


# Scoring Criteria Overview

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## 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

Pursuant to Milwaukee County Ordinance, the Capital Improvement Committee (CIC) is responsible for the establishment of capital project scoring criteria and prioritization of the projects. Using the CIC criteria, capital projects are reviewed and scored from late May through about Mid-June. In early July, the *CIC sends an **ADVISORY** listing of capital projects to the County Board and County Executive in August to assist policy makers with development of the capital budget.*

To determine available funding for capital projects, the CIC adheres to the County Bonding Cap and Cash goal policies.

CIC membership includes the Finance Committee Chairs, the Economic and Community Development Chair, the Comptroller, the DOT director, the SBP Director, and two appointments from mayor or board presidents within the County. The CIC Chair (currently the Comptroller) is appointed by the County Board Chair and the municipal appointments are made by the County Executive.

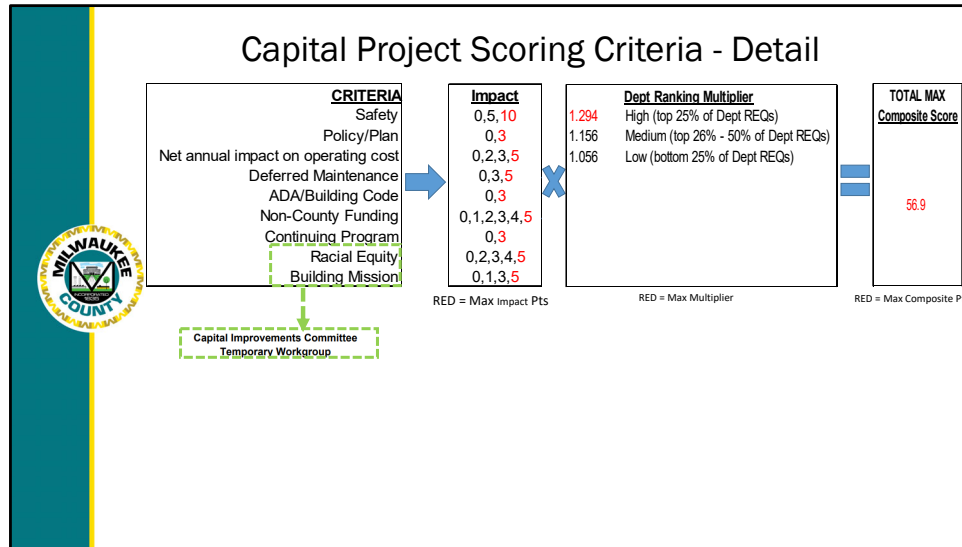


## CIC & Project Scoring Criteria

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

It is important to note that the scoring matrix provides a quantitative general guidance based upon shared County priorities. The CIC scoring subcommittee presents this quantitative scoring data to CIC members, the County Executive, and County Board so they can assess projects from that perspective. This allows CIC members and policy makers the opportunity to apply their own qualitative considerations when discussing and evaluating the projects.

The CIC generally meets 3 times during the budget development process. The first meeting is to review the initial project requests and forecasted County funding. The 2<sup>nd</sup> meeting is to review the completed scoring of projects by the CIC sub-committee. CIC staff send email notifications to Depts regarding the 2<sup>nd</sup> meeting and the **REQ Depts are strongly encouraged to attend in order to provide additional information to the CIC members.** The 3<sup>rd</sup> (and typically last meeting) occurs in July for the final CIC advisory recommendations that are then sent out to policy makers for their reference during the upcoming CEX Recommended Budget and Board Adoption phases.




The CIC first used the scoring criteria as part of the 2014 Annual Capital Budget process.

In early 2019, a temporary CIC workgroup reviewed and made recommendations to the existing scoring criteria, which were subsequently adopted, with amendments, by the primary Capital Improvements Committee in May of 2019 (file #19-473). The primary scoring updates included adding the Racial Equity and Building Mission categories.

The Impact weights have also been used since the 2014 budget process, with updates being made upon inclusion of Racial Equity and Building Mission categories.

The Departmental ranking acts as a multiplier to account for high priority projects assigned by each department. Additionally, the departmental ranking plays a significant role in determining the overall composite score.

Lastly, the Impact points, as scored by the CIC sub-committee, are applied against the dept ranking multiplier in order to calculate a composite score for each requested project.



## 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)

Projects that are either Mandated, have Contractual obligations or are On-going in nature receive the highest score possible.

\*Mandated projects help the County meet federal, state, local, or court ordered requirements and mandates;

\*Contractual projects are those that the County has been obligated to provide via legal instruments;

\*Continuing/Ongoing include those with previously adopted appropriations and require additional appropriations to begin the construction phase, expand scope, or cover deficits to complete the project.




### Capital Project Scoring Criteria - Detail

| <b>CRITERIA</b>   | <b>IMPACT</b>  |
|---|--|
| <p><b>1.) Safety</b> – Safety – The project contributes to health, safety, welfare, and/or cyber security risk.</p> | <p><b>10 – Eliminates an existing hazard</b><br/><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><br/><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><br/><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><br/><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>  |

The next few slides reflect the scoring criteria and related Impact weights.

The first is the SAFETY, which has the highest impact points going up to 10 for a project affecting physical health and safety issues. In addition, cyber security safety issues are included with a 5-point maximum allowance.

