

Bond Performance Audit Tracker
Status of Performance Audit Recommendations
January 2025 - BAC Report

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

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2019 Ph 2	11 Recommendations, 9 completed	82% Completed
	<u>Status Notes on Recommendations Not Completed</u>	
2019 Ph 2	7 OSM ordered and distributed PPS computer equipment for all non-PPS staff and requires that all PPS-related work be performed on PPS equipment utilizing PPS document management systems. A new file naming convention was implemented. Folder structure revisions were discussed but it has been determined to keep existing folder structures and develop additional training materials. Materials are being developed.	
2019 Ph 2	10 OSM developed a decision-making heirarchy SOP document and presented it at an all-staff meeting in June, 2024. An SOP will be published and added to mandatory training on Pepper, PPS's computer-based training site.	

Bond Performance Audit Tracker
Status of Performance Audit Recommendations
January 2025 - BAC Report

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

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2020	11 Recommendations, 10 completed	91% Completed
2020	7 <u>Status Notes on Recommendations Not Completed</u> Post-project analysis of the Madison and Lincoln High School CM/GC contracts is already required by Portland Public Schools Public Contracting Rules for contracts procured through an alternative delivery method, following the requirements of ORS 279C. A template for these reports is being completed, and post-project analyses will be completed by March, 2025.	

Bond Performance Audit Tracker
Status of Performance Audit Recommendations
January 2025 - BAC Report

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

Audit Year

Summary of Recommendations

Percent Completed

2021

10 Recommendations, 5 completed

50% Completed

Status Notes on Recommendations Not Completed

2021

1 Policy updates are scheduled by the Board and are therefore subject to the Board's timeline. The Board is reviewing policy in this area and staff awaits further direction.

Bond Performance Audit Tracker
Status of Performance Audit Recommendations
January 2025 - BAC Report

Status Notes on Recommendations Not Completed

2021	2	As an initial step, staff identified new potential focus areas in reporting, in addition to total amount paid to Certified Businesses. These new focus areas include: number of firms and number of unique Certified Businesses utilized at prime and sub level; number of Certified Businesses that access bid documents, number that bid, and percent awarded; and percentage of total prime contract awards going to Certified Businesses. Further implementation of this recommendation will depend on Board decision-making regarding policy updates and/or development of new reporting areas as determined through the annual business equity review and reporting cycle discussed below.
2021	3	This is being developed as part of an annual business equity review and reporting cycle. Staff are working on developing the components, scope and schedule of this new annual review.
2021	4	This recommendation is under review by the AIT. As noted in the Draft Report, it can be difficult to find a direct correlation between “how a particular strategy employed results in increased or decreased utilization rates.” Staff are considering tools to capture outcomes, with the understanding that not all outcomes may be able to be directly attributed to chosen equity strategies.
2021	5	Implementation Plan to be Completed by end of March, 2025: - Develop Standard Operating Procedure (SOP) for an annual review and reporting of business equity strategies. Reporting to include assessment of strategies in place during the previous year, potential changes or new strategies, cost-benefit analyses for use in selection of the strategies in the upcoming year, and outcome data over the course of the year. Publish SOP. - Develop annual report template to encourage consistency across annual reports

Bond Performance Audit Tracker
Status of Performance Audit Recommendations
January 2025 - BAC Report

2022 Bond Performance Audit Recommendations				
Program	#	Abbreviated Recommendation	Response	Status
2017 / 2020	1	Complete development of and memorialize policies, procedures, and e-Builder processes related to construction closeout as well as train project staff on new closeout protocols before the remaining 2017 Bond projects are completed.	Concur with comment	Working
2017 / 2020	2	Develop protocols for regularly identifying, reviewing and assessing workforce equity strategies on a designated timeline.	Concur	Working
2017 / 2020	3	Clarify the Workforce Equity Administrative Directive protocols for whether workforce equity outcomes and progress should be measured and reported in aggregate or disaggregated by each apprenticeable trade.	Concur	Working
2017 / 2020	4	Conduct a review of workforce equity program specifications and analyze whether existing rules could be enhanced to benefit intended target audiences.	Concur	Working
2017 / 2020	5	Continue in-progress efforts to revisit the types of key performance indicators it should track and report on that best align with PPS overall objectives and Bond project objectives.	Concur	Working
2017 / 2020	6	Require general contractors to consistently report specific safety performance data to OSM.	Concur	Working
2020	7	Establish a formal framework for CBSE management and staffing with clear roles and responsibilities with defined authority and accountability.	Concur	Working
2020	8	Update existing CBSE implementation schedule with realistic dates, interim milestones or progress targets, general tasks and activities, and plans to get CBSE back on track.	Concur with comment	Working
2020	9	Work with key PPS departments to put a general CBSE implementation plan in place and ensure a quick start for capital purchases or capital building as soon as CBSE concepts and goals are solidified.	Concur	Working
2020	10	Create CBSE project management plans and structure to identify general tasks and monitoring mechanisms to set, track, and report on baseline and revised schedules, original and revised budgets, and progress toward meeting delivery goals.	Concur with comment	Working

