A	31-Jul-26	[Green bar] A1510: New Track and Field Design																													
A1520	Permits	6 Months	182	182	01-Sep-27	29-Feb-28	[Green bar] A1520: Permits																													
A1530	Construct New Track and Field	8 Months	245	245	01-May-29	31-Dec-29	[Green bar] A1530: Construct New Track and Field																													
New Building (Third & Fourth Floor) - Phase 3C																																				
A1600	New Building Design	16 Months	487	311	01-Apr-25 A	31-Jul-26	[Green bar] A1600: New Building Design																													
A1610	Permits	6 Months	182	182	01-Sep-27	29-Feb-28	[Green bar] A1610: Permits																													
A1620	Construct New Building (Third & Fourth Floor)	12 Months	365	365	01-Sep-28	31-Aug-29	[Green bar] A1620: Construct New Building																													
Close-Out																																				
A1410	OTIS Installation	3 Months	92	92	01-Jun-28	31-Aug-28	[Red bar] A1410: OTIS Installation																													
A1400	Substantial Completion		0	0		31-Aug-28	[Diamond] Substantial Completion																													
A1420	FF&E Installation (First & Second Floor)	1 Month	31	31	01-Sep-28	01-Oct-28	[Red bar] A1420: FF&E Installation (First & Second Floor)																													
A1430	Move In (First & Second Floor)	1 Month	31	31	01-Sep-28	01-Oct-28	[Red bar] A1430: Move In (First & Second Floor)																													
A1440	School Opens		0	0		01-Oct-28*	[Diamond] School Opens																													
A1630	FF&E Installation (Third & Fourth Floor)	2 Months	61	61	02-Aug-29	01-Oct-29	[Green bar] A1630: FF&E Installation (Third & Fourth Floor)																													
A1640	Move In (Third & Fourth Floor)	1 Month	31	31	02-Oct-29	01-Nov-29	[Green bar] A1640: Move In (Third & Fourth Floor)																													
A1460	JHS Complete		0	0		31-Dec-29	[Diamond] JHS Complete																													

Start Date	01-Apr-25	[Green bar] Remaining Level of Effort	[Red bar] Critical R..	JHS Options	1 of 1	
Finish Date	31-Aug-28	[Blue bar] Actual Level of Effort	[Diamond] Milestone	Procdeo		
Data Date	24-Sep-25	[Grey bar] Previous Baseline		Jefferson High School		
Run Date	21-Oct-25	[Blue bar] Actual Work		Option 1 - Shell		
		[Green bar] Remaining Work				

SCHEDULE ANALYSIS

OPTION 2 | PORTABLE VILLAGE

Activity ID	Activity Name	Months	Orig Dur	Rem Dur	Start	Finish	2026				2027				2028				2029				2030							
							Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Jefferson High School - Option 2																														
FAST TRACK - Portable Village - Phase 1A																														
A1600	Design / Building Portable Village	9 Months	273	273	01-Nov-25*	31-Jul-26	300: Design / Building Portable Village																							
Set A - Early Fields (Only New Baseball Field) - Phase 1B																														
A1470	Set A - Early Fields Design	9 Months	183	99	01-Apr-25 A	31-Dec-25	Set A - Early Fields Design																							
A1340	Set A - Permits Early Field	4 Months	120	120	01-Jan-26	30-Apr-26	A1340: Set A - Permits Early Field																							
A1370	Set A - Early Field (Baseball Field) Construction	5 Months	153	153	01-May-26	30-Sep-26	A1370: Set A - Early Field (Baseball Field) Construction																							
Set B - Demo Package Existing Building - Phase 2A																														
A1490	Set B - Design Documents	6 Months	181	181	01-Nov-25*	30-Apr-26	490: Set B - Design Documents																							
A1500	Set B - Permits	2 Months	61	61	01-May-26	30-Jun-26	A1500: Set B - Permits																							
A1450	Set B - Phase 2 Demo Existing Building	8 Months	243	243	01-Jul-26	28-Feb-27	A1450: Set B - Phase 2 Demo Existing Building																							
Set D - New Track and Field - Phase 2B																														
A1510	Set D - New Track and Field Design	16 Months	333	311	01-Apr-25 A	31-Jul-26	Set D - New Track and Field Design																							
A1520	Set D - Permits	4 Months	122	122	01-Aug-26	30-Nov-26	A1520: Set D - Permits																							
A1530	Set D - Construct New Track and Field	8 Months	243	243	01-Dec-26	31-Jul-27	A1530: Set D - Construct New Track and Field																							
Set C - Early Foundation to Grade - Existing Track and Field Demo - Phase 3A																														
A1540	Set C - Early Foundation to Grade Design	4 Months	120	120	01-Nov-25*	28-Feb-26	540: Set C - Early Foundation to Grade Design																							
A1550	Set C - Permits	4 Months	122	122	01-Mar-26	30-Jun-26	A1550: Set C - Permits																							
A1560	Set C - Construct New Building Foundations & Utilities	6 Months	126	126	01-Jul-26	03-Nov-26	A1560: Set C - Construct New Building Foundations & Utilities																							
Set D - New Building - Phase 3B																														
A1570	Set D - New Building Design	16 Months	333	311	21-Apr-25 A	31-Jul-26	Set D - New Building Design																							
A1580	Set D - Permits	4 Months	121	121	01-Aug-26	29-Nov-26	A1580: Set D - Permits																							
A1590	Set D - Construct New Building	20 Months	610	610	30-Nov-26	31-Jul-28	A1590: Set D - Construct New Building																							
Set A - New Softball Field & Portable Village Removal - Phase 4																														
A1630	Set A - New Softball Field & Portable Village Demo / Removal		608	608	01-Jan-29*	31-Aug-30	A1630: Set A																							
Close-Out																														
A1400	Substantial Completion		0	0		31-Jul-28	◆ Substantial Completion																							
A1410	OTIS Installation	3 Months	92	92	01-Aug-28	31-Oct-28	A1410: OTIS Installation																							
A1420	FF&E Installation	3 Months	92	92	01-Aug-28	31-Oct-28	A1420: FF&E Installation																							
A1460	JHS Complete		0	0		31-Oct-28	◆ JHS Complete																							
A1430	Move In	1 Months	31	31	01-Dec-28	31-Dec-28	A1430: Move In																							
A1440	School Opens		0	0		01-Jan-29*	◆ School Opens																							

