



**PORTLAND PUBLIC SCHOOLS**  
**OFFICE OF SCHOOL MODERNIZATION**  
501 North Dixon Street / Portland, OR 97227  
Telephone: (503) 916-2222 / Fax: (503) 916-3253

**Date:** December 13, 2022

**To:** School Board

**From:** Dan Jung, Chief Operating Officer  
Marina Cresswell, Senior Director, Office of School Modernization

**Subject:** Adoption of Jefferson HS Comprehensive Plan

---

### **BACKGROUND**

Board Resolution 6153 referred the Jefferson High School Modernization project to voters as a part of the 2020 bond.

The Jefferson High School Modernization Project Team (Project Team) has worked with internal stakeholders, external stakeholders, a community Comprehensive Planning Committee and the internal Jefferson Steering Committee to develop a Comprehensive Plan in conformance with the Comprehensive High School Education Specifications and Design Guidelines & Standards.

### **RELATED POLICIES/BEST PRACTICES**

The PPS Comprehensive High School Educational Specifications, along with information on current Jefferson High School programming, was used as the basis for programming of the modernized Jefferson High School.

In addition to using these documents as the foundation for the Jefferson program, the Project Team conducted a rigorous outreach and engagement effort over several months. The Project Team met with internal and external focus groups having over 600 stakeholder discussions and developed a Comprehensive Plan report for Jefferson that presents the desired room requirements, the interrelationships of spaces, specific room requirements and square footages, and most importantly, represents the core educational values of PPS.

As part of the Jefferson High School Comprehensive Plan, the Project Team developed a detailed Area Program Summary that refines the PPS High School Ed Specs so that it meets the specific requirements for Jefferson High School.

### **ANALYSIS OF SITUATION**

Jefferson High School serves over 600 students in Portland, Oregon. The current building was originally built in 1909 with multiple modifications and additions occurring through the 1960's.

Jefferson High School, located in the North Portland Albina neighborhood, is a densely developed site that has historically served as one of the anchors of the Black community in Portland and was historically considered Portland's Black high school. The 14-acre site includes the original 1909 structure, later alterations and additions, track, fields, and parking. Approximately 300,000 SF, the school is bound by North Killingsworth to the North and North Humboldt Street to the South, and is bisected towards the south of the site by North Albina Street.

A Conceptual Master Planning effort was undertaken in late 2019 to help inform cost estimates for inclusion of the Jefferson High School Modernization project on the District's successful 2020 Bond measure. This effort was guided by a Conceptual Master Planning Committee (CMPC) that included parents, teachers, students and community stakeholders.

The Conceptual Master Planning work was guided by several key principles that developed over the course of early meetings: be a hub with access provided to its community; honor Jefferson's history as Portland's black high school and celebrate its future diversity; create a flexible and adaptable design; provide welcoming, safe, resilient and accessible facilities; offer a rich variety of educational opportunities and maintain strong partner programs; and provide essential outreach and engagement.

The preference from the CMPC was to maintain the existing 1909 structure as a distinct symbol of the history and culture of Jefferson as a long-standing institution that provides an architectural icon for the community. A new addition on the south side of the building would represent a new connection to Alberta Street and a community entry, tying the old and new building together through a main loop of circulation.

The Conceptual Master Plan established a concept that would deliver a modernized facility that meets PPS Design Standards, Guidelines and Educational Specifications (Ed Specs). Utilizing these guidelines and standards, the new JHS will provide facilities that compare equitably to the modernized high school facilities at Roosevelt, Franklin, Grant, McDaniel, and Lincoln.

## **FISCAL IMPACT**

The total project budget identified in the 2020 Bond materials for the Jefferson High School Modernization project was \$311,000,000.

