# FY2022-2027 CIP SUMMARY

## OVERVIEW

This Capital Improvements Plan (CIP) outlines a schedule of public service expenditures over the ensuing six-year period (fiscal years 2022–2025). The CIP does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature, including the basic facilities, services, and installations needed for the functioning of the community. These include transportation systems, utilities, municipal facilities and other miscellaneous projects.

To qualify for inclusion into the CIP, a project must:

- Constitute permanent, physical or system improvements greater than or equal to (GTE) $100,000; or
- A “program” of projects whose total is GTE $100,000 (e.g. Playgrounds and Neighborhood Parks); or
- Significant equipment purchases in excess of $100,000 with a useful life of at least ten years; or
- A study of at least $50,000 that will lead to such projects;
- Add to the value or capacity of the infrastructure of the City.

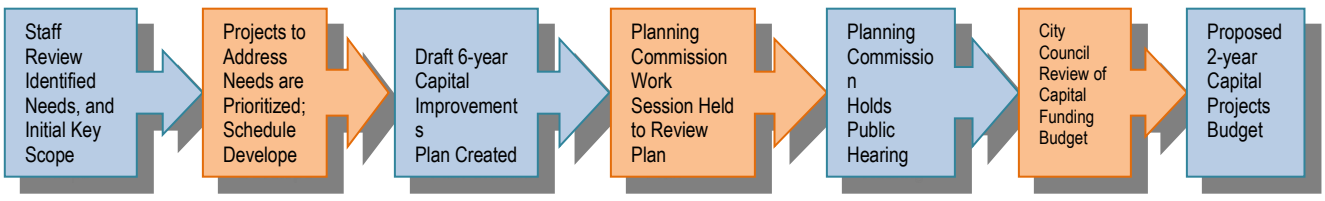
Projects that are considered operational or routine maintenance are excluded.

Preparation of the Capital Improvements Plan is done under the authority of the Michigan Planning Enabling Act (Act 33 of the Public Acts of 2008). It is the City Planning Commission’s goal that the CIP be used as a tool to implement the City Master Plan and assist in the City’s financial planning.

The Capital Improvements Plan proposes project funding relative to the anticipated availability of fiscal resources and the choice of specific improvements to be achieved throughout the six-year plan. The first two years of the Capital Improvements Plan serve as the basis for establishing the City’s Capital Projects Budget (CPB), programming the implementation of the planned projects for the upcoming two fiscal years. The CIP and CPB make up the City’s Capital Improvements Program.

## THE CAPITAL IMPROVEMENTS PROGRAM PROCESS

The Capital Improvements Program process begins with a review of identified system needs and concludes with the proposed CPB as outlined below:



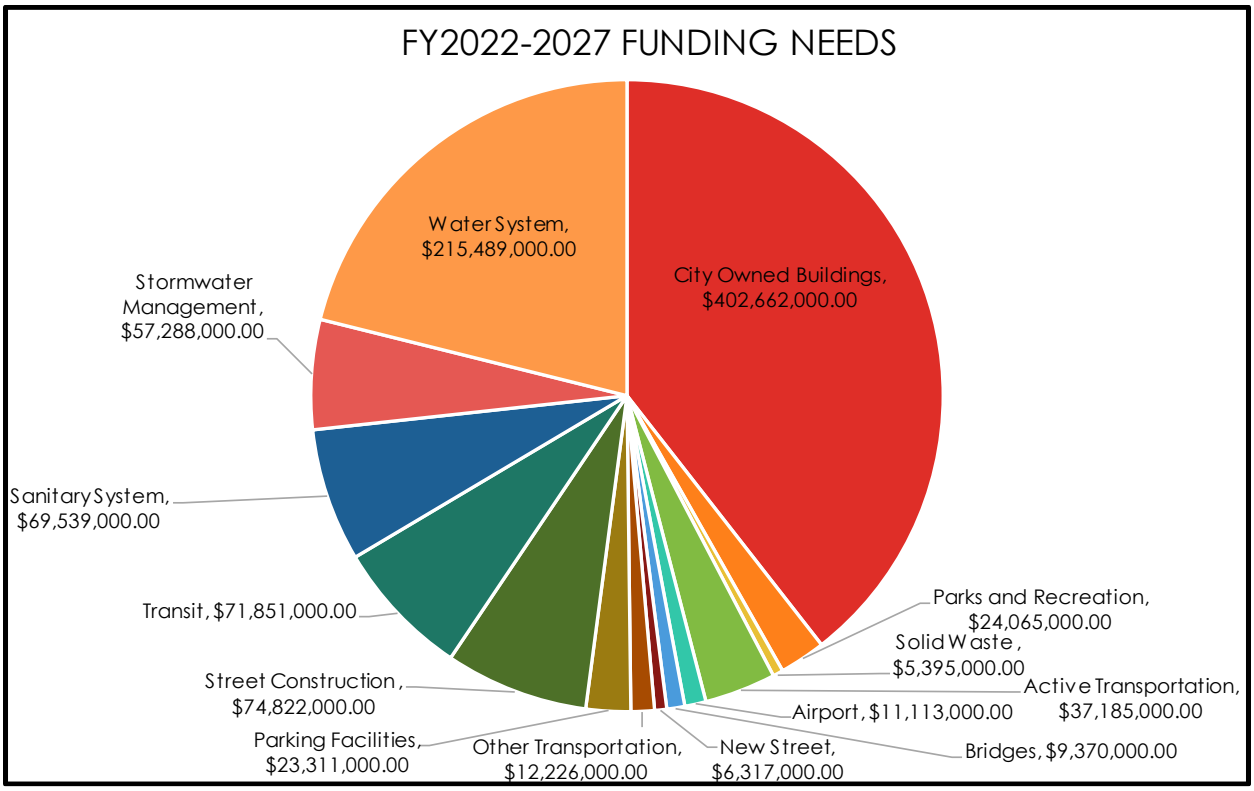
# THE TOTALS

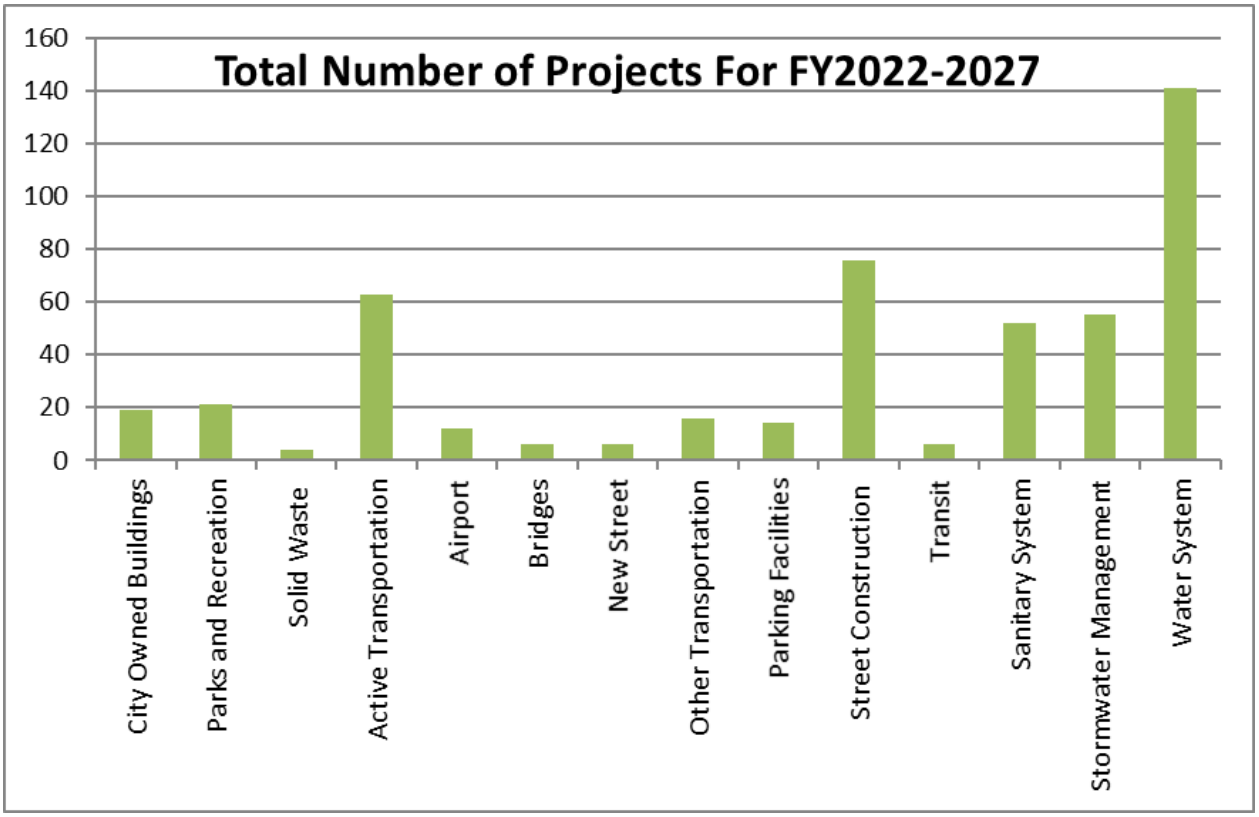
A total of 491 projects are included in this year's CIP with a six-year funding need for fiscal years FY2022–FY2027 of $1,020,633,000. This is a 54.1% increase from the FY2020–2025 CIP document, which anticipated $662,036,000 in funding need for fiscal years 2020-2025. This significant increase was driven heavily by the inclusion of approximately $397,000,000 of new proposed Affordable Housing Commission projects.