Start Date	01-Apr-25
Finish Date	31-Jul-28
Data Date	24-Sep-25
Run Date	26-Sep-25

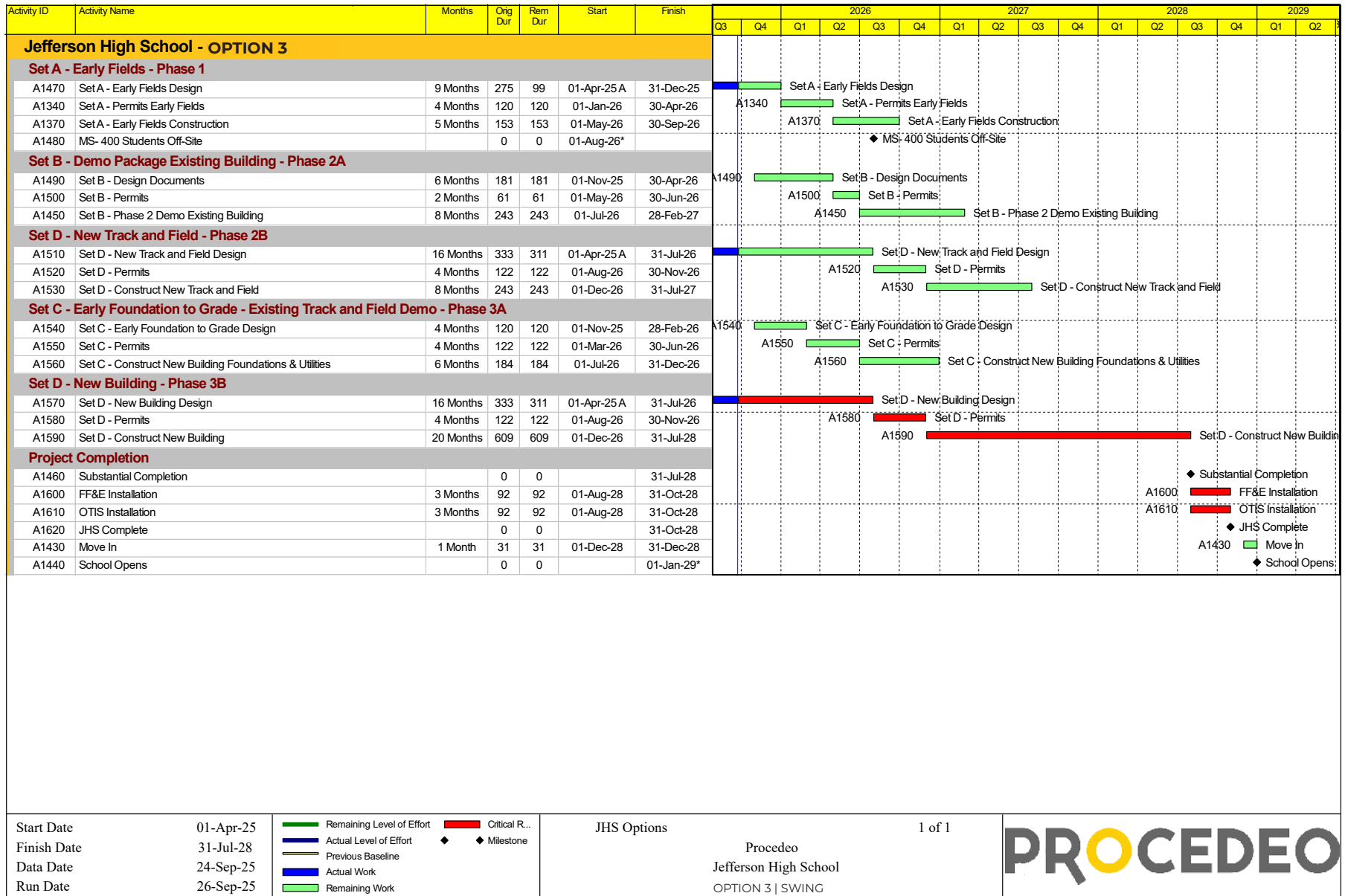
Remaining Level of Effort	Critical R...
Actual Level of Effort	Milestone
Previous Baseline	
Actual Work	
Remaining Work	

JHS Options 1 of 1
 Procedeo
 Jefferson High School
 Option 2 - 400 Student On-Site Portables



SCHEDULE ANALYSIS

OPTION 3 | SWING * PROCEDEO is aware that the Portland Public Schools voting community has previously rejected the "Swing" strategy proposed in Option 3.



