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## CONSTRUCTION PROGRAM PERFORMANCE METRICS

### **POLICY ISSUE / SITUATION:**

In May 2014, voters approved a new bond for the students of the Beaverton School District. A set of performance measures has been developed to provide management information for staff and reporting tools to support the School Board's oversight role as this large program is implemented. Regular reports will be provided to the Board at its business meetings.

### **BACKGROUND INFORMATION:**

Performance metrics for the 2014 construction bond program are based upon *The Balanced Scorecard*<sup>1</sup>. This is the same approach used successfully for the 2006 bond. This tool is a measurement system and a management system intended to guide current performance and target future performance.

One of the tenants of *The Balanced Scorecard* is that several perspectives should be included in order to align individual, organizational, and cross-departmental efforts to achieve overall goals. Each perspective is supported by strategic objectives, which in turn are linked to specific performance metrics and targets. Three perspectives being used for the bond report are:

- Budget
- Schedule
- Stakeholders

Attached is the Balanced Scorecard report for the most recent month.

### **RECOMMENDATION:**

It is recommended that the Beaverton School District Board of Directors review the Balanced Scorecard report and provide any comments to staff.

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<sup>1</sup> Kaplan, Robert S. and Norton, David P: Harvard Business School Press; Boston, 1996

**District Goal:** All students will show continuous progress toward their personal learning goals, developed in collaboration with teachers and parents, and will be prepared for post-secondary education and career success.

The Beaverton School District recognizes the diversity and worth of all individuals and groups. It is the policy of the Beaverton School District that there will be no discrimination or harassment of individuals or groups based on race, color, religion, gender, sexual orientation, gender identity, gender expression, national origin, marital status, age, veterans' status, genetic information or disability in any educational programs, activities or employment.


<p><b><u>Narrative Comments:</u></b></p> <ol style="list-style-type: none"> <li>1. Summer 2014 projects completed except for portable relocations.</li> <li>2. High School budget and schedule require special focus.</li> <li>3. Middle School budget appears tight.</li> <li>4. SHS roof project completed behind schedule, but final work did not impact school operations.</li> <li>5. Portable relocations not completed by start of school year.</li> <li>6. SHS Field project delayed due to permitting.</li> <li>7. Planning for next phase of projects will begin as new Facilities staff are on-board.</li> </ol>	<p><b>Color Key</b></p> <table border="1"> <tr><td>No Data</td></tr> <tr><td>On Track</td></tr> <tr><td>Watch List</td></tr> <tr><td>Trouble</td></tr> </table> <div style="border: 1px solid black; padding: 10px; text-align: center;"> <p><b>Overall Perspective</b></p> </div>	No Data	On Track	Watch List	Trouble																																					
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2014 Bond Construction Program  
Budget Perspective  
August 2014 Report

<p><b>Narrative Comments:</b></p> <ol style="list-style-type: none"> <li>High School: Very preliminary updated estimate indicates budget is very tight. Increased budget with planned inflation allocation amount of \$8.4M.</li> <li>Middle School: Very preliminary updated estimate indicates budget is very tight.</li> <li>SHS Roof project exceeded budget by \$3M. Major Repairs subprogram funded shortfall.</li> <li>BHS Health Clinic (grant funded). Bids exceeded budget by \$112,000. Value Engineering savings and HRSA-approved internal budget transfers resolved shortfall.</li> </ol>			<div style="display: flex; align-items: center;"> <div style="margin-right: 20px;"> <p><b>Color Key</b></p> <table border="1"> <tr><td style="background-color: white;">No Data</td></tr> <tr><td style="background-color: green;">On Track</td></tr> <tr><td style="background-color: yellow;">Watch List</td></tr> <tr><td style="background-color: red;">Trouble</td></tr> </table> </div> <div style="border: 1px solid black; padding: 10px; text-align: center;"> <p><b>Budget Perspective</b></p> </div> </div>														No Data	On Track	Watch List	Trouble																																									
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**Narrative Comments:**

- High school schedule may be impacted by status of City's South Cooper Mountain Community Plan. Working with architect to define required permit milestones. BSD staff will meet with City staff to discuss how City can support HS schedule.
- SHS roof project completion delayed into September; no impact to fall school operations. Building watertight by Sep 2; remaining work involved sheetmetal work, flashing details, and installation of fall protection anchors.
- SHS Title IX, McKay, Capital Center, Springville project schedules are dependent upon hiring qualified project manager staff in Facilities Development Dept.
- BHS Health Clinic work under a temporary building permit. Final permit application under review by City Building Official. No impact expected.
- Portable relocation work proceeding. Occupancy will not be ready by Sep 2 due to late-start awaiting Bond approval. Current estimates:
  - Springville (2 portables) Oct 30
  - Stoller (4 portables) Oct 30
  - Montclair (1 portable) Nov 10

<b>Color Key</b> 	<div style="border: 1px solid black; padding: 20px; width: 100%;"> <h2 style="text-align: center;">Schedule Perspective</h2> </div>
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Yellow	Green	Green	Green	Green	Yellow	White	White	White	White	White	Green	Green

Strategic Objectives	Performance Measures	Performance Targets
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<b>Objective A</b> Establish Schedule Target & Strategy	1	Occupancy Date Goal Established	Green = < 0 weeks impact on scheduled completion dates. Yellow = 0 - 4 weeks; Red > 4 weeks
	2	Project Execution Strategy Developed	
	3	Detailed Project Schedule Approved	
	4	Project Programming / Scope Completed	

Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Green	Green	Green	Green	Green	NA	Green	Green	Green	Green	Green	Green	Green

<b>Objective B</b> Planning, Permitting & Design Phases on Schedule	5	Design Contract Awarded	Same as Objective A
	6	Schematic Design Completed	
	7	Design Development Completed	
	8	Land Use Permit Approved	
	9	Construction Contract Documents Completed	
10	Building Permit Approved		

Green	White	Green	Green	Green	Green	White	White	White	White	White	White	Green	Green
White	White	Green	Green	Green	Green	White	White	White	White	White	White	Green	Green
White	White	Green	Green	Green	Green	White	White	White	White	White	White	Green	Green
White	White	NA	Green	Green	Green	White	White	White	White	White	White	Green	Green
White	White	Green	Green	Green	Green	White	White	White	White	White	White	Green	Red

<b>Objective C</b> Construction on Schedule	11	Prime Contract Notice to Proceed	Same as Objective A
	12	Construction Started	
	13	Certificate of Occupancy Received	

White	White	White	Green	Green	Green	White	White	White	White	White	White	Green	Green
White	White	White	Green	Green	Green	White	White	White	White	White	White	Green	Green
White	White	White	Green	Green	Green	White	White	White	White	White	White	Green	Red

<b>Objective D</b> Meet Occupancy / Completion Schedule Target	14	FF&E Ordered	Same as Objective A
	15	FF&E Delivered and Installed	
	16	Occupancy on Schedule	Same as Objective A

White	White	White	NA	NA	Green	White	White	White	White	White	White	White	NA
White	White	White	NA	NA	Green	White	White	White	White	White	White	White	NA
White	White	Green	Yellow	Green	Yellow	White	White	White	White	White	White	Green	Red
<b>Projected Occupancy / Completion Dates</b>													
09/17	09/16	09/17	08/14	08/14	11/14	09/15	09/15	09/15	09/15	09/15	09/15	11/14	11/14

## 2014 Bond Construction Program Stakeholder Perspective August 2014 Report

<p><b><u>Narrative Comments:</u></b></p> <p>1. No data at this point.</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center; margin: 0;"><b>Color Key</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px; height: 10px; background-color: #90EE90; border: 1px solid black;"></td> <td style="font-size: 8px;">No Data</td> </tr> <tr> <td style="width: 20px; height: 10px; background-color: #90EE90; border: 1px solid black;"></td> <td style="font-size: 8px;">On Track</td> </tr> <tr> <td style="width: 20px; height: 10px; background-color: #FFFF00; border: 1px solid black;"></td> <td style="font-size: 8px;">Watch List</td> </tr> <tr> <td style="width: 20px; height: 10px; background-color: #FF0000; border: 1px solid black;"></td> <td style="font-size: 8px;">Trouble</td> </tr> </table> </div> <div style="border: 1px solid black; padding: 10px; text-align: center; margin-bottom: 10px;"> <h3 style="margin: 0;">Stakeholder Perspective</h3> </div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th colspan="12" style="padding: 5px;">2014 Bond Projects</th> <th colspan="2" style="padding: 5px;">Other Projects</th> </tr> <tr> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">High School</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">Middle School</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">Communication System</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">SHS Roof</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">AHS Turf</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">Portable Building Relocations</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">SHS Title IX</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">McKay ADA Upgrade</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">Capital Center Improvements</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">Springville K-8 Site Improvements</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">Repair Package 2015</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;"></th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">BHS Health Clinic</th> <th style="writing-mode: vertical-rl; transform: rotate(180deg); padding: 5px;">SHS BB/SB Field Improvements</th> </tr> </thead> <tbody> <tr> <td style="height: 20px;"></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td style="height: 20px;"></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td style="height: 20px;"></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>		No Data		On Track		Watch List		Trouble	2014 Bond Projects												Other Projects		High School	Middle School	Communication System	SHS Roof	AHS Turf	Portable Building Relocations	SHS Title IX	McKay ADA Upgrade	Capital Center Improvements	Springville K-8 Site Improvements	Repair Package 2015		BHS Health Clinic	SHS BB/SB Field Improvements																																										
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<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td rowspan="3" style="width: 15%; font-size: 8px; vertical-align: top;"> <b>Objective B</b> Meets Technical Design Standards         </td> <td style="width: 10%; text-align: center;">4</td> <td style="width: 45%; font-size: 8px;">Project Scope Meets Technical Standards</td> <td rowspan="3" style="width: 30%; font-size: 8px; vertical-align: top;">           Green: Rating of <math>\geq</math> 4.0 (1 - 5 scale)            Yellow: 3.0 - 4.0; Red: &lt; 3.0         </td> </tr> <tr> <td style="text-align: center;">5</td> <td style="font-size: 8px;">Design Meets Technical Standards</td> </tr> <tr> <td style="text-align: center;">6</td> <td style="font-size: 8px;">Construction Meets Technical Standards</td> </tr> </table>	<b>Objective B</b> Meets Technical Design Standards	4	Project Scope Meets Technical Standards	Green: Rating of $\geq$ 4.0 (1 - 5 scale) Yellow: 3.0 - 4.0; Red: < 3.0	5	Design Meets Technical Standards	6	Construction Meets Technical Standards																																																																							
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