



**PORTLAND PUBLIC SCHOOLS
BOND PROGRAM**

PROGRAM MANAGEMENT PLAN

PROCEDEO

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A. INTRODUCTION

In May 2025, the voters of Portland, OR approved a \$1.83B bond program for Portland Public Schools (PPS). The primary purpose of this Program Management Plan (PMP) is to provide an overview of the PPS 2025 Bond Program and provide updates from the Program Manager (PgM), PROCEDEO, whom is responsible for overseeing the day-to-day operation to all bond program projects.

This PMP will effectively outline the typical sequence of activities for the design and construction phases in a project, provide updates to the schedule and budget models for all of the projects in this program, and supporting information for the management tools that will be utilized.

As per Exhibit A – Statement of Services Article B.1 from the agreement between PPS and PgM, this PMP was first submitted on March 9th, 2026 and is updated to PPS every six months (January and June).





B. OBJECTIVES AND KPIS



When building principals are centered in operational decision-making, schools function not just more efficiently, but more equitably—because the people closest to students are guiding the systems that serve them.



-Tammy Campbell

WORK PLAN FOR RISE DEPARTMENT (OFFICE/DEPARTMENT)

Department Goal:	The RISE Department (Real Estate, Infrastructure, and School Enhancements) advances Portland Public Schools' mission by strategically planning, developing, and stewarding district facilities and assets. We deliver safe, modern, and equitable learning environments through thoughtful real estate strategy, responsible infrastructure investment, and high-quality school enhancements — ensuring every capital decision supports student success and long-term community value.
Long Term Implications (What will be different in the organization because of this goal)	• Real estate decisions align with long-range enrollment and educational strategy. • Infrastructure investments are prioritized using lifecycle data and risk modeling. • Enhancements support instructional goals — not just aesthetics or immediate pressure. Organizational shift: A formal capital prioritization framework becomes standard practice.
Key Collaborators	Jon Franco, Deborah Kafoury, Sarah Norman, Joanna Evenson, Jennifer Eggers, TJ Hopkins, Nichole Watson, and Angela Caffrey
Barriers to Success	1. Cultural resistance to change 2. Competing Priorities (Academic vs. Capital) 3. Funding Constraints & Volatility 4. Data Gaps & Asset Visibility 5. Political & Community Pressure 6. Organizational Silos 7. Capacity & Talent Gaps 8. Decision Paralysis 9. Trust & Legacy Issues 10. Mission Drift

Steps to Mitigate Barriers	COMPLETE AND ONGOING	1. Cultural Resistance - Establish Governance & Transparency a. Create a Capital Work Plan b. Implement a transparent Scoring Framework c. Hold Quarterly Capital Alignment Sessions
	IN PROGRESS	2. Academic vs Capital Tensions - Align Planning Cycles a. Integrate Capital into academic planning calendar b. Develop an “Educational Impact Lens”
	IN PROGRESS	3. Funding Volatility - Build Multi-year Financial Discipline a. Establish a 5-10 Year Capital Forecast b. Create a Capital Reserve Policy c. Standardize Cost Benchmarking
	OPTIONS PROVIDED	4. Data Gaps - Invest Early in Asset Intelligence a. Complete District-wide Facility Condition Assessment (FCA) b. Adopt Asset Management Software c. Publish a Portfolio Dashboard
	COMPLETE AND ONGOING	5. Political & Community Pressure - Proactive Communication a. Publish Capital Prioritization Framework Publicly (website) b. Standardize Community Engagement Playbooks c. Train/Coach Leadership on Unified Messaging
	IN PROGRESS	6. Organizational Silos - Formal Integration Mechanisms a. Monthly Capital Integration Meetings b. Shared Data Platforms c. Cross-Departmental KPI Dashboard
	COMPLETE AND ONGOING	7. Talent & Capacity Gaps - Build Portfolio Competency a. Redefine Roles b. Targeted Upskilling c. Recruit Strategically
	ONGOING	8. Decision Paralysis - Set Decision Timelines a. Establish Decision Gates (Concept & Funding Approvals, Scope Lock, GMP Validations) b. Require Written Recommendations Memos
	ONGOING	9. Legacy Trust Issues - Delivery Early Wins a. Identify 3 quick wins in first 6 months b. Over-communicate performance metrics
	ONGOING	10. Mission Drift - Embed Accountability a. Annual RISE Performance Report b. Tie Leadership Goals to Portfolios Outcomes c. Revisit Mission Annually

PILLAR 1: GOVERNANCE AND DECISION FRAMEWORK

TIME FRAME	WORK PLAN STRATEGIES	KPI-KEY PERFORMANCE INDICATORS (METRICS)
Short Term: 30 Days	☑ Define Decision Rights Matrix (RACI) ☑ Develop Prioritization scoring framework	☑ Decision Rights Approved by Leadership ☑ Scoring framework tested on at least 3 projects (consolidated) as modernizations are defined.
Short Term: 60 Days	☑ Establish Monthly Capital Integration Meetings ☑ Create Standardized Board Reporting Template	☑ Monthly Integration Meeting occurring with documented meeting minutes ☑ Board Reporting format adopted
Long Term: 90+ Days	☑ Publish Prioritization Framework internally ☑ Refine based on feedback • Align capital Calendar with academic planning cycle	☑ Framework formally adopted ☑ Reduction in ad hoc project approvals • Clear annual capital planning calendar published

☑ = completed or ongoing task

PILLAR 2: PORTFOLIO & ASSET INTELLIGENCE - SHIFT FROM PROJECT MANAGEMENT TO ASSET PORTFOLIO MANAGEMENT

TIME FRAME	WORK PLAN STRATEGIES	KPI-KEY PERFORMANCE INDICATORS (METRICS)
Short Term: 30 Days	☑ Inventory all active capital projects	☑ 100% Project inventory complete
Short Term: 60 Days	☑ Identify top 10 infrastructure risk assets	☑ Risk Ranking completed
Long Term: 90+ Days	• Launch Live Dashboard • Present Portfolio health report to leadership • Establish annual asset review cadence • Compile facility condition data (FCA Baseline) • Identify Deferred maintenance backlog • Create 5- year capital forecast develop portfolio dashboard prototype	• Dashboard updated monthly • Portfolio health presentation delivered • Leadership alignment on top 5 capital risk • Baseline FCI documented • Preliminary deferred maintenance total identified • Draft 5 year forecast complete • Dashboard includes: Schedule health, budget variance, FCI

☑ = completed or ongoing task

PILLAR 3: FINANCIAL DISCIPLINE & BOND STEWARDSHIP - STRENGTHEN FISCAL CREDIBILITY AND PREDICTABILITY

TIME FRAME	WORK PLAN STRATEGIES	KPI-KEY PERFORMANCE INDICATORS (METRICS)
Short Term: 30 Days	✓ Review bond budget status and contingency trends ✓ Standardize budget variance reporting ✓ Benchmark \$/SF on modernization projects	✓ Budget variance report established ✓ Contingency draw tracking implemented ✓ Cost benchmark analysis completed
Short Term: 60 Days	✓ Develop multi-year capital funding forecast ✓ Identify cost escalation risk exposures ✓ Create contingency policy thresholds	✓ 5-year funding forecast draft complete ✓ Escalation risk quantified ✓ Contingency policy drafted
Long Term: 90+ Days	✓ Present financial controls framework to Board ✓ Implement monthly capital financial dashboard	✓ Monthly reporting accuracy >95% ✓ Forecast variance <5% ✓ Financial dashboard publicly shareable

✓ = completed or ongoing task

PILLAR 4: ORGANIZATIONAL ALIGNMENT & CAPACITY - BREAK DOWN SILOS AND BUILD PORTFOLIO COMPETENCY

TIME FRAME	WORK PLAN STRATEGIES	KPI-KEY PERFORMANCE INDICATORS (METRICS)
Short Term: 30 Days	☑ Define RISE org structure and role clarity ☑ Identify talent gaps (real estate analytics, capital finance, lifecycle planning) ☑ Launch bi-weekly cross-functional huddles	☑ Org chart finalized ☑ Gap analysis documented ☑ Cross-functional meeting attendance >90%
Short Term: 60 Days	☑ Develop role-specific performance expectations ☑ Begin targeted training (financial modeling, lifecycle planning) ☑ Standardize project reporting format	☑ Performance goals assigned to 100% of team ☑ At least 1 training session delivered ☑ All projects reporting in consistent format
Long Term: 90+ Days	• Evaluate role alignment effectiveness ☑ Adjust responsibilities as needed • Introduce portfolio-level KPIs ☑ Foster a sustainable Program Controls Infrastructure ☑ Continue targeted training as needed	• 100% staff tied to measurable KPIs ☑ Reduced reporting inconsistencies • Leadership confidence rating improves (qualitative survey) • Internal auditing and daily tracking

☑ = completed or ongoing task

PILLAR 5: COMMUNITY & STAKEHOLDER TRUST - BUILD CREDIBILITY AND PREDICTABILITY

TIME FRAME	WORK PLAN STRATEGIES	KPI-KEY PERFORMANCE INDICATORS (METRICS)
Short Term: 30 Days	☑ Identify 3 early “credibility wins” • Align messaging framework ☑ Map key stakeholder engagement plan	☑ 3 quick wins defined • Messaging guide drafted ☑ Stakeholder map completed
Short Term: 60 Days	☑ Deliver at least 1 visible quick win ☑ Launch capital transparency webpage update ☑ Conduct structured community touchpoint	☑ Public-facing update published ☑ Positive stakeholder feedback documented ☑ Zero conflicting public messaging
Long Term: 90+ Days	• Identify RISE progress report content ☑ Present roadmap for next 12 months ☑ Leverage partnerships with community-based organizations	• Report delivered on time • Leadership endorsement ☑ Clear 12-month strategic direction adopted ☑ Documented increase in event attendance

Portfolio - Level KPIs (Quarterly Tracking)

Across all above pillars, RISE will begin to track:

- Schedule variance < 5%
- Budget variance < 3–5%
- Contingency burn rate within forecast
- Facility Condition Index trending upward
- % of projects aligned with educational priority categories
- % of capital requests evaluated through scoring framework
- Stakeholder satisfaction score (annual survey)

☑ = completed or ongoing task



C. PROGRAM MANAGEMENT PLAN

1. PROGRAM MANAGEMENT APPROACH AND ORGANIZATION

As the Program Manager (PgM), PROCEDEO is responsible for the day-to-day management of all bond program activity, which includes the completion of the projects within the approved bond program budget.

PgM approach is to assist PPS in making decisions for the best interests of the students and community, and support Board of Education (BOE), Bond Accountability Committee (BAC) and Community expectations.

BOE, BAC AND COMMUNITY INPUT

Throughout the Bond Program, there are many opportunities for BOE, BAC, FIOC, and community input. Per established PPS procedures, the BOE is presented with project information for new schools, additions, and major renovations.

In addition to the project information; program status will be presented to the BOE as needed. This information includes overall status of the projects, program expenditures, and a report for all changes monthly or at a cadence determined by the BOE.