The original budget allocation was established in early 2020, and planning at this point could not have predicted the market disruptions that have been experienced in the intervening years. This includes the influence of the global pandemic which has resulted in a much higher rate of escalation than was anticipated, compounded by supply chain impacts, labor shortages, and wildly fluctuating commodity costs. Recent inflationary pressure has not shown any sign of easing, and projecting future escalation is especially challenging in the current market conditions. Two independent cost estimates were obtained in November 2020. Based on these cost estimates and forecast data, the total proposed Comprehensive Plan Budget is \$366,000,000.

Please see the attached Jefferson HS Comprehensive Plan Report for more detailed project cost information.

## **COMMUNITY ENGAGEMENT**

This planning phase for JHS has been underpinned with broad and meaningful community engagement founded in the principles of Design Justice. To date, dozens of separate engagement and outreach activities have occurred and many more are planned for the design phase of the modernization project. Hundreds of individual conversations have been documented. A Comprehensive Planning Committee (CPC) met on six separate occasions to review, discuss and recommend next steps for the comprehensive plan of the modernization project. This committee toured Jefferson, as well as two examples of modernized high schools in the PPS district : McDaniel High School and Lincoln High School. The CPC comprises representatives from many stakeholder groups including students, parents, alumni and parents from feeder schools, as well as teachers, staff, and partner program representatives. CPC members were specifically chosen to represent as many stakeholder groups as possible, while reflecting the diverse make-up of Jefferson High School itself.

Uniquely, for this project a group of community design organizers (CDOs) was also invited to participate in the CPC work. These CDOs have deep roots in Jefferson's underrepresented communities who would be most impacted by the future development of this site. Their voices are crucial to our understanding of the complexities of modernizing JHS. CDOs had regular one-on-one conversations with members of their communities and participated in several small group discussions focused on specific community groups. Augmenting these individual conversations, small focus groups, and regular CPC meetings, a series of live streamed Town Hall meetings, representation at several community-wide events, two open houses, a community barbecue, a design justice workshop, and a community design workshop took place for maximum engagement opportunities.

A final open house was held on Wednesday November 16th to present and explain the recommended modernization solution for JHS to the community, and to respond to any questions and suggestions that visitors might have.

## **TIMELINE FOR IMPLEMENTATION / EVALUATION**

The original conceptual Jefferson High School Modernization project schedule for the 2020 Bond Draft Execution Plan targeted a comprehensive plan approval in March of 2022. The effects of the global COVID-19 pandemic, mentioned in the Fiscal Impact section above, have also affected the schedule for Jefferson High School project. Selection of the A/E team was completed in March 2022. We are submitting this Comprehensive Plan Report in December 2022.

If the proposed Comprehensive Plan is approved, building and site design will commence in January 2023 alongside a rigorous Design Advisory Group process and continued extended community outreach and engagement efforts. Construction will occur in two phases and is targeted to begin in the Summer of 2024 and to complete Phase 1 in the Summer of 2026 and phase 2 in the Summer of 2028. Due to the initial delays of the project, there are tight timelines for the design and construction. In order to provide the anticipated amount of time necessary for construction, design work must start in January 2023.

Please see the attached Comprehensive Plan Report for more detailed project schedule information.

## **BOARD OPTIONS WITH ANALYSIS**

Staff requests approval of the proposed Jefferson High School Comprehensive Plan Resolution.

## **CONNECTION TO BOARD GOALS**

The new modernized Jefferson High School will provide each student with an equitable, individualized, high-quality learning experience and the tools to reach their full potential within an environment that is safe, healthy, and joyful. The new Jefferson High School will embody PPS's Mission, Vision and Values, and its Climate Policy, to strengthen the future of its students and its communities through a robust set of Guiding Principles that guide the process, the cultural experience, and the school program.

## **STAFF RECOMMENDATION**

Staff requests approval of the proposed Jefferson High School Comprehensive Plan Resolution.

---

*As a member of the PPS Executive Leadership Team, I have reviewed this staff report.*

\_\_\_\_\_ (Initials)

## **ATTACHMENTS**

- A. Jefferson HS Comprehensive Plan Report
- B. Jefferson HS Comprehensive Plan Board Presentation