



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council work session agenda

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Tuesday, October 24, 2017

2:00 PM

Metro Regional Center, Council Chamber

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**2:00 Call to Order and Roll Call**

**2:05 Chief Operating Officer Communication**

**Work Session Topics:**

2:10 Public Asset Management and Capital Planning  
Framework Development Project Status Report

[17-4890](#)

Presenter(s): Tim Collier, Metro  
Ben Rowe, Metro

Attachments: [Work Session Worksheet](#)

**2:40 Councilor Liaison Updates and Council Communication**

**2:50 Adjourn**

# Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro’s civil rights program, or to obtain a discrimination complaint form, visit [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights) or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet’s website at [www.trimet.org](http://www.trimet.org).

### Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1700 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

### Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1700 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

### Metro 的不歧視公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1700（工作日上午8點至下午5點），以便我們滿足您的要求。

### Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullanka dadweynaha, wac 503-797-1700 (8 galka hore illaa 5 galka dambe maalmaha shaqada) shan maalmaha shaqo ka hor kullanka si loo tixgaliyo codsashadaada.

### Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1700를 호출합니다.

### Metroの差別禁止通知

Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、[www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)。までお電話ください。公開会議で言語通訳を必要とされる方は、Metroがご要請に対応できるよう、公開会議の5営業日前までに503-797-1700（平日午前8時～午後5時）までお電話ください。

### សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្មប្រតិបត្តិការរើសអើងសម្រាប់សេចក្តីណែនាំ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

### إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإيداع شكوى ضد التمييز، يُرجى زيارة الموقع الإلكتروني [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1700 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

### Paunawa ng Metro sa kawalan ng diskriminasyon

Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1700 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan.

### Notificación de no discriminación de Metro

Metro respeta los derechos civiles. Para obtener información sobre el programa de derechos civiles de Metro o para obtener un formulario de reclamo por discriminación, ingrese a [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Si necesita asistencia con el idioma, llame al 503-797-1700 (de 8:00 a. m. a 5:00 p. m. los días de semana) 5 días laborales antes de la asamblea.

### Уведомление о недопущении дискриминации от Metro

Metro уважает гражданские права. Узнать о программе Metro по соблюдению гражданских прав и получить форму жалобы о дискриминации можно на веб-сайте [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Если вам нужен переводчик на общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-1700 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

### Avizul Metro privind nediscriminarea

Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1700 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

### Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lwm ua ntej ntawm lub rooj sib tham.

**PUBLIC ASSET MANAGEMENT AND CAPITAL PLANNING FRAMEWORK  
DEVELOPMENT PROJECT STATUS REPORT**

Metro Council Work Session  
Tuesday, October 24, 2017  
Metro Regional Center, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

**PRESENTATION DATE:** October 24<sup>th</sup>, 2017

**LENGTH:** 30 minutes

**PRESENTATION TITLE:** Project Status Report: Asset Management & Capital Planning Framework Development

**DEPARTMENT:** Finance and Regulatory Services

**PRESENTER(S):** Ben Rowe, 503.797.1872, [Benjamin.rowe@oregonmetro.gov](mailto:Benjamin.rowe@oregonmetro.gov),  
Tim Collier, 503.797.1913, [tim.collier@oregonmetro.gov](mailto:tim.collier@oregonmetro.gov)

### WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose:
  - Provide status report of Asset Management & Capital Planning Framework Development project goal and accomplishments to date.
  - Propose the initiation of a new Asset Management & Capital Planning program.
- Outcome:
  - Council knowledge and support of the new Asset Management & Capital Planning Program

### TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

In this work session staff will summarize the Asset Management and Capital Planning Project accomplishments to date and the proposed Asset Management and Capital Planning program.

Metro holds a significant portfolio of facilities, real property and equipment across its many disparate campuses and operations. Asset management best practices is the discipline through which public agencies effectively manage infrastructure and deliver the levels of service their constituents expect in a socially, environmentally, and economically sustainable manner. Asset management best practices facilitate reduced maintenance costs, reduced risk, extended asset life, and informed decision making. Staff invites Council to watch two short videos regarding asset management prior to the work session: [The Big Picture](#) and [What is Asset Management](#).

Leadership from across the agency set a 2021 strategic public assets management goal and commissioned a project to increase the agency's level of sophistication in asset management, project management, and capital planning. Staff from each of Metro's operations (Oregon Zoo, Oregon Convention Center, Portland Expo Center, Portland's 5 Centers for the Arts, Parks and Nature, Solid Waste operations and the Metro Regional Center) have worked together for over a year to develop a formal asset management program plan including a uniform set of processes, policies, and procedures. The Council may recall the Auditor's report on capital project planning published in November 2016. Asset management fundamentals inform capital project planning. The project team has incorporated the auditor's recommendations into the project's scope of work and desired outcomes.

