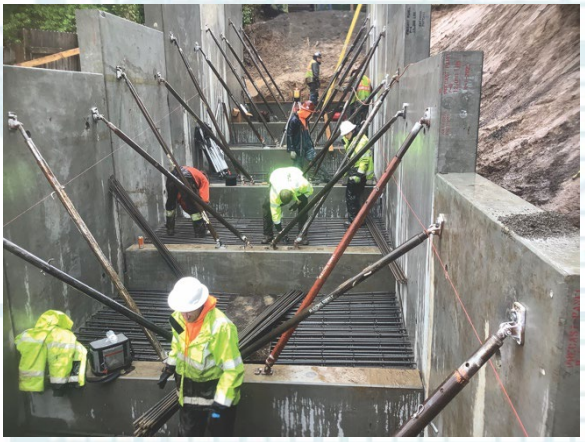
2025-26 Citywide Assets Report

City of Portland







Acknowledgements

Citywide Asset Managers Group and contributors to this report:

Ember Breckenridge, Prosper Portland

Lauren Broudy, Spectator Venues Program

Crystal Castruita, Bureau of Technology Services

Steve Dering, Bureau of Fleet and Facilities

Ivy Dunlap, Bureau of Environmental Services

Bill Goforth, Portland Fire & Rescue

Jeremy Hunt, Bureau of Fleet and Facilities

Mert Muftugil, Portland Water Bureau

Shannon Reynolds, Bureau of Environmental Services

Aaron Ratto, External Partnerships and Programs

Katie Root, Portland Bureau of Transportation

Mike Roy, Bureau of Fleet and Facilities

Chris Silkie, Portland Parks & Recreation - Chair

William Thier, Prosper Portland

Allen Vogt, Public Safety Service Area

Tate White, Bureau of Planning and Sustainability

Support Staff

Base Graphic Design by Brady Lovell, Bureau of Transportation Communications

Data analysis and visualization by Aubrey Lindstrom, Bureau of Transportation

Table of Contents

Executive Summary....3
City's Top Line Summary....4
Public Works Service Area....7
Portland Bureau of Transportation....8
Bureau of Environmental Services....10
Portland Water Bureau....12
Portland Parks & Recreation....14
Community and Economic Development Service Area....16
Office of Arts and Culture....17
Prosper Portland....19
Spectator Venues Program....21
City Operations Service Area....23
Bureau of Technology Services....24
Bureau of Fleet and Facilities....26
Portland Fire & Rescue....28
Data Gaps and Considerations for Ongoing Work....30

Executive Summary

The City of Portland Citywide Asset Management Group (CAMG) produces this annual report to provide a quantitative overview of the scope and state of city-owned natural and built assets. Portland's Asset Management Policy (FIN-2.19) requires asset-owning bureaus to adopt lifecycle-based, equity-aligned asset management practices, including clear identification of assets, condition reporting, performance tracking, lifecycle cost analysis, and governance alignment. Reporting replacement value, condition, and funding gaps demonstrates basic organizational competence in fulfilling these requirements and provides context to support decision-making.

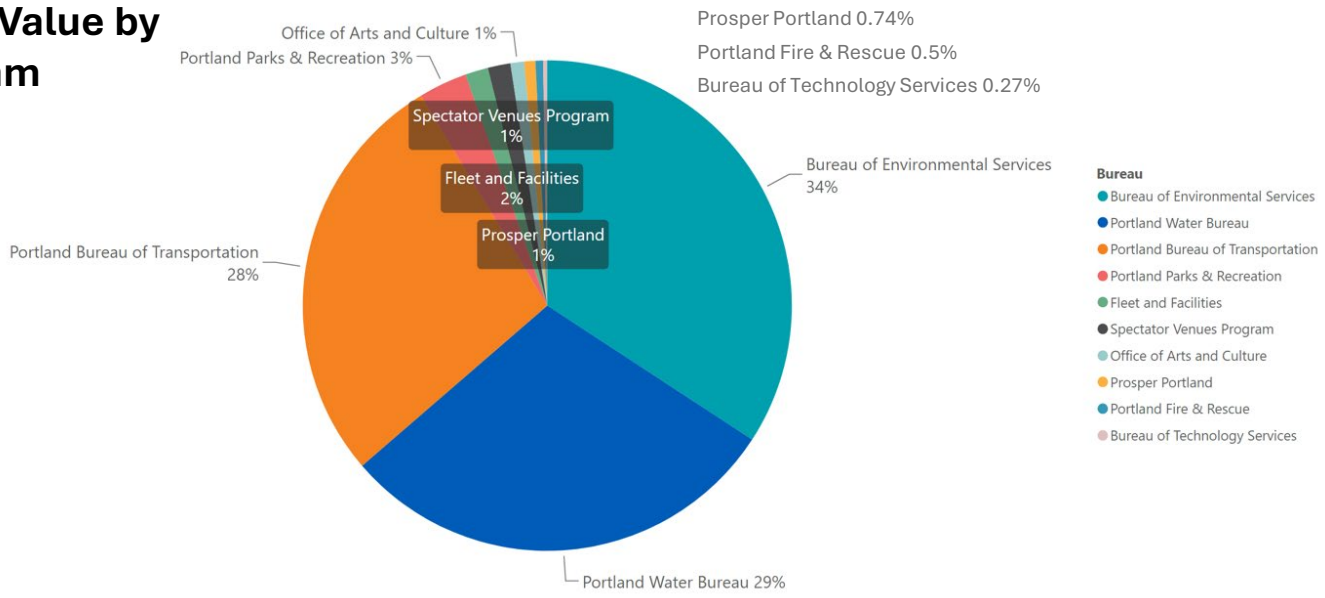
City assets vary widely in age, criticality, and condition. While several bureaus maintain large portions of their portfolios in *good* or *fair* condition, others, particularly those reliant on unstable or restricted revenue sources, continue to see rising shares of assets in *poor* or *very poor* condition. In some instances, a level of poor condition is both expected and strategically managed in lifecycle planning: a run-to-failure approach may be appropriate for certain low-risk assets.

Across the City, capital funding gaps continue to grow as aging assets meet inflation, climate impacts, and decades of underinvestment. An infusion of funding would also require additional staff and enabling functions to execute the necessary procurement, data, design, project management, and construction processes to deliver projects. **Implementing the objectives and actions of the Citywide Asset Management Strategy will provide improved systems and tools to better understand the risk and value tradeoffs of prioritizing funding one gap over another.**

Despite the magnitude of these needs, recent progress (including the Parks Levy, adoption of the Transportation Utility Fee, and the Sidewalk Improvement and Paving Program), improved asset data practices, and development of citywide governance, demonstrates growing organizational commitment to long term stewardship and proactive asset management. In addition, the hiring of a Chief Asset Management Officer with an organization-wide view of asset needs, the city has indicated that asset management is an enterprise need, extending beyond Public Works to broader City investments for the purpose of risk management, service reliability, and public trust. The officer will oversee process, policy, and governance improvements for how we plan and deliver city services aligned with City of Portland and community values.

Investments in asset management translate to service improvements for generations to come. These efforts work toward delivering maximum value from the City's estimated **$82 billion assets** in the new, more integrated form of government and to align ongoing investment with service need by adopting the best practices enshrined in the international standard ISO 55000.

Asset Value by Program

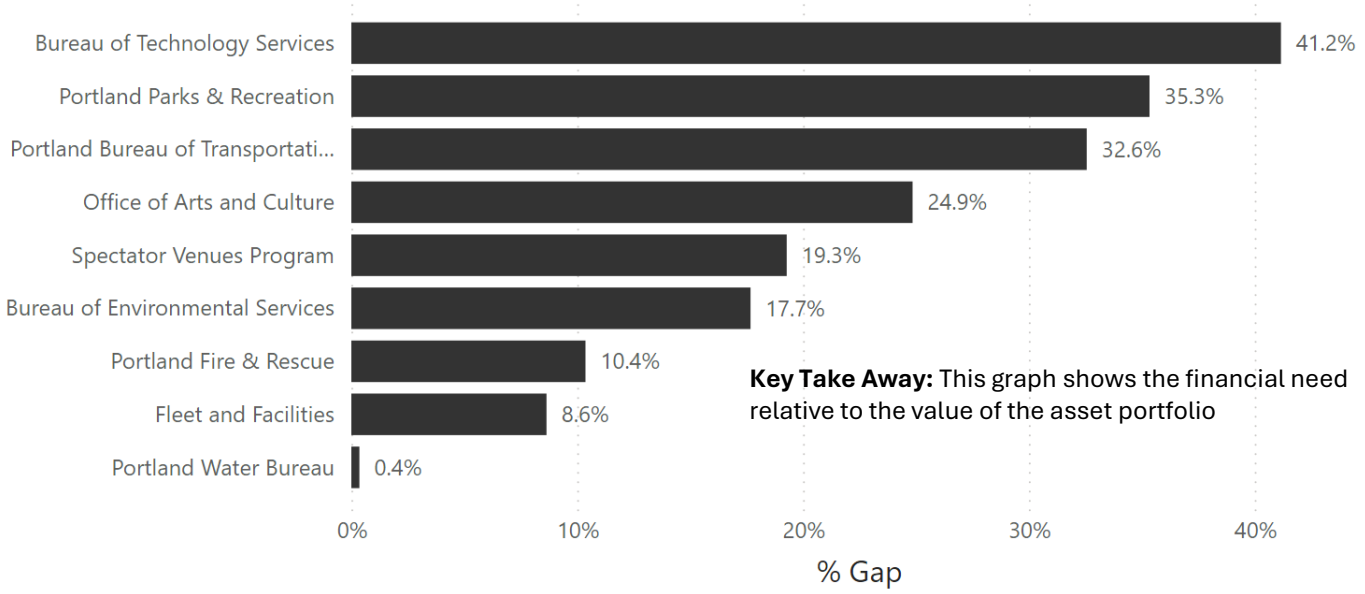


City's Top Line Summary

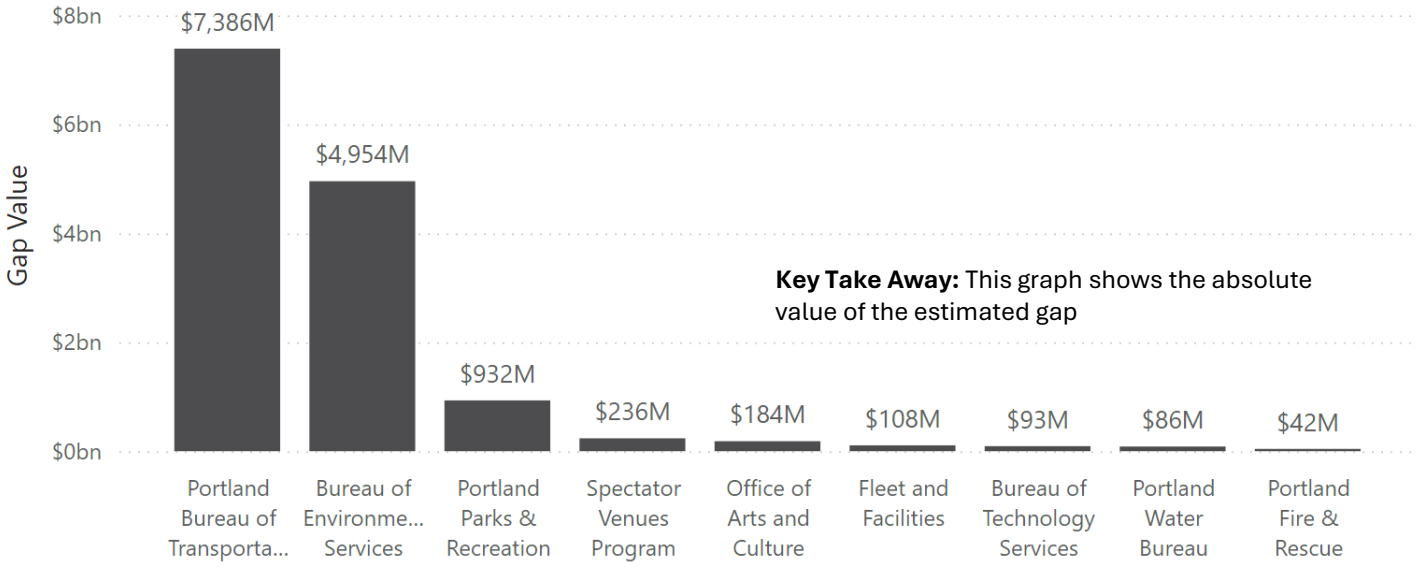
This annual report provides information about the City of Portland's diverse portfolio of natural and built assets, which include parks and community centers, water, sewer and stormwater systems, civic buildings, bridges, roads, sidewalks, emergency response equipment, vehicles, communications and information technology. The report assembles key data and provides a summary of the City's asset inventory, replacement value, condition, and unmet funding needs. It also includes high-level details as to how the City approaches its responsibility of managing Portland's infrastructure.

Replacement values and funding gap estimates are provided in 2025 dollars. Condition targets and acceptable distributions vary by asset type, useful lifetime, criticality, and operational context. The first graph below shows each bureau's 10-year capital funding gap as a percentage of that bureau's total asset value. This perspective is important because it shows the significance of each bureau's reported funding gap relative to the size of their portfolio. The second graph shows the absolute value of each bureau's reported funding gap, totaling an **estimated $14 billion over 10 years**.

