Multnomah County Capital Plan

Summary Report

Fiscal Year 2027

FY 2027 Multnomah County Capital Plan Summary Report

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Introduction

Multnomah County has a number of major capital investments — including major building renovations, bridge upgrades, and Information Technology (IT) projects — under consideration at any given time. Major capital investments are capital investments, whether a single or combination of related projects, that would require an investment equal to or greater than $1,000,000 for transportation or facilities and $250,000 for IT. This document does not contain projects less than these amounts, all projects that are funded for FY 2027 are reflected in the FY 2027 Capital Budget.

This document, the Capital Plan Summary Report, is in its third year of a process implemented for the first time in Fiscal Year 2025 to provide a countywide view of all capital investment plans and to recommend a prioritized list of major capital investments for the Chair's funding consideration in advance of preparing the Fiscal Year 2027 (FY 2027) Executive Budget. It provides a high level summary of **all** capital projects (both those with and without identified funding) that meet the major capital investment threshold, and it exclusively provides a prioritized list of the projects that require funding consideration from the County in the upcoming fiscal year(s). The projects were identified by departments across the County and brought forward by a Capital Planning Steering Committee.

The prioritized list of proposed major capital investments are listed here, with more detail provided below (including the department the project services, or if its a countywide project it is identified as "Enterprise" and noted following the project):

Department of County Assets (DCA) - Facilities and Property Management (FPM)

1. Justice Center Bus Duct Replacement Project (Multnomah County Sheriff's Office (MCSO))
2. Sobering Crisis and Stabilization Center (HD)
3. Vector Control Relocation Project (HD)
4. Rockwood Community Health Center (HD)
5. Harrison Community Village (HSD)
6. DCJ East Campus Expansion (DCJ)
7. New Animal Services Building (DCS)
8. Walnut Park Redevelopment (Enterprise)
9. Hansen Complex Deconstruction (Enterprise)
10. Prophet Center Relocation Project (DCA)
11. Mid County Health Center Replacement (HD)

Department of County Assets - Information and Technology (IT)

1. Homelessness Management Information System (HMIS) Implementation (HSD)
2. Website and Digital Services Transformation (Enterprise)
3. Radio System Replacement (Enterprise)
4. Preschool For All Early Learning Technology (DCHS)
5. DCHS Workflow Software (DCHS)
6. Enterprise Resource Planning Historical Data Retention (DCM)
7. Cedars Rebuild/Replacement (HD)
8. Network Access Control (Enterprise)
9. DCJ-Service Connection Technology (DCJ)
10. Electronic Health Record Transformation (HD)

11. Commons Rebuild (Enterprise)
12. Shelter Buddy Replacement (DCS)
13. Network Modernization (Enterprise)
14. Identity and Access Management (IAM) (Enterprise)

In addition, this report includes information on:

- Multi-year projects that were approved before this fiscal year and meet the major capital investment threshold.
- Projects from the DCA - Facilities and Property Management (FPM) Five Year Capital Improvement Plan (CIP) that meet the major capital investment threshold are already funded through County Capital Funds.
- Projects from the DCA-IT Asset Replacement Plan that are funded to replace or upgrade critical technology.
- Projects from the DCS- Transportation Five Year Capital Improvement Plan funded by outside sources like grants, County Road Funds, and State/Federal funds.
- Future potential major capital investments in the "Long Term Capital Investment Opportunities" lists (**Appendix C** and **Appendix D**). These are preliminary, not yet fully developed or funded, and are not prioritized.

Background and Process

Background

In December, 2023 - the County began to work with David Evans and Associates again, along with stakeholders from FPM, IT, Transportation, and others across the County to propose and implement a new process. This process is memorialized in Capital Planning Administrative Procedure (CAP-1). Two groups were created to move this new process forward.

- The **Capital Groups** consists of the people that oversee the implementation of capital investments and includes representatives from DCA - FPM and IT, DCS - Transportation.
- The **Capital Planning Steering Committee** consists of County leaders responsible for overseeing the capital planning process and includes:
    - Chief Operating Officer and Deputy Chief Operating Officer

- Chief Financial Officer
- Chief Budget Officer
- Director of Department of County Assets / Chief Information Officer
- Director of Department of Community Services
- Deputy Chief Information Officer
- Director of Facilities and Property Management
- County Engineer / Transportation Division Director

In-Scope and Out-of-Scope

IN-SCOPE

The CAP-1 prioritization process evaluates and prioritizes "**Major Capital Investments**," which are

1. Transportation investments of $1,000,000 or greater
2. Facilities investments of $1,000,000 or greater
3. IT investments of $250,000 or greater
4. And critically, require additional funding to be identified, for example, by one-time-only general fund money.

OUT-OF-SCOPE

Every year, Multnomah County considers and manages a number of capital projects that do not meet the criteria above. Those include:

- Certain **Facilities Capital Improvement Plan (CIP) Projects**: Projects that are funded through internal service fee collection, including: Capital Improvement of older facilities, asset Preservation of newer facilities, Library Capital Construction Fund of library building repairs.
- **IT Asset Replacement Projects**: Generally smaller projects focused on asset replacement of IT infrastructure, funded through internal service fee collection.
- **Library Capital Bond Projects**, which have dedicated funding from the 2020 library general obligation capital bond.
- **Transportation Capital Improvement Plans**: County Transportation projects are described in Transportation Capital Improvement Plans, and are typically funded with the State Highway Fund, local gas tax, local vehicle registration fees, or grants.