The total anticipated funding need for all projects is $1,385,211,000. This total includes project funds spent prior to fiscal year 2022 and required funds needed after fiscal year 2027 for the projects contained in the plan. This is a 39% increase over the previous plan, again heavily due to the addition of the significant Affordable Housing Commission projects. The charts below indicate the total number of projects for each category, the total costs by asset category, and graphs of the six-year funding need as well as the first-year and second-year funding needs (i.e. the two years of the next capital budget cycle)

## FY2022-2027 CIP SUMMARY FUNDING

| Category | Number of Projects | Total Funding All Years (Inc. Prior and 2027+) | FY 2022-2027 Total Funding Need | FY2022 Total Funding Need | FY2023 Total Funding Need |
|---|---|---|---|---|---|
| City Owned Buildings | 19 | $ 414,287,000 | $ 402,662,000.00 | $ 8,542,000.00 | $ 22,441,000.00 |
| Parks and Recreation | 21 | $ 86,134,000 | $ 24,065,000.00 | $ 4,000,000.00 | $ 4,250,000.00 |
| Solid Waste | 4 | $ 5,624,000 | $ 5,395,000.00 | $ 240,000.00 | $ 80,000.00 |
| Airport | 12 | $ 11,113,000 | $ 11,113,000.00 | $ 569,000.00 | $ 4,829,000.00 |
| Active Transportation | 63 | $ 47,216,000 | $ 37,185,000.00 | $ 5,467,000.00 | $ 4,461,000.00 |
| Bridges | 6 | $ 11,280,000 | $ 9,370,000.00 | $ 2,087,000.00 | $ 2,595,000.00 |
| New Street | 6 | $ 7,489,000 | $ 6,317,000.00 | $ 1,676,000.00 | $ 310,000.00 |
| Other Transportation | 16 | $ 19,241,000 | $ 12,226,000.00 | $ 3,398,000.00 | $ 3,859,000.00 |
| Parking Facilities | 14 | $ 43,098,000 | $ 23,311,000.00 | $ 4,390,000.00 | $ 4,590,000.00 |
| Street Construction | 76 | $ 137,528,000 | $ 74,822,000.00 | $ 12,008,000.00 | $ 14,917,000.00 |
| Transit | 6 | $ 109,054,000 | $ 71,851,000.00 | $ - | $ 4,510,000.00 |
| Sanitary System | 52 | $ 88,944,000 | $ 69,539,000.00 | $ 16,612,000.00 | $ 16,427,000.00 |
| Stormwater Manageme | 55 | $ 79,803,000 | $ 57,288,000.00 | $ 7,712,000.00 | $ 6,864,000.00 |
| Water System | 141 | $ 324,400,000 | $ 215,489,000.00 | $ 17,932,000.00 | $ 21,254,000.00 |
| **Totals:** | **491** | **$ 1,385,211,000.00** | **$ 1,020,633,000.00** | **$ 84,633,000.00** | **$ 111,387,000.00** |


FY2022-2027 FUNDING NEEDS
Water System, $215,489,000.00
City Owned Buildings, $402,662,000.00
Stormwater Management, $57,288,000.00
Sanitary System, $69,539,000.00
Transit, $71,851,000.00
Parks and Recreation, $24,065,000.00
Solid Waste, $5,395,000.00
Active Transportation, $37,185,000.00
Airport, $11,113,000.00
Bridges, $9,370,000.00
Street Construction, $74,822,000.00
Parking Facilities, $23,311,000.00
Other Transportation, $12,226,000.00
New Street, $6,317,000.00


Total Number of Projects For FY2022-2027
160
140
120
100
80
60
40
20
0
City Owned Buildings
Parks and Recreation
Solid Waste
Active Transportation
Airport
Bridges
New Street
Other Transportation
Parking Facilities
Street Construction
Transit
Sanitary System
Stormwater Management
Water System