SECTION 05

JEFFERSON HIGH SCHOOL BUDGET ANALYSIS TO DATE



JEFFERSON HIGH SCHOOL BUDGET ANALYSIS TO DATE

FINANCIAL MANAGEMENT REPORT AS OF SEPTEMBER 29, 2025

Jefferson HS Modernization	CURRENT			PROJECTIONS				
	Initial Budget	Changes To Date	Current Budget	Executed / Projected Commitments	Paid To Date	Uncommitted Current Budget	Additional Forecasted Commitments	Projected Commitments (Over)/Under
Demolition & Deconstruction	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Construction - Building	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Major Renovations > \$25k	222,777,203.00	154,884,663.00	357,661,866.00	2,447,973.25	2,216,062.25	355,153,892.75	355,153,892.75	0.00
Minor Alterations < \$25k	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Ordinary Repairs & Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Site Improvements (Non-building)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Off-Site Improvements (Non-building)	1,555,000.00	945,000.00	2,500,000.00	0.00	0.00	2,500,000.00	2,500,000.00	0.00
Hazardous Material Abatement	3,110,000.00	(7,610,000.00)	500,000.00	0.00	0.00	500,000.00	500,000.00	0.00
Other Property Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Utility Costs and Connection Fees - Electric	627,000.00	278,000.00	900,000.00	0.00	0.00	900,000.00	900,000.00	0.00
Land Acquisition	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Easements/Rights-of-Way	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Hard Costs (Category 1)	\$228,004,703.00	\$133,497,663.00	\$361,502,366.00	\$2,447,973.25	\$2,216,062.25	\$359,053,892.75	\$359,053,892.75	\$0.00
Architectural Design	18,660,000.00	23,478,920.42	42,138,920.42	40,138,920.42	18,435,203.87	2,000,000.00	2,000,000.00	0.00
Professional Engineering Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hazardous Materials Consultant Services	311,000.00	(11,000.00)	300,000.00	271,518.00	238,391.02	28,482.00	28,482.00	0.00
Material Testing & Special Inspections	622,000.00	(622,000.00)	0.00	38,000.00	28,000.00	77,000.00	77,000.00	0.00
Geotechnical Engineering Services	0.00	300,000.00	300,000.00	216,910.00	189,760.25	83,090.00	83,090.00	0.00
Land Surveyor Services	174,400.00	125,600.00	250,000.00	200,875.00	195,615.00	49,125.00	49,125.00	0.00
Cost Estimating Consultant	311,000.00	(31,000.00)	280,000.00	0.00	0.00	0.00	0.00	0.00
Building Commissioning Services	622,000.00	78,000.00	700,000.00	645,160.00	45,200.00	54,840.00	54,840.00	0.00
Building Envelope Consultant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Constructability Reviews	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Permit/Land Use Consultant Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sustainability Consultant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Traffic Engineering Services	311,000.00	(186,000.00)	125,000.00	99,352.00	73,360.00	25,648.00	25,648.00	0.00
3rd Party QA/QC Inspections	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Design Services	311,000.00	(211,000.00)	100,000.00	71,025.41	70,023.41	28,974.59	28,974.59	0.00
Construction Management - External	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Program Management - External	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Management - External	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Legal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Soft Costs (Category 2)	\$20,992,500.00	\$23,221,420.42	\$44,213,920.42	\$4,167,760.83	\$19,276,533.55	\$2,542,199.59	\$2,542,199.59	\$0.00
Project Management - Internal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
District Administrative Cost	12,440.00	(12,440.00)	0.00	0.00	0.00	0.00	0.00	0.00
Educational Staff	62,200.00	(17,200.00)	45,000.00	0.00	0.00	45,000.00	45,000.00	0.00
Custodial Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other District Staff Costs	7,778,960.00	(7,778,960.00)	0.00	0.00	0.00	0.00	0.00	0.00
Advertising	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Printing/Reprographics	0.00	244.44	244.44	7,312.20	244.44	(7,067.76)	(7,067.76)	0.00
Land Use Permitting	62,200.00	(62,200.00)	0.00	0.00	0.00	0.00	0.00	0.00
Permitting	0.00	4,150,000.00	4,150,000.00	203,336.15	203,336.15	3,946,663.85	3,946,663.85	0.00
Facilities Permit Program (PPP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
System Development Charges	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Dues & Fees	62,200.00	0.00	62,200.00	62,700.00	62,700.00	61,573.00	61,573.00	0.00
Local Meetings	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Facilities & Equipment Rentals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Moving Services	933,000.00	(33,000.00)	800,000.00	13,585.46	6,519.48	786,414.54	786,414.54	0.00
Student Transportation (School Bus)	62,200.00	(62,200.00)	0.00	0.00	0.00	0.00	0.00	0.00
Maintenance Work Orders	12,440.00	(2,440.00)	10,000.00	0.00	0.00	10,000.00	10,000.00	0.00
Office Equipment/Consumable Supplies	3,110,000.00	(3,600,000.00)	(490,000.00)	4,781.18	4,781.18	202,188.2	202,188.2	0.00
Computers & Peripherals	0.00	2,750,000.00	2,750,000.00	0.00	0.00	2,750,000.00	2,750,000.00	0.00
Miscellaneous Technology	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Fixtures, Furniture and Equipment < \$150	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Fixtures, Furniture and Equipment \$150 < \$24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Fixtures, Furniture and Equipment \$250	7,775,000.00	(25,000.00)	7,750,000.00	0.00	0.00	7,750,000.00	7,750,000.00	0.00
Maintenance Materials	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Computer Software	311,000.00	(311,000.00)	0.00	0.00	0.00	0.00	0.00	0.00
Bond Issuance Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Bond Assurances/Set-Asides	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Builders Risk Insurance (District Held)	1244,000.00	756,000.00	2,000,000.00	0.00	0.00	2,000,000.00	2,000,000.00	0.00
Transfer to Other Funds	0.00	7,500.00	7,500.00	0.00	0.00	7,500.00	7,500.00	0.00
Total Owners Costs (Category 3)	\$21,439,090.00	(\$3,838,195.56)	\$17,599,894.44	\$2,291,641.99	\$215,508.25	\$17,370,302.45	\$17,370,302.45	\$0.00
Escalation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contingency	195,565,217.00	(192,873,447.86)	42,691,769.14	0.00	0.00	42,691,769.14	42,691,769.14	0.00
Total Contingency (Category 4)	\$195,565,217.00	(\$192,873,447.86)	\$42,691,769.14	\$0.00	\$0.00	\$42,691,769.14	\$42,691,769.14	\$0.00
OTHER FUNDING SOURCE INTEREST								
Total	\$466,000,000.00	\$7,500.00	\$466,007,500.00	\$44,349,376.07	\$21,706,124.05	\$421,658,123.93	\$421,658,123.93	\$0.00
				Commitments Less Paid to Date =				
				Remaining Commitments				
				\$22,643,252.02				

CLOSING

We greatly appreciate the opportunity to work alongside the PPS team on this effort. Without their openness and collaboration, this report would not have been possible. We remain committed to providing the leadership and guidance necessary to ensure corrective measures are in place - keeping not only the individual projects, but the overall bond program, on budget and on schedule.

