

**Capital Project Scoring
used by:
Capital Improvements Committee (CIC)
and referenced by:
County Executive / County Board**



Scoring Criteria Overview



Design 1st Approach
&
Project Scoring



Scoring Criteria Overview



CIC & Project Scoring Criteria

1. CIC Overview

- ✓ CIC created via adopted County Board amendment and included in the 2013 Adopted Capital Improvements Budget and included as part of County Ordinance under Chapter 36 (CAPITAL IMPROVEMENTS COMMITTEE)
- ✓ Capital project scoring criteria (criteria) and prioritization
- ✓ Available funding based on County Bonding Cap (3% over previous year's adopted bonding level) and Cash Goal Policies (20% of the Net County Funding Contribution)
- ✓ Sends Advisory listing of capital projects to County Board and County Executive
- ✓ CIC Members
 - (a) The director of the department of transportation, or alternate;
 - (b) The fiscal and budget administrator, or alternate;
 - (c) The comptroller, or alternate;
 - (d) The chair of the committee on community, environment and economic development, or alternate;
 - (e) The chair and vice-chair of the committee on finance, or alternates;
 - (f) Two (2) appointments of the county executive who shall be mayors or village board presidents of municipalities located in Milwaukee County, or alternates;
 - (g) The chair of the county board shall appoint the chair of the committee.



CIC & Project Scoring Criteria

1. Scoring Criteria Purpose

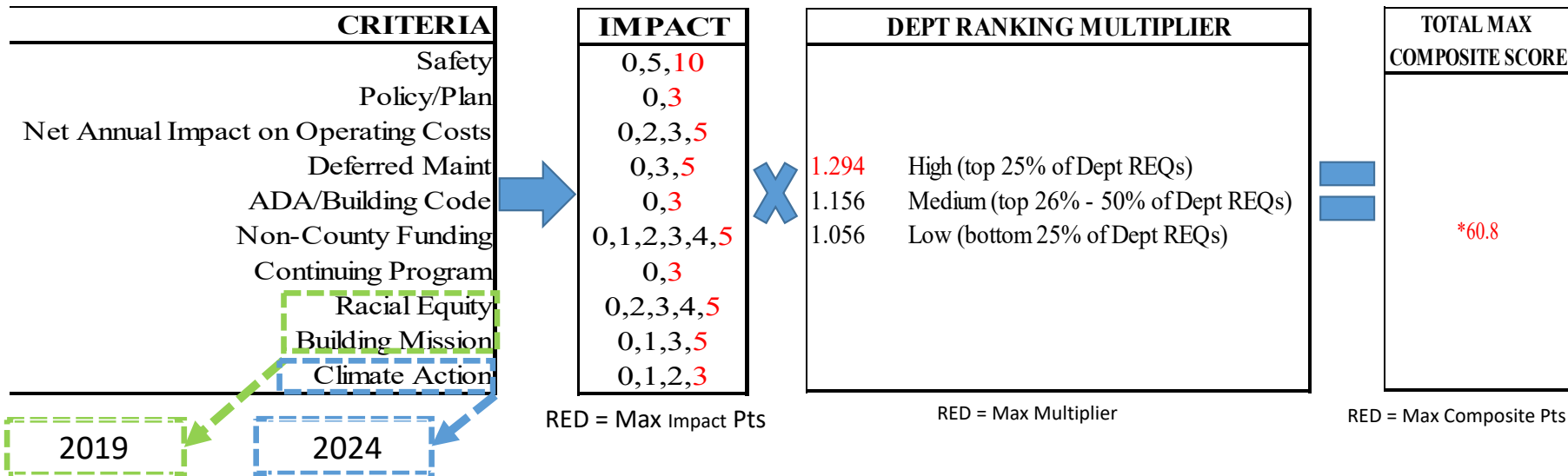
- ✓ Quantitative and technical review of projects
- ✓ Provides general guidance based on shared County priorities
- ✓ Allows flexibility for County Board, County Executive, CIC to overlay qualitative factors