Process & Prioritization

The Capital Planning Process is outlined within CAP-1, but below is an outline of the process for FY 2027.

In this FY 2027 cycle, the Capital Groups began collaborating with departments in August 2025 to identify, compile and help prioritize major capital investments. Using a **Capital Project Information Form** (CPIF), Capital Groups gathered the same information about each project. For projects that are underway, CPIFs are updated with any updated information, and for new projects, new CPIFs are submitted. For new and existing projects, Capital Group leadership used a matrix, focused on safety and security, equity and impact, to score all projects. The questions on the matrix were:

- What effect will adding this item have on security for Multnomah County (physical and digital)?
- What effect will adding this have on safety for Multnomah County employees?
- Will this help build, promote, and retain a high quality and diverse workforce?
- What effect will this project have on prioritizing resources to address community needs and increase access to services?
- What effect will adding this have on our current or future customer service/product offering level?
- What will be the long-term effects of this addition?
- Will this addition have a daily positive impact on the department(s) affected?

In addition, for FY 2027, two new questions were added that address the urgency (i.e., change in laws require this project to begin or being asked to vacate a space) of a project that has not yet started, and if a project is underway, do we have an ability to pause the project. These, in addition to the matrix, are scored, which is a factor in prioritizing the project. The CPIF process also provides a unique opportunity for departments to note the proposed source of funding, as well as any ongoing operational costs and/or impacts associated with the project.

In November and December 2025, the scored and prioritized lists of CPIFs were presented and discussed with the Capital Planning Steering Committee for their feedback and approval. At the same time this was occurring, the Chief Financial Officer's office worked on developing a 5 year funding forecast, outlining proposed funding sources and budget needs. These prioritized projects and the funding forecast were then presented to the Chair for consideration in January 2026, and to the Board as a briefing in March 2026. When the Chair's budget was proposed in April 2026, this also included the proposed Capital Budget, and the approved budget was presented to the Board in May of 2026. The adopted budget, in June 2026 provided the final FY 2027 budget for each of the projects.

FY 2026 Budget Note Response

FPM has refined its existing processes to address the Board's request as described in FY 2026's Budget Note #3, Facilities Capital Planning Process, which states:

> *It is the policy of the Board to develop a systems and process improvement plan to identify key decision points that are cost drivers and how Multnomah County can make improvements in order to drive capital project cost down. Examples of process improvements include, but are not limited to, estimated budget parameters before planning begins, review of value-added regarding green building and renovations, identified likely source of funding for full project scope prior to beginning planning process, and evaluation of commercial practices that could be implemented to minimize cost overruns.*

FPM's process includes:

- **Feasibility & Alternatives:** When a new project over $1 million is funded outside of FPM's five year Capital Improvement Plan, FPM evaluates programmatic needs, jurisdictional mandates, funding sources and County standards (e.g., LEED certification) in the initial planning phase. Project teams then develop and present conceptual estimates for two or more alternatives to the COO and Chair's office, including proposed funding sources, and obtain approval for which option is presented to the Board. Following approval, FPM seeks Board approval to proceed with construction, for all projects, and well prior to that for design, for larger projects (generally, over $10 million), in accordance with the FAC-1 Administrative Procedure.
    - *Example (Sobering Crisis & Stabilization Center and DCJ East Campus South Building).* FPM obtained guidance from the Chair and COO's office on renovation quality parameters (primary cost driver) and then evaluated options that considered both an ideal option that took into account those parameters, and a

minimal option that included not meeting certain FPM design specifications (e.g. roofing quality, building automation systems standards), not obtaining LEED certification, not adding electric vehicle charging infrastructure, and getting an exception to the state's Green Energy Technology requirements.

- **Design & Cost Control:** Throughout the design phases (i.e., conceptual, schematic, design development, and construction documentation), FPM collaborates with design and construction partners to implement best practices in the industry in cost management. Multi-phase cost estimating is systematically conducted at each design phase to identify and capture cost-saving opportunities. A final budget and plan are presented for Board approval prior to executing major construction contracts or Guaranteed Maximum Price (GMP) amendments to a contract in accordance with FAC-1's Administrative Procedure.

Non-Routine Capital Projects

Prioritized Project List: Department of County Assets - Facilities and Property Management (FPM)

The DCA - FPM team brought forward **eleven total** projects that met the major capital investment threshold for funding consideration in FY 2027. Of the **eleven projects**, **two** received new OTO general funds for FY 2027, **two** received other County funding, **five** did not receive additional funding, and **one** project remains unfunded. Estimated costs include requests for funding for this fiscal year and the total cost of the project from its inception to completion. Two additional FPM projects, Vehicle Electrification Project and the Downtown Real Estate analysis did not meet the $1,000,000 threshold and are not included in the table below. The list of prioritized projects, are included in the table below:

Priority	Project Name	FY 2027 NEW Funding	Total FY 2027 Budget (NEW and Carryover)	Total Unfunded	Estimated Project Cost	FY 2027 Funding Source
1	Justice Center Bus Duct Replacement (MCSO)	$2,500,000 (County) $6,379,961 (All)	$10,699,985 (All)	$4,240,000 (County Only)	$18,090,000 (County) $25,570,000 (All)	General Funds, Interest Earnings, **AP Funding and City of Portland**
2	Sobering and Crisis Stabilization Center (HD)	$12,397,579	$25,953,792	$1,846,208	$35,980,300	State House Bill 5204, Senate Bill 5701 and **General Funds**
3	Vector Control Relocation Project (HD)	$2,500,000 (City)	$2,500,000 (City)	$8,000,000 (County)	$14,000,000 (All)	**City of Portland**
4	Rockwood Community Health Center (HD)	$375,000	$2,975,000	$0	$6,890,002	General Funds, Health Grant and **CIP Funding**