Consistent with the development of PPS's Strategic Plan, PPS has formed a Bond Accountability Committee (BAC). The primary function of the BAC is to meet with the PgM quarterly to review the status of the Bond to ensure that the implementation is:

- *Consistent with the promises made to the community.*
- *Managed effectively within the approved scope, budget, and schedule.*

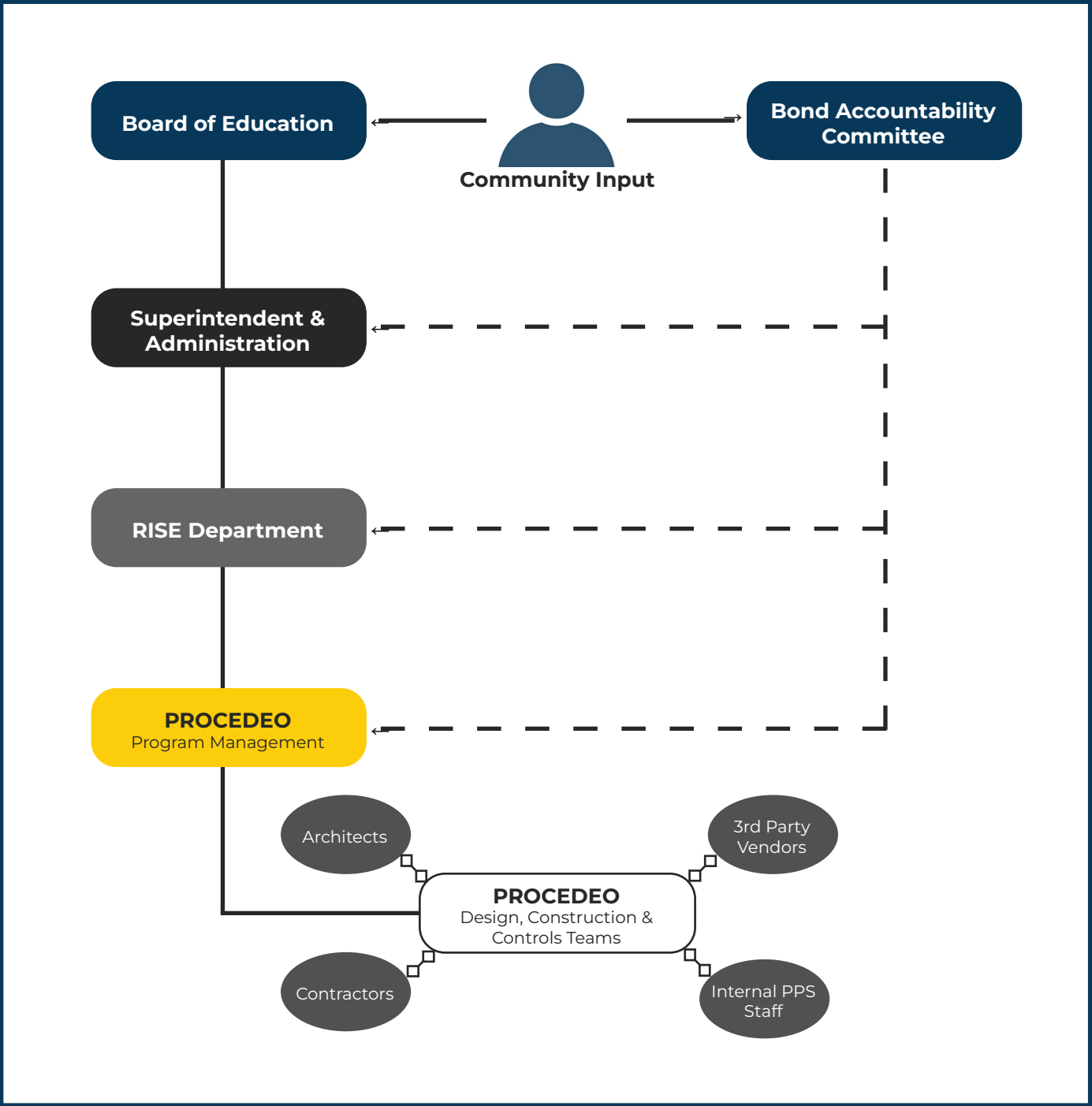
- *Consistent with the needs of PPS and in support of PPS's Strategic Plan, and being effectively communicated to the Community.*

The BAC will present to the BOE and the Superintendent regularly to advise them on the implementation of the Bond Program. Community members can also provide input to the Board and Superintendent at the monthly BOE meetings, specifically those meetings when planning and design milestone information is being presented.

PROGRAM TEAM & COMMUNITY INPUT

To facilitate effective management of the program and ensure that the program is delivered on time and within budget, PgM includes over 20 team members. Design Managers who oversee the planning and design phase of the projects, Construction Managers who oversee the construction phase of the projects and assigned Project Managers that serve as a single point of contact for each project. The PgM also includes a project controls team that manages and administers all document and cost procedures. **Refer to Exhibit 1** for PROCEDEO's organizational chart.

Providing essential context for understanding the program's decision-making structure, the graphic below illustrates how information from the community is processed through the Board of Education (BOE) and the Bond Accountability Committee (BAC) before reaching the program management team.



2. PROGRAM PLANNING AND DEVELOPMENT ACTIVITIES

Program Planning includes capital improvements, new building additions and interior renovations. Improvements are issued to take place at three of PPS's high schools to accommodate PPS's Educational Specifications as well as upgrading other facilities. This includes some locations originally built in the early 1900's. The majority of work will include (but not limited to):

2025 BOND

- *Update and Repair Aging Elementary and Middle Schools: Update or replace leaking or deteriorating school roofs, mechanical systems (heating and cooling), and other building repair.*
- *Make Schools Safe and Secure: Update safety and security systems - including additional cameras, fencing to protect students and staff.*
- *Seismic upgrades.*
- *Modernize, Improve Educational Materials, Technology, Schools: Renovate/replace Jefferson, Cleveland and Ida B. Wells (formerly Wilson) High Schools.*
- *Utilize any high school improvement cost savings to update/repair elementary and middle schools.*
- *Provide comprehensive, culturally relevant, and current curriculum materials across core and supplemental subject areas.*
- *Replace or provide student tablets and laptops to provide equitable access to classroom learning, and update classroom and PPS technology exterior and site improvements.*

2012 BOND OVERSIGHT

- Modernizations: Franklin, Grant, Roosevelt, Faubion
- Consolidated: Accessibility, seismic

2017 BOND OVERSIGHT

- Modernizations: Benson, Lincoln, McDaniel, Kellogg
- Consolidated: Water quality, security upgrades, new roofs, asbestos abatement, radon remediation, lead paint stabilization, life safety upgrades, accessibility, seismic

2020 BOND OVERSIGHT

- Modernizations: Pre-Planning and Design Jefferson, Ida B. Wells, and Cleveland; Grice-Adair Center for Educational Excellence, Roosevelt, and Benson
- Consolidated: Curriculum materials, new technology, Health & Safety, seismic, roofing

PROGRAM AND PROJECTS

The \$1.83B 2025 Bond Program, \$1.20B 2020 Bond Program, \$790M 2017 Bond Program, and the \$482M 2012 Bond Program are currently comprised of several projects. The total scope of work for these projects is what is referred to as the "Program". The general scopes of work, budgets and allocations were presented to the voters. Based on the established bond program scope of work and budget, during the pre-bond planning, the Program Management Team generated criteria from which to develop a preliminary master program schedule.

The PgM is continuously reviewing the project scopes of work for clarity and accuracy, and preparing or updating preliminary budget assessments for each project and facility, including both construction and non-construction costs. The PgM has also established a preliminary program schedule outlining the major design and construction activities associated with each package at each site. Detailed project lists, budgets, and schedules for each facility will be presented to principals and architects for use during programming and design.

C. PROGRAM MANAGEMENT PLAN

To realize efficiency in completing activities, groups of projects are initiated at the same time. Each project is monitored through five periods or milestones.

Refer to Exhibit 2 for graphic representation of the bond program preliminary master schedule, which outlines the phasing and procurement timeline for each project. The schedule is updated on a monthly basis to reflect and track changes and activities.

To understand this summary schedule, it will reflect as follows:

- *Blue bars represent the architects procurement phases.*
- *Red bars represent the design phases.*
- *Yellow and orange bars represent the permitting phases.*
- *Green bars represent the construction phases.*
- *Purple bars represent the close-out and warranty phases.*



3. PROGRAM MANAGEMENT CONTROLS

There are many best practices for implementing a successful bond program. These best practices can be grouped into three categories: the right people, the right tools, and the right processes.

To ensure that the Bond Program is delivered per PPS and taxpayer expectations, the PgM has set up a structure of controls to track, process, and report progress and risks. In addition to reporting to PPS, the PgM is expected to meet on a regular basis with PPS to discuss: Budget, Finance and Accounting, and Bond Program Communication Services.

BUDGET, FINANCE AND ACCOUNTING

Monitoring the scope of work and the budget is one of the major tasks for the PgM. Consequently, the budgets for the individual projects, which collectively add up to the total of \$4.31B, must be set up to reflect a multi-level account code structure that includes: the bond year, the bid package sequence number, the bond tranche, the department identification, standard account codes, and category type. PROCEDEO is working with PPS's current accounting structure to further explore the tools needed for efficient monitoring. **Exhibit 3** is the current project budget model PPS is utilizing.

On a monthly basis, actual expenditure costs are being reconciled to ensure that all bond expenditures are allowable and acceptable.

OWNER REPRESENTATION

Owner representation services provide structured support throughout all stages of design and construction. Early engagement is used to understand project requirements and determine the most effective approach for meeting program objectives. With the owner's interests as the guiding priority, the PROCEDEO team manages each phase of project delivery by coordinating with all participants to ensure safe execution, schedule adherence, budget discipline, and consistent quality.

As owner representatives, the PROCEDEO team helps with:

- *Cost analysis*
- *Budget control*
- *Schedule control*
- *On-site inspections and observations*
- *Procurement*
- *Closeout*
- *Facilitate facility maintenance training*



C. PROGRAM MANAGEMENT PLAN

PROGRAM MANAGEMENT

PgM services provide a structured, strategic framework for planning, designing, constructing, and maintaining district facilities. These services align capital investments with long-term educational goals, ensuring that every project advances the district's broader mission while supporting transparent, accountable decision-making.

Acting as an extension of district staff, the PgM team applies proven methodologies and technical expertise to develop tailored approaches for each project. This includes comprehensive support across master planning, procurement, design coordination, construction oversight, warranty administration, and post-occupancy evaluation - ensuring that each phase is managed with clarity, consistency, and professional rigor.

Throughout the program lifecycle, disciplined attention to detail supports reliable schedules, responsible budget management, and consistent quality across all facilities. This structured approach provides districts with the confidence that capital improvements are delivered efficiently, responsibly, and in alignment with community expectations.

FACILITY CONDITION ASSESSMENT

Facility Condition Assessment (FCA) is an evaluation of the health of your assets and facilities to help stakeholders accurately plan their capital investment targets.

The last FCA was performed in 2020 and RISE is currently reviewing that information to put into a workable format.



4. PROCUREMENT STRATEGIES AND PROCEDURES

BUSINESS, CONTRACTOR WORKFORCE AND CAREER LEARNING EQUITY

BUSINESS EQUITY

PROCEDEO recognizes PPS's goal of 18% for the participation of Minority-Owned Businesses (MBE), Women-Owned Businesses (WBE), Emerging Small Businesses (ESB) and/or Service-Disabled Veteran Businesses (SDV) ("Certified Businesses") in construction, architecture, engineering, and related services. We are committed to lifting diverse businesses that are underrepresented.

It was reported for the FY24-25, that PPS did not reach their Business Equity Goal and PROCEDEO is actively working with the PPS Staff to find a solution and provide further input to this effort.

Communication is on-going with PPS Leadership to evaluate the current policy, threshold requirements, and community impact for the best plan of action in all equity efforts for the Program.

CONTRACTOR WORKFORCE EQUITY

PROCEDEO recognizes PPS's goal for 20% apprenticeable trade hours for this program as approved via the Contractor Workforce Equity Administrative Directive 8.50.097-AD. We also acknowledge the aspirational goals of 25% minority and 14% female labor hours as recommended by the Construction Career Pathways Regional Framework (C2P2). Although the FY24-25 reporting update distinguished a shortfall in reaching the goal for the female labor hours, PROCEDEO is researching, alongside the PPS staff, for any solutions to the shortage of females in the construction industry PPS along with other regional public agencies are experiencing.