2. CIC typically meets 3x during capital budget development

- ✓ 1st Meeting = General review of REQ budget and Funding
- ✓ 2nd Meeting = Review of Scored REQ projects; Dept testimony/follow-ups
- ✓ 3rd Meeting = Dept testimony/follow-ups (if needed); Final CIC advisory recommendations to policy makers

Capital Project Scoring Criteria - Detail



Capital Project Scoring Criteria - Detail

Projects automatically receiving the highest score (i.e. 60.8):

- Mandated
 - ❖ Projects related to fed/state/local/court ordered requirements
 - ✓ County MUST adhere or face financial penalties/litigation if out of compliance
 - Contractual
 - ❖ Projects by which the County has been obligated to provide
 - Ongoing-Continuing
 - ❖ Projects with previously adopted appropriations (construction must be based on completed design)
- **ANNUAL Bus and Fleet replacement projects that support existing service/size (initial report)***
- ❖ CIC voted for this update in 2025
 - ❖ Ability to adjust/modify projects if needed



Capital Project Scoring Criteria - Detail



<u>CRITERIA</u>	<u>IMPACT</u>
1.) Safety – Safety – The project contributes to health, safety, welfare, and/or cyber security risk.	10 – Eliminates an existing hazard <i>Addresses an existing life-safety Hazard that is posing an immediate threat to health and safety (within the 1st year).</i> 5 – Eliminates a potential hazard <i>Remedies a Hazard that would pose a threat to health and safety in the future (i.e. the next 2 - 3 years), but does not demand immediate attention.</i> OR 5 – Mitigates technology cyber security risk <i>Addresses a known risk posing a security threat to County data and/or technology assets</i> 0 – No Safety Impact
2.) Policy/Plan Compliance - Project needed to comply with County and/or departmental policy/plans	3 – Complies with County and/or Departmental policy or plans <i>Specifically complies with adopted policy and/or plan (i.e. included in the 5-YR plan)</i> 0 – No related program or policy

Capital Project Scoring Criteria - Detail



<u>CRITERIA</u>	<u>IMPACT</u>
3.) Operational *NET Annual Impact on Operating Costs *Deferred Maintenance *ADA/Building Code	5 – Major impact (Reduces Div/Section Ops Costs by 25% or greater) 3 – Moderate impact (Reduces Div/Section Ops Costs by 10% - 24%) 2 – Minor impact (Reduces Div/Section Ops Costs by 1% - 9%) 0 – No impact 5 – Immediately Addresses Failing Assets 3 – Addresses Assets anticipated to fail within the next 12 - 24 months 0 – No impact 3 – Addresses ADA and/or Building Code violations 0 – No impact
4.) Non-County Funding	5 – 100% 4 – 76% to 99% 3 – 51% to 75% 2 – 25% to 50% 1 – less than 25% 0 – 0%

Capital Project Scoring Criteria - Detail

<u>CRITERIA</u>	<u>IMPACT</u>
5.) Continuing Program -	3 – The specific sub-project (7-digit) is part of a continuing project program (5-digit)
	0 – Not part of a continuing project program (5-digit)

Common Examples:

1. Technology Lifecycle Replacements



Capital Project Scoring Criteria - Detail



CRITERIA	IMPACT												
6.) Racial Equity <table><tr><th colspan="3">Racial Minority Demographic (US Census Bureau)</th></tr><tr><td>American Indian</td><td>Asian</td><td>Multi-Racial</td></tr><tr><td>Black</td><td>Pacific Islander</td><td>Latino</td></tr><tr><td></td><td>Other (non-white)</td><td></td></tr></table>	Racial Minority Demographic (US Census Bureau)			American Indian	Asian	Multi-Racial	Black	Pacific Islander	Latino		Other (non-white)		5 – 76-100% minority population served (PRIMARY) OR population of Zip Code where the project is located (SECONDARY). 4 – 51%-75% minority population served (PRIMARY) OR population of Zip Code where the project is located (SECONDARY). 3 – 26%-50% minority population served (PRIMARY) OR population of Zip Code where the project is located (SECONDARY). 2 – 15%-25% minority population served (PRIMARY) OR population of Zip Code where project is located (SECONDARY). 0 – 0%-14% minority population served (PRIMARY) OR population of Zip Code where the project is located (SECONDARY).
Racial Minority Demographic (US Census Bureau)													
American Indian	Asian	Multi-Racial											
Black	Pacific Islander	Latino											
	Other (non-white)												