# FUNDING ISSUES AND SOURCES

A. Funded versus Unfunded Projects for the Two-Year Capital Budget Period of FY2022-FY2023

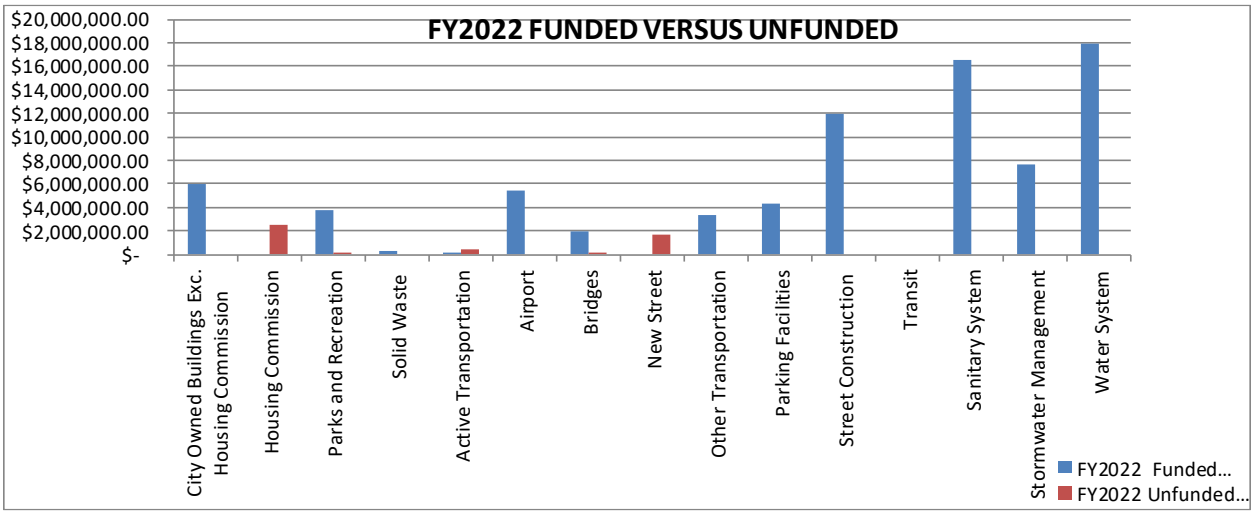
As is often the case with governmental agencies, the total funding need identified in the CIP exceeds the available funding. There are projects contained in this CIP that do not have an established, secure source of funding at this time. Projects in the first two years of the CIP form the basis for the City's Capital Budget and generally require secure funding. That funding may include specific limited General Fund requests (see Section C. below). Therefore, projects that do not have secure funding are generally programmed for the third year or later in the plan. However, some higher priority unfunded projects (generally anticipated to be funded via grants or outside funding) are included in years 1 or 2 of the plan in the event funding is obtained and the projects can then be implemented. For example, The New Street monies needed in FY2022 are dependent upon a developer proceeding with a site development project and the significant Housing Commission funds needed in FY23 are contingent upon successful grant applications and other outside investments.

For purposes of the "FY2022-FY2023 Funding" chart below, Housing Commission projects have been extracted out from the City Owned Buildings category totals and will be discussed in the Discretionary Outside Funding Section B following. General Funded projects are discussed in Section C and needed general funds are not included in the chart below. For projects that use outside discretionary funds that are already approved (such as Surface Transportation Program funds), same are treated as funded below.

## FY2022-FY2023 FUNDING

| Category | FY2022 Total Funding Need | FY2022 Funded Need | FY2022 Unfunded Need | FY2023 Total Funding Need | FY2023 Funded Need | FY2023 Unfunded Need |
|---|---|---|---|---|---|---|
| City Owned Buildings Exc. Housing Commission | $ 5,974,000.00 | $ 5,974,000.00 | $0 | $ 3,150,000.00 | $ 3,150,000.00 | $0 |
| Housing Commission | $ 2,568,000.00 | $0 | $ 2,568,000.00 | $ 19,291,000.00 | $0 | $19,292,000.00 |
| Parks and Recreation | $ 4,000,000.00 | $3,800,000 | $ 200,000.00 | $ 4,250,000.00 | $3,650,000 | $600,000 |
| Solid Waste | $ 240,000.00 | $ 240,000.00 | $0 | $ 80,000.00 | $ 80,000.00 | $0 |
| Airport | $ 569,000.00 | $63,000 | $506,000 | $ 4,829,000.00 | $462,000 | $4,367,000 |
| Active Transportation | $ 5,467,000.00 | $5,467,000 | $0 | $ 4,461,000.00 | $4,461,000 | $0 |
| Bridges | $ 2,087,000.00 | $1,912,000 | $175,000 | $ 2,595,000.00 | $1,345,000 | $1,250,000 |
| New Street | $ 1,676,000.00 | $0 | $ 1,676,000.00 | $ 310,000.00 | $0 | $ 310,000.00 |
| Other Transportation | $ 3,398,000.00 | $3,398,000 | $0 | $ 3,859,000.00 | $3,859,000 | $0 |
| Parking Facilities | $ 4,390,000.00 | $ 4,390,000.00 | $0 | $ 4,590,000.00 | $ 4,590,000.00 | $0 |
| Street Construction | $ 12,008,000.00 | $ 12,008,000.00 | $0 | $ 14,917,000.00 | $ 14,917,000.00 | $0 |
| Transit | $ - | $ - | $0 | $ 4,510,000.00 | $982,000 | $3,528,000 |
| Sanitary System | $ 16,612,000.00 | $ 16,612,000.00 | $0 | $ 16,427,000.00 | $ 16,427,000.00 | $3,672,000 |
| Stormwater Manageme | $ 7,712,000.00 | $ 7,712,000.00 | $0 | $ 6,864,000.00 | $ 6,864,000.00 | $0 |
| Water System | $ 17,932,000.00 | $ 17,932,000.00 | $0 | $ 21,254,000.00 | $ 21,254,000.00 | $0 |
| **TOTALS** | $ 84,633,000.00 | **$79,508,000** | **$5,125,000** | **$111,387,000** | **$82,041,000** | **$33,019,000** |

Funded versus unfunded status is also depicted graphically in the following chart for FY2022.