Estimated 10 Year Funding Gap Value / Current Replacement Value

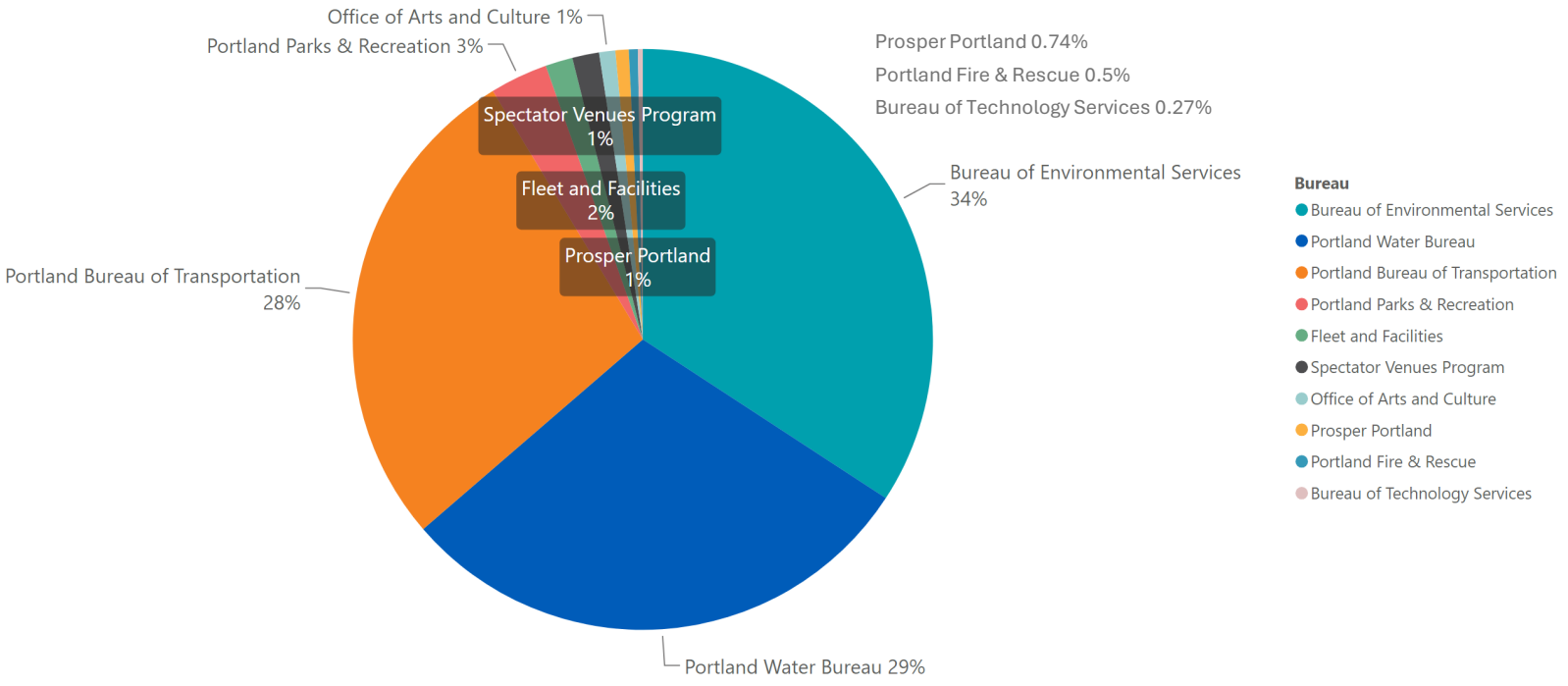


Estimated 10 Year Capital Funding Gap by Program



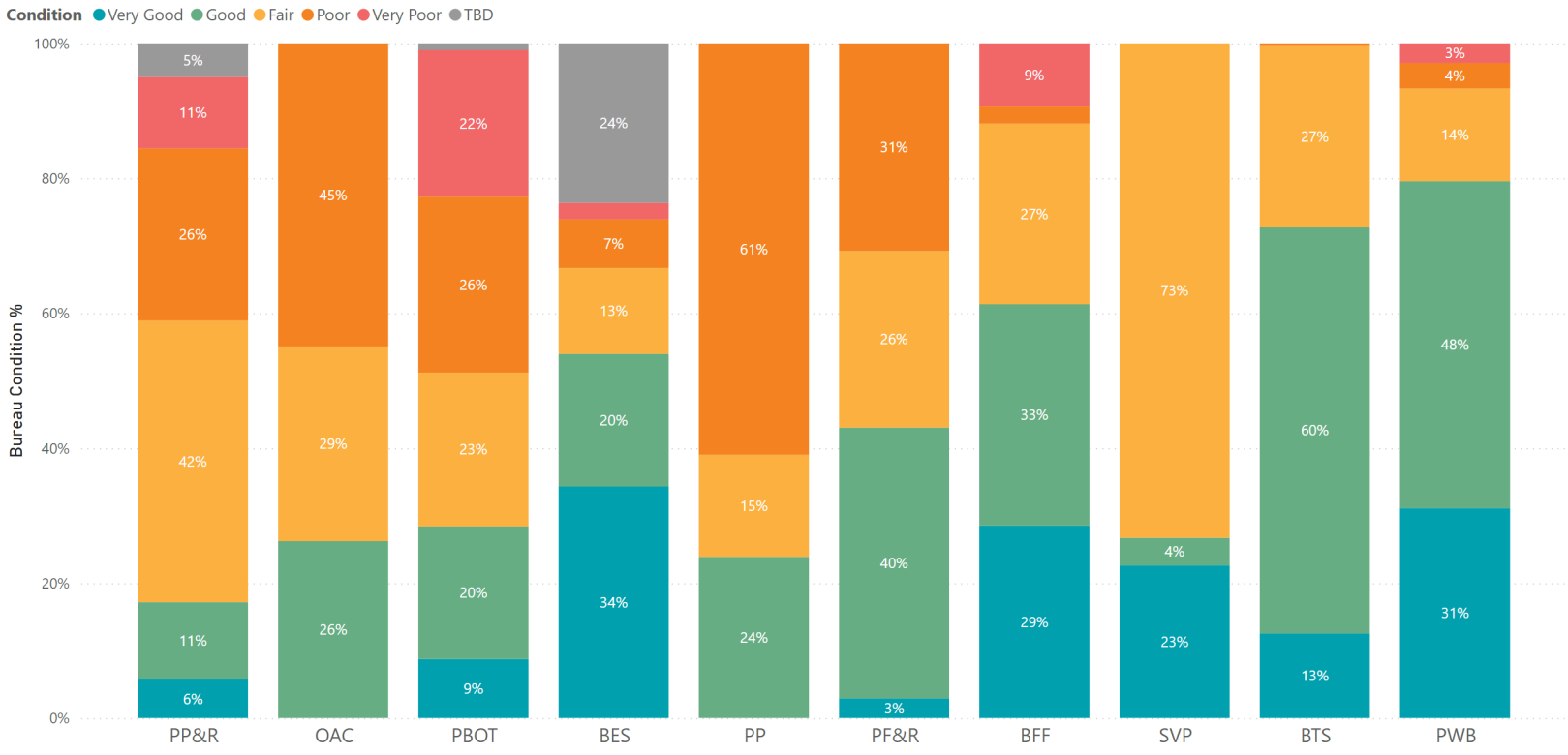
FY 2025-2026 Estimated Asset Replacement Value by Program

$82 Billion Total

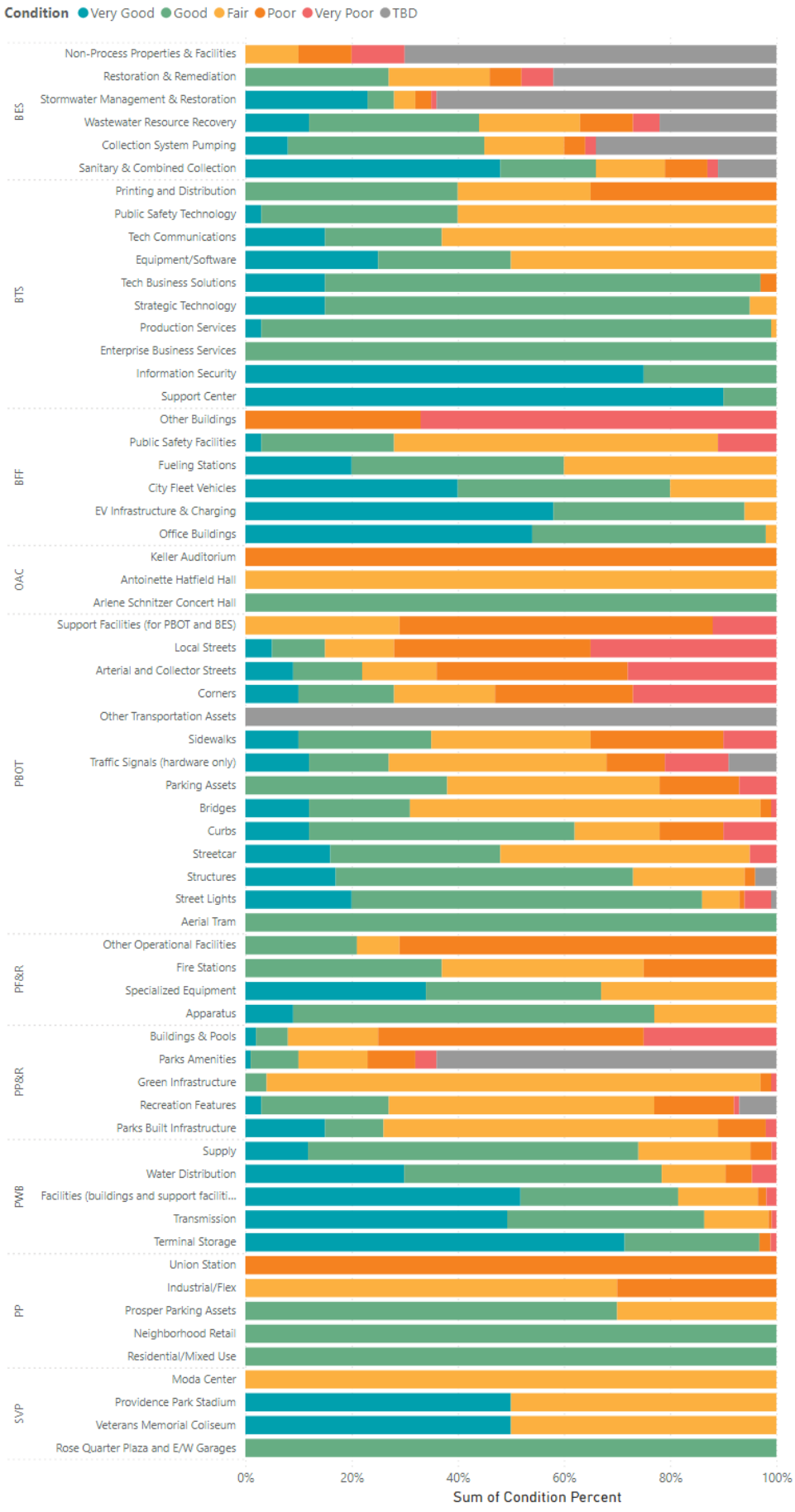


Asset Condition by Program

(weighted for replacement value)



Capital Asset Type by Condition *(weighted for replacement value and grouped by program)*



Acronyms:

BES: Bureau of Environmental Services
BTS: Bureau of Technology Services
BFF: Bureau of Fleet and Facilities
OAC: Office of Arts and Culture
PBOT: Portland Bureau of Transportation
PF&R: Portland Fire & Rescue
PWB: Portland Water Bureau
PP: Prosper Portland
SPV: Spectator Venues Program

Public Works

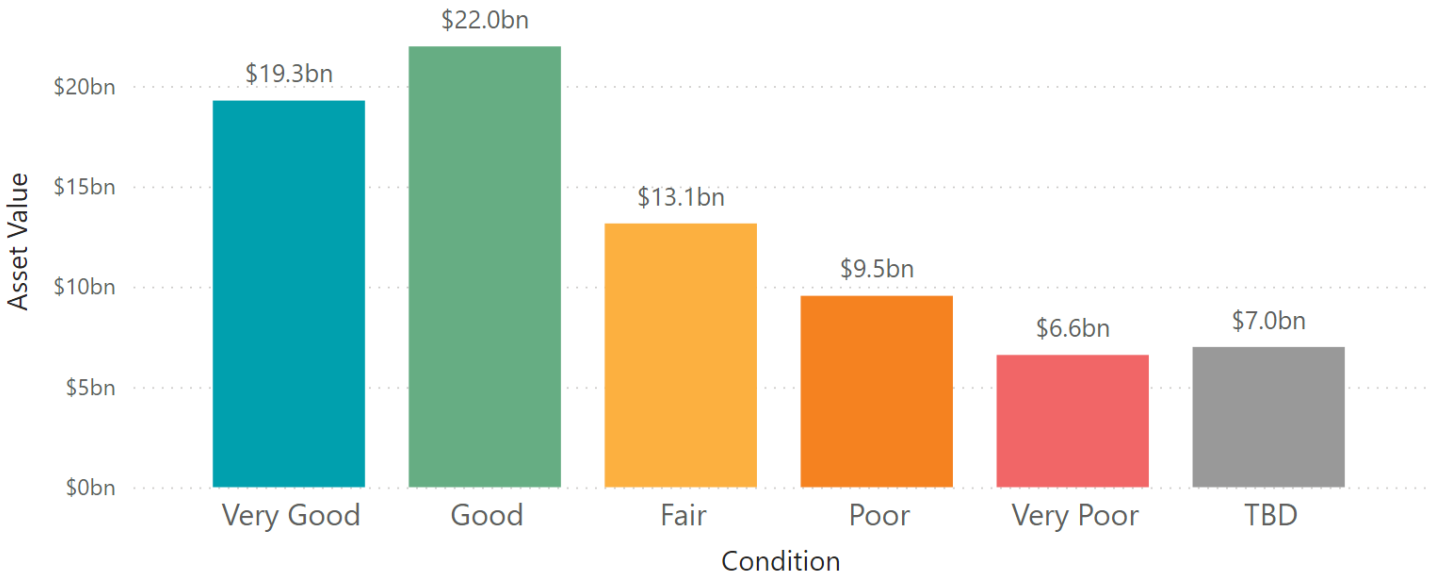
Overview

With the largest portion of assets by value or land area, Public Works is Portland's foundational backbone: Clean water, environmental, transportation, parks, and recreation services.

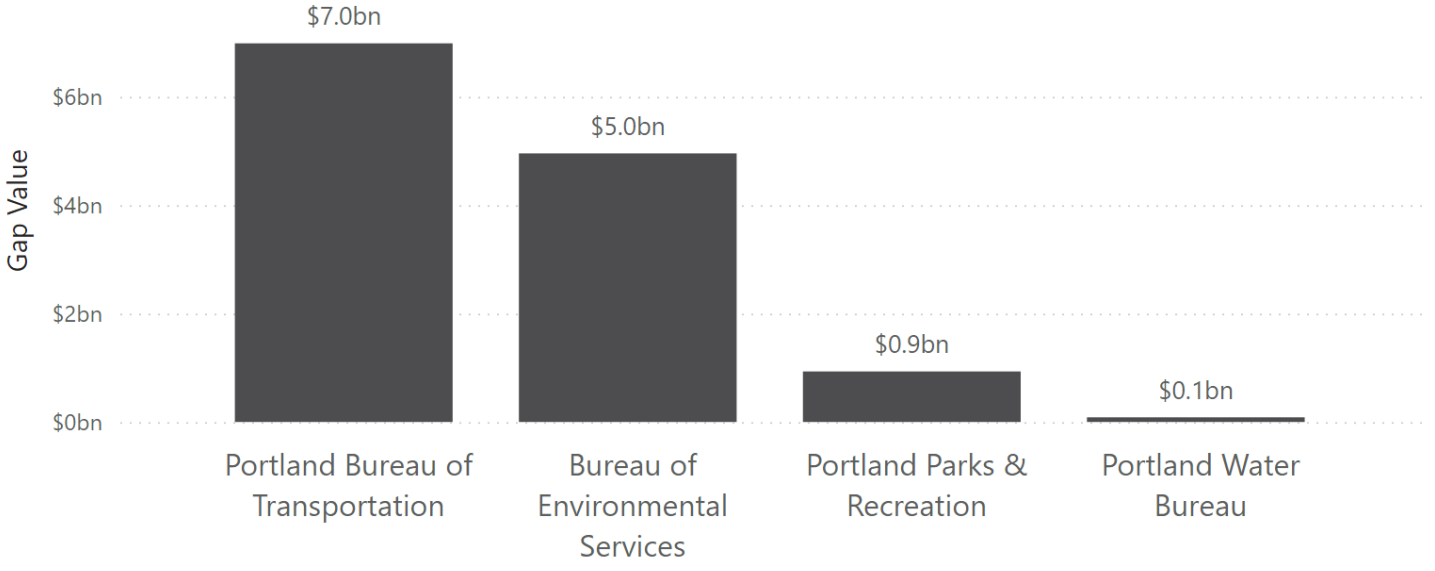
Scale of Operations in Fiscal Year 2025-2026:

- $4.8B Annual Budget ($4.8B adopted for FY26-27)
- 3,168 full-time staff + ~1000 seasonal (3,019 for FY26-27)
- $77.5B in assets (96% of City's total assets)
- Combined estimated 10-year capital funding gap is $13B

Assets by Condition



Public Works Estimated 10-Year Capital Funding Gap

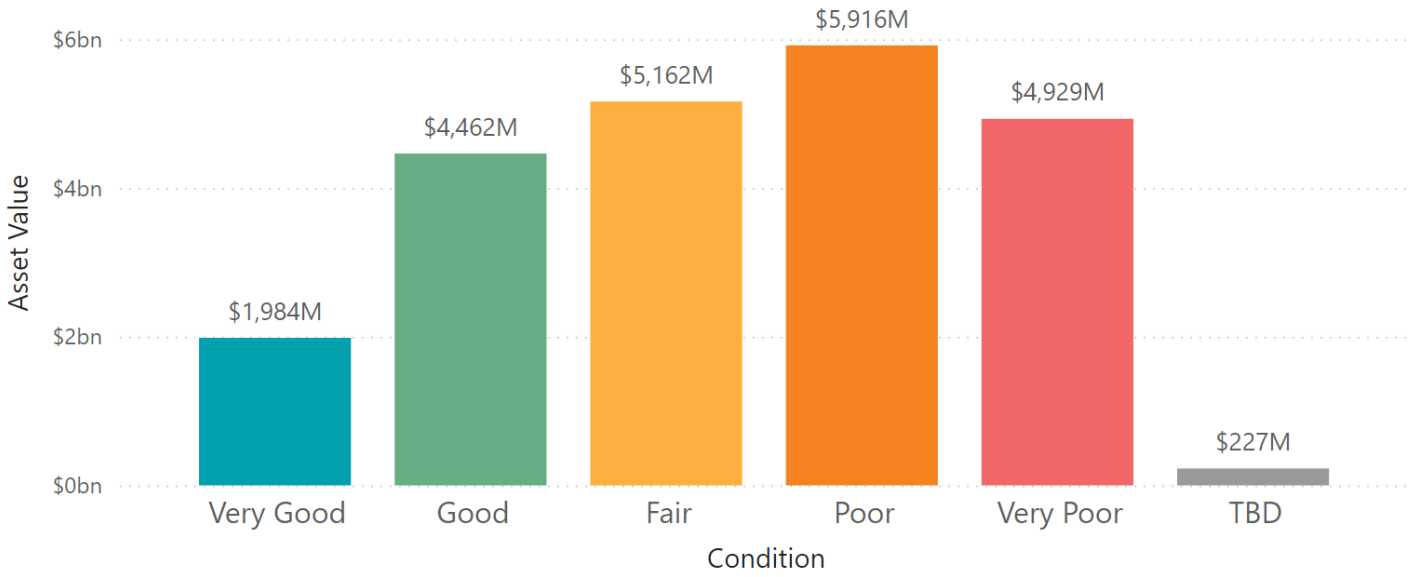


Portland Bureau of Transportation

Bureau Overview

The Portland Bureau of Transportation (PBOT) manages transportation assets with a replacement value of $22.7 billion. The assets that make up most of the city's transportation system include Portland's 4,886 lane miles of pavement, over 9 million square yards of sidewalks, 158 bridges, 1,004 signalized intersections, and 60,908 streetlights. These assets account for 93% of PBOT's total value. The other 7% include Portland Streetcar system, Aerial Tram, parking operations, maintenance facilities, and other transportation safety infrastructure, such as guardrails, traffic signal controllers, signs, and pavement markings.