Capital Project Scoring Criteria - Detail

CRITERIA

7.) Building Mission Categories

IMPACT

5 – Project relates to a building mission 1 category

3 – Project relates to a building mission 2 category

1 – Project relates to a building mission 3 category

0 – Relates to a building mission 4 or 5 category ;
Building with no associated BMC



Milwaukee County

Building Asset Mission Category Definitions

August 2018

Mission Category 1

- Provides 24-hour housing for people
 - correctional facilities
- Provides a work place for MC employees (> 100 people)
- Provides critical Airport services
- Provides medical services
- Provides critical Office of Emergency Management services

Mission Category 2

- Provides a work place for MC employees (< 100 people)
- Provides a major community service – 365 days/year
 - cultural facilities
 - zoo exhibit buildings
 - community centers
 - senior centers
 - recreation centers
- Provides a major maintenance function
 - facility maintenance shops
 - vehicle maintenance shops
- Provides a critical site mission function
 - parking structure
 - utility facilities

Mission Category 3

- Provides a community service – seasonal facilities
 - major park shelters
 - outdoor aquatic facilities
 - concession stands
- Provides a minor maintenance function
 - facility maintenance shops
 - vehicle maintenance shops
- Provides a minor site mission function
 - animal exhibit/holding facilities

Mission Category 4

- Provides a temporary work place for MC employees (< 5 people)
 - ticket booths
 - toll booths
- Provides a minor public shelter
- Provides a large storage function (minor occupancy)
 - MC vehicle storage
 - airline storage
 - warehousing

Mission Category 5

- Provides a small storage function (typically unoccupied)

Capital Project Scoring Criteria - Detail

CRITERIA

8.) Climate Action Reduction

IMPACT

- 3 – Reduces county emissions & provides improves climate resiliency
- 2 – Reduces greenhouse gas emissions generated by County government operations
- 1 – Increases preparedness of the County and residents for extreme heating, flooding, or other climate hazards
- 0 – Does not reduce county emissions OR improve climate resiliency



Existing Scoring – Example 1



Project 1

Scoring Criteria									
Safety	Policy/ Plan	Net Annual Impact (Ops Cost)	Deferred Maintenance	ADA/Building Code	Non-County Funding	Continuing Program	Racial Equity	Building Mission	Climate Action
0	0	5	3	0	2	0	3	1	1

CIC Scoring
Sub-Cmte
Pts

15



Dept Ranking
Multiplier

1.294

REQ Department ranks this project #2 out of 10 total projects submitted this year:



TOTAL
Composite
Score

19.41



Design 1st Approach & Project Scoring

Design First Approach

DEFINITION-

- ❖ For most projects, the design appropriations are made in one year, and then construction appropriation(s) in a subsequent year (upon completion of design)
- ❖ Implemented in the 2021 Adopted Budget and CIC process
 - Primarily AE managed projects as it oversees the majority of capital projects
 - Potential future application to IMSD managed technology projects
 - Potential future application to Transportation Services managed projects (NOTE: Transportation Services follow a design first approach for a number of projects)
- ❖ Potential Exceptions
 - Less complex projects requiring minimal design effort and limited risk
 - Life-Safety projects that address significant risks are hazards

REASONING-

Project and construction cost estimate efficiency:

- Established agreed upon scope/design between client dept and (project) managing dept
- Completed design = construction/implementation

