

# Capital Project Scoring used by:

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



Scoring Criteria Overview



Design 1<sup>st</sup> 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 and Cash Goal Policies
- ✓ 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 transportation, public works and transit, 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



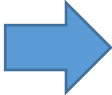
## 2. CIC typically meets 3x during capital budget development

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

# Capital Project Scoring Criteria - Detail



CRITERIA
Safety
Policy/Plan
Net annual impact on operating cost
Deferred Maintenance
ADA/Building Code
Non-County Funding
Continuing Program
Racial Equity
Building Mission



Impact
0,5,10
0,3
0,2,3,5
0,3,5
0,3
0,1,2,3,4,5
0,3
0,2,3,4,5
0,1,3,5

RED = Max Impact Pts



Dept Ranking Multiplier	
1.294	High (top 25% of Dept REQs)
1.156	Medium (top 26% - 50% of Dept REQs)
1.056	Low (bottom 25% of Dept REQs)

RED = Max Multiplier



TOTAL MAX Composite Score
56.9

RED = Max Composite Pts

Capital Improvements Committee  
Temporary Workgroup  
April 2019

# Capital Project Scoring Criteria - Detail

## Projects automatically receiving the highest score (i.e. 56.9):

- Mandated
  - ❖ Projects related to fed/state/local/court ordered requirements
- 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)



# Capital Project Scoring Criteria - Detail



<p><b><u>CRITERIA</u></b></p>	<p><b><u>IMPACT</u></b></p>
<p><b>1.) Safety – Safety</b> – The project contributes to health, safety, welfare, and/or cyber security risk.</p>	<p><b>10 – Eliminates an existing hazard</b>  <i>Addresses an existing life-safety Hazard that is posing an immediate threat to health and safety (within the 1st year).</i></p> <p><b>5 – Eliminates a potential hazard</b>  <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></p> <p><b>OR</b></p> <p><b>5 – Mitigates technology cyber security risk</b>  <i>Addresses a known risk posing a security threat to County data and/or technology assets</i></p> <p><b>0 – No Safety Impact</b></p>
<p><b>2.) Policy/Plan Compliance</b> - Project needed to comply with County and/or departmental policy/plans</p>	<p><b>3 – Complies with County and/or Departmental policy or plans</b>  <i>Specifically complies with adopted policy and/or plan (i.e. included in the 5-YR plan)</i></p> <p><b>0 – No related program or policy</b></p>

# Capital Project Scoring Criteria - Detail



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



# 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. Bus Replacement Program
2. Fleet Vehicle and Equipment Program



# Capital Project Scoring Criteria - Detail



CRITERIA	IMPACT												
<p><b>6.) Racial Equity</b></p> <table border="1" data-bbox="407 592 1261 871"> <thead> <tr> <th colspan="3" data-bbox="407 592 1261 642">Racial Minority Demographic (US Census Bureau)</th> </tr> </thead> <tbody> <tr> <td data-bbox="407 642 687 699">American Indian</td> <td data-bbox="687 642 980 699">Asian</td> <td data-bbox="980 642 1261 699">Multi-Racial</td> </tr> <tr> <td data-bbox="407 699 687 778">Black</td> <td data-bbox="687 699 980 778">Pacific Islander</td> <td data-bbox="980 699 1261 778">Latino</td> </tr> <tr> <td colspan="2" data-bbox="407 778 980 871">Other (non-white)</td> <td></td> </tr> </tbody> </table>	Racial Minority Demographic (US Census Bureau)			American Indian	Asian	Multi-Racial	Black	Pacific Islander	Latino	Other (non-white)			<p>5 – 76-100% minority population served (PRIMARY) OR population of Zip Code where the project is located (SECONDARY).</p> <p>4 – 51%-75% minority population served (PRIMARY) OR population of Zip Code where the project is located (SECONDARY).</p> <p>3 – 26%-50% minority population served (PRIMARY) OR population of Zip Code where the project is located (SECONDARY).</p> <p>2 – 15%-25% minority population served (PRIMARY) OR population of Zip Code where project is located (SECONDARY).</p> <p>0 – 0%-14% minority population served (PRIMARY) OR population of Zip Code where the project is located (SECONDARY).</p>
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)