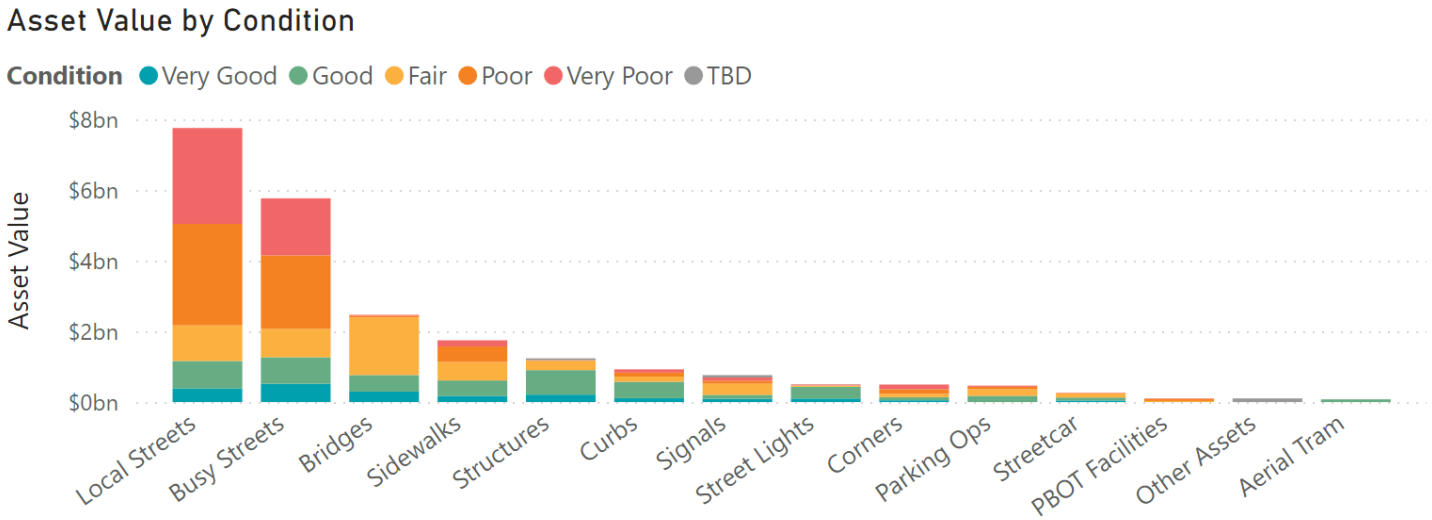
Assets by Condition



Bureau Asset Condition

Almost all PBOT's asset classes have conditions of fair or better, including bridges, streetcar and tram systems. The exception is the pavement portfolio which is high in value and increasingly falling into poor condition. This portfolio includes PBOT's arterials, collectors and local streets: 64% of arterials and collectors and 72% of local streets are in poor or very poor condition. Regarding areas of focus, PBOT continues to make progress with its overall street sign condition, replacing 7,000 of the 42,000 signs, completing biannual street lane markings, and continuing to deliver at least 1,500 corner ramps that are compliant with Americans with Disabilities Act (ADA) standards each year.

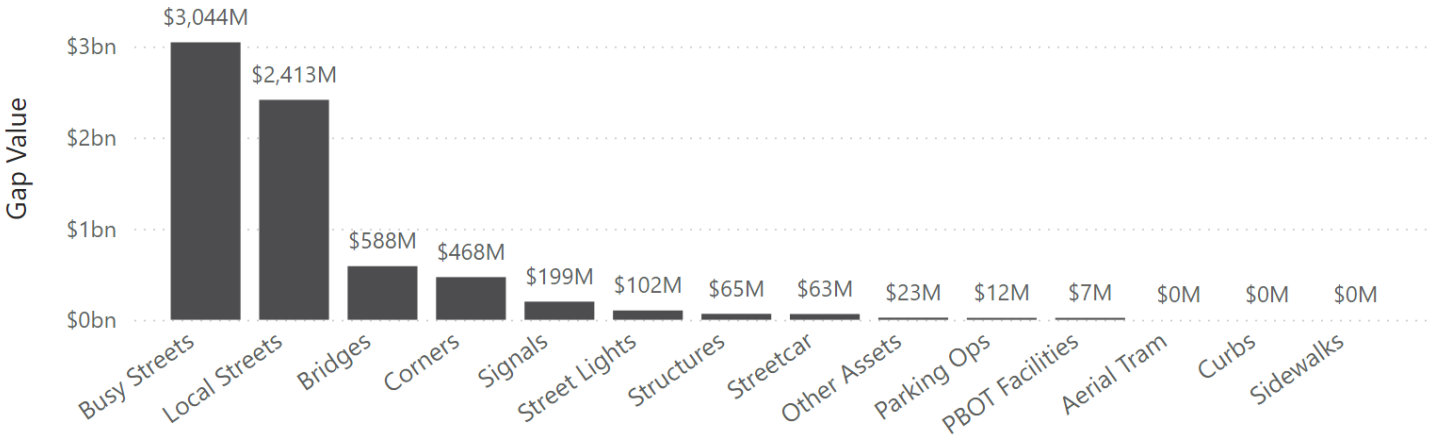
Portland Bureau of Transportation



Asset Value Summary

The overall replacement value of PBOT assets increased from $21 billion to $22.7 billion over the last year. This increase in value is mainly due to inflation as PBOT has not had a substantial increase in the number of existing assets or added any new asset classes.

PBOT Estimated 10 Year Capital Funding Gap by Asset Type



10 Year Capital Funding Gap Summary

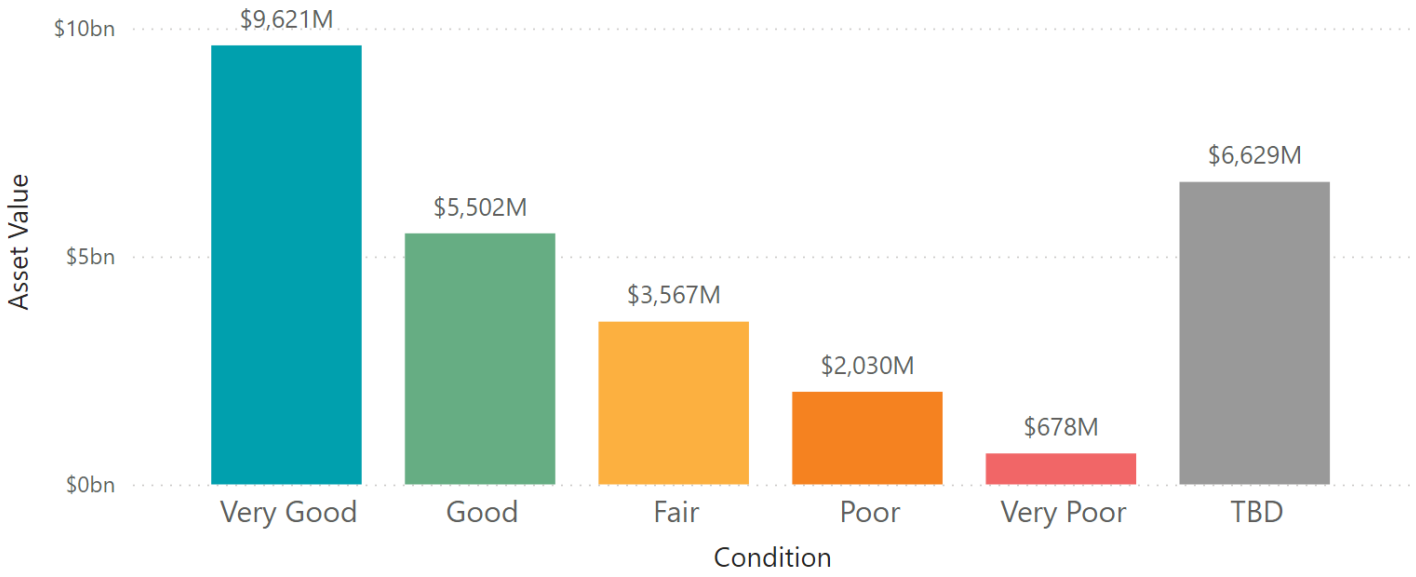
PBOT's annual funding gap continues to grow, equaling $700M for the Fiscal Year 2025-2026 estimated annual need. Pavement assets remain our largest area of need, requiring $550M annual investment. Other large areas of need include replacing or repairing aging bridges, improving street corners to Americans with Disabilities Act (ADA) standards, and replacing aging or failing signals and streetlights.

Bureau of Environmental Services

Bureau Overview

The Bureau of Environmental Services (BES) protects public health, water quality, and the environment by providing sewage and stormwater collection and treatment services. BES protects public health by keeping sewage out of the places where community members live, work, and play and then treating wastewater before returning it to Portland's waterways. BES protects the quality of surface and ground waters and conducts activities that plan and promote healthy ecosystems in Portland's watersheds.

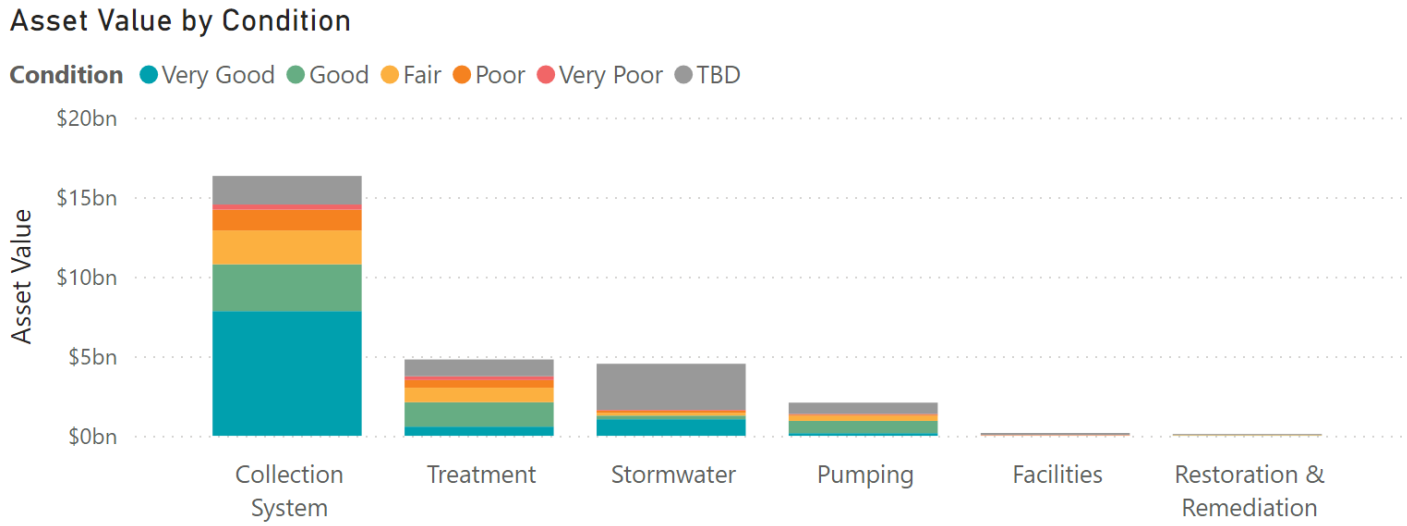
Overall Asset Condition



Asset Condition Summary

Approximately $18.6B of BES assets (67%) are in very good, good, or fair condition. BES does not have condition information for ~23% of our assets, primarily in stormwater infrastructure, facilities, and force main asset classes. While condition data is being collected for many of these assets, age is currently used as an interim proxy for condition, an approach that carries greater uncertainty because age alone is not a reliable predictor of asset health. Ongoing condition assessments are essential to confirm asset health and determine the appropriate level of investment moving forward.

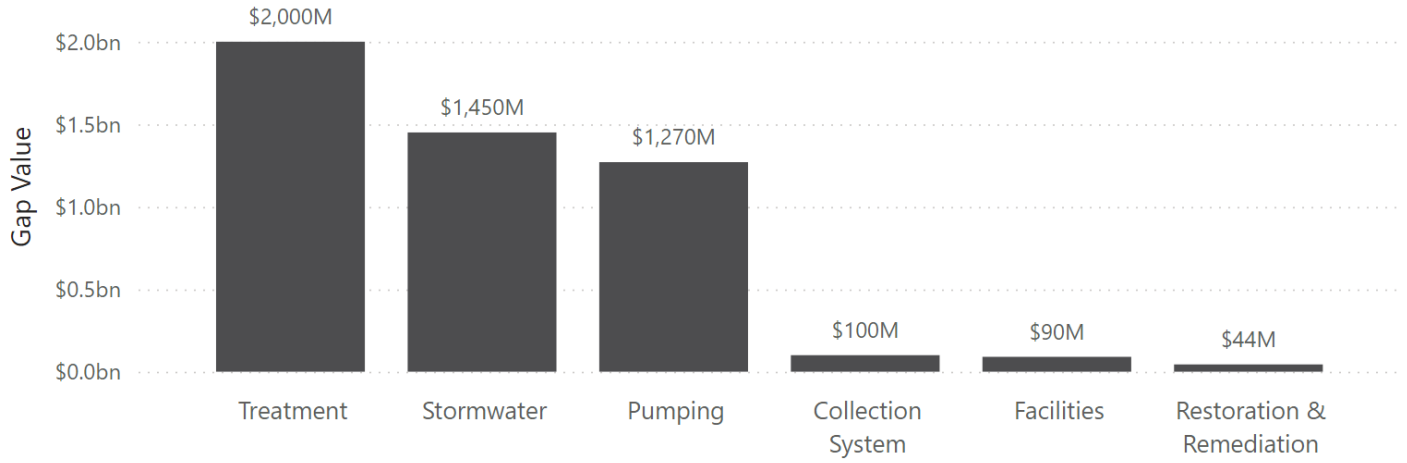
Bureau of Environmental Services



Asset Value Summary

The overall replacement value of BES assets increased from $26.9 billion to $27.9 billion over the last year. This is due to inflation and the addition of assets at the Columbia Boulevard Wastewater Treatment Plant. For Fiscal Year 2025-2026, BES submitted numbers by portfolio to better align with bureau operations. This updated categorization changes where some asset classes are accounted for but does not impact the overall value.

BES Estimated 10 Year Capital Funding Gap by Asset Type



10 Year Capital Funding Gap Summary

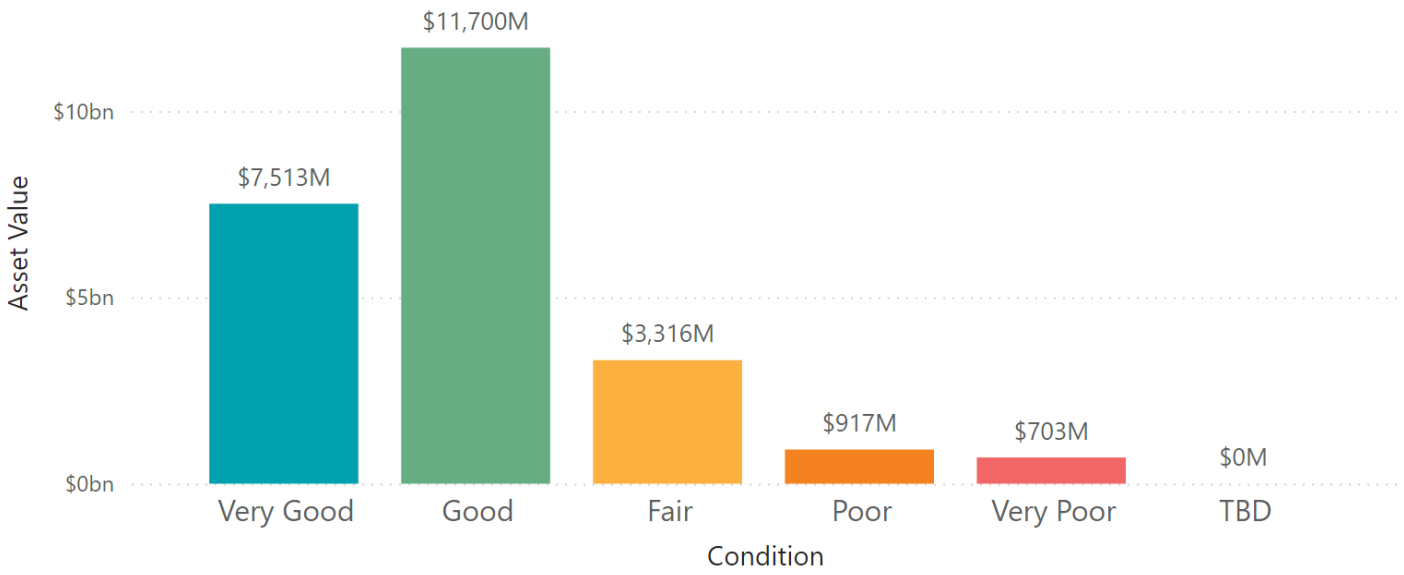
BES's underinvestment backlog dates back several decades leaving an estimated funding gap of $6.68B. To catch up in a 10-year timeframe, the annual investment need is $668M annually. Once caught up, ~$500M annually is estimated to maintain a sustainable level of investment. Whether catching up or keeping up, the current annual investment of $178M is inadequate.