We welcome the opportunity to further discuss any of the observations and recommendations outlined in this report. While our analysis is centered on the Jefferson High School project, many of the findings, concerns, and recommendations are broadly applicable across the bond program. Our goal is to provide actionable insight that supports PPS in strengthening effectiveness, efficiency, and transparency throughout the process.

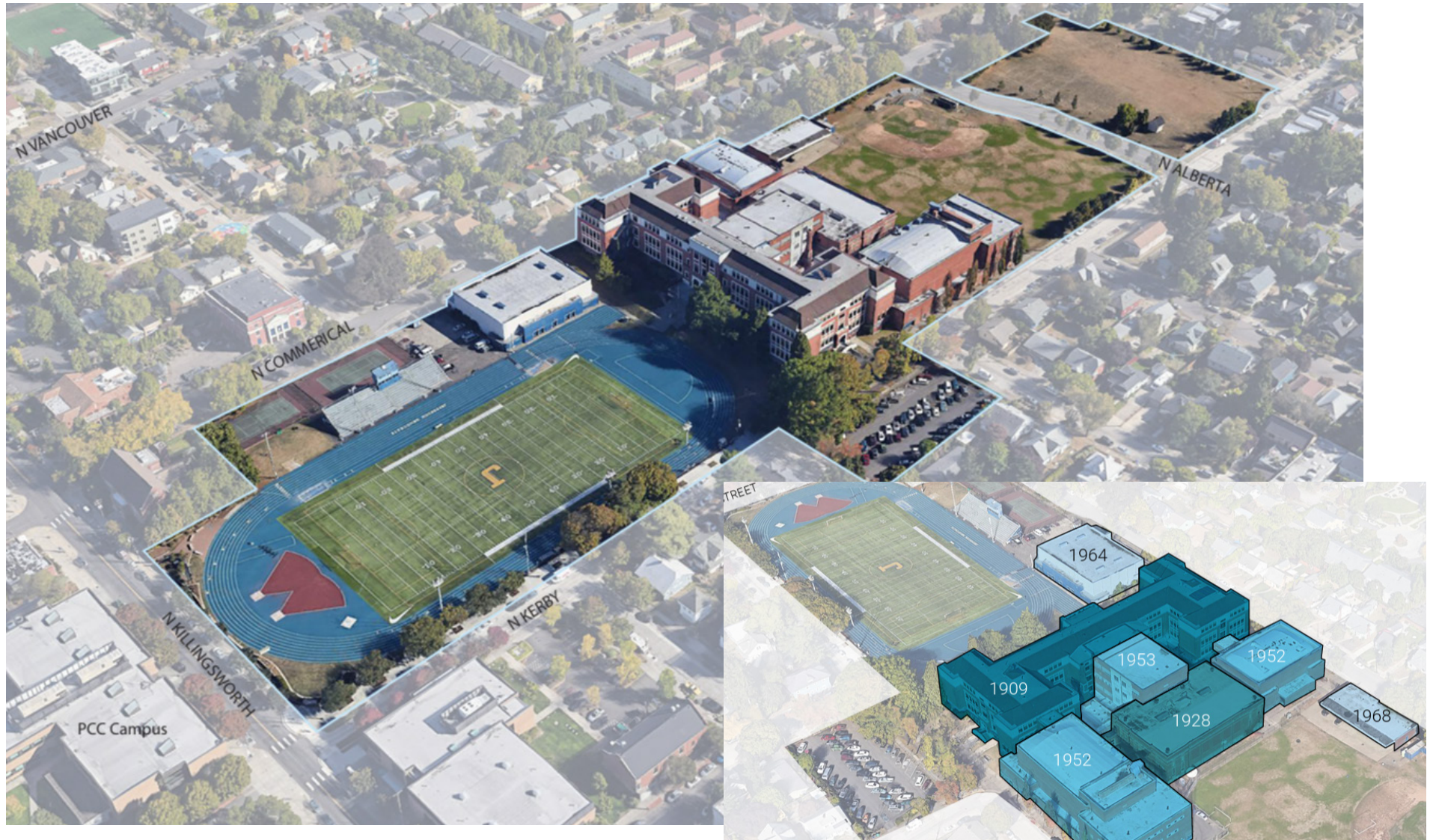
SECTION 06 | APPENDIX

CURRENT PLAN, CONDITIONS, & SCHEDULE



EXISTING COMPREHENSIVE PLAN

CURRENT SITE PLAN AND AERIAL VIEW



Aerial view from northwest of the existing Jefferson High School campus

The images shown were originally produced by BORA Architects and showcased in the Jefferson High School Conceptual Master Plan Report prepared in January of 2020, and can be found on the Portland Public Schools website (pps.net).

EXISTING COMPREHENSIVE PLAN

BOARD APPROVED ON OCTOBER 14, 2025

SITE PAIN POINTS

- 1 Historic 1909 Building.** The front steps, both inside and outside of the main building, are not accessible but hold symbolic value as a traditional gathering spot. This creates a major challenge to compliance with modern universal design standards, which require equal access for all users. While removal is possible, the design must re-establish a new outdoor "heart" for the school to replace that function.
- 2 Building Organization.** Unified building design is preferred: avoid multiple separate buildings. The theater and gym should be easily accessible to the public. All new construction should be located south of the historic 1909 building.
- 3 Athletics & Support Spaces.** Scattered fields present connectivity challenges.
- 4 Commons & Circulation.** The Student Commons should be positioned close to the main building entrance to maximize accessibility and centrality.
- 5 1928 Gymnasium.** While there was interest in reuse, the 1928 Gymnasium should not be retained, as it limits design opportunities elsewhere. Detached building presents security challenges.
- 6 Parking.** Existing parking is limited and athletic parking is stationed on the side streets.