CAREER LEARNING EQUITY

PROCEDEO is excited to be a part of the efforts involved with the Career Learning Administrative Directive 8.50.098-AD. Below are a list of examples PROCEDEO has implemented in other programs along with their successes, which is a goal to implement with PPS:

1. Student Design Charrettes (Student Voice & Equity)

OVERVIEW

- *PROCEDEO is partnering with PPS to host inclusive student design charrettes that elevate student voice—particularly students from historically underserved communities—during planning and design of PPS facilities.*

KEY ACTIVITIES

- *Charrettes coordinated with PPS Career & Technical Education (CTE), arts, and STEM programs.*
- *Targeted outreach to schools serving Black, Indigenous, students of color, and students experiencing economic disadvantage.*
- *Collaboration with PPS educators to ensure culturally responsive engagement.*
- *Student presentations to PPS leadership, designers, and contractors.*

OUTCOMES

- *Equitable student participation in capital planning.*
- *Facilities that better reflect student needs and community identity.*
- *Early exposure to design, planning, and decision-making careers.*

2. AEC Career Awareness & Career Learning Equity

OVERVIEW

- *PROCEDEO is supporting PPS Career Learning Equity initiatives by connecting classroom learning to real AEC career pathways.*

KEY ACTIVITIES

- *Classroom sessions aligned with PPS Career Learning Standards and CTE pathways.*
- *Participation from local and diverse AEC firms, including MWESB-certified businesses.*
- *Hands-on demonstrations emphasizing both professional and skilled trade careers.*
- *Career pathway mapping showing entry points from high school to apprenticeships, community college, and university programs.*

OUTCOMES

- *Increased awareness of high-wage, high-demand careers accessible to PPS students.*
- *Clear connections between education, industry, and economic mobility.*

3. Field Trips & Job Site Experiences (Local & Diverse Workforce Exposure)

OVERVIEW

- *PROCEDEO is coordinating equitable access to job site and office visits that highlight PPS projects and local workforce participation.*

KEY ACTIVITIES

- *Structured site visits to PPS bond projects with safety and accessibility accommodations.*
- *Visits to local architecture, engineering, and construction firms, prioritizing MWESB and community-based businesses.*
- *Demonstrations of construction sequencing, project controls, and quality management.*
- *Exposure to union and non-union apprenticeship programs.*

OUTCOMES

- *Increased student understanding of construction and professional career pathways.*
- *Visibility into local businesses contributing to PPS investments.*

4. Student Internship & Mentorship Programs (Workforce & Economic Equity)

OVERVIEW

- *PROCEDEO is supporting PPS workforce and contractor equity goals by creating paid and unpaid internship pathways tied to the RISE Program.*

KEY ACTIVITIES

- *Paid internships prioritized for PPS students from underrepresented communities.*
- *Intern placements with PROCEDEO, prime consultants, contractors, and subcontractors.*
- *Job shadowing and mentorship programs with local AEC professionals.*
- *Alignment with PPS, Portland Community College, and regional workforce organizations.*

OUTCOMES

- *Tangible workforce experience tied to PPS investments.*
- *Strengthened local talent pipeline supporting future PPS projects.*

5. Community, Business & Contractor Collaboration (PPS Equity Goals)

OVERVIEW

- *PROCEDEO is leveraging the PPS bond program to strengthen relationships between students, local businesses, and the AEC industry.*

KEY ACTIVITIES

- *Partnerships with MWESB-certified firms, local contractors, and emerging businesses.*
- *Coordination with PPS Office of Equity, CTE leadership, and community partners.*
- *Participation in PPS-sponsored workforce, career fairs, and contractor outreach events.*
- *Support for supplier diversity and local economic participation goals.*

OUTCOMES

- *Increased student exposure to diverse business ownership and leadership.*
- *Stronger alignment between PPS equity commitments and capital delivery.*

CERTIFIED BUSINESS OUTREACH & PROGRAM EFFORTS

PROCEDEO's goal is to meet PPS's small business goal and exceed it. We do this through community outreach with the AEC community and partnering with NAMC as well as Portland Metro Chamber. We have developed an outreach program that we are training PPS staff who connects with the firms, walks them through the process of getting certified and follows up with them to offer additional training or help with tasks like billing.

With the PPS program, the delivery method chosen for all the projects is Construction Manager / General Contractor (CM/GC), which allows for greater involvement in selecting subcontractors and an opportunity to advocate for these firms directly. In some cases, we pair these firms with more established contractors through joint venture partnerships, so they get on-the-ground experience with guidance that allows them to build up their bonding capacity. This support is critical to foster a more robust, diverse ecosystem that better represents the communities we serve. With a goal of holding monthly "Working with PPS Info Sessions" and bi-monthly "PPS Contractor Presents Series" outreach events, PROCEDEO aims to cultivate that effort and grow the community through the Bond program.



DESIGN & CONSTRUCTION PROCUREMENT

The PgM team specializes in providing a compliant, streamlined procurement framework that supports timely project delivery and maximizes district value. This structure ensures capital investments align with long-term program goals while maintaining transparency and accountability.

Using established third-party vendor pools, the team accelerates contracting, reduces administrative workload, and ensures rapid access to qualified design, construction, and specialty service providers. This approach strengthens competition and improves responsiveness across all project needs.

Throughout the procurement lifecycle, the team tracks RFP status, evaluations, and award timelines to maintain schedule certainty and keep projects advancing toward key milestones. This disciplined oversight ensures procurement activities remain efficient, compliant, and aligned with district priorities.



5. PROCESSES AND PROCEDURES

SCHEDULE

Construction project timelines are mission critical and owning schedule control can be a daunting task. PROCEDEO's experience and best practices allow us to bring together all the moving parts into your project scheduling process. It begins with the development of a realistic and accurate baseline schedule. We use a wide array of tools and strategies to maintain schedule control throughout a project, including:

- *Master scheduling*
- *Baseline scheduling*
- *Progress/delay analysis*
- *Micro scheduling*
- *3-week and 6-week look ahead schedules*
- *Planning*
- *Phasing*
- *Cost Estimating*

A monthly schedule update is being provided to PPS.

BUDGET

Managing cost on a construction project begins well before any construction activity starts. The client-focused cost control methods begin with establishing an accurate benchmark of costs to create a project budget. With this PPS bond's accounting tools already established, the PgM team is working alongside the current systems to fine tune financial accountability as it relates to managing the cost control for our client's projects.

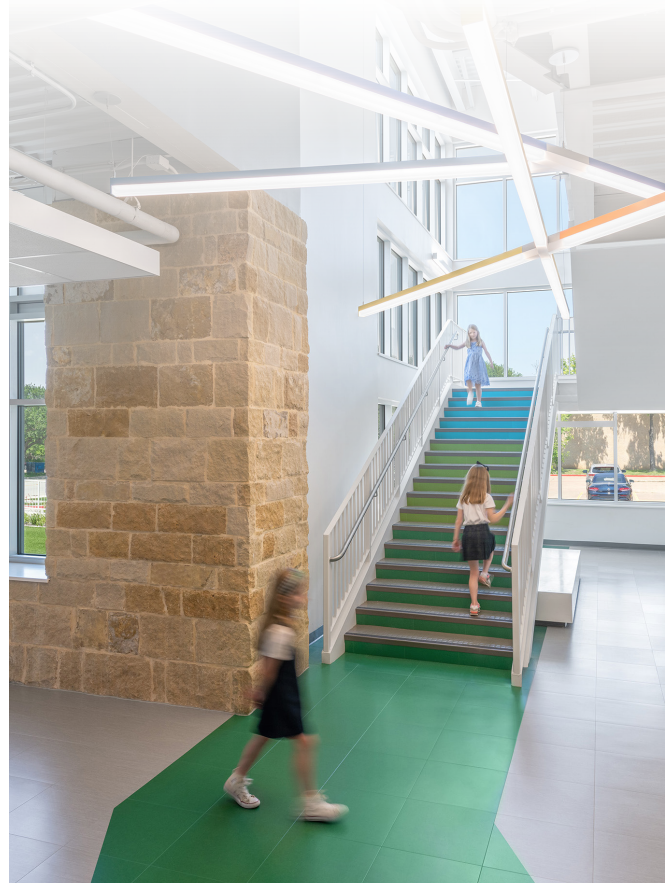
Combining historical cost data, information from industry experts, and past experiences to analyze the current project budgets for your scope of work, creates accountability throughout a project by establishing projection worksheets and other cost-control measures to monitor and maintain the budget.

A monthly budget update is being provided to PPS.

CHANGE MANAGEMENT

Change is inevitable on construction projects and PROCEDEO is providing a thorough change management approach that effectively integrate a balanced procedure for recognizing, planning, and evaluating capital project changes. Our team validates all aspects of the change, is aiding the PPS team in negotiating with the general contractors, and creates a transparent process where the client is provided with all details, including:

- *Historical cost database*
- *Dashboard financial reporting*
- *Variance tracking*



BOND PROGRAM AND PROJECT GUIDELINES

To ensure that all bond accounting line items are accomplished consistently with the intent of scope descriptions and resources provided under the approved bond program, certain guidelines have been established for, architects/engineers, and the PgM to follow:

- No project at any site will be added or deleted without prior written approval by the PPS Superintendent (or Senior Chief of Operations), and PPS Board of Education, when applicable.
- Scope of work for any line item approved by the PPS Superintendent (or Senior Chief of Operations) will not be significantly reduced or expanded without prior written justification to and written approval by the PPS Superintendent (or Senior Chief of Operations).
- Line-item budget adjustments within a bid package at an individual facility, e.g., from “Non- Construction Contingency” to “Furnishings & Equipment” must be requested from and authorized by the PgM and the PPS Superintendent (or Senior Chief of Operations).
- Costs to abate hazardous materials in the path of new construction will be paid from a separate budget established under the bond program and shall not decrease the budgets for authorized projects at any facility unless previously approved, prior to PROCEDEO contract.
- Costs for Seismic upgrades will be paid from a separate budget established under the bond program and shall not decrease the budgets for authorized projects at any facility.
- Projected cost variances for an individual line item is being managed within a specific package at each facility, balancing overruns and underruns in the construction budget, up to the time bids are received and/or a guaranteed maximum price (GMP) is established.
- Cost overruns shall be the responsibility of the project architect or engineer, working with the PgM to reconcile pricing with budget allowances by one of the following means:
 1. Identifying unnecessary costly requirements of the bid documents and negotiating price reductions with the apparent low-bidder or CM/GC as allowable.
 2. Undertaking redesign of the work as necessary, without additional design fees and without serious impact to the original scope of work.
 3. Submitting to the PgM a written request for supplemental funding (from within available bond program resources) to cover overruns which are the result of inadequate line-item budgets or other unforeseeable factors).
- Initial construction contract commitments are preserving a contingency within the total budget to cover conflicts, changed conditions, and design revisions during construction.
- Uncommitted funds are being retained at each facility until work under a given package is substantially complete and final costs are identified, at which time any savings are reverted to a central PPS program contingency fund.
- Contingency funds, whether created with the bond program budget or accumulated through project savings or increased bond interest earnings, shall be allocated first as necessary to complete authorized bond program projects and only later, with the PPS Superintendent (or Senior Chief of Operations) approval, to fund other improvements from priority lists recommended by the PgM or to meet subsequently identified needs.

The above guardrails will be implemented for all new projects going forward, and for established or in-progress projects, we will monitor adherence and oversee any impacts on operations.

C. PROGRAM MANAGEMENT PLAN

PPS BOND PROGRAM MANAGEMENT TOOLS

The PROCEDEO Team is implementing two enterprise-wide programs and project management applications to capture and manage the program and project information, e.g, project budget, project expenditures, design issues, construction requests for information, and change requests. The project management control system (PMCS) is available via the Internet and accessible to all parties associated with a project: PPS, PMs, design and construction team, which allows collaboration across the life of the project. This collaboration ensures efficient use of resources as well as effective communications between all the project parties.

