



Parks Replacement Bond Community Oversight Committee

MEETING #2: February 5, 2016
Peninsula Park Community Center
6400 N Albina Ave

PURPOSE:

- To establish a mission and objectives for the committee’s work
- To monitor bond progress and identify any developing trends
- To identify an approach and roles for developing the first report to Council

AGENDA

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|----------|--|-------------------------|
| 8:30 AM | Welcome | Dion Jordan |
| 8:32 AM | Welcome & introductory remarks | Mike Abbaté |
| 8:35 AM | Draft mission and objectives | Dion Jordan |
| 8:45 AM | Status report on projects | Mary Anne Cassin |
| 9:15 AM | Status report on public involvement | Maija Spencer |
| 9:45 AM | How does the committee move forward? - <i>What is the general outline of the report?</i> - <i>What roles should be assigned?</i> - <i>Decision on “depth” and “spread” of report</i> - <i>What performance metrics do we care about?</i> | Dion / all |
| 10:00 AM | Committee general questions | Committee |
| 10:10 AM | Committee needs (how can PP&R assist) | Committee |
| 10:15 AM | Meeting wrap-up & next steps | Dion / Mike / Mary Anne |
| 10:30 AM | Review of Pioneer Courthouse Square project | Lauren McGuire |

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PortlandParks.org
Commissioner Amanda Fritz
Director Mike Abbaté



IN ATTENDANCE

Oversight Committee (OC) Members

- Dion Jordan, Karen Loper Tracy, Jonath Colón, Don Grotting, Zari Santner

Parks & Recreation Staff

- Mike Abbaté, Mary Anne Cassin, Maija Spencer, Jack Kostylo

TIMEKEEPING

- The meeting began at 8:30am
- The meeting was adjourned at 10:20am

DISCUSSION

Welcome & introductory remarks

- Mike shared that the Bond Program is going well
 - o The commissioner is very enthusiastic
 - o The Bond Team (BT) is settled in and working efficiently

Draft mission and objectives

- The OC appreciated that the Mission and Objectives handout reflected their discussion at the last meeting
- Karen felt an important aspect in the ballot language was communicating expenditures, and she would like to see that reflected in the mission statement
 - o "Are you on time, are you expending as described?"
 - o The mission statement could be something small and direct--one or two bullets—with clear deliverables
- Zari agreed; the OC is responsible for making sure what the voters voted on is delivered
 - o The Commissioner and PP&R may have additional aspirations, but those are not the OC's responsibilities
- Don felt that the second bullet on the handout emphasized the ballot language: "Maintain fiscal accountability as a core driver, with bond dollars clearly and separately tracked."
- Jonath agreed and felt that the third bullet was also vital to a mission statement: "Be transparent with the community."
- Mary Anne and Dion will meet next week to draft an updated mission statement incorporating these second and third bullets

Status report on projects

- Good news on the schedule



- The Bond Team (BT) saved time thanks to staff getting up-to-speed quickly
- 12 projects moved up by three months to a year, and 27 projects are underway
- Creston's schedule was pushed back so Colonel Summers could move up
 - Zari asked if the community was informed about Creston moving back
 - They were not; Mary Anne explained that the Bond language did not require project-specific schedules
 - Schedules are generally announced when the project manager begins work on those projects
 - Mike mentioned that Creston was not in the handful of projects already in Public Involvement's (PI's) immediate schedule
- All critical and sensitive projects were scheduled early so the community could be engaged sooner rather than later
- Good and bad budget news
 - Staff costs are running 25% below the projected amount
 - Professional Technical Services costs are tracking at 20% over the baseline target but are within the allocated contingency
 - 87% of the total budget allocated to this area has been used
 - Construction costs are coming in high
 - Grant Pool is the only project currently beginning construction
 - \$1.2M was the baseline target. It came in at \$1.7M
 - Only one bid was considered responsive due to paperwork filing issues
 - There are a total of three pool projects, two on the first list
 - Matt Dishman's pool is not as old as Grant's and the BT is hoping that it will come in with a lower bid
 - Overhead costs still running high but trending is slightly down
 - The majority of the Bond's costs will come from construction, providing a positive effect on the overhead cost proportion
 - Zari asked about current and projected admin costs
 - The BT has used 25% of its budget for work not billed directly to a project
 - This covers the majority of Mary Anne and Jack's time
 - The Bond measure does not specify a not-to-exceed amount in admin expenses
 - Zari feels auditors will ask about these costs, and it is important that the BT researches the topic
 - Zari feels the BT should show which costs are related to the team as opposed to Bureau and City overhead
 - Some of these costs are outside the BT's control