One of the primary deliverables of the project is a strategic asset management plan. Metro's draft Strategic Asset Management Plan (SAMP) objectives are: Improved Financial Performance,

Informed Asset Investment Decisions, Demonstrated Social Responsibility, and Improved Organizational Sustainability. Implementation of the SAMP, and its asset management goals will require dedicated resources to accomplish. In this work session staff will summarize the project accomplishments to date and the proposed Asset Management and Capital Planning program.

**QUESTIONS FOR COUNCIL CONSIDERATION**

- Does Council have any questions regarding any of the material presented today?

**PACKET MATERIALS**

- Would legislation be required for Council action No
- What other materials are you presenting today?
  - Project Status Report PowerPoint Presentation.

Materials following this page were distributed at the meeting.



Metro

# Asset Management

October 24, 2017

# Today

We are here today to talk about our recent efforts to develop an agency wide asset management program, why it's important, and our Strategic Asset Management Plan.



# Today

## Why Asset Management?

- Best Practices
- 2021 Strategic Public Asset Goals
- 2016 Capital Project Audit

## AMCP Project

- Goal & Accomplishments

## Strategic Asset Management Plan (SAMP)

## Program Proposal

# Why?

Best  
Practices

2021 Public Assets  
Strategic Goals

2016 Capital  
Project Audit  
Recommendations

**Asset Management & Capital Planning (AMCP)  
Framework Development  
Project**

# AM Best Practices

**Asset management (AM):** The agency employs an integrated business approach involving planning, finance, engineering, and operations to effectively manage existing and new infrastructure to **maximize benefits, reduce risk,** and deliver **satisfactory levels of service** to users in a socially, environmentally, and economically sustainable manner.

# AM Best Practices

What is the current state of my assets?

What is my required/desired level of service?

Which assets are critical to sustained performance?

What are my minimum life-cycle costs?

What is my best long-term funding strategy?



# 2021 Public Assets Goal

By December 31, 2021, Metro will have a comprehensive inventory of small and large physical assets and estimated replacement costs and prioritized short-term funding strategies for renewal and replacement and prioritized long-term funding strategies (external funding source) for replacement and refurbishment of major facilities.