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2022	10 Recommendations, 0 completed	0% Completed
	<u>Status Notes on Recommendations Not Completed</u>	
	Implementation Plan to be complete by end of February, 2025:	
	- Gather requirements and design project closeout workflow, step actors, required documents (complete) - Develop document templates (complete) - Develop eBuilder project closeout process (complete) - Develop training materials, conduct training with staff - Identify pilot projects and execute pilot - Make adjustments following pilot project - Go live with project closeout process for all projects	
2022	1	
2022	2	By end of March, 2025, integrate an annual review of workforce equity strategies into the broader annual report developed in response to the 2021 Audit Recommendation #5.
	Implementation Plan to be complete by end of March, 2025:	
	- Review the existing Workforce Equity AD and history of staff memos that led up to it to understand more about the original intent of the AD - Analyze the value of different methodologies in reporting workforce equity outcomes and make decisions about how to report going forward - Update reporting templates and publishing methods if justified	
2022	3	

Bond Performance Audit Tracker
Status of Performance Audit Recommendations

January 2025 - BAC Report

Status Notes on Recommendations Not Completed

		Implementation Plan to be complete by end of May, 2025:
2022	4	- Thoroughly review and understand the City of Portland's workforce equity program specifications and rules (PPS contracts with the City to administer the workforce equity program compliance according to their pre-existing program specifications and rules) - Determine whether there's value in customizing the rules for PPS to better align with PPS workforce equity goals.
		Implementation Plan to be Complete by end of April, 2025:
2022	5	- Develop KPIs that are meaningful, measurable with existing data, and aligned with Bond project objectives - Develop standard templates for reporting KPIs - Develop eBuilder Reports and spreadsheet tools for automating KPI reporting where possible - Assign roles, responsibilities, and expectations around KPIs - Define audience, publishing method, and reporting frequency as well as set frequency of evaluating the usefulness/value of KPIs
		Implementation Plan to be complete by end of February, 2025:
2022	6	- Update the Project Status Update process in eBuilder to add required safety performance data fields (complete) - Develop and deliver training to project management staff - Update contracts to require contractors to report on standard safety metrics
2022	7	The CBSE has established a comprehensive framework, encompassing clear roles, responsibilities, authorities, and accountabilities for PPS departments, aligning with Audit Recommendation 7. CBSE Director will update the Board of Education in February, 2025.
2022	8	The CBSE has developed a revised implementation schedule, incorporating realistic timelines, interim milestones, and specific tasks to ensure timely progress, aligning with Audit Recommendation 8. This revised schedule is currently pending approval from Deborah Kafoury and other senior staff.
		Implementation Plan to be completed by end of February, 2025:
2022	9	- OSM to develop workplans, schedules, and conceptual cost opinions for three options for development of the CBSE facility. Options will address constructing on existing PPS property and adapting or constructing on newly acquired property. - The analysis of the options will be provided to CBSE leadership for decision-making.
2022	10	The CBSE has developed a robust project management plan to track and monitor project progress, including baseline and revised schedules, budgets, and delivery goals, aligning with Audit Recommendation 10. This plan is currently pending approval from Deborah Kafoury and other senior staff. CBSE Director will update Board of Education in early 2025.

Bond Performance Audit Tracker
Status of Performance Audit Recommendations
January 2025 - BAC Report

2023 Bond Performance Audit Recommendations				
Program	#	Abbreviated Recommendation	Response	Status
2020	1	Research and assign resources needed to implement a structured Career Learning Equity Program that has clearly designated roles and responsibilities, protocols for coordination, contractor and consultant management, data management and reporting, and set targets to track outcomes.	Concur with comment	Working
2020	2	Alternatively, PPS should revise the Administrative Directive to limit the scope of the Career Learning Program to align with the district's capacity more appropriately.	Concur with comment	Complete

<u>Audit Year</u>	<u>Summary of Recommendations</u>		<u>Percent Completed</u>
2023	2 Recommendations, 0 completed		50% Completed
	<u>Status Notes on Recommendations Not Completed</u>		
	Implementation Plan to be complete by end of April, 2025:		
	- Develop clear processes for contractors to coordinate with OSM at contract execution - the supply side of career opportunities (complete)		
	- Update procurement and contract documents to define the required career learning processes for contractors (complete)		
2023	1	- Work in collaboration with Academic Programs/CTE to develop a standard process for connecting CTE teachers and staff (demand side of career learning) with the opportunities offered by contractors for career learning (supply side of career learning).	
		- Identify responsible administrator / manager in Teaching and Learning organization to manage the demand side of career learning program.	
		- Develop tools for managing data and measuring contractor compliance, and outcome metrics around career learning events delivered	
	Completed Implementation Plan:		
	Update the Administrative Directive:		
2023	2	- Remove reference to "Partner Connect" system no longer in use by PPS (complete)	
		- Raise the dollar thresholds at which the AD applies to focus on larger, longer term contracts (complete)	
		- Exclude small dollar, short-term contracts – often completed over the summer when school buildings are empty – where it has been difficult to obtain any meaningful student involvement (complete)	