B. Outside Funding

Of the $1,020,633,000 needed to fund the total FY2022–2027 CIP program, monies for particular projects may come in part or in whole from fund sources outside the City. Such dollars are included in totals shown because they fund improvements to assets which belong to the City, will become so upon project completion, or are part of an intergovernmental or interagency project in which the City is a participant.

Discretionary outside funds are defined here as those which require specific application to obtain or which come from other non-City sources at the discretion of others. Examples of discretionary outside funds include STP-U (Surface Transportation Program – Urban) and CMAQ (Congestion Mitigation and Air Quality Improvement) federal transportation funds, participation in costs by Washtenaw County excluding road millage referenced below, AATA, or other governmental or agency entities, developer contributions, donations and memorials, and various grant sources such as Airport Improvement Program Grants, FEMA, and MDNR.

Projects may also receive funding from non-City sources which the City receives by formula. These are outside funds but are not considered discretionary. At present, those include Act 51 transportation monies used for capital projects. They are noted as non-discretionary in the tables and charts below.

We note that DDA funded projects utilize City tax revenues and so are not considered outside funds. Similarly, monies generated by the Washtenaw County Road and Non-Motorized Path millage are generally treated as internal funds as they are paid directly by City taxpayers. Only the portion of that millage earmarked for non-motorized trails throughout the County are treated as discretionary as there is no guarantee the City will receive any portion of such funds.

Certain projects also utilize special financial funding mechanisms that allow capital improvement costs to be spread over time at favorable interest rates. Examples include SRF funding for

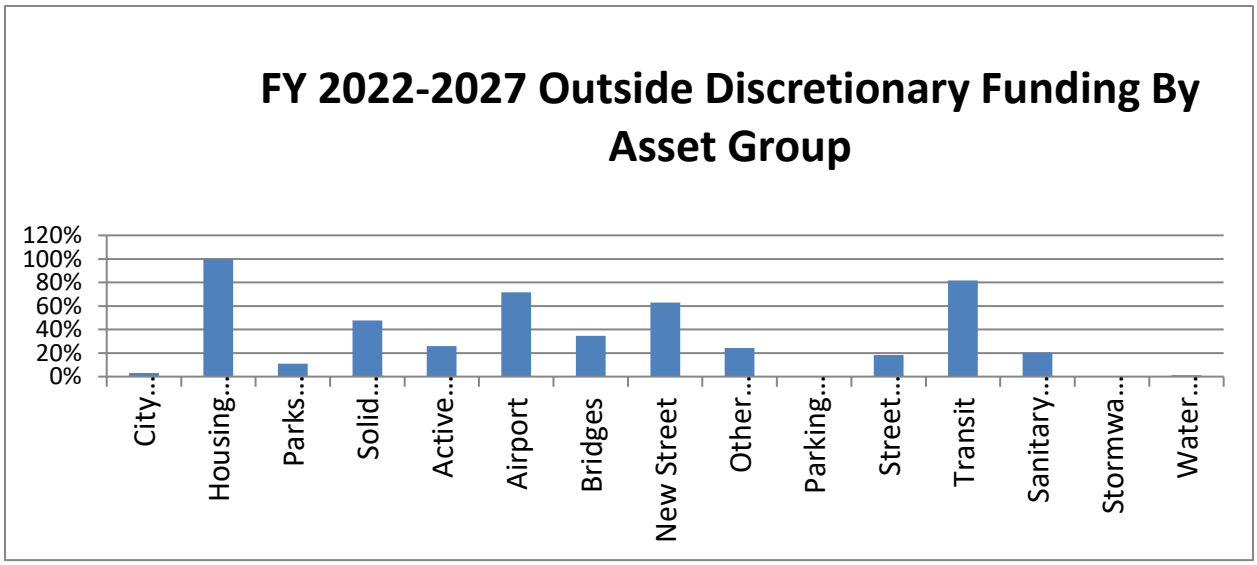
stormwater (State Revolving Funds), DWRF funding for water, (Drinking Water Revolving Funds), bond financing, and SAD (Special Assessment District) funding.

In some of those cases, there may be elements of loan forgiveness (e.g. for SRF funds) or full or partial repayment by citizens (for SAD). However, for purposes of the chart below, those funding mechanisms are *not* treated as outside discretionary funding even though some may ultimately reduce the City's net outlay on a project. Because the Housing Commission receives funds from a variety of state and federal sources, such funds are treated as discretionary, but are extracted out from the remainder of the City Owned Buildings category for clarity.

Per the chart below, Housing Commission, Airport, and Transit capital improvement projects most heavily utilize outside discretionary funding. It should be noted that the Housing Commission need for outside funds will be reduced by the amount of the local affordable housing millage proceeds as they begin to be collected.