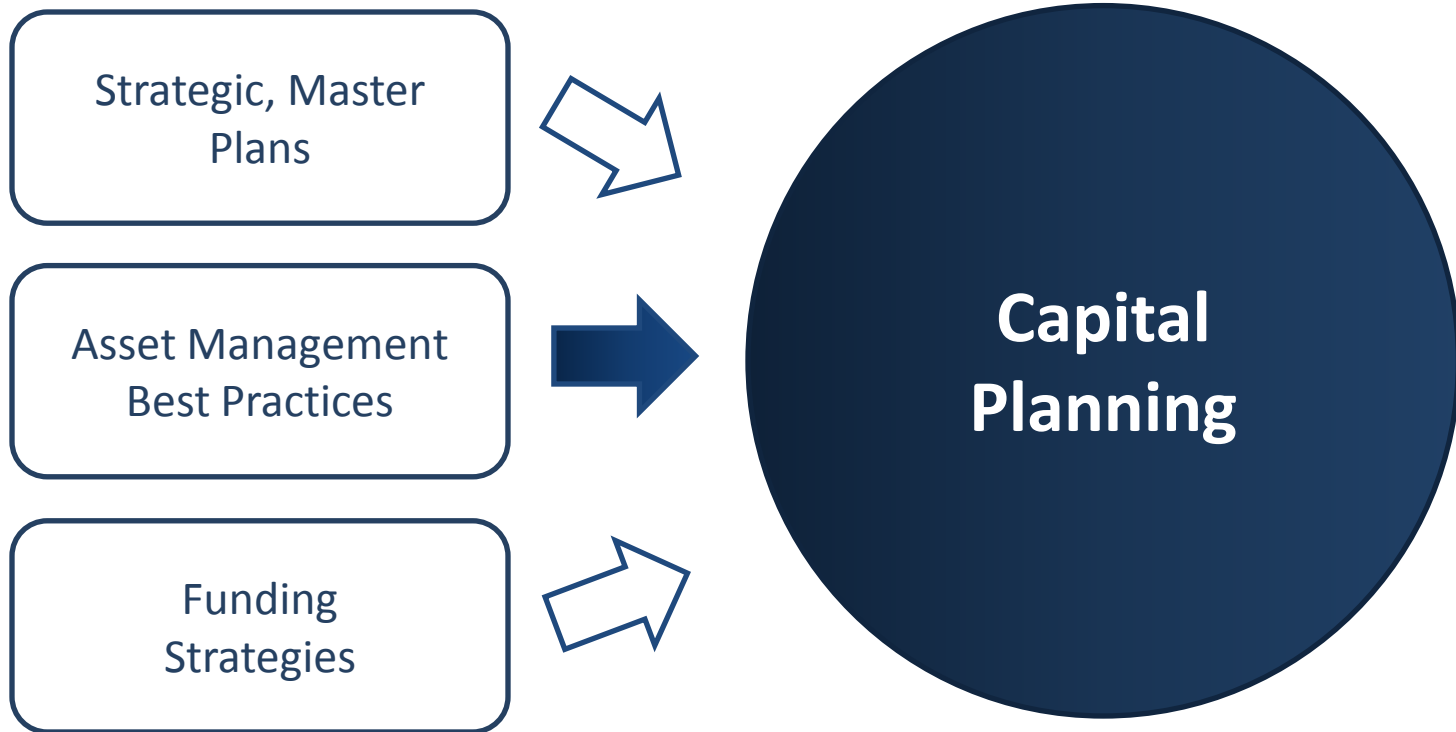
# 2016 Capital Audit Recommendations

1. Ensure capital planning policies and project management guidance are followed:
  - a. improve the accuracy of project cost estimates;
  - document approval of (b) project plans, (c) budgets, and (d) revisions
2. Improve the completeness and accuracy of the capital budget by updating mid-year.

# 2016 Capital Audit Recommendations

3. Increase accountability by improving the twice-yearly capital project monitoring report.
4. Establish a policy and process to determine if restoration projects are capital projects.
5. Align the Levy work plan approval and updating processes with Metro's capital budget processes to create consistent scopes of work, budgets, and schedules for projects.

# Asset Management & Capital Planning







**OCC Roof Replacement 2014**

# AM Benefits

Reduced life cycle costs  
with better performance

Extend asset life

Optimized maintenance  
spending

Confidence in decision-  
making

Informed long-term  
funding strategies

The right project,  
the right  
investment, at  
the right time,  
for the right  
reasons

# AMCP Project Goal

Develop a formal asset management program including a comprehensive and uniform set of processes, policies, procedures and governance.

# AMCP Project Staff

**Steering Committee:** Martha Bennett, Scott Robinson, Scott Cruickshank, Paul Slyman, Jon Blasher, Tim Collier

**Project Sponsors:** Martha Bennett, Tim Collier

**Project Team:** Facility managers from each operation

# AMCP Project Accomplishments

Completed 12 project team work sessions

Developed:

- **Strategic Asset Management Plan**
- Asset management conventions & standards
- Capital project prioritization rubric
- AMCP program proposal
- Steering Committee Charter

# Strategic Asset Management Plan

Improved Financial Performance

Informed Asset Investment Decisions

Demonstrated Social Responsibility

Improved Organizational Sustainability

# AMCP Project Interns



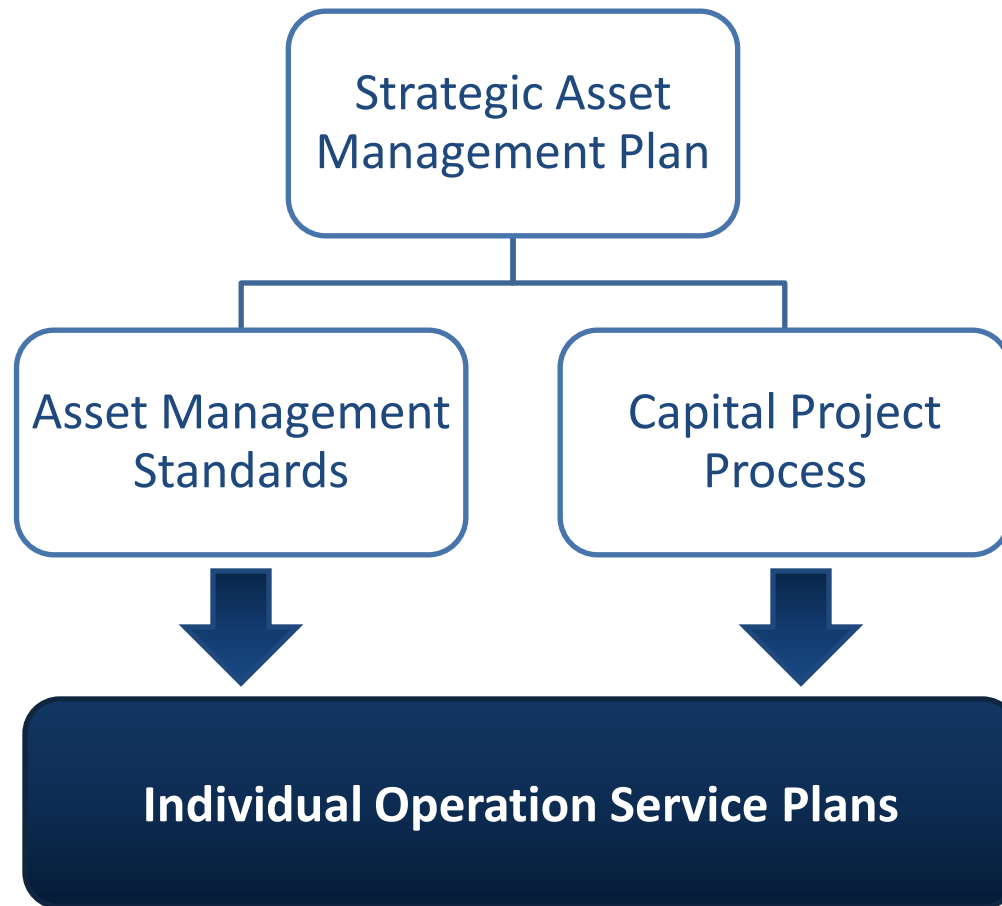
Gathered, updated,  
and standardized  
asset data