EGNYTE – INFORMATION & DATA MANAGEMENT SERVICE

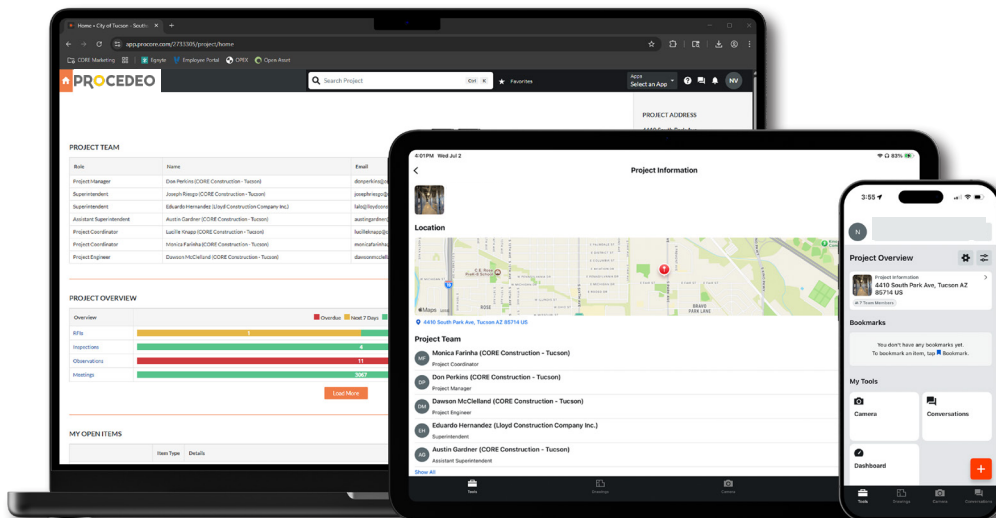
Egnyte is a cloud-based file-sharing solution designed to help the PROCEDEO team collaborate and provide secured access to confidential data. Egnyte's features include customizable branding, secure file sharing, multiple-user management, data authentication, offline access, and file locking. For the PPS Bond Program, the PgM is utilizing this data management service to effectively manage, organize, and process all documentation associated to the program.

PROJECT MANAGEMENT SYSTEM: E-BUILDER

From a project level, the PgM is utilizing E-Builder to track day-to-day operations for all of the projects as part of the Bond Program. E-Builder is a cloud-based construction program and capital project management platform designed especially for owners, program managers, and large capital project teams rather than just field contractors. It helps manage construction programs and capital improvement projects from planning through completion and operations. As a program manager, having this ability to work on the same platform makes this management tool essential to PROCEDEO's operation.

PROCORE

The PROCEDEO Team is leveraging Procore, an industry-standard project management platform, to ensure seamless project and document management for PPS. Procore will serve as a centralized hub, housing all project information in one place, streamlining processes for tracking RFIs, meeting minutes, submittal logs, and construction reports. This platform will allow for accurate and traceable documentation, ensuring transparency and efficiency throughout the program. Additionally, Procore's capabilities will enable real-time updates, secure storage, and easy retrieval of documents, drawings, and other project records, ensuring that stakeholders have access to up-to-date information at all times.



PROCORE®

Houses all Project Information
in One Place

Streamlines Process for
Answering and Tracking RFIs
and Submittals

Tracks Meeting Minutes

Aids in Communication to the
Entire Project Team

6. PROGRAM COMMUNICATION PROCEDURES

BOND PROGRAM COMMUNICATIONS

The PgM believes the most important aspect of a successful program is good communication across everyone engaged in the process. The PgM suggests a monthly meeting between the PROCEDEO staff and PPS to provide a status update on all things related to the bond. The PgM team is developing an agenda and is leading the in-person meeting which is suggested to take place at a location determined by PPS. Discussions and reporting to be presented in these meetings will include but are not limited to:

- *Bond Status Updates*
- *Project Status Updates*
- *Principal Updates – during Construction (bi-weekly)*
- *Summer School Readiness Reports*

EXTERNAL COMMUNICATION

PROCEDEO is coordinating with PPS to support external communication by supplying accurate and timely project information for PPS to publish through its already existing public-facing bond website. In addition, as the PgM, PROCEDEO is maintaining a separate external site dedicated solely to vendor opportunities, program schedule information, and financial status updates, ensuring PPS and industry partners have access to the detailed data necessary to support procurement and program transparency. This is accessible via <https://bond.pps.net/> as an external link to the page.

The website includes an overview, a total projects page, and a dedicated sub-page for each project. While PgM manages an extension site that supports the 2025 Bond Program Status updates and all vendor opportunities, they also oversee the project information that is published by PPS on the main Bond Hub ([PPS.bonds.com](https://pps.bonds.com)). The PgM extension site is accessible through the PPS Bond Hub and serves as the detailed project-tracking layer.

Through this extension, users can follow project-specific information such as budget, scheduled completion dates, actualized design and construction progress.

Clear and effective communication is critical to the success of any Bond Program. At PROCEDEO, we emphasize collaboration and transparency at every level. However, to ensure clarity, accountability, and alignment, it is essential that the client understands the Program Director serves as the primary point of contact for all matters related to PROCEDEO.

INTERNAL / EXTERNAL (BOE ACCESS) COMMUNICATION: OPEX - THE CLIENT DASHBOARD

In addition to the use of E-Builder, PROCEDEO has developed a proprietary software dashboard reporting tool named Operational Excellence. The PgM created this reporting tool to promote a transparent and collaborative process with PPS. The dashboard shows all relative project status information such as project team members, budget, schedule look-ahead, contractor billing, issues log, etc. See the images below of a sample view of the dashboard.

PEOPLESOFT & E-BUILDER: PPS DISTRICT WIDE ACCOUNTING AND CONSTRUCTION MANAGEMENT SYSTEM

In order to appropriately manage the financial aspect of the program, the PgM is utilizing PPS's accounting system that is already in place (PeopleSoft & E-Builder) to integrate with all of the program's management tools; previously described in the communications tool section of the PMP.

7. DEVELOPMENT OF DESIGN PROCESS GUIDELINES

DESIGN PROCESS GUIDELINES

At the time of PROCEDEO's contract initiation, PPS had researched, evaluated and prioritized the line items of work for each of the modernization project listed in the 2025 bond. The PgM has now assigned a Design Manager (DM) and PM to have primary responsibility for completion of each package. The PM and DM, working with an architect, engineer, or other professional consultant for design, are coordinating the efforts of the contractor(s) who are executing the work, and are consulting with principals as appropriate during critical phases of the projects.

PPS has several documents that have been developed to ensure consistency and equity of scope among projects. These documents include:

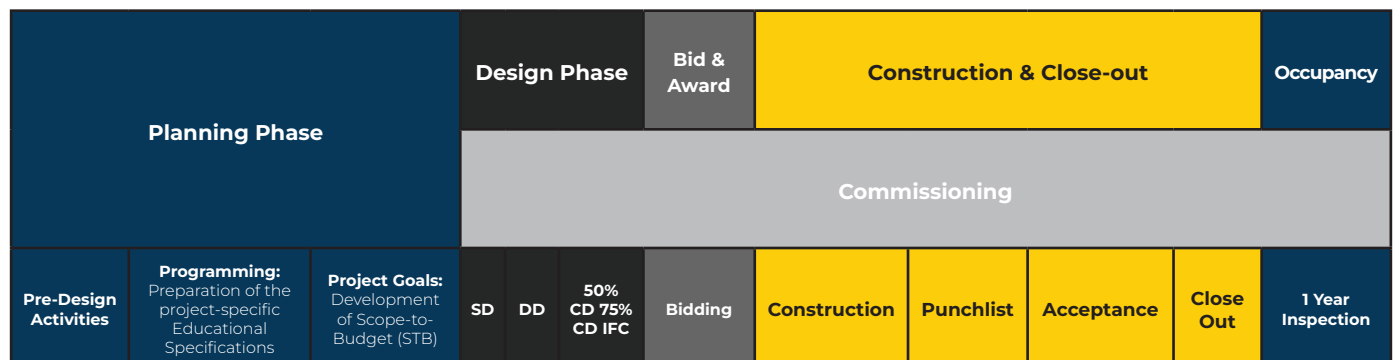
- **Facility Standards:** describe the specific materials, equipment or systems that are to be adhered to in the design of the project.
- **Educational Specifications:** describes the individual spaces, e.g., linear feet of tack strip, white boards, teaching wall locations, etc., within a facility that supports the principals of good teaching and learning and promote sound educational programs.

DESIGN, CONSTRUCTION & CLOSE-OUT PHASES OF A PROJECT

While the steps are typically sequential, different delivery models allow overlap between some of the phases. The figure below shows the sequence of the phases of a project; the width of the blocks are not meant to be representative of the duration of each of the activities.

As each project or bid package is initiated it generally will progress through the typical sequence of design and construction activities outlined on the following pages.

PHASES OF A PROJECT



THE DESIGN PROCESS

PRE-DESIGN ACTIVITIES

A single point-of-contact is assigned by PROCEDeo and this person is known as the Design Manager. Utilizing the Vendor Selection Matrix criteria, an Architect/Engineer team is selected, who then meets with the Design Manager, the principal, and select PPS staff to review the scope, schedule, and budget for the assigned projects. This process is facilitated and monitored by the Design Manager.

PROGRAMMING

The project architect works with the Design Manager and PPS staff during the programming phase to clarify the line items comprising the project. PPS staff explains the needs and expectations for the project (within the previously authorized scope), describing the function and uses of specific facilities to be added or remodeled, and the architect identifies the code requirements, PPS standards, existing conditions, and other constraints important to an understanding of the design criteria and the development of a schematic design within the budget.

SCHEMATIC DESIGN (SD)

After consensus is established on-site for a detailed program, the project architect develops concepts and alternatives. Discussions with PPS staff result in a preliminary agreement as to basic design and essential elements of the work. The architect prepares SD drawings, which show the scale and relationship of the project's components. These documents are submitted to the PgM and PPS for approval before the architect begins the design development phase.

DESIGN DEVELOPMENT (DD)

The project architect and relevant consulting engineers prepare DD documents describing the size and character of the project with

greater detail as to architectural, structural, civil, mechanical, and electrical systems, materials, and other such essential elements as may be appropriate. These documents are submitted to the PgM and PPS for approval before the architect begins final construction documents, and the architect's statement of probable construction cost is reviewed to ensure that the project is still within budget.

During the review process, the submission is vetted by the various PPS user groups including Program Directors, safety & security reps, facilities staff, maintenance, and IT. This review is completed with the A/E teams in attendance and all comments are to be incorporated into the project during construction documentation.

CONSTRUCTION DOCUMENTS

The project architect then prepares working drawings and specifications, referred to as CDs. Periodic review of in-progress documents by the PM, PPS departments, and key members of the PgM ensures that proposed details and probable costs conform to the approved design and the budget. Finally, the project architect submits the completed documents with necessary bidding information for approval by the PgM.

BID AND AWARD

In a traditional "design-bid-build" process, an owner at this point would solicit bids for construction of the project. Contractors and key members of the PgM for the type of work involved would review CDs, request clarification as needed, and collect bids from a variety of specialized subcontractors before submitting lump-sum bids. At a set time, the bids are opened and a contract would be awarded to the general contractor (GC) based on the lowest responsive bid proposal acceptable to PPS.

8. DEVELOPMENT OF CONSTRUCTION PROCESS GUIDELINES

THE CONSTRUCTION PROCESS

COMMISSIONING

The commissioning process comprises the integrated application of a set of engineering techniques and procedures to check, inspect and test every operational component of a project. Commissioning activities are applicable to all phases of the project, from the basic and detailed design, procurement, construction and assembly, until the final handover of the building to the owner.

CM/GC

CM/GC is a collaborative project delivery method authorized for public agencies in Oregon (under ORS 279C). A CM/GC is selected during the early stages of design based on their qualifications, which include their demonstrated ability to partner with designers and add their “hands-on” perspectives on existing conditions and construction techniques to design development, construction documentation, and cost control. As CDs are finalized, the CM/GC obtains competitive proposals from pre-qualified subcontractors and works with the PgM to fix a Guaranteed Maximum Price (GMP) representing the maximum amount PPS will have to pay for the project as defined in the CDs. This process has an added benefit: if the schedule compels it, the CM/GC can begin some critical work before documents are complete.

