



# PORTLAND'S INFRASTRUCTURE INVESTMENTS

## Citywide Asset Management

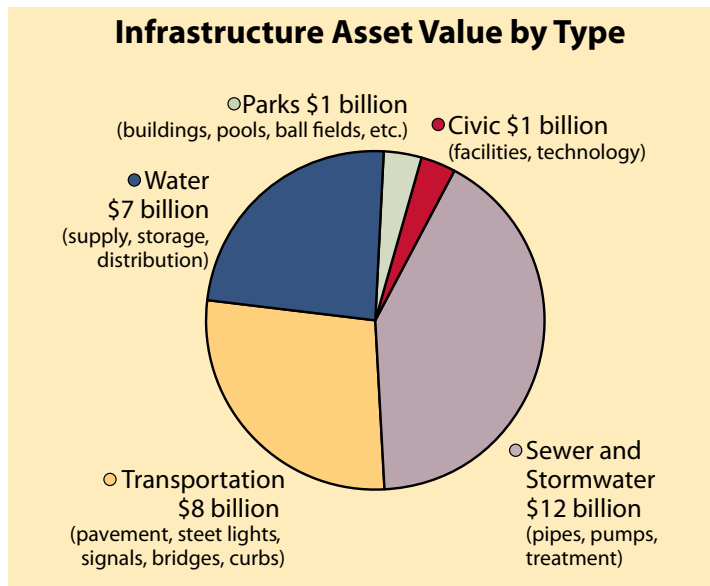
Portland's infrastructure includes assets you can see like roads, bridges and sidewalks; parks and natural areas; stormwater facilities; and emergency communication systems (911) and public facilities like City Hall, fire and police stations. It also includes extensive assets that are out of sight, including pipes and pumps to transport drinking water, stormwater and sewer. Portland's infrastructure systems are worth close to \$30 billion—nearly \$50,000 per Portlander.

Portland faces significant infrastructure challenges, like finding ways to provide park and transportation amenities for current and future Portlanders while at the same time maintaining and upgrading existing assets.

### Asset Management

Asset management considers financial, engineering, maintenance and other management practices applied to infrastructure investments. The goal is to provide high quality services in the most cost-effective manner to meet desired levels of service. Portland uses asset management to maintain, repair and replace existing infrastructure, meet regulatory requirements and to expand the capacity of systems to deliver services as our city grows. As Portland's asset management practices improve, so will the ability of City Council, bureau managers and the public to make informed investments in infrastructure and services.

**Asset management informs decisions on maintenance needs, regulatory upgrades and community improvements.**



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- Maintain aging and deteriorating infrastructure.** Making sound decisions and taking care of existing infrastructure is fundamental and a constant challenge due to increasing costs and limited revenues.
- Upgrade systems to meet regulatory or code requirements.** Infrastructure systems often require modifications and upgrades to ensure the health and safety of the public and the environment. Example: Portland recently expanded the system for managing combined sewage to all but eliminate sewer overflows into the Willamette River.
- Serve Portland's new growth and address existing disparities.** Investments are needed to expand the capacity of our infrastructure to deliver important services, without leaving some communities behind. Example: Many Portland neighborhoods lack sidewalks or community parks.



**City Asset Managers Group, sponsored by the Planning and Development Directors**

Bureau of Environmental Services  
 Bureau of Planning and Sustainability  
 Bureau of Transportation

Office of Management and Finance  
 Portland Parks and Recreation  
 Portland Water Bureau

## Needed Investments

Many of Portland's assets are severely stressed from aging and overuse, and service gaps exist in some communities. Even before funding needs for street pavement are added in, the annual unmet funding gap exceeds \$200 million per year. New assets often add to the ongoing operations and maintenance needs, potentially adding to this funding gap.

At current funding levels, Portland's infrastructure will continue to deteriorate and services will decline – particularly for parks and transportation. For example, field lights in Westmoreland Park's Sckavone Field presented a safety hazard by exposing employees to high-voltage equipment. Funding is not available to upgrade the lighting system, so night baseball games at this park are no longer allowed.

Replacing or restoring an asset can cost much more if preventive maintenance is not applied. For example, the cost to rebuild and replace a poorly maintained street will be 10 times higher in the future than if that street has proper and timely maintenance over its life.

With limited funds, it is important to identify and prioritize the repair and maintenance of high-risk assets.

## Setting Priorities

In recent years, the City of Portland has become more sophisticated in managing its assets. City bureaus have formed in-house teams with staff from planning, design, construction, maintenance and operations functions. Bureaus also share data and best practices through an inter-bureau team, the City Asset Managers Group. These efforts provide credible and transparent information about the value and condition of the City's assets and enable bureaus to make more cost-effective business decisions.

For example, in 2010, the Water Bureau repaired a water main that crossed a major freeway and railroad. Through inspection, the water main was found to be out of alignment and at risk of failing. By making \$200,000 in repairs to the pipe, transportation disruptions and an estimated \$10 million in damages from a broken pipe were avoided.

Together, Portlanders and the City of Portland have choices to make about how to spend limited infrastructure dollars. Desired service levels can inform strategic investments, reduce risks and ensure the right transportation, parks, water, sewer, and public safety services. Along with efficiency, investments need to consider opportunities to reduce community disparities and service gaps. Asset management helps the City consider the full long-term costs of improvements and repairs, pursue innovative funding sources and partnerships, and work together to make tough decisions about funding priorities.



## Annual Funding Gap to Meet Current Needs = Total \$207 Million

**\$81 million**

**PARKS:** To repair and maintain park buildings and pools, improve access to neighborhood parks, etc.

**\$68 million**

**TRANSPORTATION:** To repair, maintain and replace traffic signals, bridges, curbs, etc. Does not include funding needed to maintain pavement.

**\$23 million**

**SEWER AND STORMWATER:** To repair, maintain and replace pipes, pumps and treatment systems, etc.

**\$22 million**

**CIVIC:** To repair and maintain fire facilities, upgrade some technologies, etc.

**\$13 million**

**WATER:** To repair, maintain and replace pipes, pumps and distribution systems, etc.