Priority	Project Name	FY 2027 NEW Funding	Total FY 2027 Budget (NEW and Carryover)	Total Unfunded	Estimated Project Cost	FY 2027 Funding Source
5	Harrison Community Village (HSD)	$0	$100,000	$0	$4,128,197	Supportive Housing Services
6	DCJ East Campus Expansion (DCJ)	$0	$854,406	$18,070,000	$19,070,000	General Funds
7	New Animal Service Facility - Design Phase (DCS)	$0	$3,304,926	TBD	TBD	Proceeds from property sale
8	Walnut Park Redevelopment (Enterprise)	$250,000	$377,339	TBD	TBD	**General Funds**
9	Hansen Complex Deconstruction (Enterprise)	$0	$50,000	$5,000,000	$6,600,000	General Funds
10	FPM Prophet Center Relocation (DCA)	$0	$119,730	$52,000,000	$52,150,000	General Funds
11	Mid County Health Center Replacement (HD)	$0	$0	$66,000,000	$66,000,000	Not funded for FY 2027

Updates on Projects Funded in FY 2026 and Continuing in FY 2027:

- **Justice Center Bus Duct Replacement Project (MCSO):** In FY 2026, construction continued on this project and will continue through FY 2027. This project is planned to reach substantial completion in FY 2029.
- **Sobering Center (HD):** In FY 2026, activities included finalizing the design, obtaining the necessary permits, obtaining Board approval to proceed with construction, executing a Guaranteed Maximum Price amendment with the general contractor, and initiating construction. Construction will continue throughout FY 2027, with substantial completion slated for FY 2028.

- **Rockwood Community Health Center (HD):** In FY 2026, construction began on the site and will continue into FY 2027 with anticipated completion in mid FY 2027.
- **Harrison Community Village (HSD):** The project reached substantial completion in FY 2026 with residents moving in, in late FY 2026. The remaining funding will be used for project close-out.
- **DCJ East Campus Expansion:** Planning work began in FY 2026. In FY 2027, pending Board approval via the FAC-1 administrative procedure, an architectural and engineering firm will be contracted to conduct formal design.
- **New Animal Service Facility - Design Phase (DCS):** The overall scope and costs of this project remain the same as was proposed in FY 2025. This project did not receive additional funding for FY 2027, but will use rollover funding to continue the momentum on the project with programming and conceptual design work.
- **Walnut Park Redevelopment (HD, DCHS):** In FY 2027, a development partner will lead a site analysis, site programming, and conceptual design work. They will develop public-private-partnership (P3) scenarios for the County to consider.
- **Hansen Complex Demolition:** The overall scope of the project has shifted from the County deconstructing the complex to selecting a buyer to develop and transform the site. In FY 2027, the reduced funding to $50,000 will be used to support the project management over the County's property disposition process.
- **Prophet Center Relocation (FPM, Distribution):** In FY 2027, Facilities will be consulting with the different work groups located at the Prophet Center to determine the best suitable program space needed for relocation. This information will inform a final recommendation, estimated costs and proposed approach on acquiring relocation space.

Previously Unfunded/New Projects for FY 2027:

- **Vector Control (HD):** This project includes designing, permitting, and renovating a property and building for the Vector Control program. In FY 2027, a location will be acquired and design activities will begin that will include obtaining Board approval via the FAC-1 administrative procedure for a renovation.
- **Mid-County Health Center (HD):** This project remains unfunded for FY 2027. The scope of this project if it were to be funded is to purchase a new property and either renovate or construct a new Mid-County Health Center.

Prioritized Project List: Department of County Assets - Information Technology (IT)

The DCA IT division proposed **fourteen** projects, **two** received other County funding for FY 2027, **five** do not require additional funding, **one** was unfunded for FY 2027, and **six** projects do not require funding in FY 2027, but will require funding, beginning in FY 2028. One additional IT project, Lobbying Reporting Software, was not included in the table below as it didn't meet the $250,000 threshold. The list of prioritized projects, with descriptions and updates below the table:

Priority	Project	FY 2027 NEW Funding	Total FY 2027 Budget (NEW and Carryover)	Total Unfunded	Estimated Total Project Cost	Funding Source
1	Homeless Management Information System Implementation (HSD)	$1,854,750 (County Only) $2,2984,250 (All)	$0	$1,813,875 (County Only)	$4,871,750 (County Only) $7,659,250 (All)	**Supportive Housing Services, Regional Investment Fund**
2	Public Website and Digital Services Transformation (ENT)	$0	$1,181,974	$0	$3,300,000	General Funds
3	Radio System Replacement (ENT)	$0	$1,616,638	$0	$3,000,000	IT Asset Replacement BWC, General Funds
4	Preschool For All - Preschool Early Learning Technology (DCHS)	$416,320	$0	$0	$1,658,758	**Internal Service Reimbursement (PEL)**
5	Workflow Software (DCHS)	$0	$500,000	$0	$500,000	General Funds
6	Enterprise Resource Planning Historical Data Retention (ENT)	$0	$816,634	TBD	$1,000,000	General Funds
7	CEDARS Replacement (HD)	$0	$3,738,081	$0	$5,000,000	General Funds

