



Portland Public Schools

2020 School Building Improvement Bond

Jefferson HS Modernization Project Team Management Plan

1. PPS Team

Sr Project Manager	Steve Effros	seffros@pps.net
Director of Construction	Drew Schott	drschott@pps.net
Deputy Director	Angela Caffrey	acaffrey@pps.net
Sr Program Director	TJ Hopkins	thopkins@pps.net
School Principal	Drake Shelton	dshelton@pps.net
School Planning Principal	Allison Adams	aadams@pps.net
School FOM	Stetson James	sjames2@pps.net
A/E	Bora/Lever Architects	
Contractor	Colas Hoffman Construction	

2. Executive Summary

The Jefferson High School Modernization project will modernize the historic Jefferson High School located at 5210 N Kerby Ave, Portland, OR 97217. The existing 14-acre site includes the original 1909 school building, plus later additions, and a track and fields.

In late 2019, a Conceptual Master Planning Committee that included parents, teachers, students and community stakeholders worked together to help inform the budget of the Jefferson High School Modernization project for inclusion on the District's successful 2020 Bond measure. In 2022, a Comprehensive Planning Committee, in coordination with extensive community and District stakeholder engagement, helped develop a Comprehensive Plan for the Jefferson High School Modernization project that was approved by the Portland Public Schools Board of Education in December 2022.

The approved Comprehensive Plan was a multi-phase project that included both renovation and new construction, with students swinging on-site occupying existing buildings. Those initial phased plan estimates exceeded the budget, prompting a shift to a single-phase approach with off-site student relocation to preserve the original 1909 building. However, strong community feedback led the Board of Education to reconsider the plan of relocating students off-site. This led to a project



PROJECT TEAM MANAGEMENT PLAN

rev. 5/7/26

pivot and in December of 2023, the Board approved a new approach in which it kept students on campus during the construction of a new building on the North end of the site.

Following development of this new building approach through 2024, under guidance of new District Staff leadership, the Board directed the three high school modernization projects in December 2024 to develop cost reduction strategies and revise the Comprehensive Plans for these projects to align with Board Resolution No. 7051 for high-quality, cost-efficient school construction.

With the Board's approval of the revised Conceptual Design for this project in April 2025, the Jefferson High School Modernization project proceeded with the start of Schematic Design for this revised concept.

3. Project Overview

a. Overview of the bond language re: project

In the July 28, 2020 referral to voters approved by PPS Board of Education, proposed health and safety investments include "2020 Modernizations - transforming the historic Jefferson... into [a] modernized 21st century [center] of learning."

b. Description of the project

The current Comprehensive Plan includes a compact, four-story building accommodating 1,700 students, on the existing track and football field at the North side of the site. In the first phase of construction, students will remain on site in the existing school buildings during the construction of the new school. Two new multipurpose baseball and softball fields located to the south of the existing school will be permitted and constructed during the first phase to avoid the complete loss of athletic fields during construction.

Upon completion of the new school, students will occupy the new facility and the old school buildings will be demolished. Following demolition of the old school, a second phase of construction will complete the site work for the modernization project. This work will be scheduled for completion before demolition of the existing track and field begins.

4. Project Delivery Model

The Construction Manager / General Contractor ("CM/GC") method was determined to be the most appropriate for this project. In the Fall of 2022, the Board of Education granted an exemption from the traditional Design-Bid-Build low-bid procurement process and approved the use of an Alternative Contracting Method for the construction of Jefferson High School Modernization.

CM/GC is the commonly used alternative contracting method by local governments for large, complex projects such as major modernizations involving existing buildings and sites like the Jefferson High School Modernization Project.

Under the CM/GC contracting method:



PROJECT TEAM MANAGEMENT PLAN

rev. 5/7/26

- The contractor is solicited early in the design phase pursuant to a competitive Request for Proposals (RFP) process wherein selection is based upon evaluation of factors relating to the experience, expertise, and project approach of the contractor rather than lowest bid.
- The contractor works with the owner and architect to develop the final design with the goals of improved constructability and value engineering, which results in fewer change orders and the ability to expedite the construction schedule. Under the standard design/bid/build (low bid) method, the design is completed before the project is bid and the contractor brought on board.
- During the design phase, the owner and contractor negotiate and agree on a guaranteed maximum price ("GMP") and the construction schedule for the construction phase of the project.
- Unlike traditional design-bid-build procurement, the CM/GC project delivery method allows for construction to begin before design is complete (via Early Work Amendments), reducing the overall project schedule.

5. Schedule

Building design based on the revised comprehensive plan began in May, 2025. The design will need to navigate a multi-step land use approval process, and multiple building permits; construction is planned to begin in the summer of 2026.

Students and staff will remain on site during construction, and will be kept separate and safe from the impact of that construction.

An Early Field Phase of construction is planned to start in the summer of 2026, with Site Preparation to begin in the Fall of 2026 and Building Construction to begin in the Winter of 2026/27. Construction is planned to be complete by the summer of 2029, with move-in of students & staff into the new building in the Fall of 2029. Abatement & Demolition of the existing building will start in the Fall of 2029, followed by Site Construction of the track & field which will be completed by the fall of 2030.