- Other items going well
 - o The BT, short of a construction manager, is complete, and Mary Anne is pleased with their skills, temperaments, and ability to foster a sense of teamwork
 - o System tracking is going well
 - Project managers give a monthly, high-level summary explaining what they did this month and what they will be doing next month
 - These are available to Mary Anne, Mike, and any interested internal staff
 - The high-level summaries are rolled up into an At-A-Glance Report which summarizes all of the projects
 - Dion asked if the At-A-Glance is available for the public to see
 - o Generally no, primarily to allow the BT to share unresolved issues more openly
 - o Maija extracts and publishes helpful information for the public
 - o In the past, a significant amount of the technical design work was done in-house. Now it is all done out-of-house which brings in many, especially smaller, firms
 - A significant number of outreach events have been held to boost interest and awareness
 - The current utilization overall is at 36% MWESB (minority-owned, women-owned, and emerging small businesses) involvement
 - MBE: 11%
 - WBE: 8%
 - ESB: 17%
 - The BT hired a private consultant to help network with more MWESB firms, especially for areas where it is hard to get minority consultants and contractors
 - Commissioner, City Council, and public support for increased MWESB involvement has been strong
 - o Scope creep, the tendency for a project's scope to continuously grow, has been minimal, and there have been no big controversies so far
 - An initial concern was that the public would be asking for new project elements and other items not specified in the Bond
 - Being upfront about the Bond being for repair and maintenance has helped
 - Unfortunately, press coverage has been sparse as the projects are not notably confrontational or flashy
- Challenges
 - o Efficiencies
 - One of the big challenges has been city processes
 - There are parts of the timeline that have taken significantly longer than expected
 - Zari asked for examples
 - The Grant Pool project went to bid in November
 - o The two bidders did not properly fill out the paperwork



- It took 70 days for the bid package to go out for rebid despite the details remaining the same
- City processes are tightly controlled
- Zari asked if the delays are due to staffing issues
 - That is an issue and as a result, the BT added a procurement specialist (Jodi Gollehon), but she is still learning, and Procurement Services does not generally delegate tasks
 - To help justify hiring a procurement specialist, Mary Anne built a ripple-effect graph of the time lost due to lack of staffing and showed a \$1M difference
- Zari asked why the BT has not approached the mayor regarding staffing issues
 - Mike feels it is not to that level yet and bringing on Jodi has helped with the staffing issue
 - He explained that it is now a matter of Procurement delegating responsibilities to Jodi
 - Mary Anne is hopeful that a stronger relationship between Jodi and Procurement will help
- Mary Anne feels the issue is not staff unresponsiveness but rather staff, particularly in Procurement, having too great a workload
- Jonath noted that Christine Moody, Chief Procurement Officer, did save time by getting approval to sign-off on contracts of a certain dollar value without them needing to go to council
- Zari feels that the BT needs to articulate the possible impacts of these delays
 - “Make it clear that some projects may fall off.”
- Mike is willing to sit down with the Director of Procurement to discuss this issue
 - He asked that Mary Anne use the BT’s bar chart of project schedules to show how they may be slowed due to process delays
- Don asked if the city processes issue is going to become more exasperated as more projects come up
 - Mike feels that while this is possible, the larger issue will be the hot construction market, and that is out of PP&R’s control
- Zari and Jonath feel that an additional committee could be made strictly for approving Bond projects
 - This would minimize Procurement’s time spent reaching out to the public
 - Procurement’s goals would stay intact, but the process would be streamlined through this committee