8	Network Access Control (ENT)	$0	$310,000	$0	$310,000	General Funds
9	Service Connection Technology (DCJ)	$0	$0	$2,000,000	$2,000,000	Not funded for FY 2027
10	Electronic Health Record Transformation (HD)	$0	$0	$4,200,000	$4,200,000	Not funded for FY 2027
11	Commons Rebuild (ENT)	$0	$0	$2,000,000	$2,000,000	Not funded for FY 2027
12	Shelter Buddy Replacement (DCS)	$0	$0	$250,000	$250,000	Not funded for FY 2027
13	Network Modernization (ENT)	$0	$0	$1,000,000	$1,000,000	Not funded for FY 2027
14	Identity and Access Management (DCA)	$0	$0	$2,000,000	$2,000,000	Not funded for FY 2027

Updates on Projects Funded in FY 2026 and Continuing in FY 2027:

- **Website Transformation:** In FY 2027, IT will continue to improve the overall usability, navigation, search, and language options. IT will develop usable services and accessible content, and will release five new website translation languages.
- **Homeless Management Information System (HMIS) Implementation**: In FY 2027, the new HMIS software, BitFocus Clarity, will be implemented.
- **Radio System Replacement:** This project will complete full construction activities in the first quarter of FY 2027. This will include equipment testing and monitoring.
- **Preschool For All - Preschool Early Learning Technology:** In FY 2027, IT will build and implement software to improve how Preschool For All programs are managed, coordinated, and communicated with parents of enrolled children.
- **Workflow Software:** Using the strategic study completed in FY 2026, IT and DCHS will develop a plan for simplifying and improving critical DCHS software applications, focusing on the most important workflow changes first in FY 2027.
- **Enterprise Resource Planning Historical Data Retention:** In FY 2027, IT will evaluate and recommend a data

retention and reporting solution strategy for approval by the Chair. Once the strategy is approved, a detailed plan with initial and on-going costs will be socialized and implemented.

- **CEDARS Replacement:** In FY 2027, IT and Health will work with Slalom, a local technology consultancy company and development partner, to refine the final requirements for and begin development of a Health Warehouse Minimum Viable Product (MVP).
- **Network Access Control:** In FY 2027, IT will deploy Network Access Control (NAC), in learning mode, for all wireless connections, building by building.
- **Shelter Buddy Replacement:** This project is to select and implement a solution which will enable patrons to perform self-service account management, including the procurement or renewal of licenses and real-time updates to pet data. The solution would also allow the Animal Shelters to more effectively manage veterinary records and allow staff to make updates from mobile devices.

Five Year Funding Analysis

Five Year Funding Analysis and Key Considerations

The tables below provide a five-year funding analysis of the major capital investments described in Pages 11-20 of this report.

Table A, below, depicts FY 2027 capital projects that are already underway, having received funding in FY 2026 or earlier. In the row highlighted toward the bottom of the tables (page 20), you will see that in FY 27, ongoing projects required $18.3M in funding (of which all funding has been identified, including $12.6M of one-time-only General Fund). <u>Over the next five years, those projects will require (estimated) $32.9M in funding beyond what is anticipated from one-time-only General Fund, grants and other funds.</u> Please note that there are additional projects, that are not listed on the table, that if approved to move forward, would require upwards of $140M in additional funding.

Additional considerations include:

1. The *allocated* one-time-only General Fund in FY26 for Capital Investments (Including IT Capital) was $12.6 million.
2. Debt Considerations: every $25 million of debt financing results in an estimated $2.0 million in annual debt service over a 20 year term.
3. These lists focus on the prioritized capital investments in pages 11-15 of this report, and exclude capital investments funded by Capital Improvement Fund (CIP) and Asset Preservation Fund (AP).
4. These lists exclude funded Transportation (e.g. EQRB) and Library Bond Capital Projects.

TABLE A: FY 27 CAP-1 Major Capital Projects (5-Year Plan)

Project	Current Funding Source	Total Estimated Project Cost	Total Funding	FY26 Funding	FY27 Carryover	FY 27 Funding	FY 28 Estimate	FY 29 Estimate	FY 30 Estimate	FY 31 Estimate
JC Electrical System Upgrade - Bus Duct Replacement (MCSO)	General Fund/ Asset Preservation	29,569,647	16,187,656	11,423,251	3,879,961	2,500,000	3,500,000	740,000	-	-
Sobering and Crisis Stabilization Center (Health)	Grant/General Fund	36,000,000	21,200,000	14,490,206	11,546,208	12,953,792	1,787,779	-	-	-
ADA Improvement Project (DCS)	General Fund	37,105,000	6,300,000	100,000	-	-	1,504,000	1,065,000	3,932,000	3,796,000
Homelessness Management Information System (HMIS) Implementation (HSD) - County Portion	SHS Fund	4,812,500	4,812,500	1,203,125	-	1,854,750	1,813,875	-	-	-
Public Website and Digital Services Transformation (Enterprise)	General Fund	3,300,000	3,300,000	1,500,000	1,181,974	-	-	-	-	-
Vector Control Relocation (Health)***	General Fund/Other	14,000,000	-	-	-	-	8,000,000	-	-	-
Radio Replacement Project (Enterprise)	General Fund	3,000,000	3,000,000	-	1,616,638	-	-	-	-	-