Portland Water Bureau

Bureau Overview

The Portland Water Bureau delivers clean, safe, and reliable drinking water to almost one million people in the region, or one-quarter of the people in Oregon. In FY24-25 and FY25-26, bureau customers consumed about 30.7 and 29.3 billion gallons of water, respectively. In FY24-25, about 58% of the total consumption was by the retail customers in the city. In FY25-26, retail consumption is estimated at 60%, while the remaining 40% was provided on a wholesale contract basis to 19 cities, special districts, and private water company customers surrounding Portland. Some of these 19 wholesale customers have not renewed their long-term agreements by the end of the FY25-26 agreement end. Therefore, starting with FY26-27, there are 15 wholesale customers with long-term agreements plus two with short-term agreements until their alternative water supplies are ready.

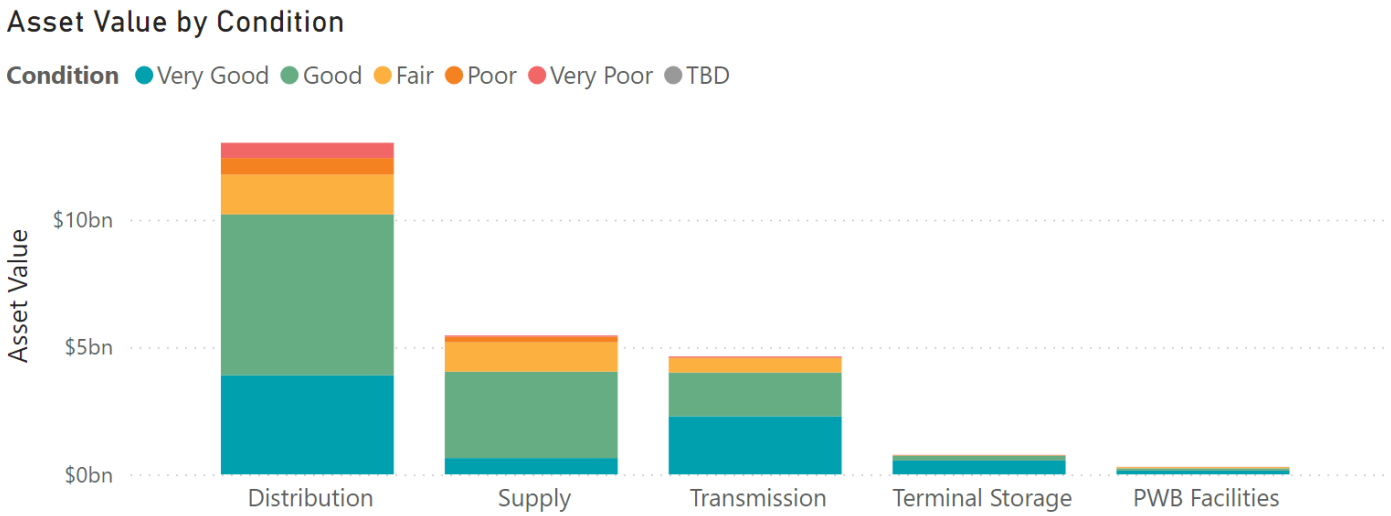
Overall Asset Condition



Asset Condition Summary

About $1.6 billion worth of the bureau's assets, corresponding to roughly seven percent of the total asset base ($24.2 billion in 2025 dollars), are estimated to be in poor or very poor condition. Small service connections (under 1-inch diameter) contribute near half of this $1.6 billion value according to age-based estimates (lower confidence level than measured condition). When it comes to optimal asset lifecycle management, some assets are best managed as run-to-repair or run-to-replace depending on service levels and business risk. Therefore, some level of poor or very poor condition rating in the overall asset portfolio is expected and these assets are actively managed.

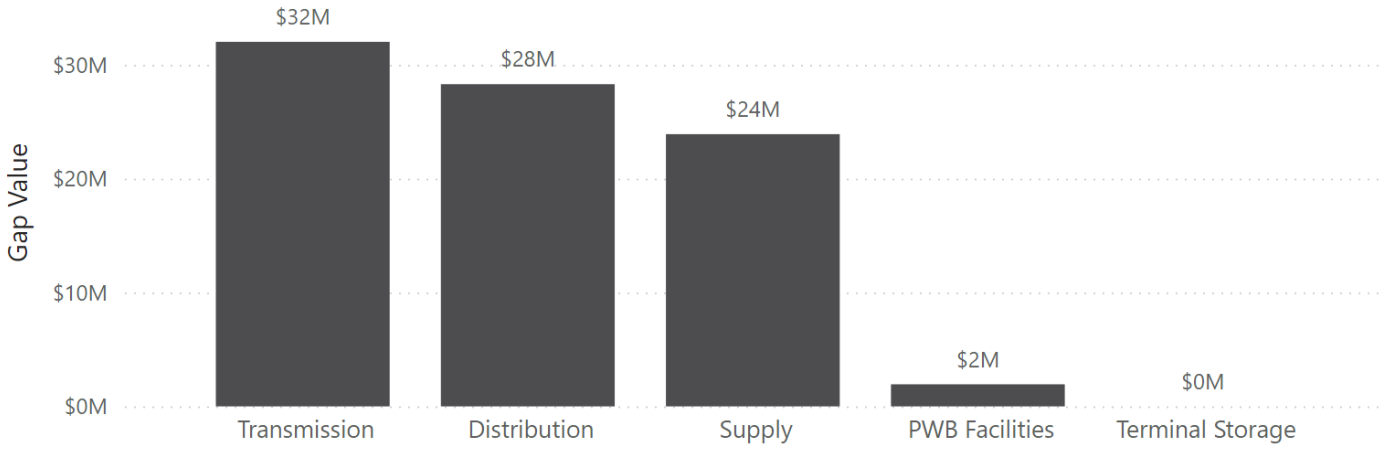
Portland Water Bureau



Asset Value Summary

In 2025 dollars, total replacement value of the Portland Water Bureau asset base is around $24.2 billion. The largest contributing asset class to the total asset base are the water mains, valued at $9.9 billion (about 2,200 miles of mains). The average age of our distribution mains is around 73 years.

PWB Estimated 10 Year Capital Funding Gap by Asset Type



10 Year Capital Funding Gap Summary

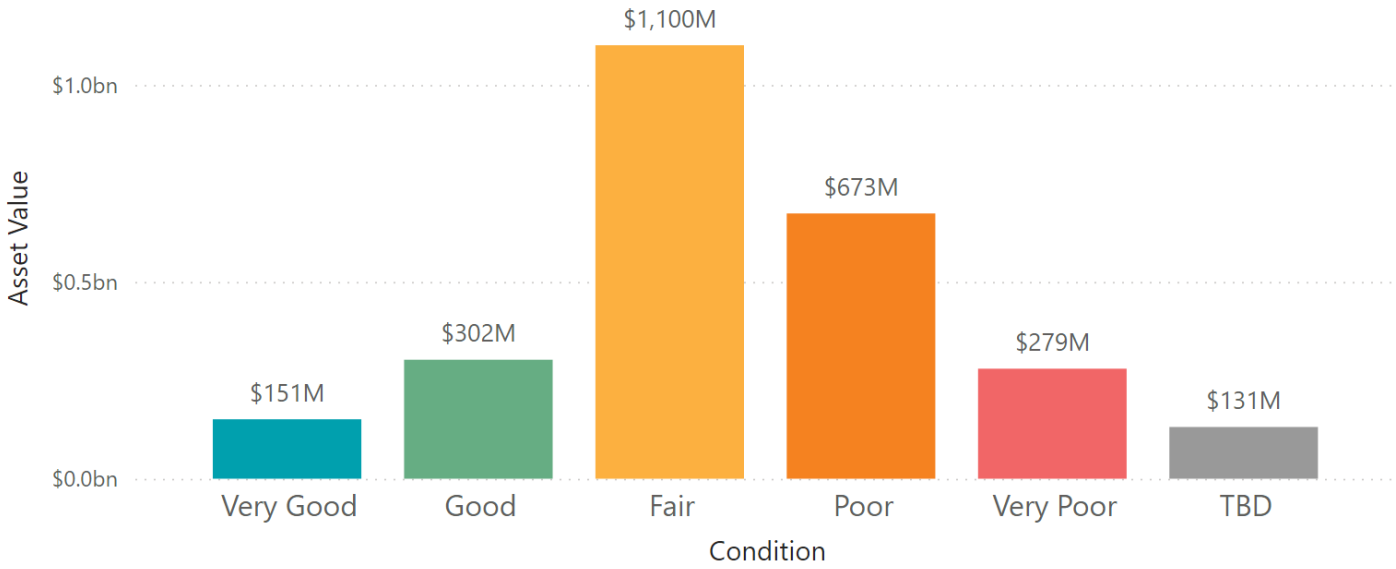
The capital funding gap over the next ten years is estimated at $86 million, corresponding to $8.6 million per year over these ten years. While this is a relatively small percentage of the overall bureau capital budget, ongoing large capital project commitments limit capacity to add new projects without reprioritizing or increasing the rates.

Portland Parks & Recreation

Bureau Overview

Portland Parks & Recreation (PP&R) provides safe places, facilities, and programs that promote physical, mental, and social activity. We get people, especially kids, outside, active, and connected to the community. The total parkland managed by the bureau is 11,712 acres, including 8,500 acres of natural areas, and represents about 15% of the geographic area within the City of Portland. Additionally, PP&R staff care for 333,000 street trees; operate 11 swimming pools; 11 community, arts, and music centers; five golf courses; one motor raceway; approximately 500 buildings of various sizes and functions; and over 650 miles of underground assets.

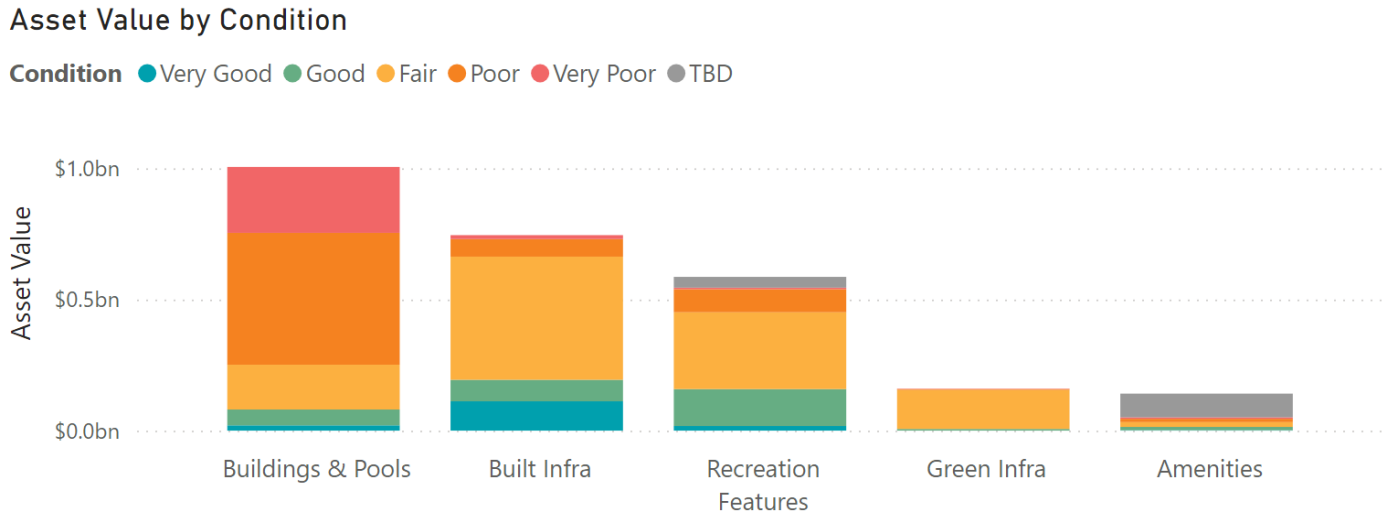
Overall Asset Condition



Asset Condition Summary

Approximately 17% of PP&R's assets are rated in good or very good condition. Detailed analysis of the historic condition of building roofs shows conditions shifting from 64% in good or very good condition in the year 2000 to 13% in good or very good condition in 2025. Continuing to build out the natural asset inventory and assessment program, PP&R now has approximately 30% of natural areas assessed and published an updated report: PP&R's Natural Area Assessment Program.

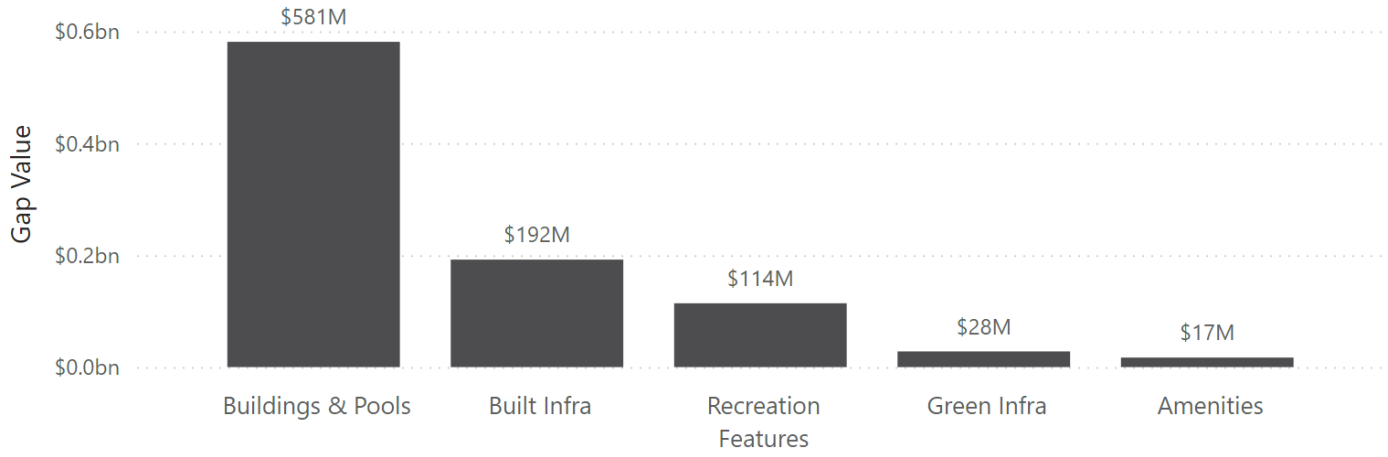
Portland Parks & Recreation



Asset Value Summary

The overall replacement value of Portland Parks and Recreation (PP&R) assets is estimated at $2.6 billion in fiscal year 2025-2026, a 5% increase from the previous year. This undercounts natural assets while a valuation methodology is under development. The method is expected to result in a jump in total value in a future year.

PP&R Estimated 10 Year Capital Funding Gap by Asset Type



10 Year Capital Funding Gap Summary

In 2023, PP&R convened a ballot initiative task force to explore options to close the capital major maintenance gap estimated at $50 million per year and address a major maintenance backlog estimated at more than $700 million. The 2025 Parks Levy included $2 million per year for capital maintenance. A funding gap for capital growth slows PP&R's ability to attain level-of-service targets.