## FY2022–2027 OUTSIDE FUNDS BY ASSET GROUP

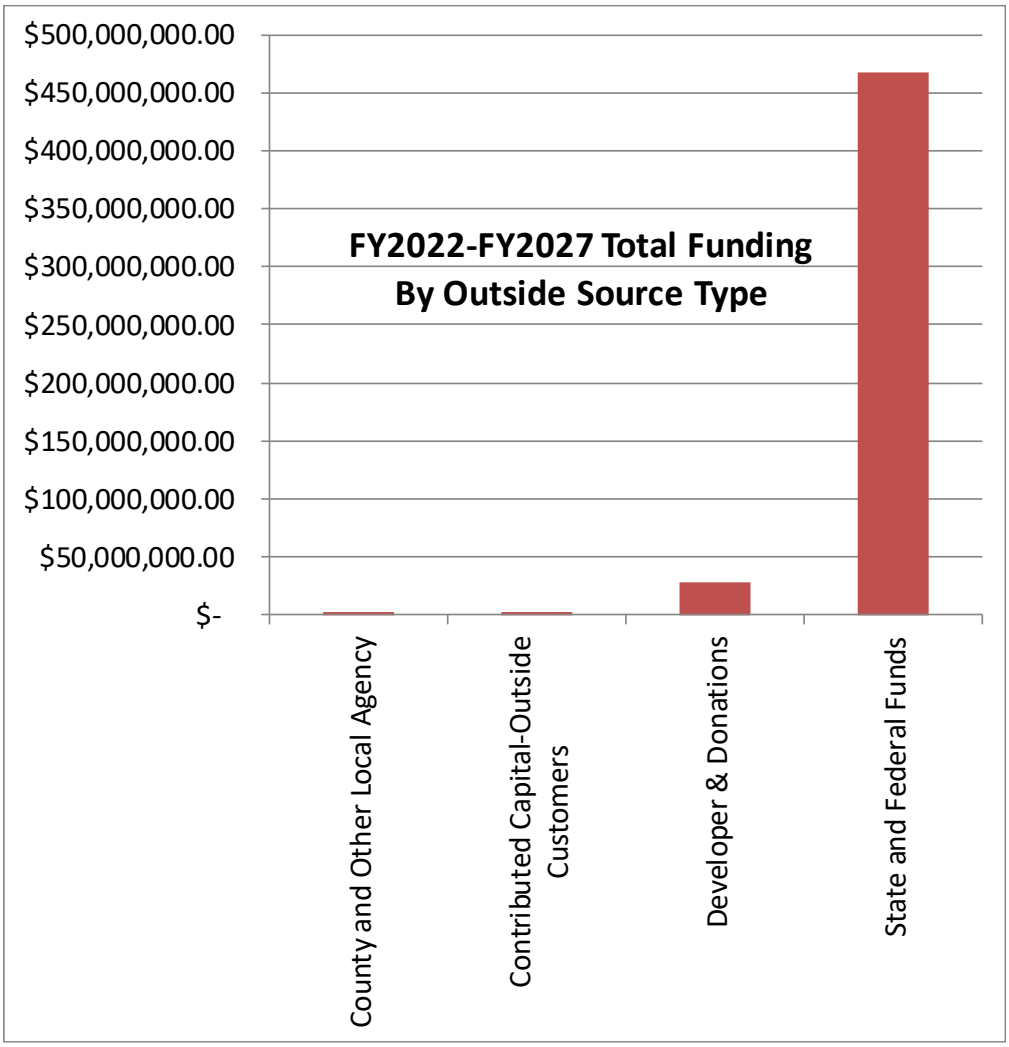
| Category | FY 2022-2027 Total Funding Need | Outside Discretionary Funding | Outside Non-Discretionary | % Outside Discretionary Funding |
|---|---|---|---|---|
| City Owned Buildings Exc Housing Commission | $ 16,533,000.00 | $ 500,000.00 | $ - | 3% |
| Housing Commission | $ 386,129,000.00 | $ 386,129,000.00 | $ - | 100% |
| Parks and Recreation | $ 24,065,000.00 | $ 2,620,000.00 | $ - | 11% |
| Solid Waste | $ 5,395,000.00 | $ 2,567,000.00 | $ - | 48% |
| Active Transportation | $ 37,185,000.00 | $ 9,474,000.00 | $ 200,000.00 | 26% |
| Airport | $ 11,113,000.00 | $ 7,968,000.00 | $ - | 72% |
| Bridges | $ 9,370,000.00 | $ 2,675,000.00 | $ 577,000.00 | 35% |
| New Street | $ 6,317,000.00 | $ 3,975,000.00 | $ - | 63% |
| Other Transportation | $ 12,226,000.00 | $ 1,829,000.00 | $ 1,154,000.00 | 24% |
| Parking Facilities | $ 23,311,000.00 | $ - | $ - | 0% |
| Street Construction | $ 74,822,000.00 | $ 7,922,000.00 | $ 5,700,000.00 | 18% |
| Transit | $ 71,851,000.00 | $ 58,636,000.00 | $ - | 82% |
| Sanitary System | $ 69,539,000.00 | $ 14,350,000.00 | $ - | 21% |
| Stormwater Management | $ 57,288,000.00 | $ - | $ - | 0% |
| Water System | $ 215,489,000.00 | $ 2,508,000.00 | $ - | 1% |
| Totals: | $ 1,020,633,000.00 | $ 501,153,000.00 | $ 7,631,000.00 | 49% |




