



05 April 2018

Asset Management Program Charter

Portland Parks and Recreation has grown its Asset Management (AM) program over the past decade to understand the value, needs, constraints, and opportunities for built and natural infrastructure assets. These assets exist to support and deliver the PP&R mission and programs. The purpose of the AM Program is to enable, facilitate, and inform the decisions needed to attain and maintain a sustainable asset portfolio. The purpose of this Charter document is to formalize the focus areas and interdependencies of the AM program. Though there are specific AM positions and responsibilities, success relies on all staff. The following focus areas intersect all programs and divisions:

Sustainable Service Levels – Asset Management will work together with Development, Maintenance, Planning, and Programming to define, analyze, recommend and meet Sustainable Service Levels. These services should address service need areas, be interesting and appealing, be affordable, be equitable, and be intergenerational. Sustainable Service Levels include quantities such as amenity provisioning, acres of parkland, square-footage of usable community center space and include qualities such as accessibility, desired site features, facilities and setting, aesthetics, condition, and dependability.

Investment Decision Support –Asset-related decisions will be transparent, repeatable, efficient, auditable, and defensible to stakeholders by collecting and analyzing appropriate data, considering external factors, translating data to usable information, prioritizing data with a transparent public process, and then succinctly communicating the results. All funding decisions will be reviewed first by Bureau steering committee (composition to be determined), then approved by the Director. This applies to all stages of the asset lifecycle and includes:

- Prioritizing new investments;
- Creating asset business cases;
- Establishing standardization where appropriate;
- Advocating for resources;
- Forecasting for capital need; and
- Optimizing resources.

Asset Lifecycle Management – Asset Management will, within these investment decisions, achieve sustainable service levels by implementing the optimal timing, scoping, defining, and performance of maintenance, modernization, and other interventions. Working collaboratively, the AM program will prescribe these interventions and measure asset performance toward sustainable service levels.

Information Management – Asset Management will work with the Bureau IT Department to create high-quality, usable, reliable, accurate and readily available information to those who



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need it as it pertains to assets. This work includes implementing intelligent workflows, business processes, data relationships, user-interfaces, and current information technology.

Culture and Communications – The AM Program will provide clarity and efficiency. Increasingly, the public demands a data-driven, open government. The AM program serves a role in fostering the culture and communications to meet and leverage those needs.

We strive to deliver the best work in all these areas. A successful program enables PP&R to anticipate and exceed community expectations for quality and availability of Park Assets.

The Asset Management Program Manager facilitates a cross-divisional Asset Management Steering Committee, including those designated by members of Senior Management Team (SMT), which will meet quarterly as well as report annually on progress and direction to the SMT, Director, Commissioner, and Parks Board.

The Asset Management Steering Committee will be responsible for program input on factors including:

- Level of Service Goals for Asset Quality;
- Best Asset Management Practices;
- Program Priorities;
- Asset Portfolio Metrics;
- Investment Performance Metrics;
- Matters of internal policy; and
- Other considerations of City-wide Asset Management direction.

Signed:

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