



Portland Public Schools

2020 School Building Improvement Bond

Ida B. Wells HS Modernization

Project Team Management Plan

1. PPS Team

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Contractor	Noelle Idehara - Hoffman Construction	noelle-idehara@hoffmancorp.com

2. Executive Summary

On May 7th, 2024, the PPS School Board approved the comprehensive plan for a new Ida B. Wells High School to be built to the west of the existing school on the multipurpose field. Students will stay on site in the existing school during construction. The new Ida B. Wells will be a larger four-story building with state-of-the-art academic and support spaces, including specialized instructional spaces for Well's unique Career Technical Education [CTE] programs. The track and field will be relocated and reoriented, creating a more inviting approach to campus from the Capitol Highway side of the site. The Portland Parks and Recreation swimming pool will remain in its current location and is not part of this project, but parking and access to the pool facility will be improved.

A full complement of athletic fields will be provided, and the existing fields on the Rieke side of the campus will be upgraded. Two Southwest Trails through the site will be upgraded.



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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 November 2025, the Ida B. Wells 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

Ballot measure 26-259 approved bonds to Improve Health, Safety, and Learning; Modernize, Repair Schools Summary: Measure authorizes up to \$1.83 billion in principal amount of general obligation bonds for facilities and education investments.

"If approved, this measure would finance capital costs, including: Update, Repair Aging Elementary and Middle Schools:

- Update/replace major building systems, including roofs, siding, heating/cooling

Make Schools Safe and Secure:

- Update safety, security systems
- Seismic upgrades

Modernize, Improve Educational Materials, Technology and Schools:

- Renovate/replace schools, including Cleveland, Ida B. Wells (formerly Wilson)
- Upgrade curriculum materials, technology, including student devices....."

b. Description of the project

The new Ida B. Wells High School will be a modern, 295,000 square foot, four-story building with state-of-the-art academic and support spaces, including specialized instructional spaces for Well's unique Career Technical Education programs. This sustainably designed LEED Certified structure will also feature modern performing arts, commons and outdoor spaces. The project also includes a full complement of athletic fields, and upgrades of the existing fields on the Rieke side of the campus.

The Portland Parks and Recreation swimming pool will remain in its current location. The pool itself will not be improved as part of the project, but a new pool support building with new individual showers and dressing areas will be provided. Access pathways to the pool will be improved.

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 Ida B. Wells Modernization.



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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 Ida B. Wells 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 construction to begin before design is complete (via Early Work Amendments), reducing the overall project schedule.

5. Schedule

Building design is based on the revised comprehensive plan, which 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 fall of 2026.

Students and staff will remain on site during construction and will be kept separate and safe from the impact of active construction which will be maintained by, and the responsibility of, the CMGC.

Construction is planned to start in the fall/winter of 2026/2027, completing by the summer of 2029, with move-in of students & staff into the new building in the fall of 2029. Demolition of the existing building will start in the fall of 2029, followed by site construction including the athletic fields 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 Ida B. Wells Modernization total project is \$449,350,000 (including soft costs, FF&E, contingencies and escalation).

7. Communication / Coordination

The internal RISE project team includes Gabe Asch as 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 weekly updates to the Sr. Construction Manager, in project team update meetings. The team also provides quarterly project status updates via e-builder, regular Steering Committee meetings to District leadership, monthly BOE updates, 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 informed of project scope, design standard deviations, and other issues.



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Community engagement has been a central part of the Ida B. Wells Project since day one. Funded by the 2020/2025 Bonds, the project has prioritized meaningful input from students, families, staff, and local stakeholders throughout the planning and design process, including the following;

- Thousands of comments gathered through surveys, workshops, open houses, and more
- Major engagement events included:
 - Conceptual Master Planning Committee (CMPC) meetings
 - Comprehensive Planning Committee (CPC) meetings
 - Design Advisory Group (DAG) meetings
 - Community Design Workshops (CDWs)
- Staff engagement: Attendance at Ida B. Wells Staff meetings, school department specific meetings and meetings with district leadership staff
- Student and family outreach: Classroom visits, student design club, PTSA meetings, and community tabling events like Back to School Night.
- 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

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

To procure construction services for the Ida B. Wells 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 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 it is 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 several tasks over the life of the project.



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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 Ida B. Wells High School Modernization project, the project team utilizes multiple strategies to attract, contract, and execute work with certified firms. For the architectural services RFP, the project team included categories to the proposal and interview panels requesting information and providing scoring on potential firms certified business strategies and internal workforce diversity. For 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 also attends 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, 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 to meet the scheduled/2025 completion dates, careful planning from a facility and programmatic standpoint 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](#)