# Existing Scoring – Example 1

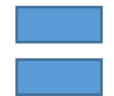
Sub-Committee Workgroup								
Safety	Policy/Plan	Net Annual Impact (Ops Cost)	Deferred Maintenance	ADA/Building Code	Non-County Funding	Continuing Program	Racial Equity	Building Mission
Project 1 10	3	2	3	3	0	0	0	0

<b>CIC Scoring Sub-Cmte Pts.</b>
<b>21</b>



<b>Dept Ranking Multiplier</b>
<b>1.056</b>

REQ Department ranks this project #9 out of 10 total projects submitted this year:



<b>TOTAL Composite Points</b>
<b>22.2</b>





# Design 1<sup>st</sup> 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 and continues into the 2022 capital budget development
  - Primarily AE managed 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:

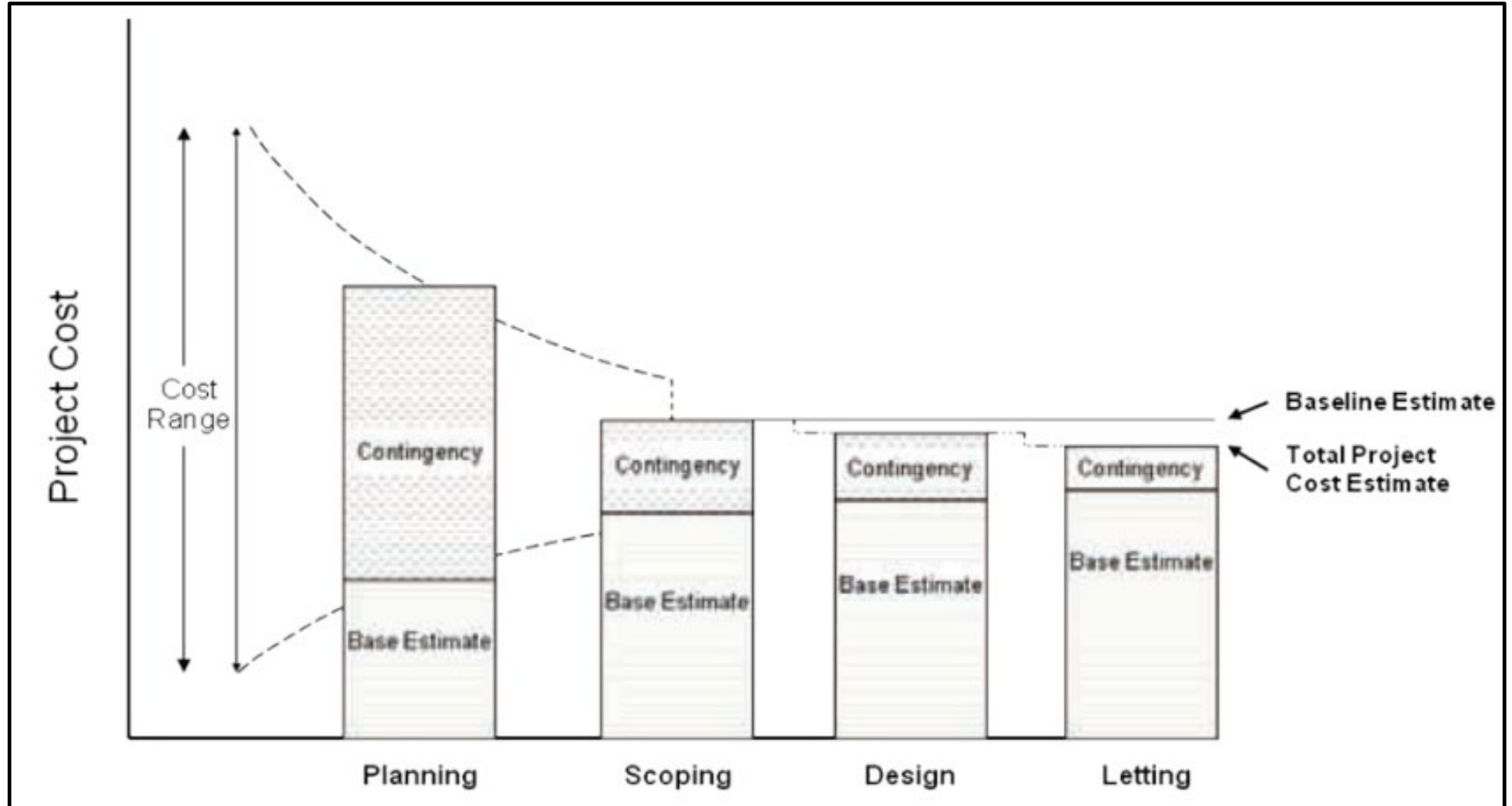
- Established agreed upon scope/design between client dept and (project) managing dept
- Completed design = construction/implementation