Project	Current Funding Source	Total Estimated Project Cost	Total Funding	FY26 Funding	FY27 Carryover	FY 27 Funding	FY 28 Estimate	FY 29 Estimate	FY 30 Estimate	FY 31 Estimate
Preschool For All - Early Learning Technology (DCHS)	PFA Fund	1,658,758	1,658,758	457,169	-	416,320		-	-	-
Rockwood Community Health Center (Health)	Various	6,890,002	6,890,002	-	2,266,957	375,000	-	-	-	-
Harrison Pod Village (HSD)	HSD Capital Fund	4,128,197	4,128,197	-	693,885	-	-	-	-	-
Workflow Software (DCHS)	General Fund	500,000	500,000	-	500,000					
DCJ East Campus Expansion (DCJ)	General Fund	19,070,000	1,500,000	1,000,000	854,406	-	14,500,000	3,070,000	-	-
New Animal Services Building Project (DCS)*	MCAS Fund	TBD	3,565,225	3,446,128	3,304,926	-	-	-	-	-
Walnut Park Redevelopment Planning (Enterprise)**	General Fund	TBD	400,000	-	127,339	250,000	-	-	-	-
Hansen Complex Deconstruction (Enterprise)	General Fund	6,600,000	1,700,000	1,000,000	50,000	-	-	-	-	-
Enterprise Resource Planning Historical Data Retention (Enterprise)	General Fund	4,000,000	1,000,000	-	725,544	-	3,000,000	-	-	-

Project	Current Funding Source	Total Estimated Project Cost	Total Funding	FY26 Funding	FY27 Carryover	FY 27 Funding	FY 28 Estimate	FY 29 Estimate	FY 30 Estimate	FY 31 Estimate
CEDARS Rebuild Replacement (Health)	General Fund	5,000,000	5,000,000	-	3,702,490					
Network Access Control (DCA)	General Fund	310,000	310,000	-	310,000	-	-	-	-	-
Prophet Center Relocation (DCA)	General Fund	TBD	150,000	150,000	119,730	-	-	-	-	-
*This assumes the County will finance capital project, debt issued in early 2029						**18,349,862**	**34,105,654**	**4,875,000**	**3,932,000**	**3,796,000**
**Funding Method - Still in Process										
***City of Portland will pay for $6m of total project costs					**Funded:**	**18,349,862**	**4,813,875**	**3,000,000**	**3,000,000**	**3,000,000**
					PFA Fund	416,320	-	-	-	-
					SHS Fund	1,854,750	1,813,875	-	-	-
					MCAS Fund	-	-	-	-	-
					AP/CI Fund	2,875,000	-	-	-	-
					Unused Coordinated Pathway Center Funds	556,213				
					OTO GF (Estimate)	12,647,579	3,000,000	3,000,000	3,000,000	3,000,000
					Unfunded:	**-**	**(29,291,779)**	**(1,875,000)**	**(932,000)**	**(796,000)**

Other Major Capital Investments (Capital Improvement, Asset Preservation, and Others)

Each Capital Group also presented a list of investments that are not proposed requests for funding consideration. These projects meet the threshold for Major Capital Investments and are part of capital plans, or capital improvement plans, developed, for which funding is already identified and confirmed during the budget process each fiscal year.

In the tables below, the "Total Estimated Project Cost" indicates the full cost of completing the project, according to current estimates.

Department of County Assets - Facilities and Property Management

To maintain our existing facility assets, DCA - FPM evaluates the life cycle and condition of current building systems and works with departments to identify facility needs. The needs are prioritized with a scoring system that considers:

- Safety
- Building condition
- Code requirements
- Condition of major systems
- Potential operational savings
- Workplace environment impact
- Potential to leverage outside funding.

These projects are included in a five year rolling Capital Improvement Plan (CIP) that is confirmed with budget adoption by the Board each spring. The CIP includes projects that span multiple years. The projects are funded through the contribution of funds from all County programs that occupy County owned building space.

The first table summarizes projects that are tentatively projected to begin in FY 2027. These projects are funded by either the:

- **Capital Improvement Fund:** funded by a capital improvement fee assessed to County building tenants, interest income, financial proceeds, revenue from leased facilities and one-time-only General Fund cash transfers. This fund supports capital repair, replacement and upgrade projects to improve building systems in owned buildings.
- **Asset Preservation Fund:** funded by an asset preservation fee assessed to County building tenants and interest income. The fund supports capital repair, replacement and upgrade projects for owned buildings that are high performing assets.
- **Library Construction Fund:** funded by a library construction fee assessed on all owned and leased libraries. The fund supports capital repair, replacement and upgrade projects in libraries.

Building Name	Project	FY 2027 New Funding Allocated	Total Estimated Project Cost	Fund
Central Courthouse	Replace Cameras & Servers	$410,500	$1,440,500	Asset Preservation Fund
Juvenile Justice Complex	Replace Detention Electronics System	$414,000	$4,205,500	Asset Preservation Fund
	Refurbish All Air Handling Units for the HVAC System	$517,500	$1,208,500	
Mid-County Health Center	Update Exterior & Replace Roof	$568,480	$1,870,200	Asset Preservation Fund
Multnomah Building	Replace Generator, Tanks & Add Dock Station	$536,697	$1,997,541	Asset Preservation Fund
Multnomah County East	Replace HVAC Rooftop Units	$227,500	$1,035,000	Asset Preservation Fund
	Replace Lighting & Controls	$410,500	$2,729,605	
	Waterproof Exterior & Refurbish Roof	$528,000	$1,895,400	