Labeled assets

Provided photos

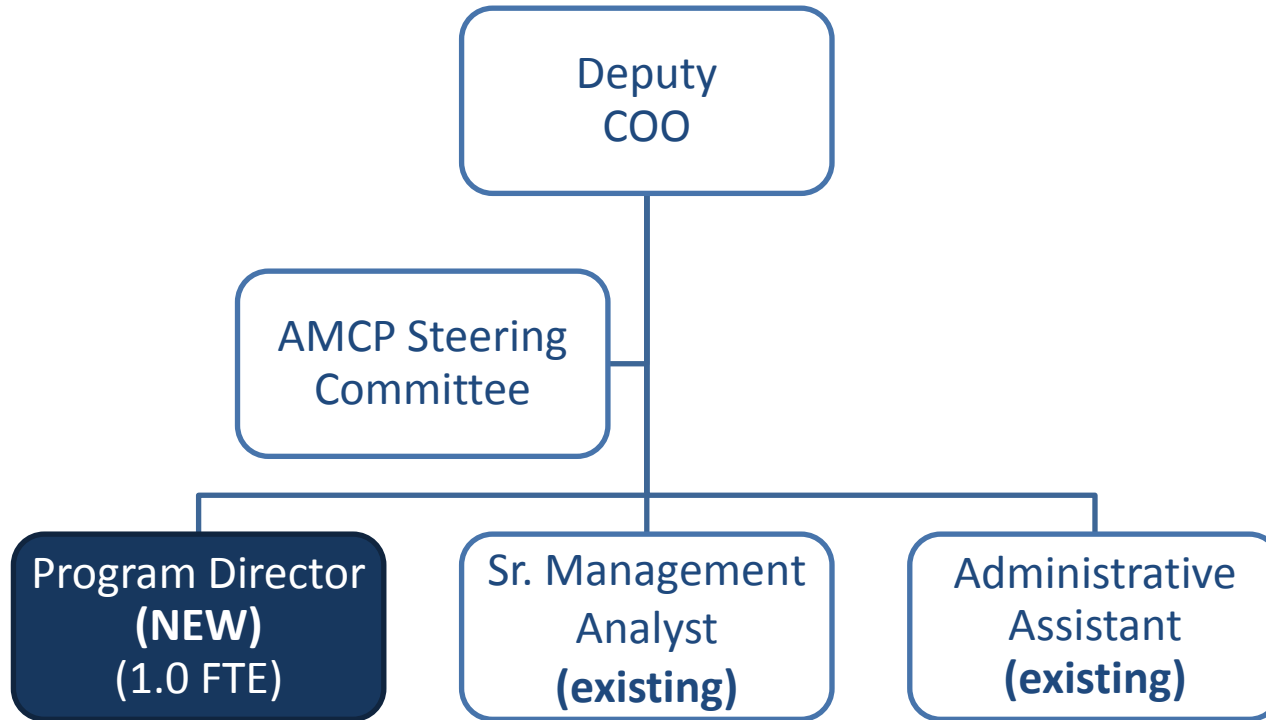
Presented lessons  
learned &  
recommendations

# AMCP Project Next Steps





# AMCP Program Proposal



Council Work  
Session  
(October 24)

Budget  
Amendment  
(November 16)

Program  
Manager  
Selection  
(March 2018)

Program  
Sunrise  
(June 2018)

# Council Questions

Does Council have any questions regarding the material presented today?

Does Council have any guidance or suggestions for the proposed program?

**Thank you**  
**[oregonmetro.gov](http://oregonmetro.gov)**