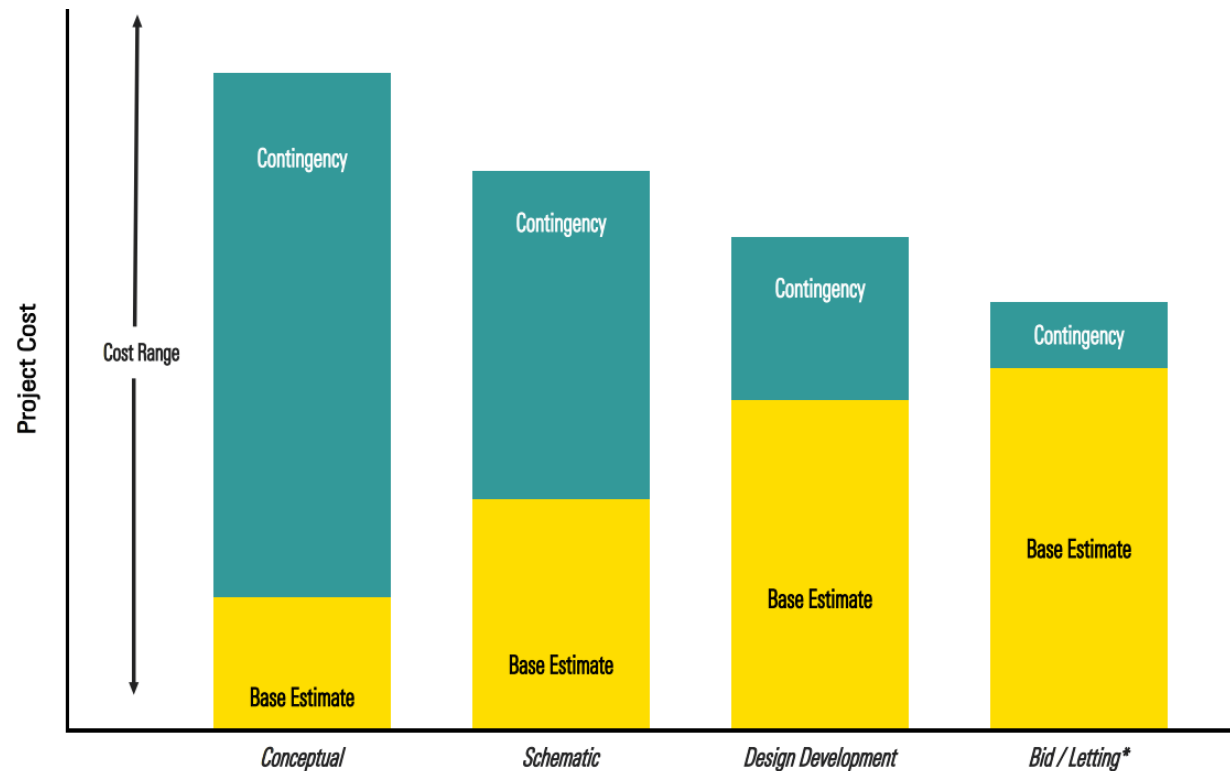




Design First Approach – Capital Projects

REASONING (cont.)-

- Project risk mitigation (Contingency reductions from 20/25%+ or greater generally down to 10%... depending on project complexity)