- This would have to be a process that covers not just procurement, but permitting, and other related issues
 - Another difficulty has been removing barriers from Minority and Women-owned businesses such as some insurance requirements
 - Insurance coverage amounts required by the City are a large business expense for small firms
 - The BT has been working with the City Attorney's Office and Risk Management to lower insurance requirements for specific types of work
 - Jonath said the State already agreed to a project-specific approach rather than a blanket requirement approach
 - This was a 2-3 year conversation including himself, Christine, and Risk Management
 - Jonath will be speaking with Christine
 - An additional difficulty has been broader and deeper PI, particularly in talking about the program overall. This includes having greater attendance and input at public meetings
 - Zari said it may be worth scheduling with civic programs to discuss the Bond program with them
 - Get on their schedule, give a 15 minutes presentation, and word will spread that way too
 - Mike said there will also be a big Friends and Partners event in March
 - Mary Anne will speak with Michelle Rodriguez about being added to the agenda
 - Another challenge is internal staff review
 - The BT is sending a large number of project plans to staff for review
 - It is a labor-intensive process and the BT is looking for ways to make it more efficient
 - Ice storms have also delayed staff
 - The BT's architect was out for a month due to an ice accident
- Project specifics
 - Washington Park ADA improvements
 - Staff is looking at parking and pathway improvements, schedule intricacies, and working within the existing design
 - Grant Pool
 - Mary Anne is very concerned that the pool may not be open in time for the season
 - The BT is giving the contractor an incentive to finish early
 - PCS
 - Lauren will be leading a tour after the meeting to discuss this project

Status report on public involvement (PI)

- Communication Plan
 - Maija shared the Bond program's key messages:



- The Bond is focused on urgent repair and replacement
- PP&R is thankful for voters supporting the Bond
- This bond is a strong start, but there is an estimated \$250M of repairs required over the next 10 years
- PP&R has SDC funds and otherwise allotted to growth rather than maintenance
- PP&R is also using SDC funds where there is less to improve but more to add—particularly in underserved communities
- Maija shared the Bond program’s key values:
 - Accessibility for all
 - Accountability
 - Efficiency
 - Equity
 - Invest now to reduce costs later
 - Safety
 - Transparency
- It is important to bring those who are new to Portland into these conversations
- A big focus so far has been project-specific communication
- Public outreach has also stressed upcoming construction dates
- The BT is currently working on a pilot project with a photographer to capture before and after pictures of the BT’s projects
- Playgrounds will be a big area for PI and potential press involvement
- Maija is working on an accompanying spreadsheet that goes along with the internal-use Communication Plan
- Karen suggested piggybacking Bond updates on pre-existing community events
 - That is something Maija looks at as well and staff capacity
- Maija went over Bond PI events that have occurred to-date:
 - Couch Park Playground – 2 Open Houses
 - Lents Park Playground – 3 Open Houses
 - Mt. Tabor Yard – 1 Neighborhood Association Meeting
 - The BT also included John Laursen, a member of the Master Plan Planning Group, on the RFP Evaluation Committee for the project
 - North Park Blocks Playground – 1 Focus Group Meeting
 - Parklane Park Loo – 1 Open House
 - Pioneer Courthouse Square – 1 Open House
 - Sellwood Pool Roof – 1 Neighborhood Association Meeting
 - Washington Park Rose Garden ADA Improvement – 3-day Technical Advisory Committee Charrette
 - Wilkes Park Loo – 1 Neighborhood Association Meeting