As with any delivery method, incomplete and/or inaccurate construction drawings will result in change orders. The misunderstanding associated with the GMP is that this maximum price will not be exceeded in any case. It is important to understand that the GMP is based on the plans and specifications at the time of the GMP with some reasonable assumptions made and a reasonable contingency included.

Major changes in scope will result in a change order, which increases the GMP contract. In addition, any Owner changes to the project and scope require a change order. By requiring the documents by 100% complete prior to receiving the GMP, the risk of unanticipated change orders is minimized.

CONSTRUCTION

The GC or CM/GC furnishes all labor, equipment, and materials necessary to complete the specified work within the prescribed time for the amount stated in the bid or GMP. Prior to construction, the architect and the Construction Manager (CM) and Program Manager (PM) review the contractor's detailed work schedule to confirm completeness and constructability, and to ensure compliance with PPS requirements for coordinating work with the building staff and the academic calendar. The principal and select PPS staff continue to meet regularly with the CM, PM, architect, and contractor during construction to stay informed and help resolve any conflicts or unexpected problems which may arise.

SUBSTANTIAL COMPLETION

The project architect observes construction to ensure that all materials and workmanship comply with the contract documents, and the project manager monitors the project overall to verify that quality, costs, and progress are maintained, with the least impact to education and administrative operations. Once the work completed has been deemed to be used for its intended purposes, ‘Substantial Completion’ has been reached. This will vary by project and its projected scope of work.

9. PROJECT ACCEPTANCE AND TURN-OVER GUIDELINES

THE CLOSEOUT PROCESS

PUNCHLIST & FINAL COMPLETION

While wrapping up the construction process, the project architect and appointed PM is not only ensuring that all materials and workmanship comply with the contract documents, but will create a list of items that do not comply in order to verify that quality, costs, and progress are maintained. These Punchlist items are to be completed at subsidiary cost and can only be approved by the owner or their hired representative. Once the project is complete and requires no additional work, 'Final Completion' has been reached.

CLEANING, MOVE-IN AND OCCUPANCY

The PM and architect monitor progress to ensure the project is completed on time. The principal works with the architect, contractor, and PPS staff to coordinate the ordering, delivery, and setup of furnishings, movable equipment, and supplies in time for classes to begin. The GC or CM/GC will be responsible for what is referred to as a construction clean. Once the construction clean is completed, PPS staff will complete the final clean, which includes activities such as stripping and waxing of floors.

CLOSE-OUT

Close-out is the final phase: the contractor has completed the work and corrected any deficiencies; the architect certifies that all work has been completed satisfactorily; the PM verifies that all contract requirements and documents are complete; and PPS makes final payment to the contractor and closes all accounts on the project.

WARRANTY

During the first year after a project is completed, if items are found to be deficient or incorrect, the GC or CM/GC is called back to the site to repair the item with the architect, as verification of proper completion of warranty items. The site-based maintenance representative and the PM complete this coordination.



PROCEDEO

D. EXHIBITS

1. Organizational Chart
2. Program Master Schedule
3. Projects Budget
4. Process & Procedures
5. PMP Acknowledgment



EXHIBIT 1 - ORGANIZATIONAL CHART

Please see the following page.

PORTLAND PUBLIC SCHOOLS

REAL ESTATE, INFRASTRUCTURE AND SCHOOL ENHANCEMENT (RISE)

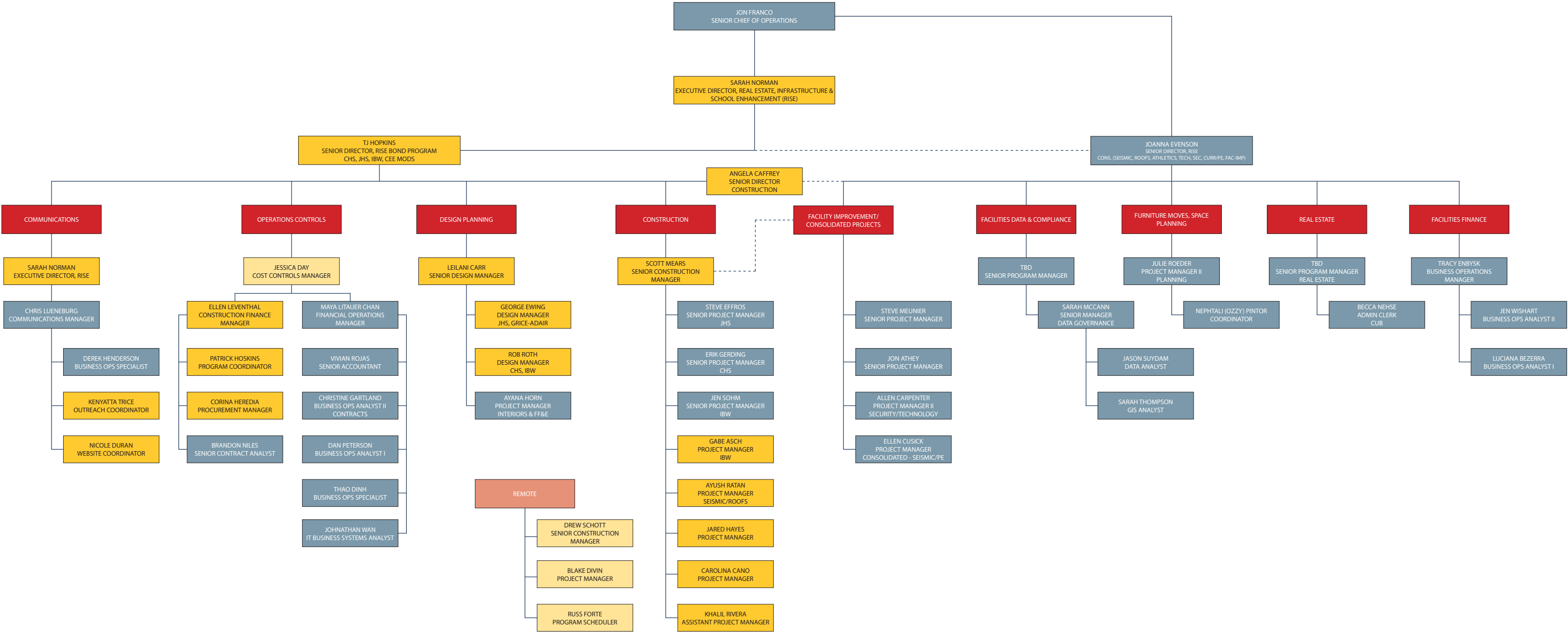


EXHIBIT 2 - PROGRAM MASTER SCHEDULE

Please see the following pages.

[illegible]

Activity Name				Duration	Start	Finish	2026					2027				2028				2029				2030				2031						
							Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2					
Portland PS Bond Program																																		
ATHLETIC FACILITIES																																		
GRANT HS LIGHTS																																		
DESIGN	37	01-Jan-25 A	28-Feb-25 A																															
LAND USE PERMIT	150	01-Mar-25 A	08-Aug-25 A																															
PERMITTING	65	21-Nov-25 A	16-Feb-26 A																															
CONSTRUCTION	49	23-Mar-26 A	26-May-26 A																															
CLOSE-OUT	10	28-May-26 A	11-Jun-26																															
MARSHALL MS HUB																																		
CONSTRUCTION	195	01-Jan-26 A	18-May-26 A																															
PERMITTING	66	01-Jan-26 A	01-Jan-26 A																															
DESIGN	35	01-Jan-26 A	01-Jan-26 A																															
CLOSE-OUT	17	20-May-26 A	12-Jun-26																															
HUB FIELD AND LIGHTS																																		
A/E PROCUREMENT	34	01-Jan-26 A	01-Jan-26 A																															
UPPER FIELD (MULTI-USE)																																		
A/E PROCUREMENT	34	05-Jan-26 A	22-Jul-26																															
DESIGN	93	23-Jul-26	30-Nov-26																															
LAND USE PERMIT	193	05-Oct-26*	30-Jun-27																															
CONSTRUCTION	195	23-Sep-27	21-Jun-28																															
CLOSE-OUT	5	26-Jun-28	30-Jun-28																															
JACKSON MS HUB																																		
PHASE 0																																		
LAND USE PERMIT	43	01-Jan-24 A	10-Sep-24 A																															
DIRECT SELECT / COOP PROCUREMENT	25	22-Dec-25 A	11-Feb-26 A																															
DESIGN	37	11-Feb-26 A	29-May-26 A																															
PERMITTING	11	29-May-26 A	15-Jun-26																															
CONSTRUCTION	107	16-Jun-26	11-Nov-26																															
PHASE 1A																																		
LAND USE PERMIT	98	01-Jan-26 A	01-Jan-26 A																															
DESIGN	37	11-Feb-26 A	30-Jul-26																															
PERMITTING	28	31-Jul-26	08-Sep-26																															
CONSTRUCTION	129	09-Sep-26	08-Mar-27																															
PHASE 1B																																		
DESIGN	238	01-Apr-26 A	26-Oct-26																															
PERMITTING	74	09-Sep-26	21-Dec-26																															
CONSTRUCTION	119	22-Dec-26	04-Jun-27																															
CLOSE-OUT	8	09-Jun-27	18-Jun-27																															
POWELL PARK																																		
P&R NEGOTIATIONS	105	05-Jan-26 A	30-Jun-26																															
DESIGN	20	28-Jul-26	24-Aug-26																															
LAND USE PERMIT	60	25-Aug-26	16-Nov-26																															
PERMITTING	60	17-Nov-26	08-Feb-27																															
CONSTRUCTION	196	09-Feb-27	09-Nov-27																															
CLOSE-OUT	5	12-Nov-27	18-Nov-27																															
JEFFERSON FIELD																																		
DESIGN (BORA)	0	01-Sep-25 A	31-Jan-26 A																															
LAND USE PERMIT	150	01-Oct-25 A	20-Mar-26 A																															
PERMITTING	76	08-Dec-25 A	08-Jun-26																															
CONSTRUCTION - PHASE 1	206	15-Jun-26	29-Mar-27																															
CONSTRUCTION - PHASE 2	279	01-Jun-29	26-Jun-30																															
CLOSE-OUT	5	01-Jul-30	05-Jul-30																															
				Portland PS Bond Summary														Data Date Run Date				08-Jun-26 11-Jun-26												

Activity Name				Duration	Start	Finish	2026				2027				2028				2029				2030				2031							
							Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2					
Portland PS Bond Program																																		
ATHLETIC FACILITIES																																		
ROOSEVELT HS ATHLETIC IMPROVEMENTS																																		
A/E PROCUREMENT	23	15-Jun-26*	15-Jul-26																															
DESIGN	87	16-Jul-26	13-Nov-26																															
LAND USE PERMIT	261	16-Jul-26*	15-Jul-27																															
PERMITTING	124	16-Jul-27	05-Jan-28																															
CONSTRUCTION	197	06-Jan-28	06-Oct-28																															
CLOSE-OUT	5	11-Oct-28	17-Oct-28																															
FRANKLIN FIELD																																		
A/E PROCUREMENT	12	15-Jun-26*	30-Jun-26																															
DESIGN	44	01-Jul-26	31-Aug-26																															
LAND USE PERMIT	240	01-Sep-26	02-Aug-27																															
PERMITTING	195	03-Aug-27	01-May-28																															
CONSTRUCTION	196	02-May-28	30-Jan-29																															
CLOSE-OUT	5	02-Feb-29	08-Feb-29																															
WEST SYLVAN MS FIELD																																		
A/E PROCUREMENT	9	15-Jun-26*	25-Jun-26																															
DESIGN	146	26-Jun-26	15-Jan-27																															
LAND USE PERMIT	240	18-Jan-27	17-Dec-27																															
PERMITTING	195	20-Dec-27	15-Sep-28																															
CONSTRUCTION	197	18-Sep-28	19-Jun-29																															
CLOSE-OUT	5	22-Jun-29	28-Jun-29																															
GRANT HS SEATING																																		
A/E PROCUREMENT	43	15-Jun-26 A	25-Jun-26																															
DESIGN	153	26-Jun-26	26-Jan-27																															
LAND USE PERMIT	128	05-Oct-26*	31-Mar-27																															
PERMITTING	132	01-Apr-27	01-Oct-27																															
CONSTRUCTION	129	04-Oct-27	30-Mar-28																															
CLOSE-OUT	5	04-Apr-28	10-Apr-28																															

PROCUREMENT

DESIGN

PERMITTING

LAND USE PERMIT

CONSTRUCTION

CLOSE-OUT & ...