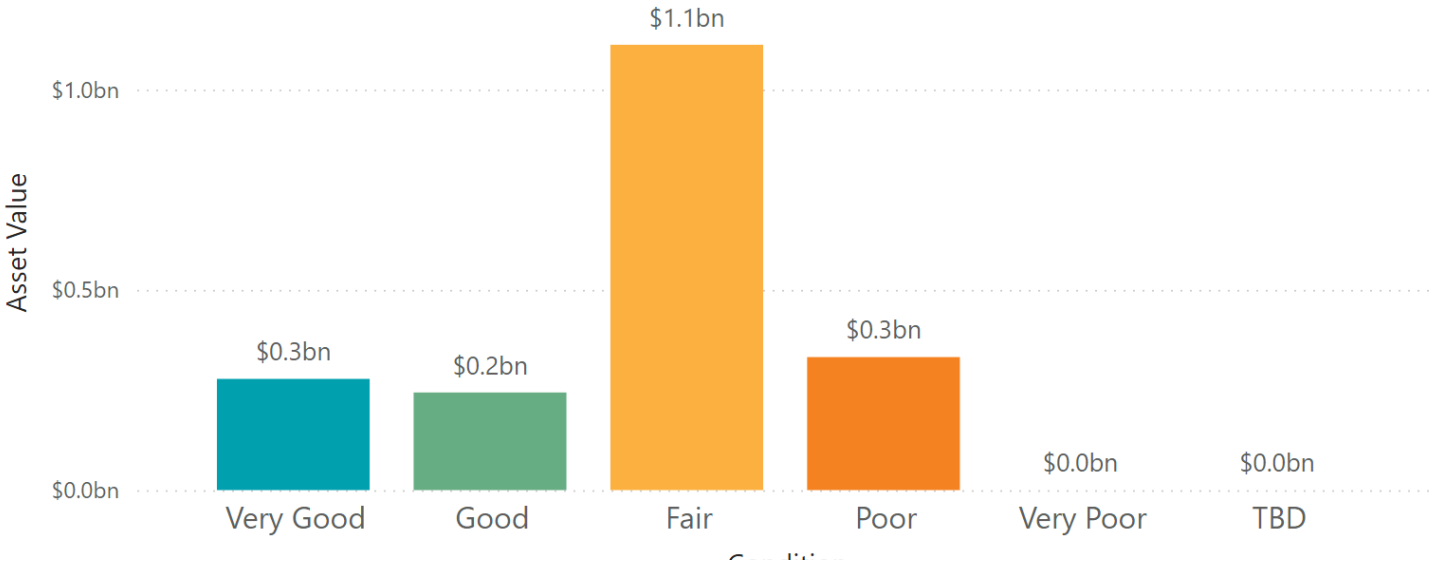
Community and Economic Development

Overview

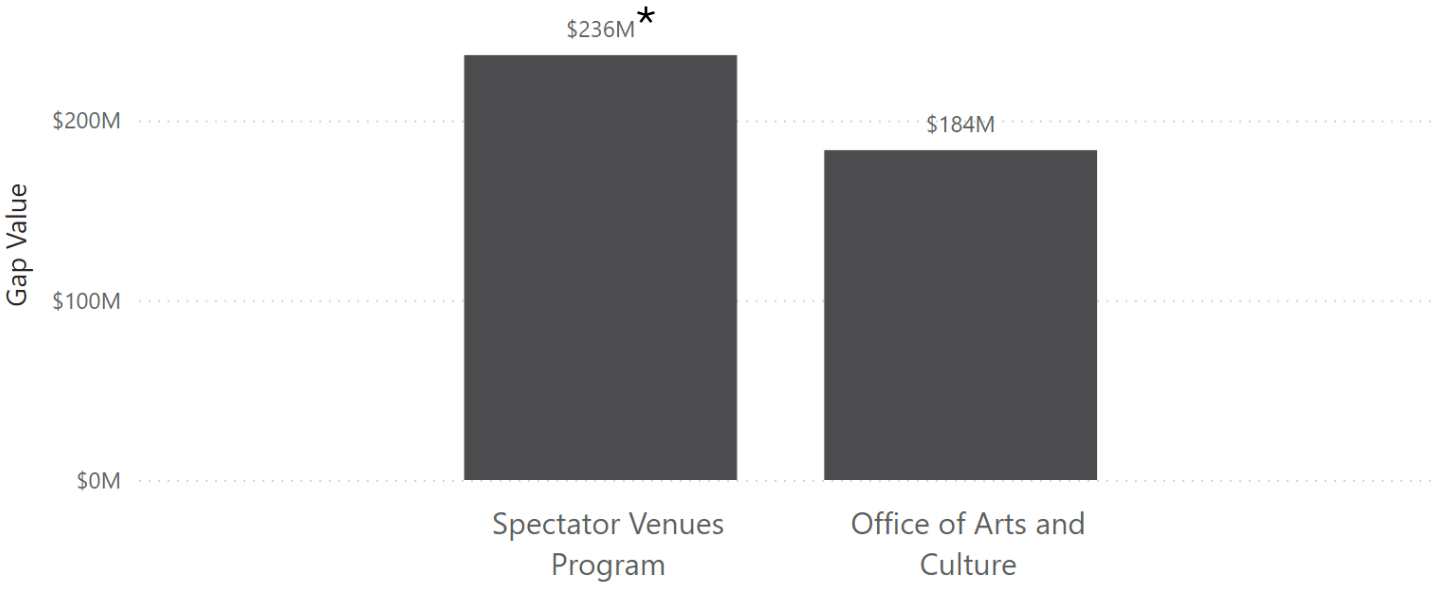
The Community and Economic Development service area (CEDSA) focuses on economic development, housing, climate, culture, arts, and urban development – working to ensure Portland's future is resilient, sustainable, and prosperous. CEDSA's scale of operations for Fiscal Year 2025-2026 includes:

- $1.3B Annual Budget ($1.2B adopted for FY26-27)
- 723 full-time staff (694 for FY26-27)
- $2.6B in assets
- Combined estimated 10-year capital funding gap is $420M for Portland'5 and Spectator Venues

Assets by Condition



CEDSA Estimated 10-Year Capital Funding Gap



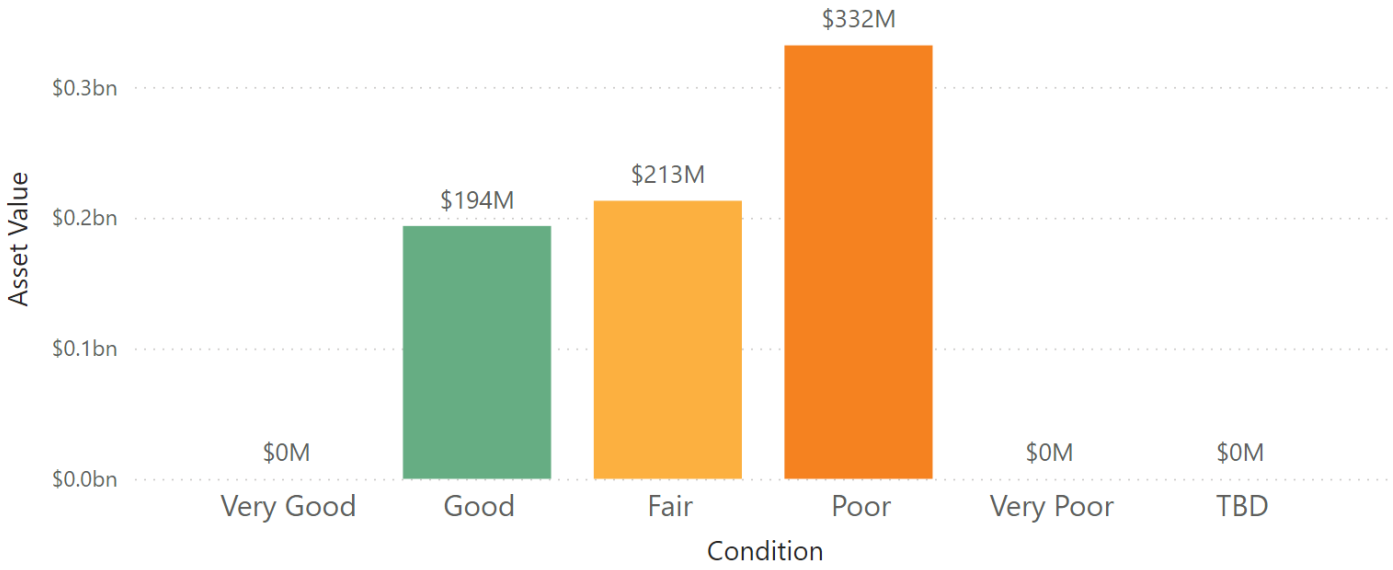
**Portions of the remaining gap are the responsibility of the operators under the terms of the operating agreements. Current agreements expire in 2030 for Veterans Memorial Coliseum and Moda Center and 2035 at Pro.*

Office of Arts and Culture

Bureau Overview

The Office of Arts & Culture celebrates and supports Portland's creative economy and arts and culture ecosystem, furthering a vision of arts at the center of public life in Portland. We do this through arts education, cultural planning, grantmaking, public art and the Percent for Art program, performing arts venues, and more. Arts & Culture's asset portfolio includes a public art collection of 1700+ artworks and the iconic Portland Oregon (White Stag) Sign. Additionally, Arts & Culture now has the administrative oversight of the City-owned Portland'5 Centers for the Arts (P'5) venues, historically operated by Metro. The asset condition chart below includes the larger Portland'5 assets, but not the public art collection or White Stag sign.

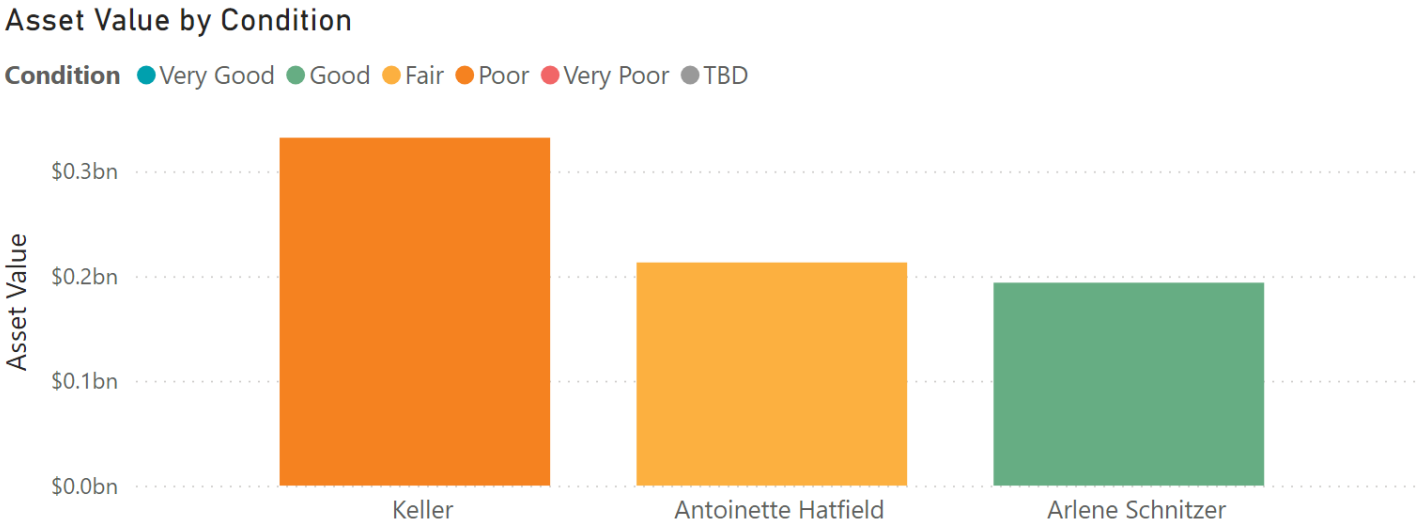
Overall Asset Condition



Asset Condition Summary

P'5 facilities include Keller Auditorium, built in 1918 with the last major renovation in 1968, Arlene Schnitzer Concert Hall, a designated historic landmark built in 1927 and renovated in 1984, and Antoinette Hatfield Hall, which was built in 1987 and has never been renovated. In general, asset conditions range from good to fair. Due to age, heavy public use, and prior moisture exposure, assemblies and systems in the venues (including building envelope systems and specialized theater systems) are approaching the end of their useful lives or are due for major capital renewal. The exception is Keller Auditorium which is in poor condition and at the end of its useful life. The venue no longer meets modern performance expectations and would require significant investment to address seismic deficiencies and meet modern codes.

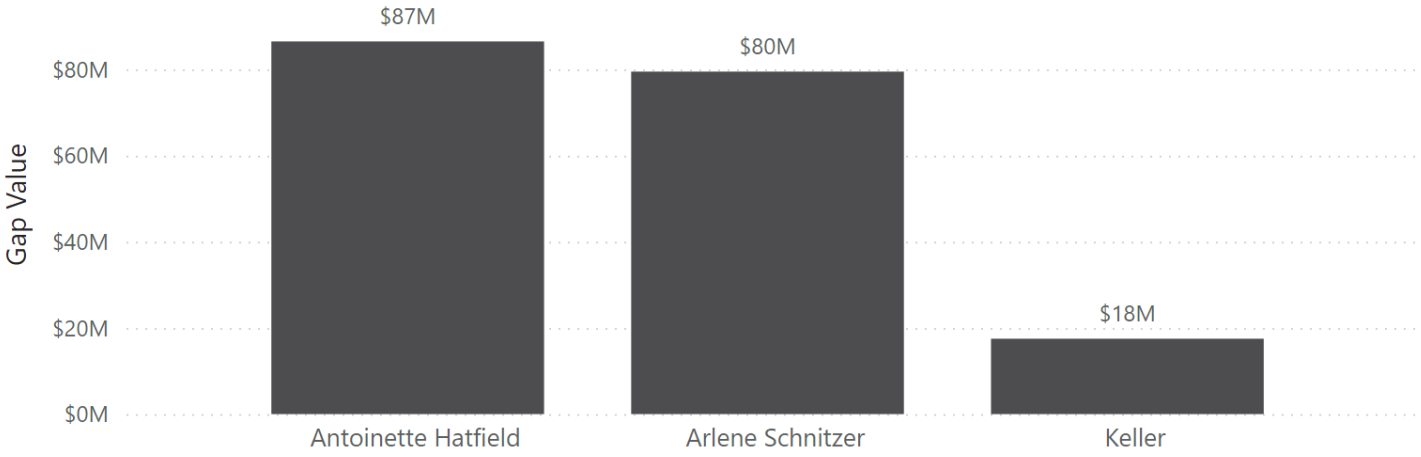
Office of Arts and Culture



Asset Value Summary

The total estimated replacement value of the P'5 venues is $739M. This is an increase of $339M over the prior year, owing to recent facility condition assessments completed for all five theaters in the three buildings.

Arts and Culture Estimated 10 Year Capital Funding Gap by Asset Type



10 Year Capital Funding Gap Summary

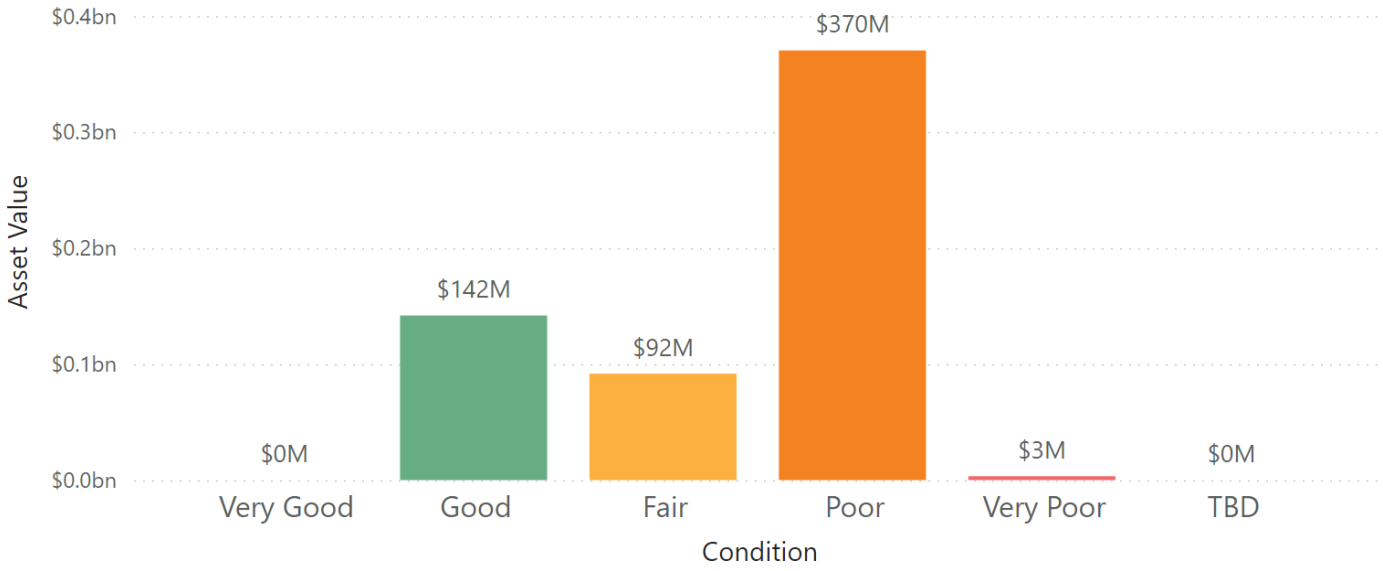
The capital funding gap over the next ten years is estimated at $185M, with $55M identified in immediate need across the three venues. The summary above reflects a minimum investment needed to keep Keller Auditorium running at current service levels for the next ten years and does not reflect the investments required to replace or comprehensively rehabilitate the facility.