The table below summarizes active Asset Preservation Fund, Capital Improvement Fund, and Library Construction Fund projects that will continue into FY 2027 and beyond:

Building Name	Project	FY 2027 New Funding Allocated	Total Estimated Project Cost	Fund
AVIVA Building	Tenant Improvements for WIC	$0	$1,086,850	Asset Preservation Fund
Duniway-Lovejoy Elections Building	Install Generator, Panels & Automatic Transfer Switch	$0	$1,596,810	Asset Preservation Fund
Gateway Children's Center Residential Building	Update Lighting + Control Panels	$100,000	$1,011,580	Asset Preservation Fund
John B Yeon Annex	Replace Roof	$300,000	$2,106,000	Asset Preservation Fund
Juvenile Justice Complex	Add Central Uninterruptible Power Supply	$0	$1,058,900	Asset Preservation Fund
	Replace Lighting Control Panels	$650,000	$1,499,832	
	Replace Chillers & Cooling Towers	$748,840	$2,254,630	
	Replace Detention Electronic Hardware	$0	$4,015,000	
	Upgrade Parking Lot, Drywell & Landscaping	$0	$2,342,300	
Multiple Buildings	Miscellaneous Projects	$1,200,000	$6,900,000	Asset Preservation Fund
Multnomah Building	Update Heating, Ventilation, and Air Conditioning System	$500,000	$4,632,721	Asset Preservation Fund

Building Name	Project	FY 2027 New Funding Allocated	Total Estimated Project Cost	Fund
	Replace Transformers & Electrical Panels	$0	$2,410,881	
	Replace Lighting & Controls	$0	$3,186,229	
Multnomah County Inverness Jail	Replace Boilers	$362,250	$1,618,250	Asset Preservation Fund
	Upgrade Video Software & Firmware	$250,000	$1,613,000	
	Replace Security System	$100,000	$1,333,900	
	Replace Roof	$828,000	$8,381,329	
	Replace Cameras & Servers	$2,250,000	$3,323,346	
	Upgrade Lighting Fixtures	$0	$2,587,427	
	Install Lighting Uninterruptible Power Supply Systems	$0	$1,177,750	
	Replace Shower Finishes & Refresh Dorms	$0	$2,812,510	
	Replace HVAC Rooftop Units	$0	$2,102,500	
	Relocate Electrical Detention Relays	$0	$1,202,735	
North Portland Health Clinic	Replace Roof	$0	$1,053,000	Asset Preservation Fund
Bridge Shops	Modify Electrical Service & Generator	$0	$2,327,130	Capital Improvement Funding
Cook Plaza	Remodel Building	$1,666,279	$1,666,279	Capital Improvement Funding

Building Name	Project	FY 2027 New Funding Allocated	Total Estimated Project Cost	Fund
DCJ East County - North	Add New Connecting Foyer	$0	$2,500,000	Capital Improvement Funding
John B Yeon Facility	Waterproof Flooring	$400,000	$3,298,074	Capital Improvement Funding
	Add/Upgrade Exterior Lighting	$300,000	$1,168,550	
Justice Center	Replace Generator Switch Gears - Shared with City of Portland	$400,000	$3,689,934	Capital Improvement Funding
	Replace Generators - Shared with City of Portland	$100,000	$1,432,054	
	Upgrade Security Entry Level - Shared with City of Portland	$500,000	$7,566,598	
	Replace Lighting, Panels & Controls	$524,138	$4,368,190	
	Replace Plumbing on Floors 2-9	$517,500	$6,290,180	
	Replace Boilers - Shared with City of Portland	$0	$1,927,122	
Multiple Buildings	Miscellaneous Projects	$1,650,000	$7,950,000	Capital Improvement Funding
River Patrol Chinook Landing Boathouse	Replace Boathouse	$0	$1,238,588	Capital Improvement Funding
River Patrol Columbia Boathouse 2	Replace Boathouse	$111,500	$1,256,037	Capital Improvement Funding

Building Name	Project	FY 2027 New Funding Allocated	Total Estimated Project Cost	Fund
River Patrol Columbia Boathouse 3	Replace Boathouse	$53,393	$1,292,700	Capital Improvement Funding
River Patrol Willamette Boathouse 2	Study/Design of Dock Landing	$0	$1,490,000	Capital Improvement Funding
Central Library	Repair Exterior Balustrade/Stairs Construction	$0	$3,586,515	Library Construction Fund
	Replace Skylights/Access Space	$1,365,256	$2,020,276	
	Upgrade Lighting to LED	$1,070,300	$2,505,300	
Multiple Buildings	Fund 2506 Future Projects	$1,394,570	TBD	Library Construction Fund

The table below summarizes Library Capital Bond Projects currently supported by DCA - FPM

Project	Project Type	Forecast: June 2021 Baseline Budget	Current Forecast
Operations Center	Renovation	$61,234,509	$55,751,878
Midland Library	Renovation	$30,614,359	$31,254,641
Holgate Library	New / Existing Site	$26,998,923	$27,541,066
North Portland Library	Renovation	$11,364,147	$13,776,608
Albina Library with Admin	New / Existing Site	$47,150,697	$55,370,591
East County Library	New / New Site	$126,285,706	$163,319,601

Project	Project Type	Forecast: June 2021 Baseline Budget	Current Forecast
Belmont Library	New / Existing Site	$26,716,743	$28,019,295
Northwest Library	New / New Site	$18,595,575	$21,452,807
St. Johns Library	Renovation	$8,785,499	$14,374,487
AMH / Refresh	Existing Sites	$25,919,936	$24,920,910
Project Contingency Funded Additions	Existing Sites	$0	$9,682,700
IMMS	Systemwide	$0	$1,050,000

Department of County Assets - Information Technology

Capital planning and funding for technology projects generally falls into two categories: **replacing** existing technology, and implementing **new technology** to improve existing business processes, or to offer new programs/services to the community. Department of County Assets, IT identified the following bodies of work or projects that meet the Major Capital Investments threshold summarized in the tables below.