6. Budget

Following the completion of the cost reduction study in April 2025, the overall project budget for the Jefferson High School Modernization project is currently set at \$466,007,500. This budget breaks down as \$372,075,017 for hard construction costs, \$46,901,160 for professional services, \$24,924,383 for owner costs, and \$22,106,940 for contingency. Please see attached budget for estimated allocations.

7. Communication / Coordination

The team provides regular updates on project status via e-builder project status updates, regular Steering Committee meetings to District leadership and quarterly updates to the Bond Accountability Committee as needed. The project team is also holding regular meetings with District stakeholders during design to keep them up to date on project scope, design standard deviations, and other issues.



PROJECT TEAM MANAGEMENT PLAN

rev. 5/7/26

Community engagement has been a central part of the Jefferson Modernization Project since day one. Funded by the 2020 Bond, the project has prioritized meaningful input from students, families, staff, and local stakeholders throughout the planning and design process, including the following -

- More than 4,500 comments gathered through surveys, workshops, open houses, and more
- Major engagement events included:
 - 5 Conceptual Master Planning Committee (CMPC) meetings
 - 7 Comprehensive Planning Committee (CPC) meetings
 - 7 Town Halls
 - 6 Design Advisory Group (DAG) meetings
 - 5 Community Design Workshops (CDW)
 - 5 Community Information Sessions (CIS)
 - 2 Design Justice Workshops
- Staff engagement: Attendance at JHS Staff meetings, school department specific meetings and meetings with district leadership staff
- Student and family outreach: Classroom visits, the Demo Design Club, PTSA meetings, and community tabling at events like Back to School Night, Good in the Hood and Juneteenth
- Ongoing communication: Meeting materials and summaries are available to the public to ensure transparency and continued access.

8. Governance/Reporting

Project decisions that are within the authority of the project team are made at the discretion of the lead project manager in consultation with members of the project team, other RISE members, Facilities Management, school personnel, and third party design consultants as needed. For decisions beyond the authority of the project team, decisions are forwarded to the appropriate party with any background information needed to assist in making the decision. Project decisions and actions will be reported out to the appropriate parties as discussed in the project communication plan, through meetings, emails, or e-Builder correspondence.

9. Procurement Methodologies

To procure architectural design services for the Jefferson High School Modernization project, the project team utilized a formal RFP process in conjunction with PPS Purchasing and Contracting to solicit proposals from interested parties. The RFP's qualifications-based criteria prioritized certified business participation and workforce diversity.

To procure construction services for the JHS project, the project team determined that the Construction Manager/General Contractor (CM/GC) method was the most appropriate for this type of large, complex project. Having been granted an exemption from the traditional Design-Bid-Build low-bid procurement process, the project team issued a CM/GC RFP, in which selection was based on evaluation of factors relating to experience, expertise, project approach, certified business participation and workforce diversity, rather than lowest bid

Contracts for all other miscellaneous services, including, but not limited to arborist tree survey report, land survey, geotechnical investigation/report, hazardous material survey, and building commissioning services, were procured through one of two approaches. For smaller scopes of



PROJECT TEAM MANAGEMENT PLAN

rev. 5/7/26

service, the project team has directly appointed small, certified firms where possible to complete this important project work. For larger scopes of service, the project team is utilizing the formal RFP process to select qualified firms that could complete a number of tasks over the life of the project.

10. Certified Business Recruitment Plan

PPS Purchasing and Contracting has an aspirational goal of 18% or more of project contracts by cost be awarded to certified firms. To achieve or surpass this goal on the Jefferson High School Modernization project, the project team is utilizing multiple strategies to attract, contract, and execute work with certified firms. For the RFP for architectural services the project team included categories to both proposal and interview panels requesting information and providing scoring on potential firms certified business strategies and internal workforce diversity. On the CM/GC RFP the project team included evaluation criteria in the RFP to help ensure the selection of a prime contractor with a strong commitment and demonstrated success in using Certified minority firms as well as a substantive plan of outreach to, partnership with, and inclusion of Certified subcontractors.

On smaller procurements for goods, services, and other professional services, the project team is soliciting proposals from multiple companies, especially recruiting from certified firms whenever possible. The project team is also attending certified business trade gatherings such as those put on by OAME wherever possible to recruit potential certified firms who have not previously worked with the District.

11. Challenges/Opportunities

The challenges of the project include a tight, phased design & construction schedule, a constrained site, and occupancy of an active construction site by students & teachers.

Each of these challenges offer opportunities, including careful coordination among the owner-architect-contractor team & stakeholders in order to meet the ultimate completion dates, careful planning from a facility and programmatic standpoint in order to minimize impact on students & teachers, and a strategic approach to pre-construction planning & investigations.

12. Appendices (embedded links)

[Attachment 1: Draft Schedule](#)

[Attachment 2: Draft Budget](#)

[Attachment 3: Team RACI Matrix](#)