Portland PS Bond Summary

Data Date08-Jun-26Run Date11-Jun-26

Activity Name	Duration	Start	Finish	2026					2027				2028				2029				2030				2031																		
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2																	
Portland PS Bond Program																																											
ALL SEISMIC 2025 BOND																																											
BEVERLY CLEARY FERNWOOD FULL SEISMIC																																											
DESIGN	238	15-Jan-26 A	20-Nov-26																																								
PERMITTING	63	23-Nov-26	17-Feb-27																																								
CONSTRUCTION	311	11-Jun-27	18-Aug-28																																								
CLOSE-OUT	30	21-Aug-28	29-Sep-28																																								
VERNON & WINTERHAVEN APPROACH B- PARTIAL SEISMIC																																											
DESIGN	238	18-Sep-25 A	24-Dec-25 A																																								
PERMITTING	119	25-Nov-25 A	15-Jul-26																																								
CONSTRUCTION	57	20-Jul-26	06-Oct-26																																								
CLOSE-OUT	30	07-Oct-26	17-Nov-26																																								
AINSWORTH & KELLY PARTIAL SEISMIC																																											
DESIGN	150	10-Jun-26	05-Jan-27																																								
PERMITTING	66	06-Jan-27	07-Apr-27																																								
CONSTRUCTION	56	11-Jun-27	27-Aug-27																																								
CLOSE-OUT	45	30-Aug-27	29-Oct-27																																								
RICHMOND PARTIAL SEISMIC & ROOF																																											
DESIGN	150	30-Apr-26 A	25-Nov-26																																								
PERMITTING	100	26-Nov-26	14-Apr-27																																								
CONSTRUCTION	56	11-Jun-27	27-Aug-27																																								
CLOSE-OUT	31	30-Aug-27	11-Oct-27																																								
CAPITOL HILL SEISMIC & ROOF																																											
DESIGN	120	28-Apr-26 A	12-Oct-26																																								
PERMITTING	97	13-Oct-26	24-Feb-27																																								
CONSTRUCTION - PHASE 1	48	11-Jun-27	17-Aug-27																																								
CLOSE-OUT - PHASE 1	23	18-Aug-27	17-Sep-27																																								
CONSTRUCTION - PHASE 2	48	14-Jun-28	18-Aug-28																																								
CLOSE-OUT - PHASE 2	30	21-Aug-28	29-Sep-28																																								
BEACH SEISMIC & ROOF																																											
DESIGN	120	25-Jun-26	09-Dec-26																																								
PERMITTING	14	04-Feb-27	23-Feb-27																																								
CONSTRUCTION - PHASE 1	48	07-Jun-27	11-Aug-27																																								
CLOSE-OUT - PHASE 1	23	12-Aug-27	13-Sep-27																																								
CONSTRUCTION - PHASE 2	48	14-Jun-28	18-Aug-28																																								
CLOSE-OUT - PHASE 2	30	21-Aug-28	29-Sep-28																																								
ROSE CITY PARK SEISMIC AND ROOF																																											
DESIGN	160	10-Sep-26	21-Apr-27																																								
PERMITTING	215	22-Apr-27	16-Feb-28																																								
CONSTRUCTION	311	16-Jun-28	24-Aug-29																																								
CLOSE-OUT	30	27-Aug-29	05-Oct-29																																								

PROCUREMENT

DESIGN

PERMITTING

LAND USE PERMIT

CONSTRUCTION

CLOSE-OUT & ...

Portland PS Bond Summary

Data Date
Run Date

08-Jun-26
11-Jun-26

EXHIBIT 3 - PROJECT BUDGET

Please see the following pages.

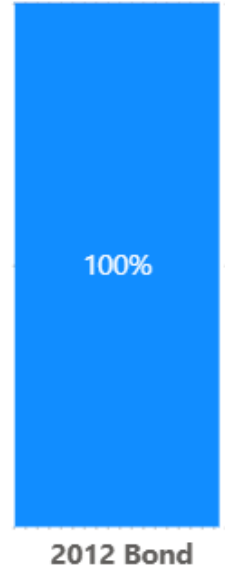
2012 Bond Program Status – Budget Update - Overview

Modernizations: Franklin HS, Grant HS, Roosevelt HS, and Faubion PK-8

Middle School Science Upgrades

Consolidated Projects: Accessibility, Seismic

Project	Budget	Outstanding Encumbrance	Amount Paid to Date	Remaining Balance
Franklin HS Mod	\$110,950,414	\$0	\$110,950,414	\$0
Grant HS Mod	\$155,300,188	\$0	\$155,300,188	\$0
Roosevelt HS Mod	\$97,128,043	\$0	\$97,128,043	\$0
Faubion Replace	\$30,653,663	\$0	\$30,653,663	\$0
Grant Upper Field	\$3,170,988	\$0	\$3,170,988	\$0
RHS Phase IV	\$6,153,741	\$0	\$6,153,741	\$0
Other Projects	\$112,740,428	\$8,100	\$112,710,428	\$21,900
Grant & Franklin Add Ons	\$367,663	\$92,879	\$72,164	\$202,620
Administration	\$31,284,018	\$0	\$31,284,018	\$0
Contingency	\$83,104	\$0	-\$902	\$84,006
PPS 2012 Bond Program Total	\$547,832,249	\$100,979	\$547,422,744	\$308,526

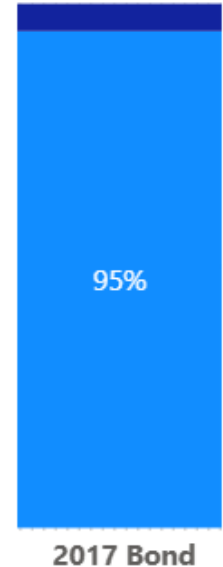


2017 Bond Program Status – Budget Update - Overview

Modernizations: Benson Polytechnic, Lincoln, McDaniel, Kellogg Middle School and Multiple Pathways to Graduation

Consolidated Projects: Water Quality, Security Upgrades, New Roofs, Asbestos Abatement, Radon Remediation, Lead Paint Stabilization, Life Safety Upgrades, Accessibility, Seismic

Project	Budget	Outstanding Encumbrance	Amount Paid to Date	Remaining balance
Benson HS Mod	\$146,614,560	\$158,943	\$143,508,637	\$2,946,980
Benson Add Ons	\$2,865,020	\$417,585	\$1,092,198	\$1,355,237
Benson Swings	\$12,199,595	\$0	\$12,199,595	\$0
Lincoln HS Repl	\$240,836,448	\$28,738	\$224,096,580	\$16,711,130
Kellogg MS Replace	\$57,648,703	\$0	\$57,648,703	\$0
McDaniel Mod	\$197,000,000	\$39,657	\$196,817,745	\$142,598
Health & Safety	\$169,256,030	\$23,133,634	\$122,993,632	\$23,128,764
Athletics	\$4,895,489	\$174,034	\$2,278,729	\$2,442,726
Administration	\$61,087,401	\$203,184	\$60,873,810	\$10,407
Contingency	\$42,039	\$0	\$0	\$42,039
PPS 2017 Bond Program Total	\$892,445,285	\$24,155,774	\$821,509,629	\$46,779,882

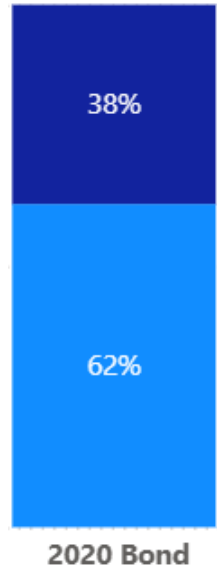


2020 Bond Program Status – Budget Update - Overview

Modernizations: Jefferson HS, Pre-Planning/Design Ida B Wells and Cleveland HS, Grice-Adair Center for Educational Excellence, Roosevelt (added capacity), and Benson

Consolidated Projects: Curriculum Materials, New Technology for classroom and distance learning, Health & Safety, Seismic, Security, Re-Roofing

Project	Budget Managed by PROCEDCO	Budget Managed by PPS	Outstanding Encumbrance	Amount Paid to Date	Remaining Balance
Benson 2020 Funds		\$164,903,890	\$640,328	\$162,803,433	\$1,460,129
Jefferson HS Mod	\$366,007,500		\$38,429,302	\$30,053,013	\$297,525,185
Jefferson Add Ons	\$152,175		\$149,945	\$250	\$1,980
CEE	\$60,000,000		\$34,238	\$16,222,680	\$43,743,082
Cleveland HS – Design	\$23,679,515		\$8,412,380	\$15,270,600	-\$3,465
Cleveland Swing Site	\$137,500		\$1,800	\$105,905	\$29,795
Wells HS – Design	\$20,000,000		\$2,404,163	\$17,584,080	\$11,757
Roosevelt PhV – Design		\$2,000,000	\$1,035	\$97,625	\$1,901,340
MPG Building		\$80,447,075	\$267,192	\$77,947,593	\$2,232,290
Curriculum		\$63,319,191	\$1,255,550	\$54,617,744	\$7,445,897
Technology		\$136,100,000	\$16,660,493	\$91,534,529	\$27,904,978
Infra Projects		\$268,153,105	\$19,787,893	\$235,023,435	\$13,341,777
Administration		\$51,706,045	\$1,239,513	\$34,440,015	\$16,026,517
2017 Bond Balance		\$0	\$0	\$0	\$0
Contingency – OSM		\$79,451,387	\$0	\$0	\$79,451,387
Unallocated Funds		\$17,649,899	\$0	\$0	\$17,649,899
PPS 2020 Bond Program Total	\$469,976,690	\$863,730,592	\$89,283,832	\$735,700,902	\$508,722,548

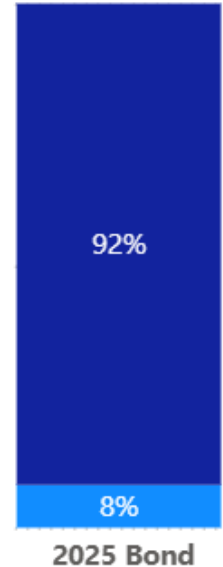


2025 Bond Program Status – Budget Update - Overview

Modernizations: Cleveland HS, Ida B Wells HS, and Jefferson

Consolidated Projects: Security Upgrades, Seismic, Technology, Improvements for Roosevelt, Lincoln, Franklin, and Grant, and New Athletic Hub Facilities at Jackson MS and Marshall Campuses