# 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)

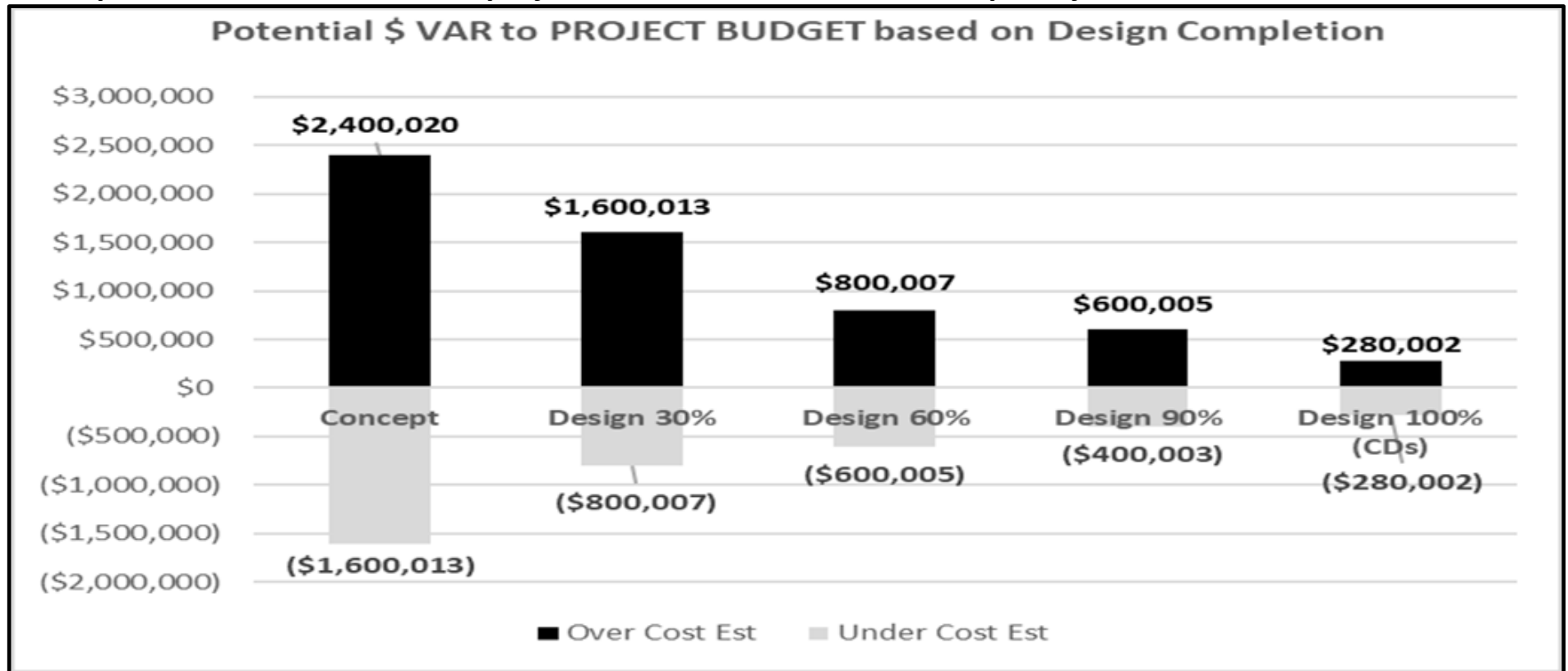


# Design First Approach – Capital Projects

## REASONING (cont.)-

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

*-Example below based on a \$4M 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 for 2021 (and future) 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 (56.9) 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