**Based upon completed design and construction documents.*

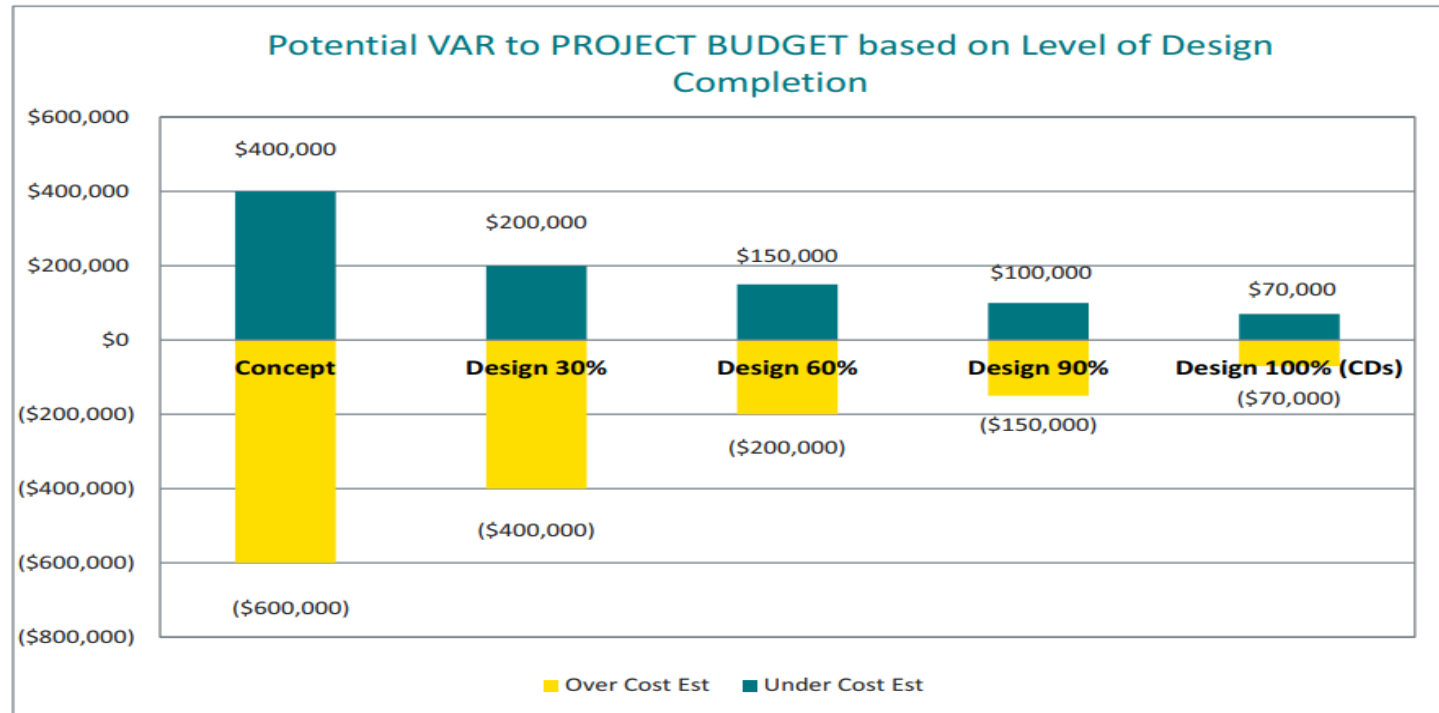


Design First Approach – Capital Projects

REASONING (cont.)-

- Help to reduce Over/Under project budgeting that locks up County resources

-Example below based on a \$1.0M project cost w/ Medium Risk/ Complexity -



- If design is not completed for a budget cycle, the construction phase will be moved out one year (or more) in the 5-Year Capital Improvement Plan

Design First Approach + CIC Scoring Updates

APPLICATION-

- ❖ Projects receive construction phase appropriations if cost estimates are based on completed design
 - Typical project completion estimated @ up to 3 years
 - NOTE: Design + Construction (in the same year) takes about 2 - 3 years, on average, to complete

ROLL OUT-

- ❖ Continuation of the Design First approach as implemented in the 2021 Capital Budget development process

CIC RELATIONSHIP-

- ❖ Design + Construction requests and CIC review (AE-managed)
 - Current Practice: Review by CIC w/ possible recommendations to split design and construction into separate years
- ❖ Review of Ongoing-Continuing Projects requesting construction phase appropriation w/o completed design (AE-managed)
 - Current Practice: Review by CIC w/ possible recommendations to move from automatic scoring of maximum points (60.8) to 0 points
- ❖ CIC final approval may include design and construction based on dept testimony and other factors; strongly encouraged to weigh cost/benefit if proceeding with projects that:
 - Have limited or incomplete design that may lead to higher project risk and large budget variance
 - Assume non-County project funding, but the funding has not yet been awarded/secured