Project	Budget Managed by PROCEDCO	Budget Managed by PPS	Outstanding Encumbrance	Amount Paid to Date	Remaining Balance
Priority Scope		\$190,000,000	\$10,622,793	\$344,233	\$179,032,974
Athletics		\$79,000,000	\$1,347,024	\$2,047,435	\$75,605,541
Technology		\$176,000,000	\$3,916,460	\$26,452,579	\$145,630,961
Physical Education		\$10,000,000	\$0	\$0	\$10,000,000
Curriculum		\$56,000,000	\$0	\$0	\$56,000,000
Jefferson HS Modernization	\$100,000,000		\$0	\$0	\$100,000,000
Cleveland HS Modernization	\$448,911,745		\$12,273,030	\$393,615	\$436,245,100
Ida B Wells HS Modernization	\$429,350,000		\$29,359,062	\$507,760	\$399,483,178
Elementary & Middle Schools		\$171,738,255	\$0	\$0	\$171,738,255
Admin		\$83,050,000	\$57,898,825	\$7,570,008	\$17,581,167
Contingency		\$125,956,806	\$0	\$0	\$125,956,806
PPS 2025 Bond Program Total	\$978,261,745	\$891,745,061	\$115,417,194	\$37,315,630	\$1,717,273,982



SAMPLE PPS PROJECT BUDGET 2025 BOND PROGRAM
BUDGET/COST BREAKDOWN, CALCULATED PER ALL IN
PROJECT NAME

PROCEDEO

LOC XXX
Job # XXX-XXX

Line LN	Description	Object Code	Sub-Objt	Formula	Budget Amount
	CONSTRUCTION				
1	Construction Budget CCL	XXXXXX	XXX		0.00
2	Move/Swing/Temp. Facilities	XXXXXX	XXX		0.00
3	Estimating CCL	XXXXXX	XXX	XX% * LN(1+5)	0.00
4	Total Construction before Security/Technology				\$ -
5	Project Contingency / GC Contract -Owner Approved	XXXXXX	XXX	XX% * LN1	0.00
6	Total Contractor Construction Amount				\$ -
7	Utility Costs and Connection Fees - electric	XXXXXX	XXX	XX% * LN1	0.00
8	Land Acquisition	XXXXXX	XXX	XX% * LN1	0.00
9	Technology	XXXXXX	XXX	XX% * LN1	0.00
10	TOTAL PROJECT CONSTRUCTION and CONTINGENCY				\$ -
11	ARCHITECT/ AE				
12	Owner Provided Arch and Eng Svcs	XXXXXX	XXX	XX% * LN10	0.00
13	Add Services for Design AE	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
14	RAS Review	XXXXXX	XXX	lump sum	0.00
15	AE Reimbursable	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
16				TOTAL ARCHITECT	\$ -
17	SOFT COSTS				
18	Material Testing	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
19	Geotechnical	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
20	Land Surveying	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
21	Cost Estimating	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
22	Commissioning	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
23	Roof Inspection	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
24	Land Use Consultant	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
25	TIA TMP	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
26	Other Engineering Svcs	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
27	Other Design Services	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
28	Moving Expenses	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
29	Test & Balance	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
30					
31	FF&E for Campus - based upon purpose & extent of addition	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
32	FF&E Contingency	XXXXXX	XXX	XX% * LN31	0.00
33					
34					
35	Haz-Mat Abatement	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
36	Haz-Mat Contingency	XXXXXX	XXX	XX% * LN35	0.00
37	Haz-Mat Sample/Monitoring & Hazmat Design Fee	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
38					
39	Permits	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
40	Fees & Dues	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
41	Overtime-Custodial Support	XXXXXX	XXX	XX% * LN(1+2+3)	0.00
42	District Held Builder's Risk	XXXXXX	XXX	XX% * LN(4+5)	0.00
43	DCIP	XXXXXX	XXX	XX% * LN(4+5)	0.00
44					
45				TOTAL SOFT COSTS	\$ -
46		TOTAL CONSTRUCTION, ARCHITECT, SOFT COSTS			\$ -
47	Contingency	XXXXXX	XXX	XX% * LN(46)	0.00
48	TOTAL BUDGET AMOUNT TO ORGANIZATION CODE				\$ -
49	Admin Costs	Multiple	Multiple	XX% * LN(1+5)	0.00
50			PROJECT BUDGET ALLOCATION		\$ -
51			LAND BUDGET ALLOCATION		0.00
52			TOTAL BUDGET ALLOCATION		\$ -

EXHIBIT 4 - PROCESSES AND PROCEDURES

A. PROGRAM MANAGEMENT TEAM

1. PROGRAM MANAGEMENT TEAM ON SITE

Program Manager is to continuously maintain in Portland, Oregon, a sufficient team of full-time, on-site, and experienced program management staff (the “PM Team”) is leading the Program and its projects and to perform the Services, including without limitation to regularly meet with PPS leaders and staff, manage projects, and address Program needs. The on-site PM Team may be supported by team members in other locations. Program Manager will maintain capacity, personnel, and systems adequate to increase or decrease Services and projects based on Program needs and PPS direction, upon reasonable notice. PPS will provide the on-site PM Team members with dedicated office/cubicle space.

2. STABILITY OF PM TEAM

Program Manager is making sure that the PM Team’s leadership and Key Personnel will in fact be continuously present or available, committed, and (unless otherwise agreed) engaged full time on PPS’s Program and projects. Should any member of the PM Team not be able to so continue on the Program or a project, Program Manager is providing no less than 45 days’ advance written notice (except in emergencies or beyond the control of Program Manager) to PPS’s Senior Chief of Operations or designer, together with its proposal for replacement individuals, who must have substantial prior experience on the Program or its projects and have qualifications commensurate with the departing PM Team member. PPS retains the right to object to any proposed PM Team member.

3. AUDIT/EVALUATION OF PROGRAM MANAGER

PPS is auditing and evaluating Program Manager’s performance from time to time in its discretion, including evaluation of key performance indicators, Program and project progress, compliance with budget and financial integrity, and other relevant factors. Program Manager will cooperate and provide fully transparent examinations of its Services and finances, including without limitation prompt access to PPS of all Program and project documentation and Key Personnel and staff on the PM Team.

4. SCOPE OF PROGRAM MANAGER AUTHORITY

PPS may in writing confer limited, enumerated authority to Program Manager and its PM Team to represent and act on behalf of PPS, but Program Manager otherwise has no legal authority to bind PPS with respect to other persons or entities.

B. PROGRAM MANAGEMENT SERVICES

1. PROGRAM MANAGEMENT PLAN

Within 30 calendar days after the effective date of this Contract, Program Manager is producing to PPS a written “first 90 days” plan outlining, among other things, onboarding and staffing plans; within 90 calendar days after the effective date of this Contract, Program Manager is producing to PPS a comprehensive management plan that sets out Program Manager’s team and is managing, overseeing, and leading the Program and its projects, including without limitation its management and organizational approach for the Program and for each project, staffing models and requirements (incorporating the use of PPS staff), and Program and project controls. Program Manager is expecting to incorporate existing PPS Program and project controls for bond-funded projects. The Program Management Plan must also address the following:

- Program management approach and organization, including executive, management, and team staffing plan and responsibilities;
- Program planning and development activities, including strategic planning for, prioritizing, and defining the scope, schedule, and budget of the projects;
- Program management controls, including scope management, budget/cost data and controls, complete schedules, and quality management;
- Procurement strategies and procedures (in conformance with established PPS procurement rules), including strategy for procurement of design services and construction, if required; procedures for pre-purchase of material, systems, and equipment, if required; and evaluating and approving substitutions;
- Design services authorization processes and procedures, including administrative approval processes and responsibilities and key documentation for professional services and preconstruction services;
- Processes and procedures for consistent and efficient project construction procurement and management, such as awarding and negotiating contracts, approving subcontractors and suppliers, providing notices to proceed, processing change orders, certifying payment applications, and closing out projects, including complying with PPS processes and procedures mandated by Oregon Revised Statutes or audit compliance;
- Program communication procedures, including systems, meetings, reporting, investigation, and records;
- Compliance with PPS’s project management information system for bond-funded projects, records maintenance, and information management procedures throughout the Program, including conformance with existing auditable workflow and data management systems, data security, project activities, and other tasks;
- Design of processes and guidelines, including assessment, prioritization, project scope definition, design development, coordination, and permit process;
- Construction process guidelines, including preconstruction and construction administrative services, construction phase processes and procedures, program coordination, change order management, commissioning, and project closeout procedures; and
- Project acceptance and turnover guidelines relating to project completion, closeout management, and transition of facilities to PPS and public occupancy and use, including record documentation, manuals, and warranties.

2. PROGRAM SCHEDULE

Program Manager is creating a baseline Program Schedule with appropriate milestones, and provide regular updates to the Program Schedule, identifying any variances from baseline, throughout the term of the Contract. The Program Schedule will clearly identify critical path activities and note any subsequent changes to the activities defined as critical path.

3. FISCAL AND BUDGET MANAGEMENT

Program Manager is responsible for budget and fiscal oversight of the Program and its projects to ensure financial integrity and project and Program completion within Program Cost Budget, including without limitation analysis and management of budget, cash flow, programming, strategic planning, contract documents, permitting, contingency management, risk identification and management, progress payment approvals and audits, and financial closeout of projects.

4. INFORMATION MANAGEMENT

Program Manager is implementing and, for the duration of the Program, maintaining and upgrading as necessary a web-based Program Management Information System (“PMIS”) to receive, analyze, distribute, approve, and maintain Program and project reports, Program and project schedules, and other communications and data, with regular reports and documentation as agreed by PPS and Program Manager. PMIS will contain, at a minimum, current status on contracts, Program Cost Budget, schedule and quality on a Program and project basis. Activities under the Program and for each project will be scheduled and documented through PMIS. Through PMIS, Program Manager is organizing information by project, activity, and other relevant categories. Program Manager is collecting information pertaining to each project and update PMIS on at least a weekly basis. Use of PMIS will not preclude Program Manager from being required to maintain existing PPS workflow and data management procedures.

5. PROGRAM REPORTS

Program Manager is preparing and distributing to PPS a monthly Program report to inform PPS and stakeholders with relevant information about the Program and each project. The specific contents of the monthly report will be agreed upon by PPS and Program Manager.

6. DESIGN STANDARDS

Program Manager is providing advice and input to PPS in modifying and updating PPS's design standards to be used in the projects.

7. PROGRAM ADMINISTRATION

Program Manager is providing sufficient on-site resources to administer, manage, and evaluate the Program, including both the foregoing duties and, without limitation, the following:

- Establish and maintain a weekly and monthly reporting regime to keep PPS fully informed of the Program and the progress of each project;
- Support, protect, and defend PPS's interests in all intersections with the design team, construction contractors and suppliers, and third parties;
- Monitor, analyze, and evaluate project data to determine progress, identify obstacles, risks, and opportunities, and provide active, comprehensive management of the costs and schedules for the Program and its projects;
- Manage activities of designated PPS staff and contractors;
- Manage and administer Program communications and data retention;
- Prepare and participate in presentations to PPS's Board of Education and engage in discussions with PPS leaders, Board members, PPS staff, and community stakeholders;
- Coordinate, support, and cooperate with PPS staff, internal and external auditors, accountants, legal counsel, and other PPS Program Managers;

- Maintain confidentiality of personal identifying information, personal health information, and privileged information, but otherwise cooperate with PPS's production of publicly available information in response to relevant requests; and
- Engage with relevant PPS communities concerning the projects.