Next is Policy and Plan Compliance. These points are given to projects included in the most recently adopted 5-YR Capital Plan or cited by specific adopted County policy.



### Capital Project Scoring Criteria - Detail

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

The Operational Criteria consists of 3 components:

- \*Net Annual Operating Costs
- \*Deferred Maintenance
- \*ADA/Bldg Codes

Non-County Funding is the fourth criteria. In this area, projects with non-county funding receive more points based on the percentage of non-county funding allocated to the project.

## Capital Project Scoring Criteria - Detail

| <b>CRITERIA</b>          | <b>IMPACT</b>  |
|--------------------------|--|
| 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



The fifth category assigns points to projects that are part of a Continuing Program. The Replacement programs for County buses and Fleet vehicles are examples of these types of projects.



### Capital Project Scoring Criteria - Detail


| CRITERIA  | IMPACT   |              |  |                 |       |              |       |                  |        |  |                   |  |  |
|---|--|--------------|--|-----------------|-------|--------------|-------|------------------|--------|--|-------------------|--|--|
| <p>6.) Racial Equity</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3" style="text-align: center;">Racial Minority Demographic (US Census Bureau)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">American Indian</td> <td style="text-align: center;">Asian</td> <td style="text-align: center;">Multi-Racial</td> </tr> <tr> <td style="text-align: center;">Black</td> <td style="text-align: center;">Pacific Islander</td> <td style="text-align: center;">Latino</td> </tr> <tr> <td></td> <td style="text-align: center;">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)                              |              |  |                 |       |              |       |                  |        |  |                   |  |  |

Racial Equity criteria was developed and included as part of the 2020 capital scoring process.

For this criteria, the primary scores are based on the racial minority population served by the project. If this information is not available, the zip code location of the project is used based upon the percent of racial minority populations within a neighborhood as defined by zip code. The data source is the most recent version of the US Census Bureau’s American Community Survey at the time of budget instruction release.

As discussed previously, the scoring criteria is quantitative in nature. While this works well with the other criteria, CIC members, the County Executive and County Board may want to take into account the qualitative impacts as well when providing a final evaluation. This is accomplished by requesting additional narrative and testimony follow-ups from departments. For instance:

1. How will this help best serve the population if the improvement is granted?
2. How will this allow the County to provide more services, programming, and safety in our building structures to those who need it the most?



## Capital Project Scoring Criteria - Detail

| CRITERIA                               | IMPACT  |
|--|---|
| <p>7.) Building Mission Categories</p> | <p>5 – Project relates to a building mission 1 category<br/>           3 – Project relates to a building mission 2 category<br/>           1 – Project relates to a building mission 3 category<br/>           0 – Relates to a building mission 4 or 5 category ;<br/>           Building with no associated BMC</p> |

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
  - audience 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
  - archive storage
  - warehousing

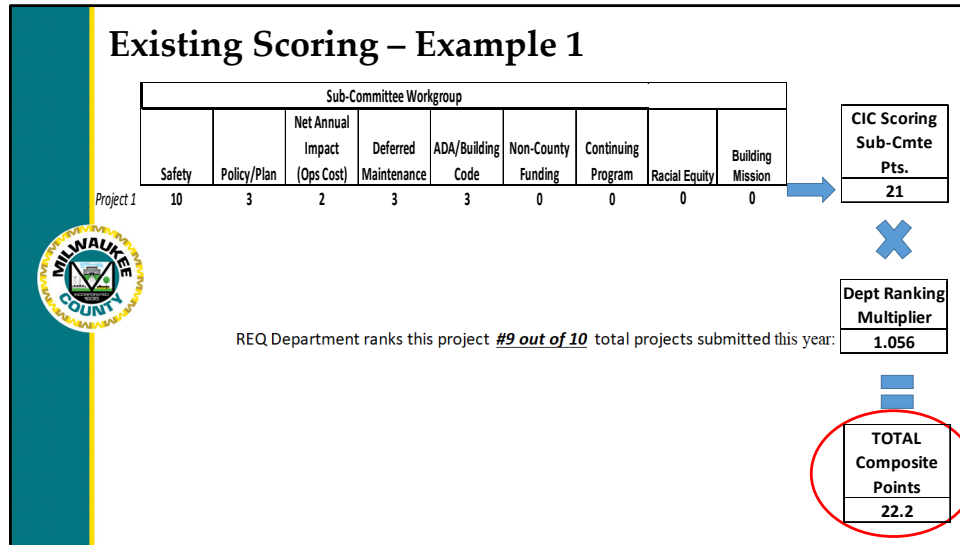
**Mission Category 5**

- Provides a small storage function (typically unoccupied)

The Building Mission Category (or BMC) component was included as part of the 2020 capital scoring process as well. This criteria was established to account for service, utilization, and long-term disposition of the County’s facilities.

Staff from the Facilities Condition and Assessment section of DAS update the BMCs and input the data into the County’s VFA facility assessment system.

Currently, BMC related projects are reviewed by County staff (from the County Facilities Planning Steering Committee (or CFP) for alignment with CFP goals. Any reports generated by the CFP are **used as a reference** for CIC as part of its overall review.



This slide provides an example of how a project score is generated based upon the CIC approved criteria.

First, scoring is completed by the CIC sub-committee;

The sub-committee score is then applied to a ranking multiplier that was assigned by the requesting department;

This results in an overall composite score for the project.