As part of ongoing work, DCA - IT estimates the cost for the upcoming fiscal year to replace Network Systems, PC/Laptops, Servers and Storage, Software and Telecommunications to provide for the lifecycle replacement of these important IT assets. Based on the information available now, DCA - IT is also able to forecast the total costs for these items for the next five years.

The table below summarizes projects funded through the **IT Asset Replacement Fund**, derived from Internal Services Rates. The annual amount collected is based on estimated life cycle asset replacement schedules.

Project Title	Short Project Description	FY 2027 Estimated Costs	Estimated Forecasted Cost (FY 2027 thru 2031)	Funding Source
AV Systems Lifecycle Asset Management	This program is responsible for providing the lifecycle management and replacement of outdated, unsupported, broken or damaged AV IT assets.	$367,500	$9,418,763	Internal Service Rate Reimbursement
Network Systems Lifecycle Asset Management	This program is responsible for providing the lifecycle management and replacement of outdated, unsupported, broken or damaged network IT assets.	$372,645	$2,190,567	Internal Service Rate Reimbursement
PC/Laptop Life Cycle Asset Replacement	This program is responsible for providing the lifecycle management for desktop, laptop and chromebook	$2,850,812	$15,752,536	Internal Service Rate

Project Title	Short Project Description	FY 2027 Estimated Costs	Estimated Forecasted Cost (FY 2027 thru 2031)	Funding Source
	assets.			Reimbursement
Server and Storage Life Cycle Asset Replacement	This program is responsible for providing the lifecycle management of our server, storage, UPS and battery assets in our data centers.	$410,130	$2,266,226	Internal Service Rate Reimbursement
Software Lifecycle Asset Replacement	This program is responsible for providing the lifecycle management and replacement of outdated, unsupported, IT software licensing.	$1,473,893	$8,485,314	Internal Service Rate Reimbursement
Telecommunications Systems Lifecycle Asset Replacement	This program is responsible for providing the lifecycle management and replacement of outdated, unsupported telecommunications voice system assets.	$424,462	$2,345,419	Internal Service Rate Reimbursement

In addition to lifecycle management for IT assets and the projects identified in the previous section. IT manages the **Technology Improvement Program,** identifies and addresses risks (security, out of date user functionality, end-of-life, etc.) from Obsolescent Technology (ROT) within the County's technology ecosystem.

Project Title	Short Project Description	FY 2027 Estimated Costs	Total Estimated Project Cost	Funding Source
Technology Improvement Program	Develop and support custom software applications across the County, however a majority of the program's efforts are in support of HD, DCJ, DCHS, and the MCSO.	$2,946,176	$5,000,000	Beginning Working Capital

Department of Community Services - Transportation

These projects are included in the Transportation Capital Improvement Plan (CIP) The CIP includes projects that span multiple years.

These projects are funded by either the:

- **Road Fund:** A combination of State Highway Fund and County Gas Tax. (State Highway Fund is made up of State Gas Tax, State Vehicle Registration and other fees, and motor carrier tax).
- **Bridge Fund:** County Vehicle Registration Fee, along with a smaller amount of State Highway Fund and County Gas Tax.
- **Burnside Fund:** The same sources as the Bridge fund as well as State and Federal grants.
- **Grants**: State and Federal discretionary funds that the County applies for and is awarded. These can include Large Bridge Program grants, Safe Routes to School Grants, Regional Flexible Fund Allocation Grants, as well as grants applied retroactively for emergency repair projects (e.g. Federal Emergency Management Agency (FEMA) grants).

Project Name	Short Project Description	FY 2027 Adopted Budget	Current Project Estimate	Funding Source
Sandy: 201st to Quail Hollow	Planning to improve bicycle and pedestrian access, improve transit access for lower income senior living communities, and facilitate the movement of trucks through this critical supply corridor. Includes 56 ADA Ramps.	$60,482	$1,421,586	**Road Fund**: 89.73% Regional Flexible Fund Award and 10.27% Road Fund
Reeder Rd Culvert	On Sauvie Island, replace the failed existing 48" diameter culverts on Reeder Rd. with a new 12' diameter culvert.	$3,304,634	$3,304,634	**Road Fund**
Gordon Creek	Repair steep slopes adjacent to Gordon Creek Rd to	$1,234,481	$2,986,069	**Road Fund:** Grant