Prosper Portland

Bureau Overview

Prosper Portland is the economic and urban development agency for the city of Portland. Prosper serves the city and its residents by growing family-wage jobs, advancing opportunities for prosperity, collaborating with partners for an equitable city, and creating vibrant neighborhoods and communities. The asset portfolio consists of a variety of industrial properties, multifamily apartments, parking garages, retail storefronts, raw land, and specialty facilities such as Union Station.

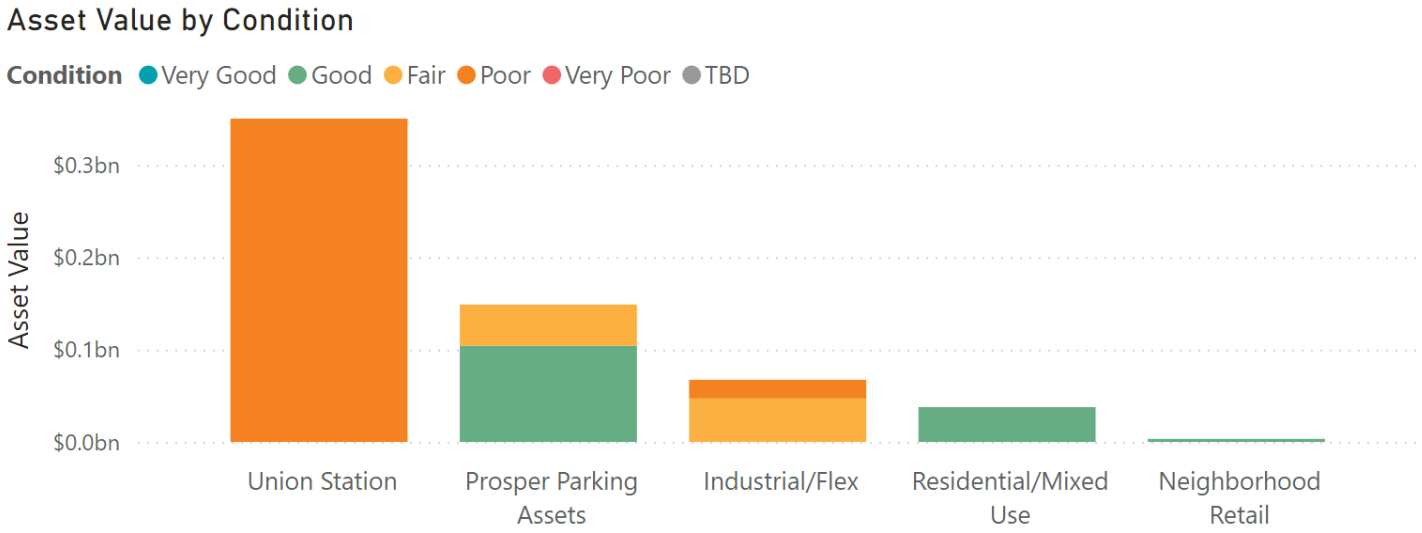
Overall Asset Condition



Asset Condition Summary

Because the primary purpose of acquisition is often redevelopment, the agency typically makes property improvements on an as-needed repair basis. The conditions presented in the table above only represent the properties that are being held for ongoing operations. Operating properties are generally in a good to fair condition. The major exception to this is Union Station, which is considered to be in poor condition and carries a high expected cost to address all seismic, mechanical, ADA, and modernization issues.

Prosper Portland



Asset Value Summary

The total estimated replacement value of Prosper Portland's operating properties is approximately $550M. This is an increase from the prior year value of $109M. Nearly the entirety of that difference is represented by Union Station, which underwent a building condition assessment update in 2025. The next largest component by value are parking assets, which are in good condition.

10 Year Capital Funding Gap Summary

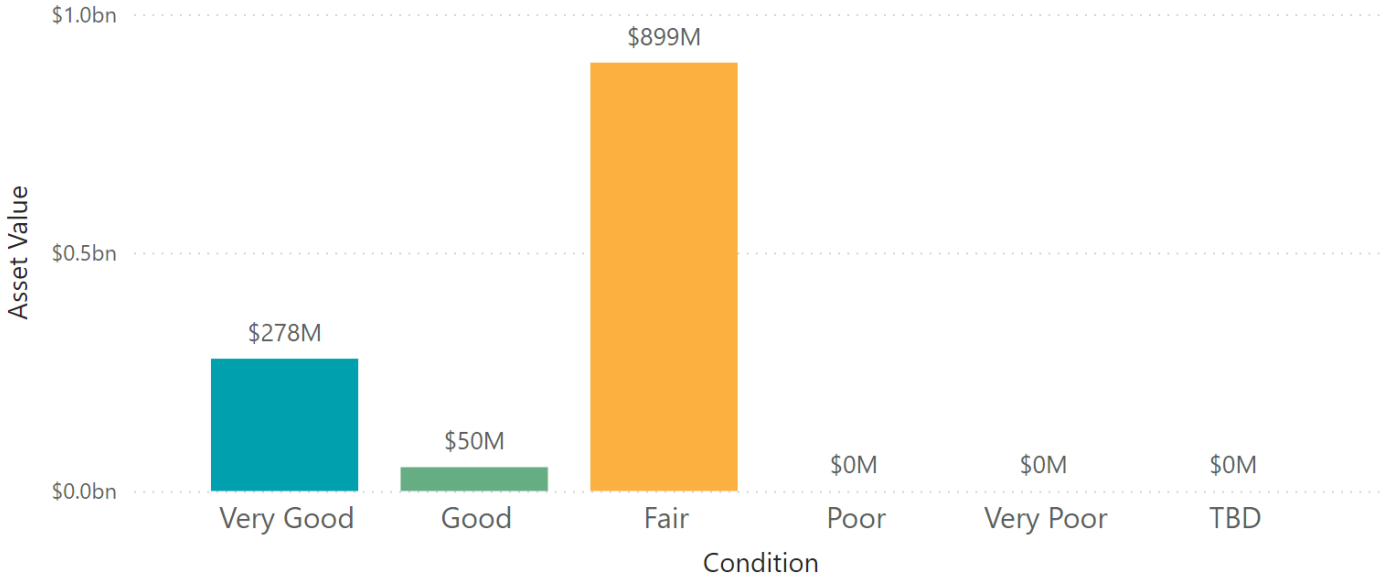
The funding gap for the portfolio is likewise dominated by Union Station's modernization needs. There is currently an estimated 10-year $350,000,000 funding gap for Union Station, with the remainder representing the capital funding need for maintaining parking garages and other commercial and multifamily properties. Prosper Portland is actively working on their understanding of their asset needs and potential funding gaps and their relevance to this report, given the differences in their organizational goals as well as governance and operating models.

Spectator Venues Program

Bureau Overview

The Spectator Venues and Visitor Activities Program oversees City-owned spectator venues and supports City travel, tourism and visitor development efforts. Program staff work with third-party operators on maintenance, capital improvements, and financial planning. Staff also perform travel and tourism liaison duties, contract administration, debt service management and special projects related to promotion of popular City destinations. The mission statement of the program is to contribute to Portland's economic and cultural vitality by developing and managing first-class spectator venues and by supporting a robust travel and tourism industry in the city, region, and state. **The total asset value of the portfolio is approximately $1.2 billion**.

Overall Asset Condition

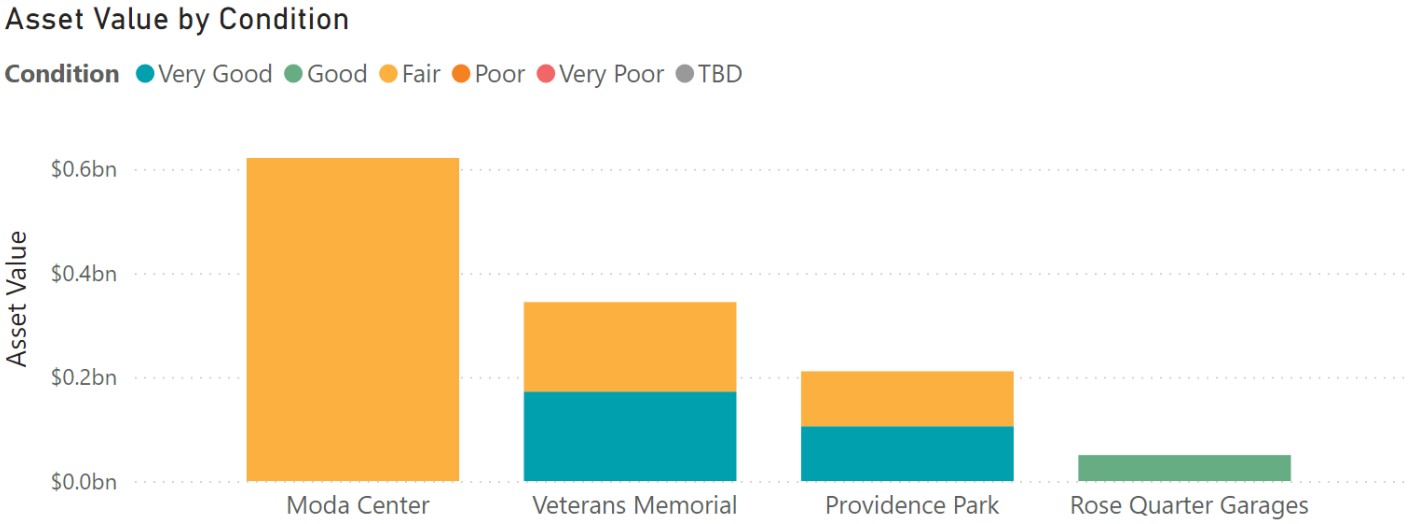


Asset Condition Summary

The known asset conditions vary based on the availability of modern facility condition assessments as well as the complex nature of facility operating agreements, where maintenance and investment liabilities vary based on City (owner) verse operator responsibility.

In terms of investment capability, continued weakness in the travel and tourism market puts strain on the venues and results in additional deferred maintenance. Providence Park, the Veterans Memorial Coliseum, and Moda Center will need ongoing investments to remain competitive in the professional sports market. The City does not currently have the resources to fully meet large-scale capital expenditures and additional resources (both public and private) will need to be found in the coming years to keep facilities operating safely and efficiently.

Spectator Venues Program



Asset Value Summary

In 2025 dollars, the total estimated replacement value of the Spectator Venues and Visitor Activities Fund (SVVAF) asset base is approximately $1.2 billion. The largest contributing assets are the Moda Center ($621M) and Veterans Memorial Coliseum ($344M), followed by Providence Park ($211M) and the Rose Quarter plaza and East/West parking garages ($50M).

Estimated 10 Year Funding Gaps

Facility	Anticipated Need	Planned City Expenditure	Remaining Gap*
Providence Park	$63,079,119	$15,524,999	$47,554,120
Veterans Memorial	$46,551,292	$16,222,749	$30,328,543
Moda Center	$209,681,936	$51,206,141	$158,475,795
TOTALS	$319,312,347	$82,953,889	**$236,358,458***

**Portions of the remaining gap are the responsibility of the operators under the terms of the operating agreements. Current agreements expire in 2030 for Veterans Memorial Coliseum and Moda Center and 2035 at Pro.*

The projected funding gap for Spectator Venues has been developed by subtracting the Spectator Venues Program's planned expenditures from the estimated 10-year need for each facility (see chart above or below). The remaining gap totals $236,358,458. Portions of this remaining gap are the responsibility of operators under the terms of current agreements, which expire in 2030 for Veterans Memorial Coliseum and Moda Center and 2035 for Providence Park. A capital funding gap of $60M has been identified over the next ten years due to capital needs at Providence Park and VMC. No funding gap is currently identified for the Moda Center or City Garages. For Moda Center, this assumes the current bridge agreement terms remain in effect throughout the 10-year reporting period. Confidence in these 10-year estimates varies based on available capital plans, facility condition assessments, and operating agreement terms. Please refer to *Known Data Gaps and Considerations* on page 28 for additional information.

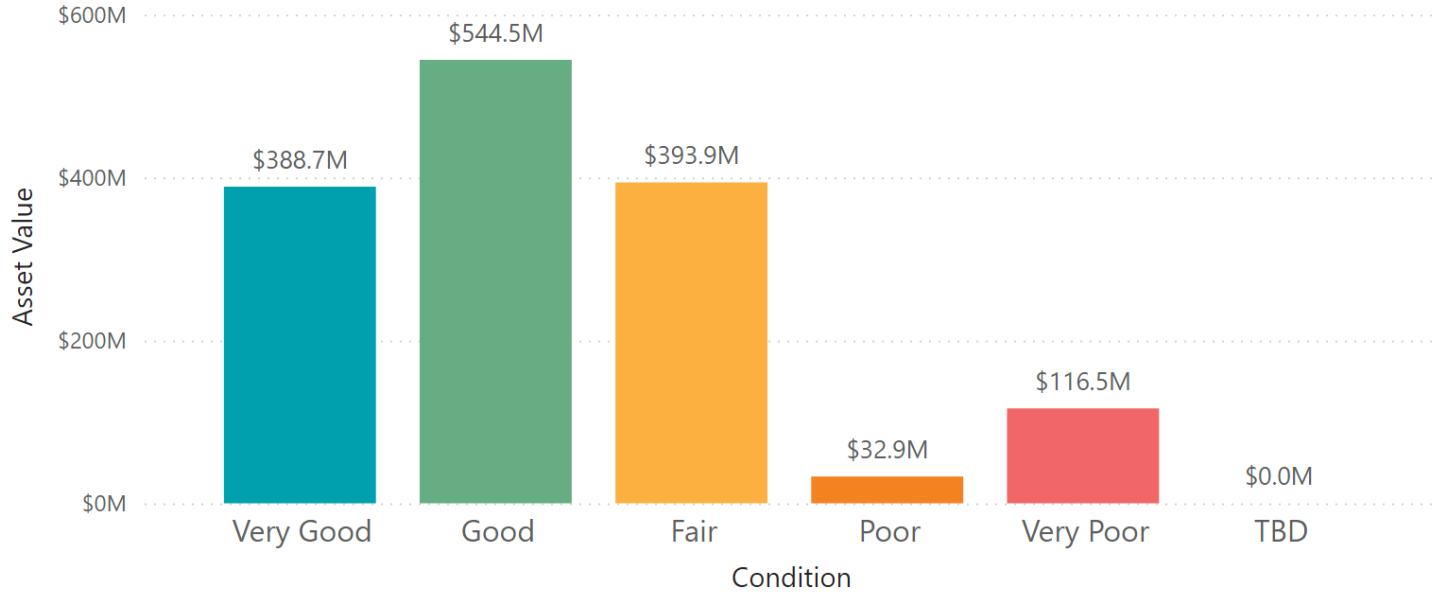
City Operations

Overview

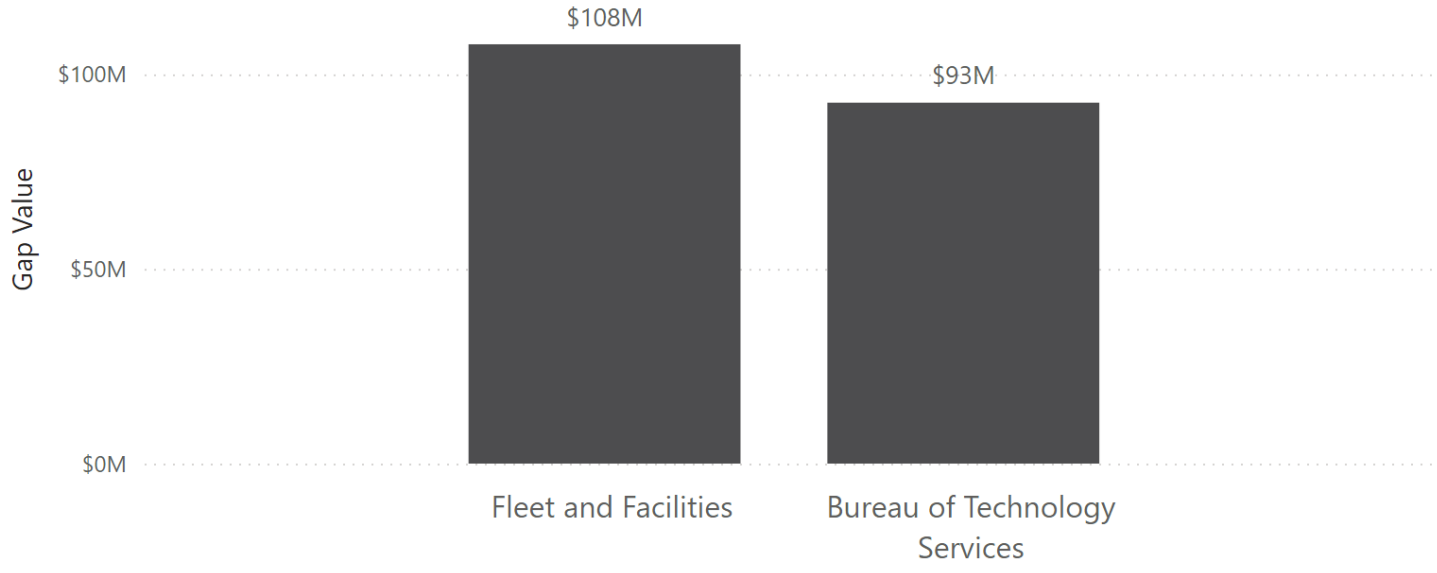
The City Operations Service Area (COSA) is the engine that propels the City of Portland – from trucks to technology, from purchasing to professional development. This service area supports over 7,500 public employees in delivering services that Portlanders rely on every day. COSA's scale of operations for Fiscal Year 2025-2026 includes:

- $1.04B Annual Budget ($1.15B adopted for FY26-27)
- 753.4 full-time staff (766.5 in FY26-27)
- $1.5B in assets
- Combined capital funding gap is $200.4M

Assets by Condition



City Operations Estimated 10-Year Capital Funding Gap

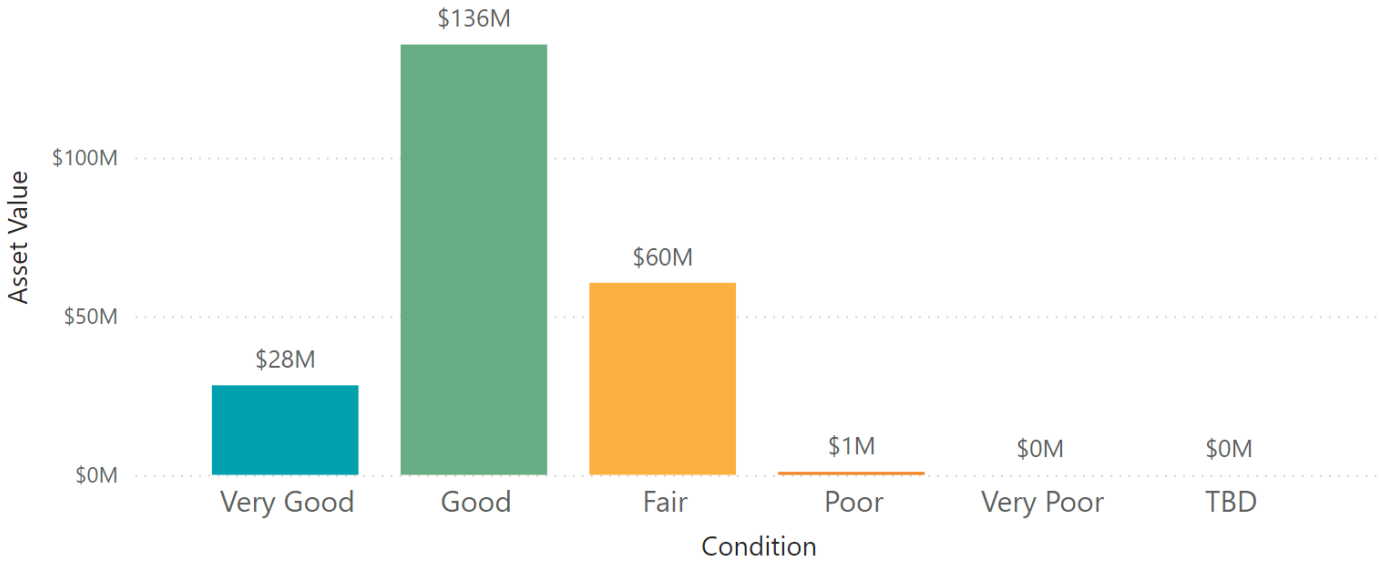


Bureau of Technology Services

Bureau Overview

The Bureau of Technology Services (BTS) has a wide variety of assets including infrastructure (radio towers, the fiber network, data centers), equipment (laptops, phones, wireless access points, etc.), and intangible assets (software subscriptions, licenses, space in several Cloud services, including private and hosted). Each asset class has very different investment and management challenges as well as levels of asset management maturity. BTS's assets are interconnected with and highly dependent on the health and viability of other bureaus' assets.

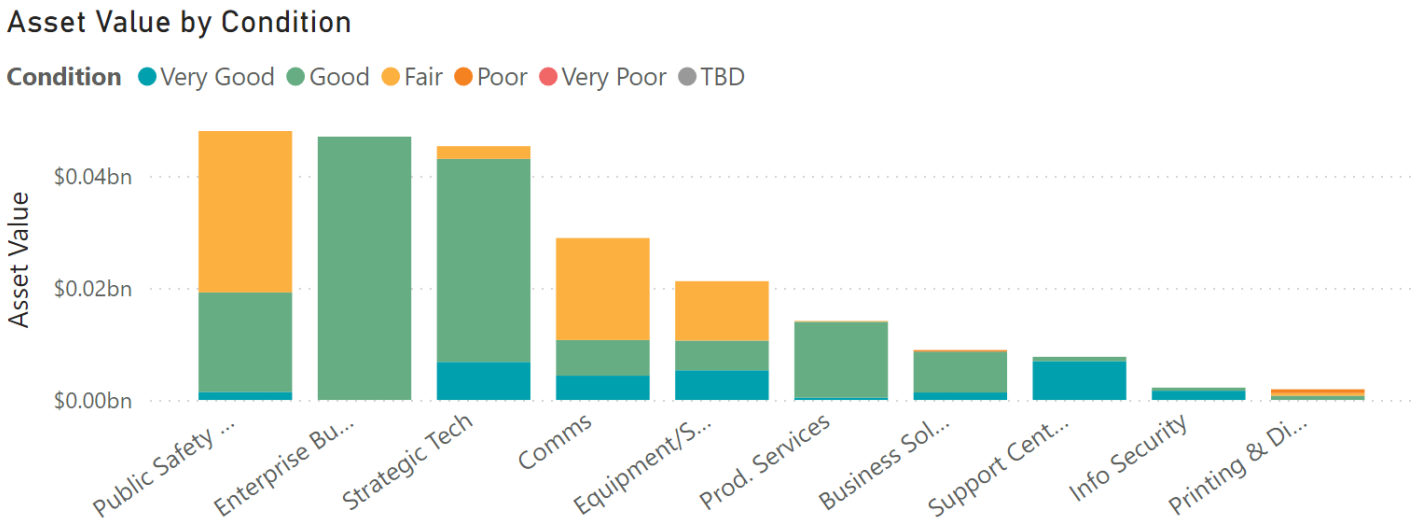
Overall Asset Condition



Asset Condition Summary

Approximately 85% of BTS assets are in very good or good condition. While condition data is being collected for many of these assets, age is currently used as an interim proxy for condition, as many technology assets have much shorter lifecycles than traditional infrastructure assets. The larger infrastructure assets are more difficult to assess condition as they are frequently "hidden" (behind walls, in closets, underground, in offsite data centers). This makes BTS highly dependent on other asset owners – maintenance and construction of buildings, right of ways, streets, bridges, etc. All can potentially impact BTS infrastructure because BTS assets "ride along" with these other assets. For example, having poor climate control in a building can cause technology equipment to overheat and fail.

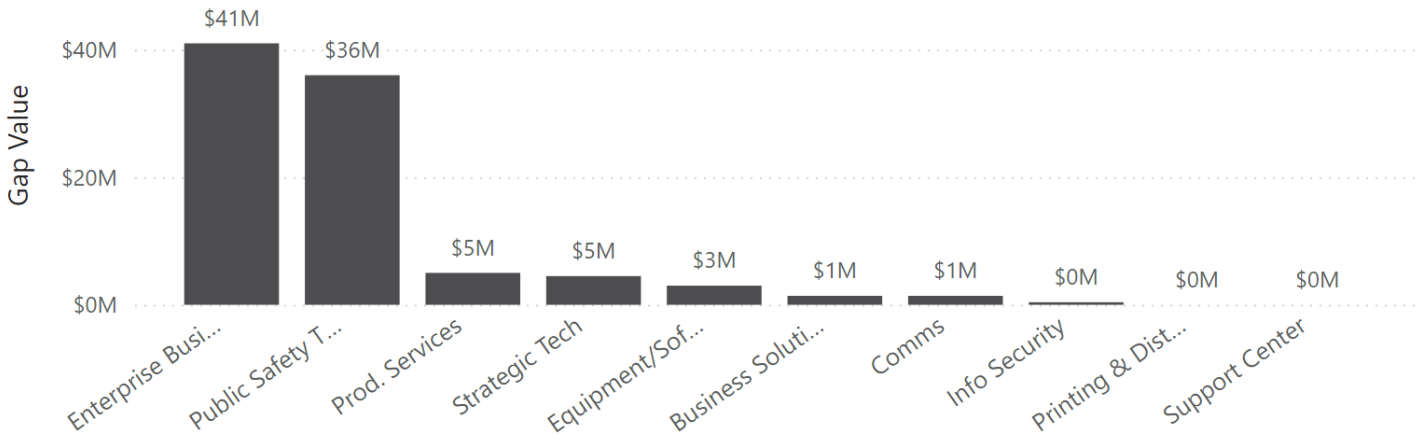
Bureau of Technology Services



Asset Value Summary

The overall BTS asset replacement value decreased by $13.4 million over the last year. The decrease is a result of two efforts. The first is a focused effort to consolidate tools used in the City's technology environment, and the second is to replace technology heading toward obsolescence with newer technology that provides greater return on investment.

Technology Services Estimated 10-Year Capital Funding Gap



10 Year Capital Funding Gap Summary

The capital funding gap over the next ten years is estimated at $70-80 million with two major technology assets coming to the end of their lives: the radio system replacement and Enterprise Resource Planning (ERP) System update. The previous replacements of both required debt issuances. This will likely be the case over the next five years, as major maintenance collected through BTS rates for these systems will not cover the full replacement/update costs.

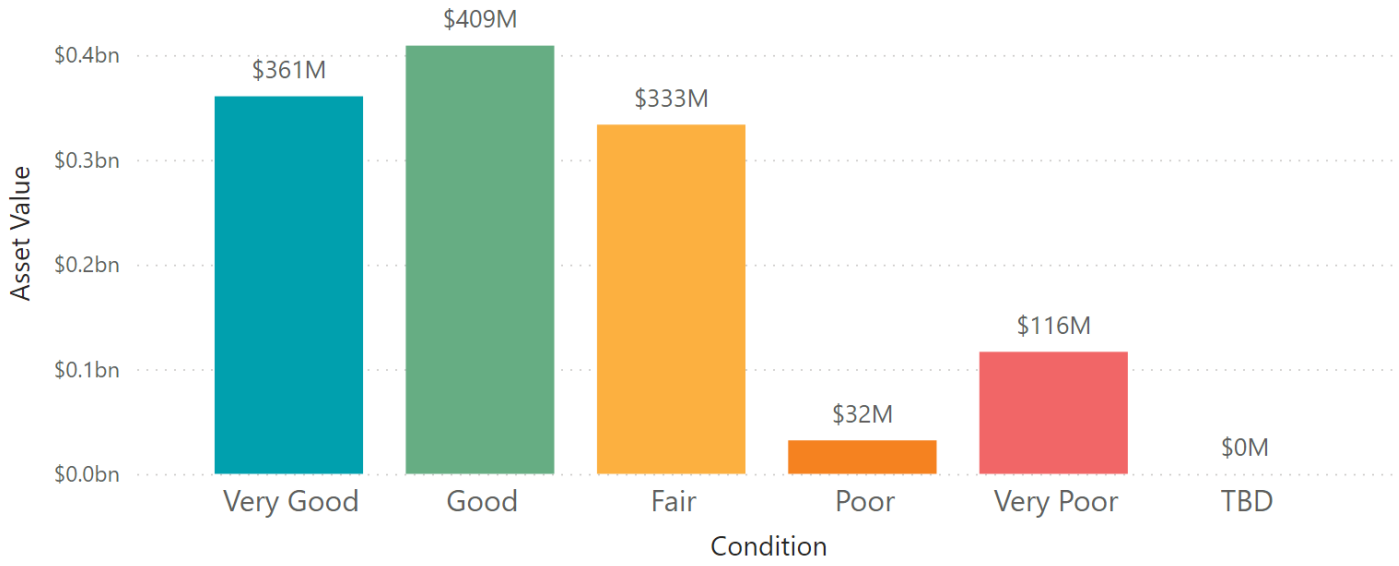
Fleet and Facilities

Bureau Overview

The Bureau of Fleet and Facilities (BFF) includes Facilities Services and CityFleet. Facilities Services owns and operates approximately one-third of the City-owned real estate across 16 structures, including all downtown office buildings, civic facilities, and about 60% of the City's public safety facilities. Facilities provides comprehensive landlord services for bureaus in these buildings.

CityFleet is responsible for acquiring, maintaining, repairing, and fueling the City's 3,600 vehicles and pieces of specialized equipment, excepting the City's fire apparatus. CityFleet is also responsible for developing and implementing the City's "green fleet" transition plan and developing all fleet-related charging infrastructure. CityFleet also owns and administers ten liquid fueling stations.

Overall Asset Condition

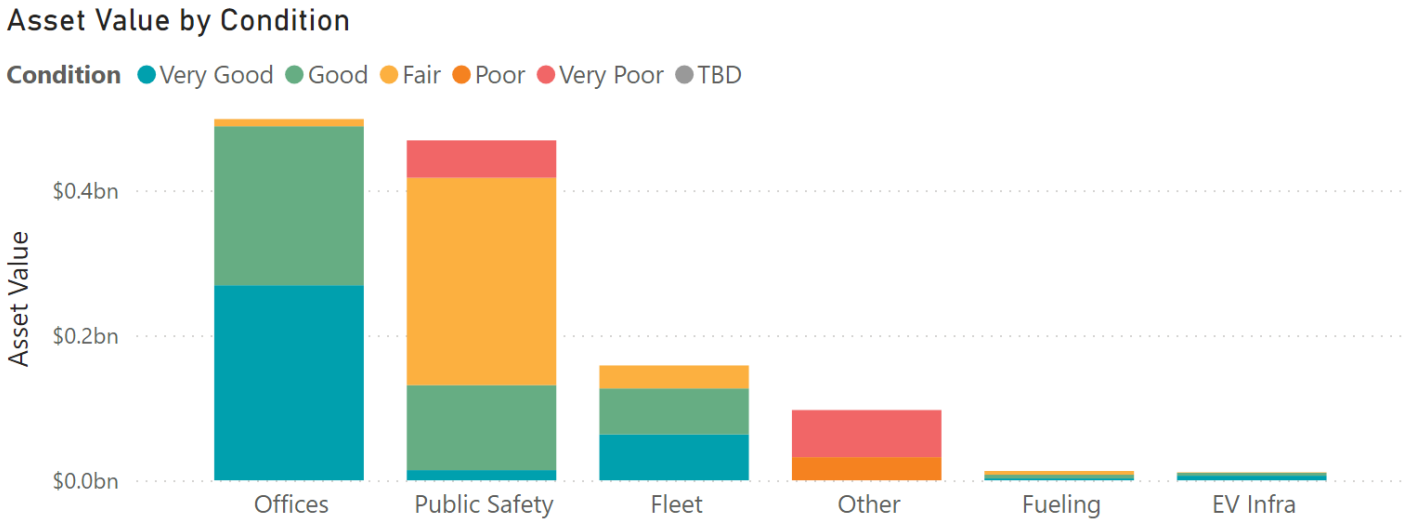


Asset Condition Summary

The BFF facility portfolio predominately consists of aging assets greater than 50 years to over 130 years old. Facility conditions vary greatly depending on the asset class. Office space is in overall good to very good condition, as are fuel stations and electric vehicle infrastructure; reflecting recent major investments. Other asset classes, notably the public safety facilities, persist in fair to very poor condition.

CityFleet's operating fund is financially distinct from Facilities' and for years has had a robust vehicle replacement planning and funding program in place. Thus, CityFleet's asset base is much healthier than Facilities Services portfolio.