In general, the current proposed design by BORA Architects addresses the High School pain points.

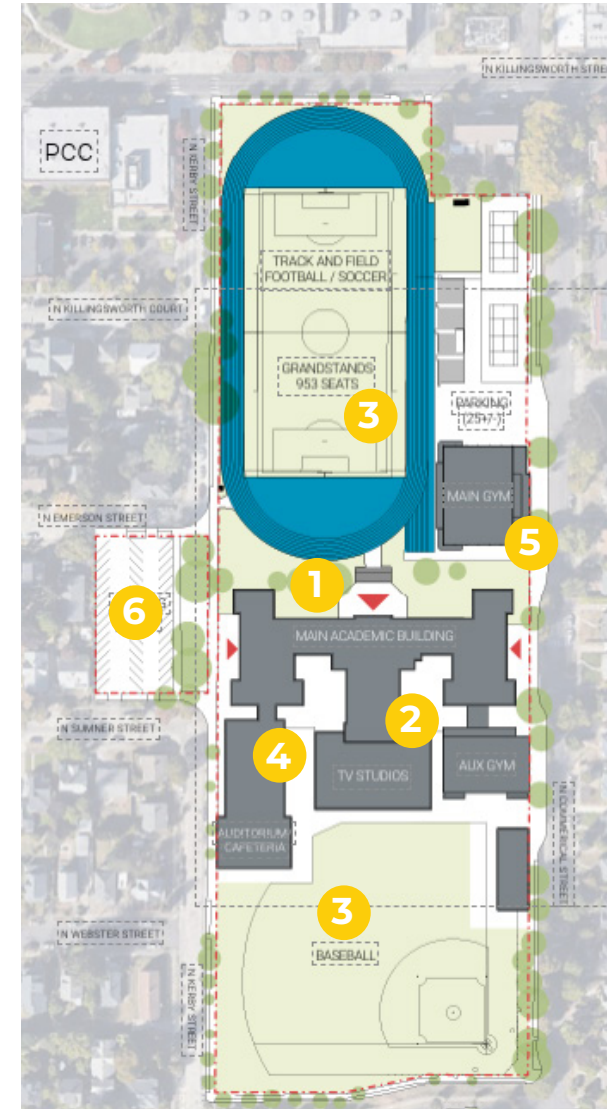
SITE INFORMATION

PORTLAND PUBLIC SCHOOLS | District No. 1J, Multnomah County

SITE AREA | 13.5 Acres

GRADES | High School 9th - 12th

STUDENT ENROLLMENT | approx. 402 Students



Existing Site Plan

The image shown was originally produced by BORA Architects and showcased in the Jefferson High School Conceptual Master Plan Report prepared in January of 2020, and can be found on the Portland Public Schools website (pps.net).

EXISTING COMPREHENSIVE PLAN

CURRENT CAMPUS PHOTOS



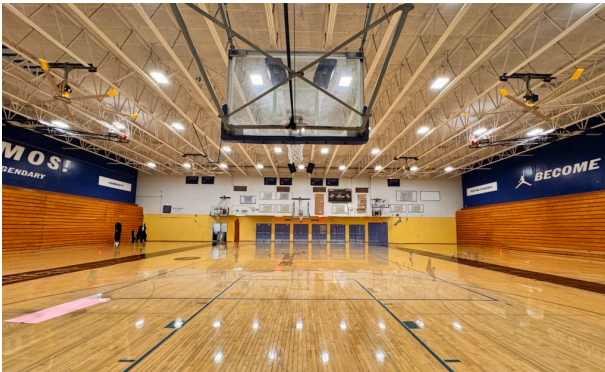
Original entrance to the building



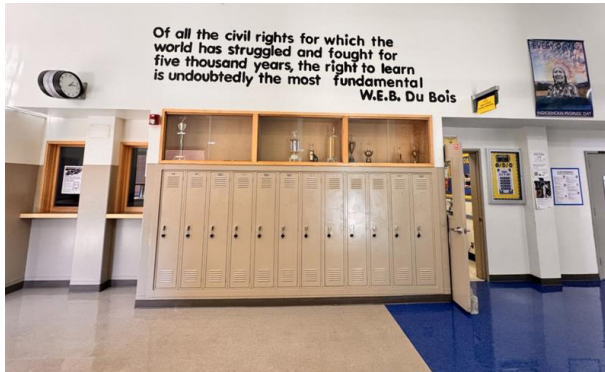
Existing cafeteria



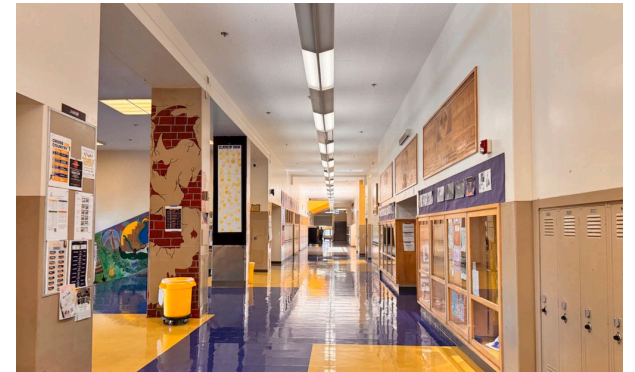
Current entrance to the JHS building by Kerby Ave.



Existing detached gym



Existing main corridor



Existing main corridor

JEFFERSON HIGH SCHOOL OPTIONS

DESIGN, PERMIT, & CONSTRUCTION SCHEDULE COMPARISON

Per our directive from the Superintendent, we were tasked with looking at ways to expedite moving students into the modernized building sooner. The alternative strategies prioritize students by providing earlier access to new learning spaces and athletic facilities. Ultimately, the decision requires weighing the value of earlier access and reduced escalation against the complexity, safety, and community concerns inherent in each alternative. Options such as Swing, Portable Village, or Shell shorten timelines by a year or more, ensuring that Jefferson students benefit from modernized classrooms and programs much sooner. The Superintendent and the community are eager to see real improvements, these proposed options offer a pathway to student-centered choices.