Sources of outside discretionary funding are depicted by type in the table and chart below:

## FY2022-FY2027 OUTSIDE DISCRETIONARY FUNDS BY SOURCE CATEGORY

| Outside Discretionary Fund Category | FY2022-2027 Total Funding By Outside Category | FY2022 Total Funding By Outside Category | FY 2023 Total Funding By Outside Category |
|---|---|---|---|
| County and Other Local Agency | $ 2,750,000.00 | $ 200,000.00 | $ - |
| Contributed Capital-Outside Customers | $ 2,567,000.00 | $ - | $ - |
| Developer & Donations | $ 28,270,000.00 | $ 4,853,000.00 | $ 5,597,000.00 |
| State and Federal Funds | $ 467,566,000.00 | $ 9,146,000.00 | $ 31,894,000.00 |
| | $ 501,153,000.00 | $ 14,199,000.00 | $ 37,491,000.00 |




## C. General Funded Projects

The FY2022-FY2027 CIP includes 30 projects that are anticipated to be funded in whole or in part by general funds. Projects proposed beyond 2027 are not included in this statistic. This represents about 6.1% of all projects and about 2.8% of all funding needed. However, per discussions of discretionary funding above, if grants or other outside funding are obtained for any significant project such as the Anna Arbor Train Station, then matching general funds might be needed. General fund matches for such projects are not included in the table below given the discretionary nature of the funding itself.

Predominant in number in the general funded project group are 1) City Owned Building projects such as projects to rehabilitate or replace the City's aging fire stations that are necessary for the safe and efficient function of such facilities; 2) Water group projects at the City's dams; and 3) Active Transportation projects including studies that help shape the path of safety and multi-modal transportation efforts.

The chart below summarizes the number and funding needs of such projects for each asset group. Totals are shown both for the total six-year cycle and individually for FY2022 and FY2023.

## GENERAL FUND NEEDS EXCLUSIVE OF MATCHES TO DISCRETIONARY FUNDS

| Category | Total FY2022-2027 Number of Projects Requiring General Funds | FY2022-2027 Total General Funds Needed* | FY2022 Number of Projects Requiring General Funds | FY2022 General Funds Needed | FY2023 Number of Projects Requiring General Funds | FY2023 General Funds Needed |
|---|---|---|---|---|---|---|
| City Owned Buildings exc. Housing | 7 | $16,118,000.00 | 4 | $ 2,318,000.00 | 2 | $ 2,500,000.00 |
| Parks and Recreation | 0 | $ - | 0 | $ - | 0 | $ - |
| Solid Waste | 0 | $ - | 0 | $ - | 0 | $ - |
| Airport | 0 | $ - | $ - | $ - | 0 | $ - |
| Active Transportation | 8 | $ 2,190,000.00 | 2 | $ 250,000.00 | 1 | $ 100,000.00 |
| Bridges | 1 | $ 570,000.00 | 1 | $ 95,000.00 | 1 | $ 95,000.00 |
| New Street** | 1 | $ 87,000.00 | 0 | $ - | 0 | $ - |
| Other Transportation | 5 | $ 3,944,000.00 | 2 | $ 789,000.00 | 2 | $ 789,000.00 |
| Parking Facilities | 0 | $ - | 0 | $ - | 0 | $ - |
| Street Construction | 0 | $ - | 0 | $ - | 0 | $ - |
| Transit | 1 | $ 25,000.00 | 0 | $ - | 1 | $ 25,000.00 |
| Sanitary System | 0 | $ - | 0 | $ - | 0 | $ - |
| Stormwater Management | 0 | $ - | 0 | $ - | 0 | $ - |
| Water System | 7 | $ 5,835,000.00 | 3 | $ 460,000.00 | 1 | $ 125,000.00 |
| **TOTALS** | **30** | $28,769,000.00 | 12 | $ 3,912,000.00 | 8 | $ 3,634,000.00 |

## PLAN CREATION: PROJECTS, PRIORITIZATION, AND PROGRAMMING

Development of the Capital Improvements Plan requires a complex process involving input by over 70 staff members, the City Planning Commission, citizens, the University of Michigan, DDA, and other City and local commissions and agencies.