Project Name	Short Project Description	FY 2027 Adopted Budget	Current Project Estimate	Funding Source
Road Betterment MP 2.1	prevent rock debris from falling onto the roadway.			
223rd Safe Routes to School	Pedestrian, bike, drainage, pavement marking and resurfacing improvements from north of Halsey to Main Street near Fairview Elementary School. Includes the replacement of 8 ADA ramps.	$1,715,092	$2,400,000	**Road Fund:** 75.71% Safe Routes to School Grant and 24.29 % Road Fund.
Troutdale Culvert	Replace culvert under Troutdale road, north of Stark Street with a bridge that fully opens Beaver Creek to fish passage and vastly improves access for cars, bikes, and pedestrians.	$1,214,094	$9,925,703	**Road Fund:** Design- USDOT Grant, Construction- NOAA Grant, and a 20% County Match.
2027 Road Resurfacing	Resurface Buxton Road in Troutdale from the Historic Columbia River Highway to north of Cherry Park Road. Replace any non-compliant ADA ramps.	$1,257,198	$1,257,198	**Road Fund**
Stark St Bridge Replacement NEPA	Planning costs related to the replacement Start Street Bridge with a wider bridge that can safely accommodate all modes and meet both current and future transportation needs.	$1,257,198	$5,400,000	**Road Fund**
Kaiser Road Embankment	Repair of creek channel slopes and armoring of roadway embankment.	$516,082	$2,825,550	**Road Fund:** Grant
Traffic Signal Replacement	Improve existing signals at Marine Drive and Sundial Road, and at Stark Street and Troutdale Road. Replace signals at Cherry Park and Buxton Road. Includes the replacement of 14 ADA ramps.	$1,604,424	$1,918,161	**Road Fund**

Project Name	Short Project Description	FY 2027 Adopted Budget	Current Project Estimate	Funding Source
Morrison Strengthening	Rehabilitation of the Morrison Bridge including joint repair, bent cap strengthening, machinery motor refurbishment, concrete overlay, and deck crack sealing.	$13,381	$9,697,691	**Bridge Fund:** Gasoline Tax, County's State Motor Vehicle Registration Fee, Federal and State Revenues, and Grants.
Broadway Deck Replacement	Replacement of the existing fiber reinforced bridge deck on the movable portion of the Broadway Bridge.	$1,316,319	$21,500,000	**Bridge Fund:** Gasoline Tax, County's State Motor Vehicle Registration Fee, Federal and State Revenues, and Grants.
Burnside Bridge Replacement Project	Replacement of the Burnside Bridge with a new movable bridge that would be immediately usable after a Cascadia Subduction Zone earthquake.	$32,776,758	$1.6 - $1.8 Billion	**Burnside Fund:** County's State Motor Vehicle Registration Fee

Long Term Capital Investment Opportunities

Each Capital Group has developed a list of Long Term Capital Investment Opportunities to capture potential major capital investments anticipated in the future.

DCA - IT developed a twenty year capital opportunities list that will be revisited at least annually. This list indicates the likely funding source as well as the status of the projects when available. There are a few categories:

- "5 Year" items are projects that will be included in or are already in the current Capital Plan.
- "Firm" items are projects that have a funding source already identified or may be occurring beyond five years.
- The final status is "Fuzzy" which includes projects that are anticipated but the status and estimated costs are a best guess.

The full list is included in **Appendix C**.

DCA - FPM's FY 2027 Long Term Capital investment opportunities is included in **Appendix D**. Several of the assessment projects in FY 2027 are related to items on this list.

Finally, the Transportation team has developed a twenty year Capital Improvement Plan for Bridges and another specific to Roads. For the Bridge Capital Improvement Plan, the highlighted projects are partially or fully funded. That project list is linked here: Bridge CIP Updated Project List. The Roads Capital Improvement Plan includes links to more in depth descriptive project sheets for the top 39 projects. That project list is linked on this webpage: Roads Capital Improvement Plan.

APPENDIX A: Capital Project Information Form Responses and Priorities

Capital Project Information Form (Responses)

APPENDIX B: DCA - IT Long-Term Capital Investment Opportunities

Information Technology Long Term Capital Opportunities

APPENDIX C: DCA - FPM Long-Term Capital Investment Opportunities

Facilities Long-Term Project Ideas List - FY 2027

APPENDIX E: [Major Facilities Capital Projects Overview]

How the Board of County Commissioners Deliberates on Capital Projects

The FAC-1 Administrative Procedure describes a process for planning, design, implementation, and construction of specific *facilities* projects, and includes guidelines for obtaining board approval at one or more major milestones for Major Capital Facilities Projects exceeding $1 Million. See the Major Facilities Capital Projects Overview for additional context.

CAP-1 describes a countywide process for prioritizing major capital investments that require funding to be identified. CAP-1 does not describe how to implement specific projects but, rather, creates a process for County leadership to prioritize projects in one document.

CAP-1 and FAC-1 Comparison

CAP-1	FAC-1
Purpose: “To provide a standard method for the development of short and long-term countywide capital plans that identify County infrastructure needs and guides the County asset management and investment strategy.”	Purpose: “establishes a comprehensive process for planning authorization and construction of Major Facilities Capital Projects.”
Applies to all major capital projects	Applies only to major facilities capital projects
Describes a process for creating: (a) a Multnomah County Capital Plan, which is a list of prioritized projects recommended to the Chair and Board; (b) a Long-Term Capital Opportunities plan	Describes four phases of development within a project. The phases may be combined for presentation to the Board for approval in one or more 1. Preliminary Planning Proposal 2. Project Proposal 3. Project Plan 4. Project Design and Construction
CAP-1 is a higher level, akin to a strategic planning process. Through the Multnomah County Capital Plan, it compares and contrasts all major capital projects for	FAC-1 is more specific, describing the path from design to approval for construction for individual facilities projects.

County leadership.	
Projects require additional funding to be identified.	Projects may or may not have funding identified (most do).