CURRENT PLAN

PROS

New softball and baseball fields to be completed and available first by the beginning of 2027.

Phased delivery reduces risk exposure – breaking work into smaller packages (fields, foundations, building, site) allows issues to be identified and resolved without holding up the entire project.

Early activation of fields – students/community gain access to athletic facilities years before the main building and final site work are completed.

Logical sequencing – foundational work, building, and final demo/site work are staged to minimize overlap and avoid heavy conflicts on campus.

Extended design windows – longer design durations reduce the chance of rushed drawings, errors, or major change orders.

CONS

Very long total duration – the overall program stretches from now to 2030, meaning full completion takes 5+ years from now.

Late delivery of final site/fields – final demo and field work aren't usable until near the end of the decade, leaving partial facilities for an extended period.

High exposure to inflation/escalation – long timeline increases the likelihood of cost overruns due to labor and materials price increases.

Permit dependencies at multiple phases – permitting is required three separate times (for A, B, and C/Phase 2), each creating a potential delay.

Multiple utility coordination points – repeating utility and easement challenges across phases can create bottlenecks.

Extended community/student impact – site remains under construction for years, potentially affecting usability, safety, and perception.

CURRENT PROJECT PLAN

BOARD APPROVED ON OCTOBER 14, 2025

STUDENT MOVE-IN DATE

AUGUST 2029

CURRENT DESIGN STRATEGY

The current plan ensures that students will remain on-site during construction while accommodating up to 1,700 students. The main building will stay on the north side of the property with its primary entrance on Kerby. Athletic fields will remain as designed, with the gym located next to them along Commercial. The plan also activates the Killingsworth building with a new Fine Arts Hall, and provides a required cross-block connection.

Estimated Construction Budget: \$355,153,892.75

Estimated All-In Budget: \$466,007,500

PROPOSED SCHEDULE

PHASE 1A | SPRING 2026 - WINTER 2026

Construction on new softball field, new baseball field, and new soccer practice field.

PHASE 1B | WINTER 2026 - SPRING 2029

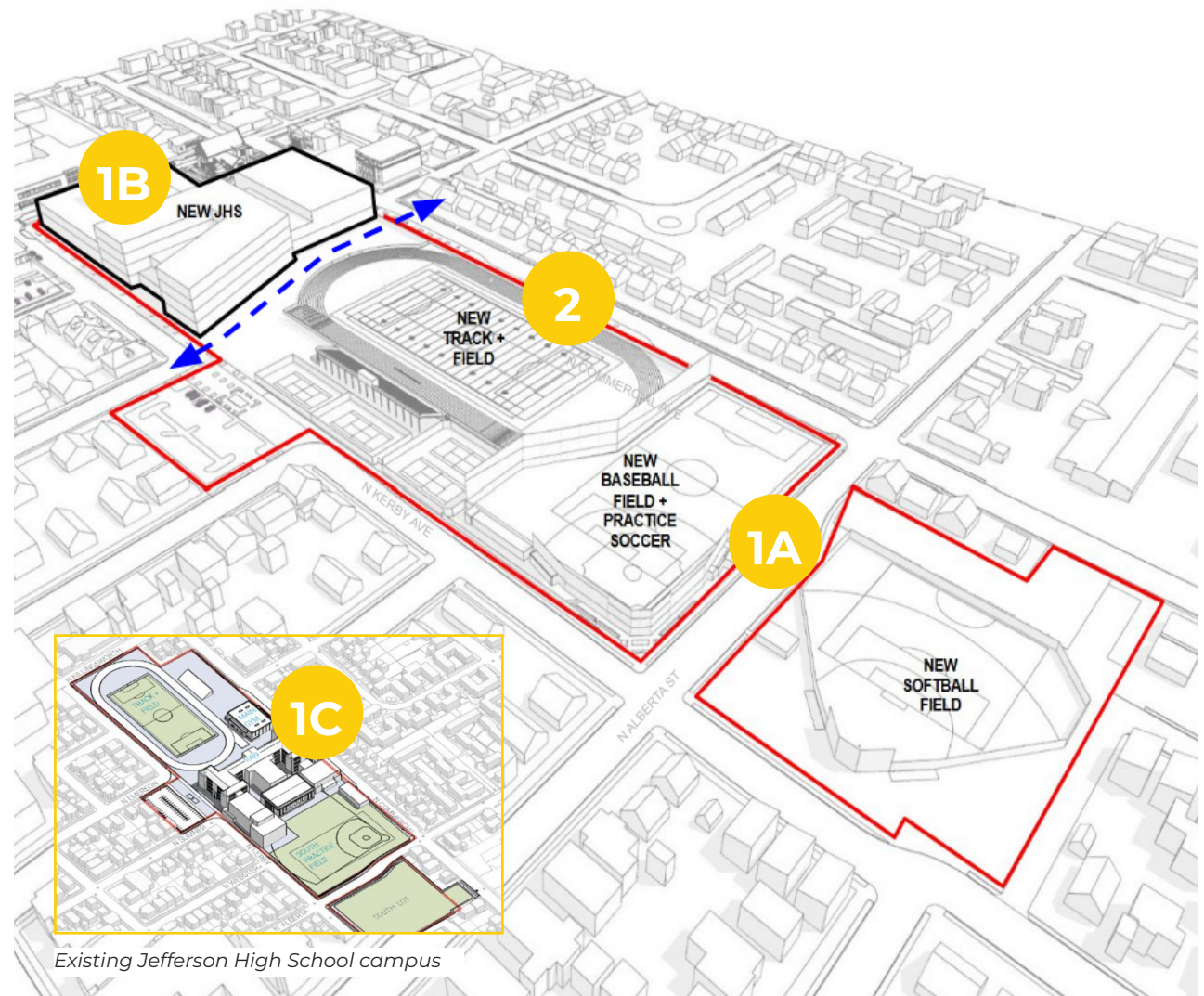
Construction on the new Jefferson High School.

