

# Port of Portland Strategic Asset Management



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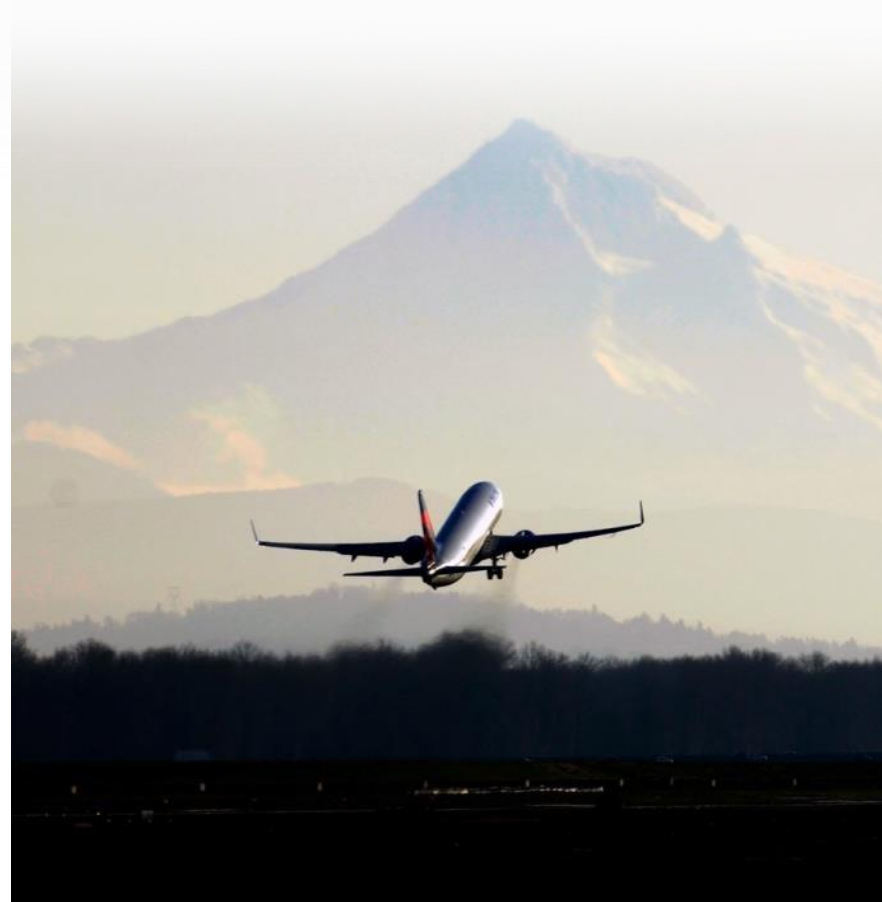
# Port of Portland

“The mission of the Port of Portland is to enhance the region’s economy and quality of life by providing efficient cargo and air passenger access to national and global markets, and by promoting industrial development.”

4 Marine Terminals



3 Airports



5 Business Parks





# Marine Terminals

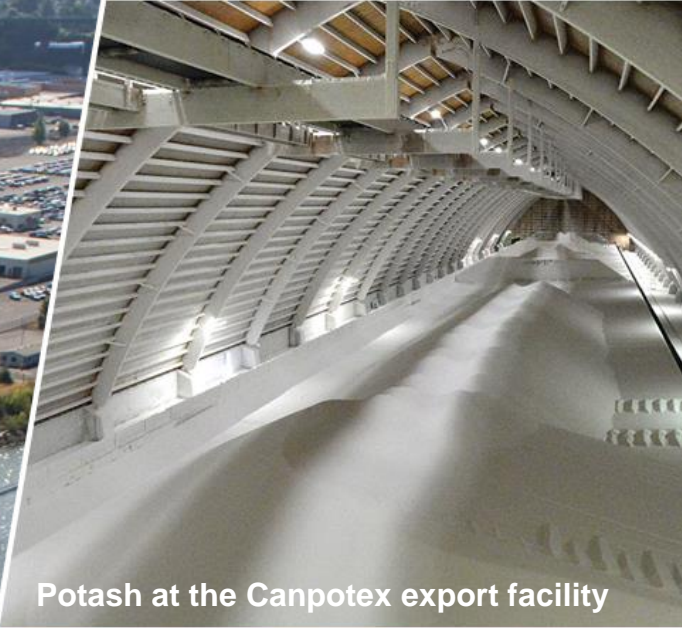
- 4 marine terminals
- Autos: 291,242 (imports and exports)
- Mineral Bulks: 5 million tons
- Grain: 4.6 million tons
- Dredge Oregon: 1.7 million tons



Cars being unloaded at the Toyota facility at T-4



Loading American-made Lincolns for shipment to Asia.



Potash at the Canpotex export facility



Grain ship at T-5



# What is Asset Management?

## ISO 55000 definitions:

Assets - "an item, thing or entity that has potential or actual value to an organization."

Asset Management – "the coordinated activity of an organization to realize value from assets."



# Role of the Port's Asset Management Team

## Facilitate:

- Condition Assessments
- Asset Management Planning (AMP) teams
- Data Management
- Capital Planning / Project Development
- Strategic Asset Disposal



# Strategic Asset Management Program

## What can go wrong?

- “Overcollecting” data
- Taking on everything at once
- Tracking assets at the wrong level
- Not including the right stakeholders
- Believing that software will define your asset management program



# Our Approach

- Integrate asset management into one business line at a time.
- Only collect data that informs decision making.
- Prioritize asset data collection.
- Align with CMMS entities as much as possible.
- Include cross departmental stakeholders to ensure accurate data collection and renewal recommendations.
- Understand the “consequence of delay”.

