



**CITY OF PORTLAND**  
OFFICE OF MANAGEMENT AND FINANCE

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**TO:** Jack D Graham, Chief Administrative Officer

**FROM:** Kirk Hall  
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**SUBJECT:** GO Bond Independent Citizen Committee Quarterly Report  
For the Period 4/1/2011 – 6/30/2011

**DATE:** September 19, 2011

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With this memo, the Independent Citizen Committee (ICC) is pleased to convey its first quarterly report to Jack D. Graham, the Chief Administrative Officer of the City of Portland. The information in this report covers the quarter ending June 30, 2011.

In the third quarterly ICC meeting, held September 7, 2011, the citizens heard first from Aaron Beck, OMF, as to the overall status of the GO Bond fund, resources and expenses (budgeted and actual) for the program life to date. We then heard from staff representing the four projects funded by GO Bond resources. The ICC members have reviewed the reports provided by the Project Oversight Committees (POCs) to the ICC and we concur with their findings, which are summarized below.

**1. Executive Summary**





- a. Public Safety GO Bond Fund – Program budget and actual expenses  
The first bond sales were well received, and the funds are now available for the first phases of each project. In general, each project is progressing according to its budget with no serious exceptions.
- b. Project Oversight Committees  
Each of the four projects is overseen by a citizen project oversight committee (POC). Each POC has reviewed and approved the quarterly reports sent to the ICC.
- c. Projects – As of 6/30/2011, three of the four projects are on or ahead of schedule, within budget and within scope. There was a temporary delay in the procurement process for Fire Station 21, causing that phase of the project to be behind schedule. PF&R hopes to make up time in subsequent phases.

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Evaluation Metrics	Prior Rating	Direction Change	Current Rating	Comments
<b>Apparatus</b>	n/a	n/a		Contract awarded for engineering consultant to assist Bureau in creating specifications for design and construction of heavy rescue apparatus and for design and engineering of fireboats; fireboat component is four months ahead of schedule.
<b>Station 21</b>	n/a	n/a		There was a three-month delay in the procurement process to select an architectural firm due to a bid protest that has since been resolved. It is too early to know if this will alter the overall schedule.
<b>Emergency Radio</b>	n/a	n/a		The stability phase is nearly completed (i.e., the purchase of equipment and software to help existing Bureau systems continue to operate for the next five years while the next phase, purchase of new communications equipment for the long term, is completed); consulting engineering firm to be selected soon to assist in designing specifications, choosing new equipment and systems for long term Bureau use.
<b>Emergency Coordination Center</b>	n/a	n/a		Project moves to bid phase; size and complexity of the contract (including mandatory use of subcontracts) increases potential for bid protests.

Note: Rating legend is as follows:

-  **Green** - On target, good performance against plan.
-  **Yellow** - Caution, ability to meet project objectives may be threatened, may need intervention.
-  **Red** - Serious issues and/or go-live in jeopardy, intervention and/or corrective action needed.
-  **Up** - Positive changes outweigh negative.
-  **Equal** - No change, or positive changes offset by negative.
-  **Down** - Negative changes outweigh positive.

## **2. Major Accomplishments**

- a. Apparatus – Contracts awarded for design and engineering of fireboats and for design and engineering of heavy rescue apparatus; research on rapid response vehicles has been started.
- b. Station 21 – A Memorandum of Understanding has been developed between PF&R and PDC regarding the removal of the Madison Street dock; evaluation of the architectural and engineering procurement process has been completed.
- c. Emergency Radio – Stability phase of project is nearing completion to extend the life of existing Bureau communications equipment; the analysis phase has been started which will evaluate overall needs and future equipment options for radio system.
- d. Emergency Coordination Center – Contract documents are complete and have been submitted to Procurement Services for review and approval; issues associated with PBOT street vacation have been resolved.

## **3. Critical Issues and Risks**

- a. Apparatus – No critical issues or risks anticipated at this time
- b. Station 21 – Procurement phase is behind schedule; PF&R hopes to make up time with the CM/GC process, if approved by City Council. Securing water-related permits (e.g., construction of piers and docks in the river) will involve many agencies and could cause delays. Site geology has not yet been thoroughly studied and could present unexpected challenges to seismically stabilize. There is a narrow window (four months each year) during which in-water construction can occur; unanticipated delays in the permitting could result in construction delays.
- c. Emergency Radio – Detailed project documents for quality, communications, risk management, budget and schedule have not been completed yet; until this happens the City cannot evaluate project status (planned vs. actuals). Project staff has asked the State for lessons learned in the State's delayed statewide radio project and were advised to determine and limit its objectives based on available resources very early in the project, which staff is trying to do. Interoperability of new equipment with other City equipment and with equipment of other government agencies will be paramount. There are existing Federal interoperability technical standards which will soon be replaced by updated standards; staff will determine with the assistance of technical experts (1) whether equipment meeting current Federal standards will be sufficient and have complete interoperability, and (2) whether the City should instead wait for the new standards to be adopted. Staff will also make certain that equipment from different manufacturers will meet common standards and will be interoperable.
- d. Emergency Coordination Center – The construction contract contains over 30 opportunities for sub-contracting. Per City policy, bidders must make and document "good faith efforts". Due to the complexity of the project, the potential for protests exists which could delay the project. City is taking proactive steps to do outreach to firms to reduce the complexity and potential for errors and omissions.

## **4. Upcoming Milestones**

- a. Apparatus – RFP for the construction of aerial ladder truck, fire engines and fire boats will be completed by next quarter.
- b. Station 21 – Procurement process for Construction Management/General Contractor (CMGC) will be completed; IGA between PF&R and PDC will be completed.

- c. Emergency Radio – Validate and report on current equipment inventory; project management plans will be reviewed and approved.
- d. Emergency Coordination Center – Bid to be advertised September 2011; construction to start in January 2012.