PHASE 1C | SPRING 2029 - FALL 2030

Abatement and demolition to the existing Jefferson High School.

PHASE 2 | FALL 2029 - WINTER 2030

Construction on new track.



Existing Jefferson High School campus

The image shown was originally produced by BORA Architects, and showcased in the Jefferson High School Modernization Community Information Session held on August 20, 2025, and can be found on the Portland Public Schools website (pps.net).

SCHEDULE ANALYSIS

CURRENT PLAN

Activity ID	Activity Name	Months	Orig Dur	Rem Dur	Start	Finish	2026				2027				2028				2029				2030							
							Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Jefferson High School - Current Plan																														
Set A - Early Fields - Phase 1A																														
A1470	Set A - Early Fields Design	9 Months	275	99	01-Apr-25 A	31-Dec-25	Set A - Early Fields Design																							
A1340	Set A - Permits Early Fields	4 Months	120	120	01-Jan-26	30-Apr-26	Set A - Permits Early Fields																							
A1370	Set A - Early Fields Construction	7 Months	214	214	01-May-26	30-Nov-26	Set A - Early Fields Construction																							
Set B - Foundation to Grade - Phase 1B																														
A1540	Set B - Foundation to Grade Design	9 Months	181	181	01-Nov-25*	30-Apr-26	Set B - Foundation to Grade Design																							
A1550	Set B - Permits	4 Months	123	123	01-May-26	31-Aug-26	Set B - Permits																							
A1560	Set B - Construct New Building Foundations & Utilities	4 Months	121	121	01-Dec-26	31-Mar-27	Set B - Construct New Building Foundations & Utilities																							
Set C - New Building - Phase 1C																														
A1570	Set C - New Building Design	19 Months	487	311	01-Apr-25 A	31-Jul-26	Set C - New Building Design																							
A1580	Set C - Permits	5 Months	153	153	01-Aug-26	31-Dec-26	Set C - Permits																							
A1590	Set C - Construct New Building	25 Months	761	761	01-Apr-27	30-Apr-29	Set C - Construct New Building																							
Phase 2 Demo / Site / Remaining Fields																														
A1490	Phase 2 - Design Documents	19 Months	487	311	01-Apr-25 A	31-Jul-26	Phase 2 - Design Documents																							
A1500	Phase 2 - Permits	5 Months	153	153	01-Aug-26	31-Dec-26	Phase 2 - Permits																							
A1450	Phase 2 - Demo / Site / Remaining Fields	12 Months	365	365	15-Aug-29*	14-Aug-30	Phase 2 - Demo / Site / Remaining Fields																							
Close-Out																														
A1400	Substantial Completion		0	0		30-Apr-29	Substantial Completion																							
A1410	OTIS Installation	3 Months	92	92	01-May-29	31-Jul-29	OTIS Installation																							
A1420	FF&E Installation	3 Months	92	92	01-May-29	31-Jul-29	FF&E Installation																							
A1430	Move In	1 Month	31	31	01-Aug-29	31-Aug-29	Move In																							
A1440	School Opens		0	0		31-Aug-29*	School Opens																							
A1460	JHS Complete		0	0		15-Aug-30	JHS Complete																							

Start Date	01-Apr-25	Remaining Level of Effort	Critical R...	JHS Options	1 of 1	
Finish Date	31-Jan-29	Actual Level of Effort	Milestone	Procdeo		
Data Date	24-Sep-25	Previous Baseline		Jefferson High School		
Run Date	30-Sep-25	Actual Work		Current Plan		
		Remaining Work				

Portland Public Schools Capital Construction Bond Accountability Committee Charter

Update: May 11, 2021

Background

Portland Public Schools (the District) has successfully referred Capital Construction Bond Measures for voter approval in November 2012, May 2017 and November 2020. The District has established a citizen Bond Accountability Committee to assist in monitoring the planning and progress of the bond programs.

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 committee informs and advises the Board, but does not have decision making authority.

The Superintendent has overall responsibility for performance of staff engaged in the implementation of the bond programs.

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;

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.

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.

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

- Cost estimating processes related to proposed modernization efforts, new construction projects and other potential scopes of work.
- Bond development risk management strategies including project cost escalation assumptions, contingency assumptions, bond management cost estimates, etc.

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

The Committee will use the [Racial Equity and Social Justice](#) framework in its review of bond projects and in providing advice to the Board. Any recommendation from the Committee to the Board will include discussion of any possible impact on historically underserved student populations.

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.

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

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

Committee Membership

The Committee shall consist of approximately seven to ten members reflective of the diversity of Portland. The Board will appoint committee members and a chairperson.

The committee shall be comprised of individuals with a commitment to fairness and transparency and belief in the role of the public sector as stewards of public funds.

Membership of the committee should display a commitment to and experience in one or more of the following:

- Building design, architecture, engineering
- Construction and/or construction financing
- Workforce equity and/or career learning equity
- Public contracting, budgeting, and/or auditing
- Business equity, Minority-owned, Women-Owned, or Emerging Small Business (MWESB) opportunities in public works
- One or more of the specific bond project scopes of work

The Committee shall be comprised of a mix of individuals with a good reputation in the community for fairness and transparency, and a majority of the committee will be people with a combination of experience in building design; construction; construction financing; public contracting, budgeting, and/or auditing.

- The Committee members shall receive no direct or indirect compensation from the District for their services as members of the Committee.
- The Committee members may not have an active or pending contract with the District, nor enter into a contract during their term on the Committee.

- The Committee may not include any employee or official of the District, or any vendor, contractor or consultant of the District.
- A Committee member serves to advise the Board. If a Committee member resigns, violates the Committee Code of Ethics contained herein (see attachment), fails to attend two consecutive Committee meetings without reasonable excuse, or otherwise becomes unable to serve on the Committee, the Board may declare the position on the Committee to be vacant and appoint another qualified person to the Committee.
- Members are appointed to staggered 2-, 3- and 4-year terms and may reapply for consideration to serve additional terms. Effective July 1, 2019, a Committee member shall not hold the title of chairperson for more than 3 years. A Committee member may serve for a total of no more than eight years.