- Maija is working to get webpages set up for each Bond project
 - o There is a public page for the Oversight Committee (OC)
 - o There is a page the public can use to sign up for notifications on various Bond projects
- The Bond had an article written about it in the Portland Tribune
 - o It was generally positive and highlighted Couch Park and the Bond overall
- Local coverage in neighborhood newsletters and otherwise has been good as well
 - o It will be a bigger focus in the coming year
 - o North and Northeast Portland will be receiving additional attention as the BT begin projects in the area
- Maija is working on getting an interactive map on the Bond public page
 - o Currently in rough draft format
 - o Maija will be getting the OC's input if time allows
- Zari asked who the BT contracted for some of the Bond projects:
 - o Pioneer Courthouse Square
 - SRG for design and Shiels Obletz Johnsen as the owner's representative
 - o Mt. Tabor Yard
 - Pending
 - o Couch Park
 - GreenWorks PC
- For all of these PI events, outreach has included postcards, flyers, public meetings, and more
 - o Zari asked about public participation turnout
 - Participation has been varied, largely due to the type of project
 - Seven people came to the Parklane Loo meeting
 - Couch Park Playground and Plaza typically had roughly 30 people
 - A lot of participation has come online
 - Over 150 comments came in for both of the Couch Park Open Houses
 - o 50% of those comments came from youth
 - One challenge is explaining the intricacies of a project online for those who could not attend the meeting
 - o Zari asked about public turnout for people of color
 - Maija explained that projects in areas that generally have more people of color are just beginning
 - Inclusive outreach for Lents Park went well
 - This included attending a bilingual PTA meeting, having bilingual signage, and having English-to-Spanish translators available at the open houses
 - o Jonath would like to see pictures of these outreach efforts
 - "Take a picture of a flyer in the public, a sign in a park. People will ask."
 - Getting these photos pinned onto Google would be especially helpful
 - o Karen recommended figuring out where people are already meeting and engage with the leaders of these communities or groups
 - It is important that those leaders relate the information to the public
 - PP&R staff should be available primarily to answer questions



- Jonath recommended working with schools and tabling at large events like registration
- Dion feels it is important that the BT focus on outreach to those with disabilities
 - Maija noted that significant outreach to ADA communities was done for the Washington Park ADA project
 - Jonath recommended looking into the Trimet Lift program
- Due to time restrictions, the OC was unable to review the rough draft of the interactive map

How does the committee move forward?

- Dion and Mary Anne met several times regarding annual report planning and details
 - Karen and Zari will be heading the OC's annual report approach
- There was significant conversation regarding the nature of the annual report
 - The BT would like the OC to describe what should go in the annual report and how widely this report should be distributed
 - Karen stressed that the OC is only five people, and that their responsibility is not to get into the details but to make sure the BT has been transparent and fiscally responsible
 - Karen feels the OC should have a one-page summary that describes the Bond's degree of success in achieving its goals and mention any concerns of the OC
 - The BT creates an annual report that the OC endorses
 - City staff creates the one-page summary to ensure objectivity
 - Jonath said the report could focus on these quarterly meetings and show that the OC agrees with the information it has been given
 - This prevents the report from including information the OC is not aware of
 - Karen feels the report should reflect that this is a start-up year
- Zari suggested a modified approach to the report
 - The BT would create a draft of their annual, comprehensive report for the next OC meeting on April 8th or 15th
 - This report would be transparent and avoid glossy, self-congratulatory language
 - The OC will audit this report and meet with Parks Management Analyst Jason Smith, if he is available, either at that meeting or as a follow-up by the OC sub-committee (Zari and Karen)
 - Zari and Karen recommended Jason specifically given their past experience working with him
 - Jason would be told the OC's metrics and that they vouch for the content of the BT's annual report
 - Jason would generate a two-page performance report based on the standards and input provided by the OC
 - In this way, the auditor and the OC are gatekeepers and will be getting objective information from the performance report



- Zari feels it is important that the OC stresses challenges and exposes weak spots in the City's processes
 - An additional OC meeting would be held in June to review the two-page report and provide an updated draft of the BT's comprehensive report
 - The subcommittee would meet with Jason again
 - There would be a final, full OC meeting (likely in September) before the annual report presentation for final review and confirmation for the October report to Council
- The OC and the BT agreed with this approach
- Karen would like to see an updated timeline reflecting these changes
 - Dion and Mary Anne will meet next week to make the appropriate changes

Meeting wrap-up & next steps

- April 8th or 15th, Friday morning work best for the OC [*later moved to April 29th to work with Don's schedule*]
- The OC did not have any additional questions and felt that the BT was doing an excellent job
- The meeting adjourned at 10:20am

Review of Pioneer Courthouse Square project

- Jonath stayed for a tour of Pioneer Courthouse Square with Lauren McGuire, the Project Manager