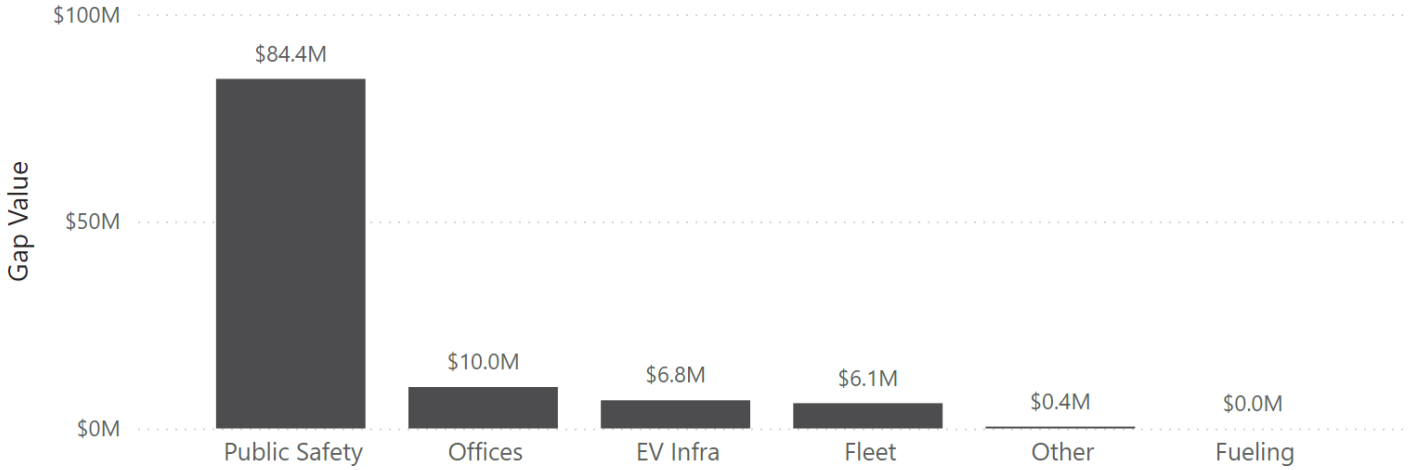
Fleet and Facilities



Asset Value Summary

Facilities manages approximately 1.5 million square feet with an overall replacement value of $1.3B. The public safety portfolio comprises of the worst condition facilities and are additionally impacted by other factors like the facility location, size, and poor suitability for modern public safety operations. CityFleet owns $204 million in assets. Vehicle and equipment values are based on acquisition costs. EV infrastructure values are based on recent installation costs, and fuel station values are speculated.

Fleet and Facilities Estimated 10-Year Capital Funding Gap



10 Year Capital Funding Gap Summary

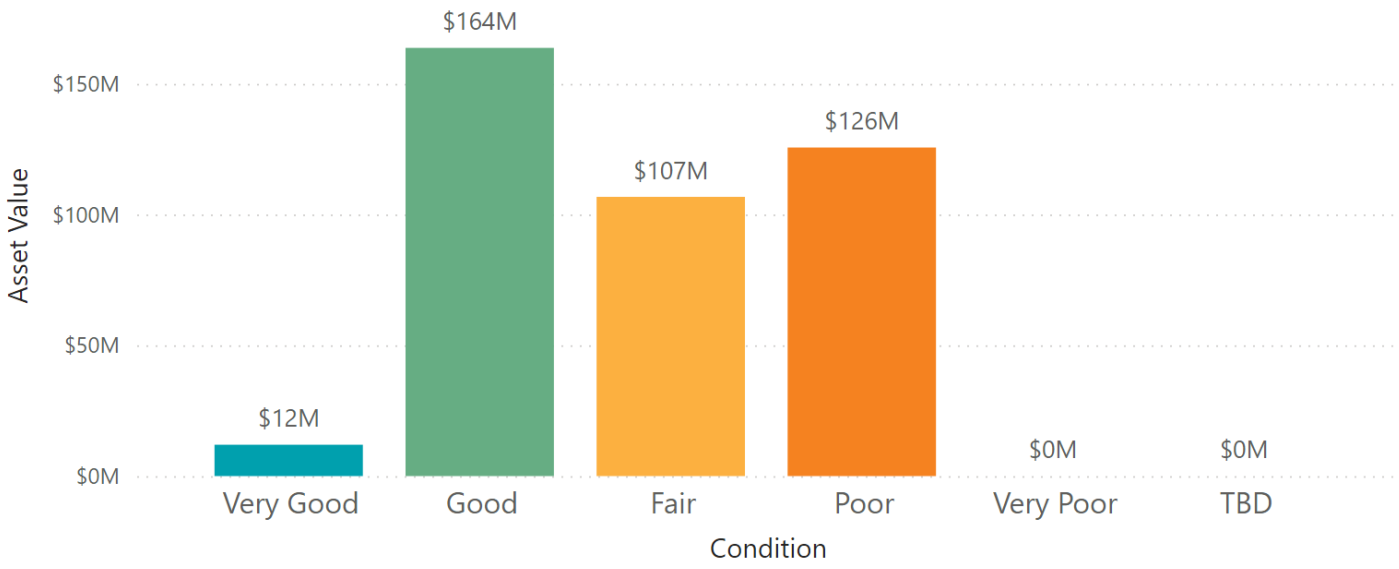
The primary driver of the ongoing annual funding gap for facilities continues to be reliance on unstable and inadequate Internal Service Funding. The restrictions on increasing these rates prevents withholding 3% of replacement value to support capital maintenance and replacement (industry best practice). Chronic facility underinvestment has resulted in deteriorating conditions with an expanding annual gap that does not include capacity gaps to meet increasing demand for new facility development or total building reconstruction.

Portland Fire & Rescue

Bureau Overview

The Public Safety Service Area (PSSA) advances safety through collaborative prevention, response and recovery. Portland Fire & Rescue (PF&R) owns the largest capital infrastructure portfolio in the PSSA, so is the focus for this report (*see known data gaps and considerations on page 28 for more PSSA information*). PF&R keeps all communities protected through a combination of prevention, community health programs, and all-hazard response to fire, medical, natural disaster, and other emergencies. PF&R is the largest fire and emergency services provider in the State of Oregon, serving the City of Portland and the regional metropolitan area. PF&R is responsible for ensuring sufficient maintenance and replacement for our large portfolio of facilities, apparatus, equipment tools and Personal Protective Equipment (including Self-Contained Breathing Apparatus.)

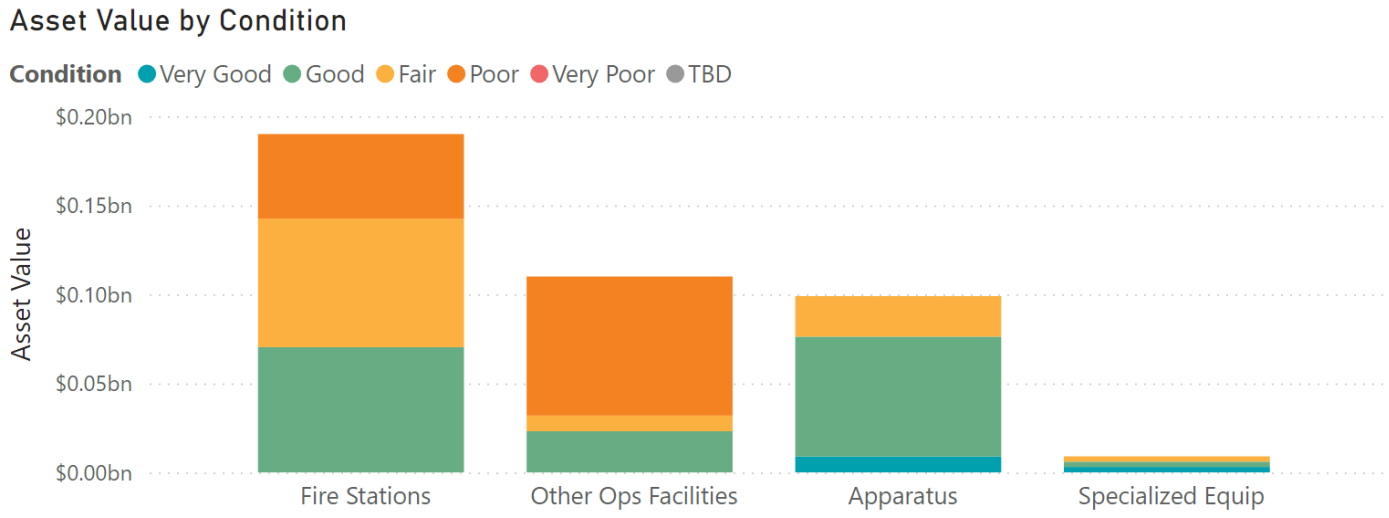
Overall Asset Condition



Asset Condition Summary

While all Portland Fire and Rescue Apparatus and Specialized Equipment are in at least Fair condition, 25% of Fire Stations and 71% of Other Operational Facilities are in Poor condition.

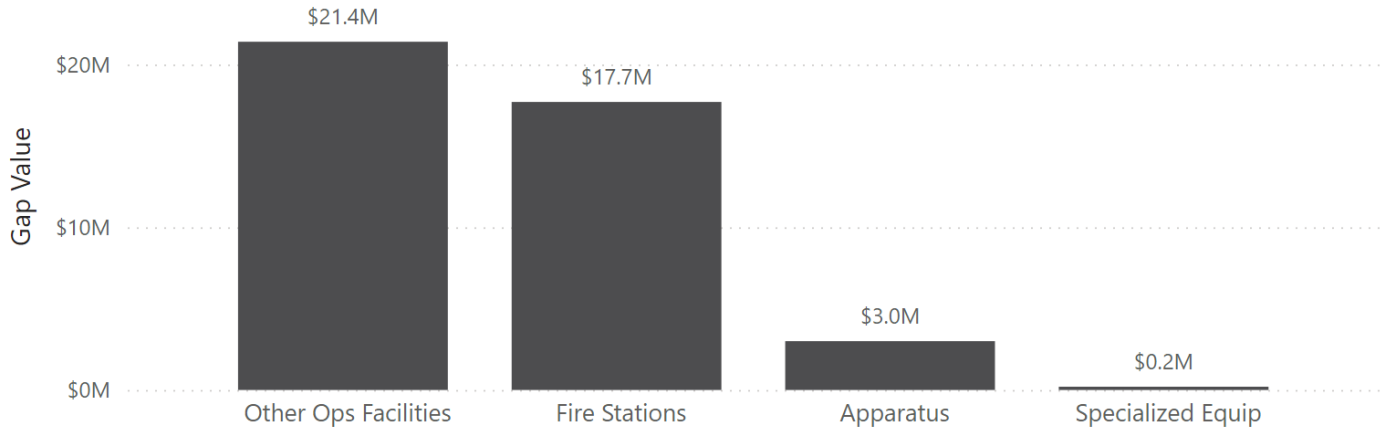
Portland Fire & Rescue



Asset Value Summary

Portland Fire and Rescue operates 31 Fire Stations. Other Operating Facilities includes Fire Logistics, Fire Marshall's Office, and the Fire Training Center. Apparatus includes front-line and reserve Engines, Trucks, and Boats. Specialized Equipment includes Self-Contained Breathing Apparatus (SCBA) and Turnouts (the specialized PPE worn by firefighters during emergencies.)

Portland Fire & Rescue Estimated 10-Year Capital Funding Gap



10 Year Capital Funding Gap Summary

Portland Fire and Rescues largest funding gap is found in Other Operating Facilities which includes Fire Logistics, Fire Marshall's Office, and the Fire Training Center. Fire Stations also represent a significant funding gap and apparatus are critical to replace, making their funding gap significant. As citywide risk management frameworks are developed, accounting for public safety equipment and assets is anticipated to improve.

Data Gaps and Considerations for Ongoing Work

Dozens of professionals and data systems contribute to this annual report. Although it represents high-confidence in overall portfolio trends and context, inconsistent methods and reliability underpin the data collection, processing, and reporting. The accompanying 2026 Asset Management Strategy (CAMS) aims to address this variability through stronger data governance and the development of citywide standards and frameworks that promote accountability and consistency while retaining flexibility for specific asset class differences.

Different ownership and operating models as well as varying asset management maturity and resource distribution have historically influenced the scope of this report. More traditional utility bureaus that have defined asset management roles have been the most frequent contributors. Contributions from Arts and Culture and Housing programs are expected to increase as the ownership and operation models shift, and capital maintenance and compliance needs of those facilities increase. As citywide risk management frameworks are developed in accordance with the CAMS, accounting for public safety equipment and assets is anticipated to improve.

City-owned Land and Facilities

Portland bureaus have historically overseen their own real estate portfolios due to the influence of the commission form of government that changed to a mayor-council form in 2025. As a result, City-owned land has not been consistently tracked and reported on. The CAMS recommends changing this through the development of a Citywide Asset Register with data stewards identified to be accountable for specific asset data portfolios.

The CAMS recommends the Community and Economic Development Service Area (CEDSA) serve as business process and data management lead and steward for tracking City-owned land. The CAMS also recommends a future citywide real estate strategy. A citywide understanding of this portfolio, supported by implementation deliverables of this strategy, would facilitate a single source of truth for real property data, a unified, citywide strategy for real estate investment, consistent management practices and performance expectations, and a clearer articulation of risks, needs, and tradeoffs to City leadership and the public. Discussion is ongoing on the appropriate data steward(s) for all City Facility data.

Portland Police Bureau

While the majority of the capital assets that the Portland Police Bureau utilizes, police precincts, patrol cars, and other vehicles are owned by the Bureau of Fleet & Facilities and appear in that section of the report, a small minority (~$6M) are owned by the bureau directly including assets associated with the Air Support, Explosives Disposal, and Information Technology programs.

The Portland Police Bureau is in the process of assessing the condition of the assets it owns and determining what funding gaps may exist on these assets while continuing to collaborate with the Bureau of Fleet & Facilities for most of its capital needs.

Data Gaps and Considerations for ongoing Work
continued…

Spectator Venues Program
Capital planning information varies significantly in availability and detail across venues. Providence Park has a 20-year Facility Condition Assessment (FCA) and projected revenue inflows, whereas the Veterans Memorial Coliseum (VMC) has only identified capital projects for five years but lacks cost projections thereafter. The City Garages currently lack both a long-term capital plan and an FCA; their capital needs rely on projects identified by the operator and addressed through an annual funding allocation. These differences in available information contribute to varying levels of confidence in the 10-year funding gap estimates.

Future operating agreements create uncertainty when projecting the City's long-term capital obligations. The Moda Center bridge agreement runs through 2030, but associated capital responsibilities and available funding sources beyond that date remain unknown. For this 10-year analysis, we assumed the current arrangement continues through 2035. Under this assumption, City capital contributions are capped at available Trail Blazers ticket user fees and parking revenues, with Rip City Management covering any remaining costs. Additionally, VMC capital needs for Years 6–10 were estimated by applying an inflation factor to Years 1–5 costs. While these assumptions make a 10-year projection possible, they result in very low confidence estimates.

Portland Parks and Recreation
PP&R's comprehensive inventory and assessment program systematically documents built assets, and Urban Forestry methodically catalogs tree assets. A natural area assessment is in its infancy and has documented the ecological condition of ~30% of the 8,000 acres of natural area stewarded by PP&R. Additionally, an accepted method for natural area valuation will be implemented in future years.

Portland Bureau of Transportation
Historically, PBOT includes only built assets in this report and does not include its full property inventory, including traffic circles, medians, and other green spaces. Additionally, while Fleet and Facilities owns and maintains most of PBOT's fleet and equipment, there are some additional equipment that PBOT has purchased and maintains, which are also not included in this report.

Portland Water Bureau
Portland Water Bureau tracks replacement value and condition change of its built infrastructure in this report. There's about $23 million of book valued land and land use rights that are not included in the numbers shown. Most of this land does not depreciate or experience a condition rating change over time.

Data Gaps and Considerations for ongoing Work
continued…

Portland Water Bureau continued…

The condition ratings/estimates in this report are based on a combination of field measurements for some assets (e.g., vibration monitoring for some pumps), failure tracking based performance estimates for others (water mains), and based on a simple age deterioration for the remainder (facilities, service lines). There are differences in the confidence levels associated with these approaches.

Some asset attributes are estimated if they are unknown. This is often the case for infrastructure that has been annexed where the previous owner of the assets may not have tracked certain information as rigorously.

Capital Assets in other Bureau Portfolios

Due to historical decisions, some assets have landed under the authority of bureaus that do not traditionally manage capital assets and are not set up to do so effectively. For example, the Office of Community and Civic Life owns the Historic Kenton Firehouse in North Portland despite not having the code authority to rent out its community spaces or the expertise on staff to manage an aging facility. The development of a citywide asset register should include engagement of Central accounting and real estate groups across the City to account for capital assets that have landed under the stewardship of bureaus or offices that do not typically manage capital assets.