C. PROJECT MANAGEMENT SERVICES

Program Manager is providing all services needed for the successful completion of each project within the time and budget allowed by PPS. These services include the applicable Program Management Services identified above, scaled to each project, and (without limitation) the following:

1. GENERAL SERVICES FOR EACH PROJECT

a. Fiscal and Budget Management: Program Manager is providing fiscal and budget management for each project, consistent with Program Management Services identified above.

b. Project Management Plan: Consistent with the Program Management Plan, Program Manager is preparing and proposing to PPS a Project Management Plan for each project, which will address the same issues identified in the Program Management Plan, tailored to each project.

c. Project Scheduling: Program Manager is requiring and administering a uniform critical-path method schedule for the construction of each project, using all relevant inputs, connections, and formulas. Program Manager is requiring and continuously evaluating the CM/GC's or general contractor's critical-path Project Schedule for each project to ensure that it accurately reflects current project progress and planning. Program Manager will present the Project Schedule to PPS and others (including without limitation during community outreach efforts) together with Program Manager's analysis and recommendations to maintain safety, scope, quality, budget, and time for project completion. All schedules must be easily and regularly communicated to PPS in usable formats, analyses, and summaries to understand the actual performance of and schedule for the construction work.

d. Contingencies: Program Manager is establishing and recommending contingency funds and plans to mitigate financial, cost, schedule, and other risks associated with each project and the Risk Management Plan. Program Manager is responsible to approve the use of contingency funds in any construction contract to maintain cost discipline and permit timely completion of the project within the contract sum or guaranteed maximum price.

e. Project Services:

1. *Within the enumerated scope authorized by PPS in writing, act as PPS's authorized agent and principal contact under project design and construction contracts to (a) decide, approve, or reject project matters on behalf of PPS; (b) receive and transmit project contractual notices, inspection reports, and other communications; (c) transmit project notices, reports, and communications promptly to PPS with appropriate Program Manager recommendations; and (d) communicate PPS and Program Manager decisions to project participants;*

2. *Oversee and communicate with project participants, which may include both PPS employees and external contractors or vendors, to ensure project success, all within the limits of PPS's contractual and legal duties;*
3. *Oversee PPS contractor and vendor performance and billings relative to contract obligations;*
4. *Develop and implement quality assurance plans (e.g., testing, inspection) for each project consistent with the limits of PPS's contractual and legal duties;*
5. *Schedule, conduct, and maintain minutes of regular progress meetings among the architect of record, relevant engineers, and the general contractor or CM/GC, and other meetings as appropriate, to monitor progress and resolve outstanding issues for each project;*
6. *Maintain project files and records, in compliance with existing PPS audit-required workflow and document management systems;*
7. *Notify PPS of contractual notices and other communications from project participants;*
8. *Assist and advise PPS and cooperate with PPS's legal counsel and forensic consultants with respect to claims and disputes, including without limitation preserving data, documents, electronically stored information, objects, and other potential evidence relating to claims and disputes; and*
9. *Observe project activities and progress and (a) consistent with PPS's legal and contractual duties, initiate or act upon requests to address opportunities, concerns, or disputes to efficiently achieve project safety, schedule, costs, and other goals; and (b) report to PPS on the observations, reports, requests, and actions, and their outcomes.*

f. Design/Engineering Review Services:

1. *Review, in detail, all Drawings and Specifications to ensure compliance with PPS's technical requirements and construction standards;*
2. *Coordinate all activities of project teams, providing overall team leadership and guidance throughout the entire process;*
3. *Maintain a detailed project budget to address all projected costs;*
4. *Process and carefully review all submittals, product samples, shop drawings, requests for information and clarifications. Provide tracking, oversight and coordination of submittal reviews, samples and shop drawings, in compliance with existing PPS audit-required workflow and documentation management systems;*
5. *Perform statistically based quality design reviews;*
6. *Provide oversight of the design teams, including without limitation coordination of interfaces with PPS personnel; and*
7. *Record design or programmatic changes that are made and approved by PPS, and log these changes and their cost and time in the form of design-phase change orders. Any deviations from the quality specifications contained in the Specifications document will be conspicuously noted.*

g. Preconstruction Services: Program Manager is regularly reviewing the development of the design for each project and provide recommendations to PPS for systems, materials, equipment, and techniques that are utilized to achieve the standards for each project. Program Manager is providing advice to PPS on construction feasibility, availability of materials and labor, and procurement and time requirements for installation and construction. To the extent that PPS approves or modifies its recommendations, Program Manager is assisting in negotiating or carrying out the recommendations with other relevant parties.

1. *Program Manager is performing at least the following preconstruction services:*
2. *Participate with PPS staff and its architect or engineers to address cost, constructability, project efficiency, and potential cost savings of project design and design elements, and provide cost estimating and constructability analyses as requested;*
3. *Participate with project architects, engineers, and specialty Program Managers (“Design Team”) (i) to validate project scope, project budget, and schedule parameters; and (ii) to assist in developing better design and construction plans during the designers’ preparation of construction drawings and specifications;*
4. *Determine the need for retaining Program Managers to provide professional and other services for each project and assist PPS in reviewing qualifications and selecting Program Managers;*
5. *Ensure completion of final bid packages, requests for proposals, and project phasing elements and requirements;*
6. *Recommend procurement strategies compliant with law to select potential contractors and assist PPS in the evaluation of written bids or proposals and the selection of contractors, subcontractors, and vendors;*

7. *Ensure compliance by project participants with legal requirements for procurements;*
8. *Represent or assist PPS in the negotiation of the terms of construction and vendor contracts;*
9. *Require and continuously evaluate the CM/GC’s or general contractor’s critical-path Project Schedule for each project to ensure that it properly applies critical-path logic and formulas and accurately reflects current project progress and planning. Program Manager will present the Project Schedule to PPS and others (including without limitation during community outreach efforts) together with Program Manager’s analysis and recommendations to maintain safety, scope, quality, budget, and time for project completion;*
10. *Develop and administer detailed cost tracking and reporting systems for design and construction of the project; and*
11. *Identify and participate with the design team to capitalize on opportunities for efficiencies and cost savings in the design documents as well as during construction of the project.*

h. Construction Phase Services: During construction phases of a project, Program Manager is providing the following services:

1. *Obtain and coordinate necessary reports and reviews from the design team and the contractor or CM/GC to ensure compliance with safety, budget, and time requirements;*
2. *Ensure that contractor or CM/GC comply with all permitting requirements and permits required of them. Assist PPS in obtaining all necessary permits that it is to produce under the contract documents;*
3. *Analyze, approve, revise, reject and compare applications for payment, submittals, daily reports, costs, and receipts in accordance with PPS’s duties and requirements, including review of all documentation of costs on each Application for Payment;*

4. *Provide audit support as required;*
 5. *Coordinate closely with inspection activities to ensure that submittals correspond with PPS and industry standards and that delivered equipment and materials correspond with submittals and PPS and industry standards;*
 6. *Conduct weekly pre-construction and construction meetings with the general contractor or CM/GC, the architect, and other key members of the project delivery team;*
 7. *Establish lines of communication and construction administration procedures for the processing of submittals, shop drawings, requests for information, change requests, etc. Prepare a project procedures manual to define the handling of all project documentation, in concert with PPS's desired forms and processes;*
 8. *Coordinate dispute resolution and claims avoidance services;*
 9. *Identify potential liabilities in the requests for information that could develop into future requests for change orders;*
 10. *Ensure that operations and maintenance manuals are assembled on an ongoing basis during construction to facilitate training, maintain warranties, and assist with final compilation;*
 11. *Manage and maintain all project documents and files and ensure as-built drawings are kept current by Contractor; and*
 12. *Select the services of independent testing laboratories and review their reports.*
2. *Assist the Architect in developing an appropriate punch list of outstanding items to be corrected at the time of Substantial Completion. Monitor completion of the punch list items by the contractor;*
 3. *Coordinate the delivery, assembly, and installation of furniture, fixtures, and equipment;*
 4. *Coordinate required training sessions with PPS and contractors and ensure that training is accomplished;*
 5. *Review operations and maintenance manuals for each project to ensure they meet specified requirements;*
 6. *Assist PPS to obtain occupancy permits, including preparation of relevant documents for governmental agencies as well as facilitating inspections by governmental agencies;*
 7. *Coordinate with commissioning services providers; and*
 8. *Verify that all warranties have been received and are in effect and coordinate warranty repair work.*

i. Occupancy and Post-Occupancy:

1. *Assist the Architect in performing interim and final inspections and in monitoring all corrective work;*

2. SERVICES FOR CM/GC PROJECTS.

For projects in which PPS selects and contracts with a CM/GC, Program Manager is ensuring that the CM/GC is under contract to provide a full scope of design-phase and preconstruction services, as well as construction management services through construction of the project, which may include some of the functions identified in Section C herein. Program Manager and PPS will adjust Program Manager's duties to properly interface with the duties of the CM/GC and will ensure that (a) the CM/GC in fact performs its required construction management services and (b) CM/GC's construction management team participates actively in the design, value engineering, planning, and construction of the project.

D. RISK MANAGEMENT

1. RISK MANAGEMENT PLAN

Program Manager is investigating each project, preparing a risk evaluation, and preparing a risk management plan for PPS's approval. Program Manager, after approval, is implementing, managing, and evaluating the risk management plan. Risks include, without limitation:

- *Safety of students, PPS personnel, construction workers and the public;*
- *Possible continuing operation of PPS or public functions in or adjacent to project sites;*
- *Financial risks for each project during its design and construction, including appropriate prequalification of participants, financial disclosures, audits, and methods to ensure full payment of all construction workers;*
- *Design and engineering risks;*
- *Schedule risks for each project; and*
- *The proper establishment and application of contingency funds to address risks.*

2. PROGRAM AND PROJECT AUDITS:

Program Manager is proposing appropriate terms and methods for PPS or its representatives to evaluate or audit (a) Project and Program costs, (b) Project and Program schedules, (c) Project safety standards and performance, and (d) other performance criteria and key performance indicators, during the course of the Program and each project, and at their termination. PPS reserves the right to conduct these audits or other audits under any awarded contract.

3. PROJECT SAFETY

Each CM/GC or general contractor is to be singularly responsible for safety at project sites, in accordance with their contracts and applicable law. PPS and Program Manager are not responsible for the creation or implementation of safety programs and may not direct or enforce safety standards for matters under the control of the CM/GC or general contractor. Program Manager is responsible to survey and evaluate the performance of those safety plans and report any deficiencies to the applicable contractor and to PPS.



E. PROCESS IMPROVEMENTS

Procedure/Process Name	Description	Date
Agendas and Meeting Minutes	Created templates and refined the procedure. For all 2025 bond projects, we are ensuring these are kept in Procore.	Feb-26
Website Updates	To establish a routine procedure for providing updates, reviewing and maintaining quality assurance (recurring monthly by the 15th of the month).	Mar-26
Communications	Process defining the objectives for communication both internally with PPS and externally to the Public through website updates and community events.	Mar-26
Bond Cashflow Submission & Timeline	Process to establish a submission timeline for periodic cash flow reports to help District prepare for upcoming needs (recurring monthly at the BOE meetings).	Mar-26
Monthly Schedule Update	When maintaining and updating both program & project-level schedules (recurring monthly at BOE meetings).	Mar-26
Design Review Process	Bluebeam Project & Session requirements when in Design	Mar-26
EWA Process	Set a template for all Early Work Authorizations and using BlueBeam for initial reviews.	Apr-26
Construction Closeouts	Reviewed and revamped the Closeout checklist to be more thorough and enforceable.	Apr-26
Vendor Pool Process	Utilizing master contracts in a pool system to pre-assign vendors to certain campuses and more quickly issue task orders.	May-26
Permit Process	Permit tracker has been created to ensure all construction permits are being tracked and all old permits are being closed.	Jun-26
Project Status Updates (PSUs)	Simplified this workflow by reducing the number of required fields, making the information more relevant to current operations, and reducing the frequency from monthly to quarterly.	Jun-26
Facilitron	Established a new SOP to create consistency amongst the maintenance blocks and set requirements on when/how they should be submitted.	Jun-26
NTPs	Created NTP and Limited NTP templates for all project types and ensuring dates are properly recorded.	Jun-26
GMP Contingency Approvals (GMPCA)	Streamlined this e-Builder process by eliminating the CM review step	Pending
Contractor Pay Apps (CPAs)	Added a step for a Controls review to verify financial completeness and accuracy	Pending

EXHIBIT 5 - PMP ACKNOWLEDGMENT

Portland Public School Bond Program

Program Management Plan PMP

Date of initial Version Issued for Approval: March 9, 2026

Date of Bi-Annual Submission Version 1 Issued for Approval: July 7, 2026

By: _____

Dr. Jon Franco

Senior Chief of Operations

Portland Public Schools

☐ Acknowledged and Approved

☐ Revise

☐ Reject