Purpose: Initiating the right capital projects at the right time



# Asset Management Planning (AMP) team



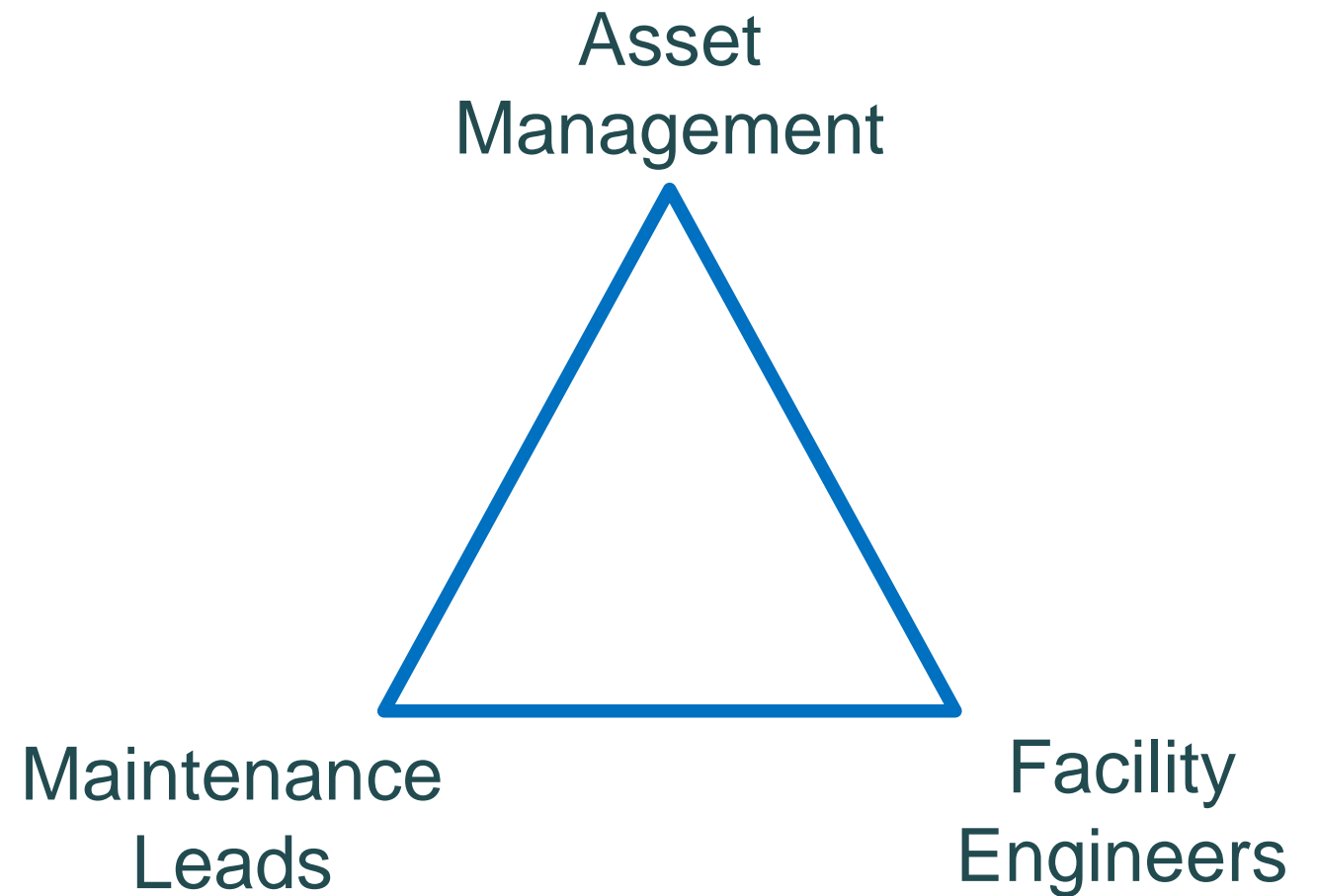
- Multiple cross-departmental teams
- Arranged by disciplines
- Purpose –
  - Provide up-to-date system condition data on a continual basis.
  - Provide asset renewal recommendations.
  - Inform Business Case development for capital projects.



# AMP Team Model – Why It Works

## Foundation –

- Experts who work with the Port's assets on a regular basis.
- The team works together to develop consensus based recommendations.



# Asset Management Inventory

- Prioritization of data collection - focused on assets at the end of life.
- Data collected provides justification for asset management renewal projects.
- No fun facts
- Connectivity to Charters and Business Cases
- Tracking “Future Assets”

*“Knowledge is power only if man knows what facts not to bother with.”*

*-- Robert Lynd,  
Irish writer*





# Consequence of Delay

- If the asset failed today what action would be taken?
  - Is there a redundancy?
  - What is the workaround?
- How long would it take to restore the asset?
  - If there is a workaround how long would it have to be in place?
- What are the business impacts/consequences of the failed asset or workaround?
  - If there are multiple impacts/consequences what is the likelihood of each?



# Strategic Asset Disposal (SAD)

## Prioritization Criteria

- Marketability – redevelopment potential, obsolescence of structure, likelihood of partnership
- Safety – risk of structure collapse, attractive nuisance, hazardous material
- Financial – cost to maintain, cost to insure, environmental mitigation escalation
- Compliance/Obligations/Regulatory – legal obligations, grant assurances, wildlife hazard, impact to permit, contamination
- Other – historical status, alignment to strategic plan and business plan, aesthetics





# Summary

- Build a comprehensive asset inventory while prioritizing data collection (no “fun facts”)
- AMP teams - Ensuring the right stakeholder involvement
- Inform the Capital Improvement Program. 80% of the Port of Portland’s capital projects are asset management related.
- Initiating the right capital projects at the right time