Committee Operations

The Committee operates in an advisory capacity to the Board. The Committee is not responsible for the bond program or project outcomes and does not direct staff including any contracted staff, consultants, contractors or auditors. The charge to the Committee does not include:

- Approval of construction contracts;
- Approval of construction change orders;
- Appropriation of construction funds;
- Handling of legal matters;
- Approval or performance of audit scope of work;
- Approval of construction plans and schedules;
- Approval of the sale of bonds;
- Priorities and order of construction for the bond projects;
- Selection of architects, engineers, construction managers, project managers, and such other professional service firms;
- The approval of the scope or design for any project;

- The selection of independent audit firm(s), performance audit consultants and such other consultants as are necessary to support the performance of the Bond Program;
- Setting or approving schedules of design and construction activities;
- Activities, roles or responsibilities that have been designated by the Superintendent or her designee to staff or consultants, or any policy-making responsibilities;
- Approval of future bond scopes of work; or
- Approval of current or future project cost estimates.

Committee Meetings

- The Committee will meet no less than quarterly or as requested by the Board.
- Committee meetings are advisory and not related to formal decision-making by the Board. Committee meetings shall include opportunity for public comments.
- The Superintendent will assign and delegate the appropriate level of staff to support the Committee's work.
- District staff will provide necessary technical and administrative assistance as follows:
 - A meeting room, including any necessary audio/visual equipment;
 - Preparation and copies of any documentary meeting materials, such as agendas and reports; and distribution of those materials to the committee in a timely manner.
 - Provision of reports covering the School Bond Programs.
 - Preparation of Committee meeting minutes and posting for public viewing and use on the PPS web site.
 - District staff will attend Committee meetings in order to report on the status of capital improvement projects, to respond to questions, and to receive advice and counsel on the overall bond programs or any of their component parts. District project consultants may attend Committee meetings at the discretion of District staff.

Attachment

Portland Public Schools Capital Construction

Bond Citizen Accountability Committee:

Code of Ethics

A Code of Ethics provides general guidelines for Committee members to follow in carrying out their roles. Not all ethical issues that Committee members face are covered in this Code. However, this Code captures some of the critical areas that help define ethical and professional conduct for Committee members. Committee members are expected to strictly adhere to the provisions of this Code of Ethics.

Policy

Each Committee member must uphold the federal and Oregon Constitutions; the laws and regulations of the United States and the State of Oregon, including complying fully with the ethics laws found within ORS Chapter 244; and the policies, procedures, rules, and regulations of the District. Additionally, Committee members shall:

- Act in the best interest of the District and the public
- Make service on the Committee a high personal priority by participating constructively and consistently in Committee work
- Prepare for meetings by reading the agenda and supporting material and learning about the subject matter
- Participate in rational, informed deliberations by considering reliable information and thinking critically
- Use one's own judgment versus following the lead of others
- Be committed to serving the District as a whole rather than any part or any personal or political cause
- Avoid conflicts of interest or the appearance thereof
- Provide advice and counsel untainted by personal, professional, or political interest
- Adhere to the highest standards of personal and professional behavior

For a period of one (1) year after leaving the Committee, a former Committee member may not represent any person or organization for compensation in connection with any matter pending before the District that, as a Committee member, he or she participated in personally and substantially. Specifically, for a period of one (1) year after leaving the Committee, a former Committee member and the companies and businesses for which the member works shall be prohibited from contracting with the District with respect to:

- bidding or proposing to provide services on projects funded by the bond proceeds; and/or
- any construction project funded by the District.

Recommendations included in the Year 6 related to the BAC

Provided by: Janise Hansen, Board of Education Internal Performance Auditor

Note: SFIOC in currently known as FIO (Facilities Improvement & Oversight)

In the review of the Bond Accountability Committee Charter, please consider the following recommendations provided by the external bond performance auditors.

Year 6 – Recommendation #15: Revisit how best to use the BAC and strengthen the committee's role and involvement in oversight to enhance bond program and project delivery through BAC's technical feedback and insights on project details. This could include PPS providing the BAC with the same or similar bond data and staff analysis/memos currently provided to the SFIOC as well as other documents such as contract templates, detailed schedules with critical path, or project priority criteria for review, in addition to involving the BAC with the annual bond performance audits. (Auditor Prioritization: High)

Year 6 – Recommendation #19: Work with the BAC to establish protocols for voting and formalizing any relevant recommended advice at its meetings that can be presented in BAC quarterly reports to the Board or provided in real-time by direct BAC-led presentations or OSM-led presentations to the Board. (Auditor Prioritization: Medium)

Year 6 – Recommendation #20: Ensure written BAC minutes include attendance, summaries of discussions or presentations, action items, and recommendations made as well as establish protocols to distribute meeting materials at least 12 days in advance of BAC quarterly meetings to align with distribution protocols for board meeting materials. (Auditor Prioritization: Medium)

Year 6 – Recommendation #21: Formalize the BAC recruiting and application process that is employed when a vacancy occurs or as soon as it is known a member is leaving to best retain full membership. (Auditor Prioritization: Low)

Next Steps:

Year 6 – Recommendation # 14: Work with the Board to define the purpose and responsibilities of the SFIOC and set/clarify protocols for the committee to regularly communicate bond updates and formally make recommendations to the full Board.

Note from Janise: The FIOC created a charter this fall and this recommendation was not discussed in the creation of the charter. As a result, the FIOC may want to revisit its charter to ensure it includes the content identified in the Bond Auditor's recommendations. Further, the FIOC could revisit its charter in consideration of any updates to the BAC Charter to ensure that the FIOC Charter and an updated BAC Charter are aligned.