



Portland Public Schools

2020 & 2025 School Building Improvement Bonds

Cleveland HS Modernization

Project Team Management Plan

1. PPS Team

Project Manager III	Erik Gerding	egerding@pps.net
Project Manager	Ayush Ratan	nkotova@pps.net
Project Manager	-	-
Construction Manager	-	-
Director of Construction	Drew Schott	drschott@pps.net
Deputy Program Director	Angela Caffrey	acaffrey@pps.net
Program Director	TJ Hopkins	thopkins@pps.net
School Principal	Jo Ann Wadkins	jwadkins@pps.net
School Planning Vice Principal	Mariam Higgins	mhiggins@pps.net
School FOM	Chanh Nguyen	cnguyen1@pps.net
A/E	Mahlum Architects – Studio Petretti	
Contractor	Skanska USA Building	

2. Executive Summary

The Cleveland High School Modernization project will replace the existing high school located at 3400 SE 26th Ave in the Hosford/Abernethy Neighborhood. Cleveland High School is a neighborhood comprehensive school serving approximately 1,550 students. The main campus buildings occupy one large 4-acre block with a staff parking lot across the street on SE 26th Ave. The Cleveland Stadium is four blocks to the east on a separate 6.5-acre parcel with a track & field and field house. Cleveland athletic programs also use Powell Park across Powell Boulevard to the south.

In Fall 2023 the comprehensive planning effort began with the eventual completion of a PPS Board approved Comprehensive Plan in April 2024. In late 2024 at the completion of Schematic Design the PPS leadership directed the project team to stop work and conduct a cost reduction study to reduce the size and cost of the project. A revised Comprehensive Plan was approved by the PPS Board in October 2025.



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Project Overview

a. Overview of the bond language re: project

The 2020 Bond included \$20,000,000 for Planning and Design for the Cleveland Modernization. The 2025 Bond included the overall construction costs to complete the project.

b. Description of the project

The modernized CHS will be all new construction with two primary buildings and a central courtyard in between on the main site. A mass timber hybrid building sits to the north along Franklin St. and a steel and concrete building to the south is positioned next to Powell Blvd. The parking lot across the street will receive upgrades and new landscaping. The Cleveland Stadium will receive new structures and improvements. New baseball, softball, and multi-purpose fields are planned at Powell Park across SE Powell Blvd. CHS students and staff will relocate to the Marshall High School campus during construction.

3. 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 2024, 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 Cleveland High School.

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 Cleveland High School Modernization Project.

Under the CM/GC contracting method:

- 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.



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4. Schedule

Land use and Public Works permits were submitted in late 2025. Land use approval is anticipated in the Spring of 2026 with abatement and demo starting in July 2026. The school program and contents will be moved to the Marshall High School campus at the end of the 2025-2026 school year. The Cleveland program will be at the Marshall campus for three school years before returning to the new building for the Fall of 2029.

5. Budget

Following the completion of the cost reduction study in April 2025, the overall project budget for the Cleveland High School Modernization project is currently set at \$472,553,760. This budget breaks down as \$371,013,978 for hard construction costs, \$34,580,000, for professional services, \$11,500,000 for owner costs, and \$40,459,782 for contingency. Also included in this budget is \$15,000,000 for athletic field upgrades at Powell Park. Please see attached budget for estimated allocations.

6. Communication / Coordination

The internal RISE project team includes Erik Gerding as the Senior Project Manager, Ayush Ratan as a Project Manager, with support from Drew Schott as Director of Construction.

The project team divides up roles and responsibilities as established in the Team RACI Matrix, attached for reference. The project team provides bi-weekly updates to Drew Schott Director of Construction, and Angela Caffrey, Deputy Program Director in project team update meetings. The team also provides monthly 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.

Community engagement has included the Comprehensive Planning Committee, the Design Advisory Group, outreach to neighborhood associations, feeder schools, and a number of community design workshops held at Cleveland. Stakeholder engagement has included numerous meetings with student affinity groups, education departments at the school and appropriate District level staff for design review and project input.

7. 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.

8. Procurement Methodologies



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To procure architectural design services for the Cleveland 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 CHS 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 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.

9. 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 Cleveland 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. The participation goal for the Architectural services scope is 30%. 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.

10. Challenges/Opportunities

The challenges of the project include a very small urban construction site with limited construction logistics and laydown area. Just in time delivery will be required to keep materials flowing to the project without the use of large material storage areas.

Opportunities include the possibility of completing the stadium track and field improvements a year ahead of the new school completion. Additionally, the improvements at Powell Park could also be completed a year sooner providing valuable athletic facilities for CHS programs to utilize.



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11. Appendices (embedded links)

[Attachment 1: Draft Schedule](#)

[Attachment 2: Draft Budget](#)

[Attachment 3: Team RACI Matrix](#)