Development of the CIP is handled through Asset Category Teams for each of the 14 asset groups as set forth in the data tables above. The initial task for each Team is to generate a list of identified capital needs (the “Projects” step).

The next, and most critical, process component is rating the relative merits of each project (the “Prioritization” step). This crucial step, while constrained by the amount of funding anticipated to be available for capital projects and timing of availability of funds when more than one asset category is involved in a project, nonetheless provides invaluable information in the CIP decision-making process. Shrinking funds and rising costs incurred in maintaining and rehabilitating deteriorating infrastructure make the process of selecting the most vital capital projects even more crucial and difficult. The merits of each identified capital need must be judged against the policies and criteria of the CIP process and the goals of each component of the Master Plan, as well as against the other competing needs in that particular asset category.

For many years, all asset groups utilized a set of common prioritization criteria, and a limited number of asset-specific criteria as well (see chart below). While rating scales for each criterion were the same, each group could assign different relative weights to each.

| *Prioritization Criteria Items* |
|---|
| |
| **Criteria Common to Most Asset Categories:** |
| |
| |
| Sustainability Framework Goals |
| Safety/Compliance/Emergency Preparedness |
| Funding |
| Coordination with Other Projects and Agencies |
| Master Plan Objectives |
| User Experience (Level Of Service) |
| System Influence/Capacity |
| O & M (Operation & Maintenance) |
| |
| |
| |
| **Criteria Specific to Selected Asset Categories Only:** |
| Parks & Recreation Only: SCRA - Social, Cultural, Recreational, and Aesthetic |
| Bridges Only: Daily Users Carried |
| Bridges Only: Criticality (e.g. critical to systems operation or a specific site) |
| Bridges Only: Impacts Other Infrastructure items |
| Stormwater Management Only: Water Quality |
| Water System Only: Reliability |
| |
| |
| |

These criteria continue to be used for the smaller asset groups. Each project is rated using a scoring scale for each of the above criteria. This scoring process takes place with teams of staff members providing broad cross-unit input and involving staff from unit mangers to project managers to public works personnel. Staff from other entities such as the DDA, UM, and the Washtenaw County Water Resources Commissioner's Office (WCWRC) are also involved where appropriate.

In 2020, the City made the transition to a new CIP software called Allovance. In addition to moving the project data to a new web-based platform, the Allovance decision making process was utilized to update prioritization criteria for the City's largest asset groups (Parks and Recreation, Active Transportation, Streets, Sanitary, Stormwater, and Water). These groups were all ones that had completed or updated strategic asset management plans in the last few years. The prioritization criteria update allowed for incorporation of goals from those plans into the capital decision making process. It also provided the opportunity to incorporate goals from other City strategic documents such as the A2Zero plan. The remaining smaller asset groups will undergo prioritization criteria revision prior to the next full CIP plan update in Fall 2022. See Appendix A for the long-standing scoring criteria still used by the smaller asset groups as well as the new Allovance-derived criteria now framed as "strategic values." Both systems result in a single prioritization score for each project.

These prioritization scores then become one of the principal tools in establishing the order in which projects are programmed (the "Programming" step). It is noted however, that fund availability and constraints, the need to coordinate with projects involving other asset groups, required interactions with other outside agencies, and other similar factors dictate that this scoring alone does not set the programmatic order in which projects are undertaken.

The final result of the “Three P” process was the FY2022-FY2027plan presented in tabular form by asset group to the City Planning Commission with prioritizations scores, year programmed, and projected funding needs for each.

## NEW PROJECTS

There are 100 new projects in the FY2022-FY2027 CIP. The total cost of all new projects is $472,727,000 representing approximately 34% of all project costs. This figure is dominated by the new Housing Commission projects.

Asset groups proposing the greatest numbers of new projects include Streets, Water, Sanitary, Active Transportation, and City Owned Buildings. Many of these new projects reflect the results of long-term asset management, planning, and study efforts that resulted in the identification of new capital projects.

In the Streets category, the City’s commitment to its Pavement Asset Management Plan continues to be reflected in increased funding directed to capital preventative maintenance (consistent with the Plan’s “right fix at the right time” goal) as well as to increased resurfacing and rehabilitation efforts in the City’s Local street system. New prioritization criteria give added weight in streets capital planning to projects that also contribute to the advancement of the City’s safety and sustainability goals.

For the Water asset group, new projects continue to arise from a variety of needs identified through long-term asset management planning. These include replacement of mains with water quality issues or history of breaks, consolidation of parallel mains to decrease operations and maintenance costs, replacement of old small mains with larger ones to service present needs, as well as significant needed capital improvements at the City’s Water Treatment Plant. New prioritization criteria provide more direct emphasis on risk, safety, and sustainability.

In the Sanitary asset category, several new projects are proposed at the Wastewater Treatment Plant as well as capital maintenance projects in the City’s sanitary sewer collection system. Prioritization criteria reflect increased emphasis on regulatory compliance and safety and risk.

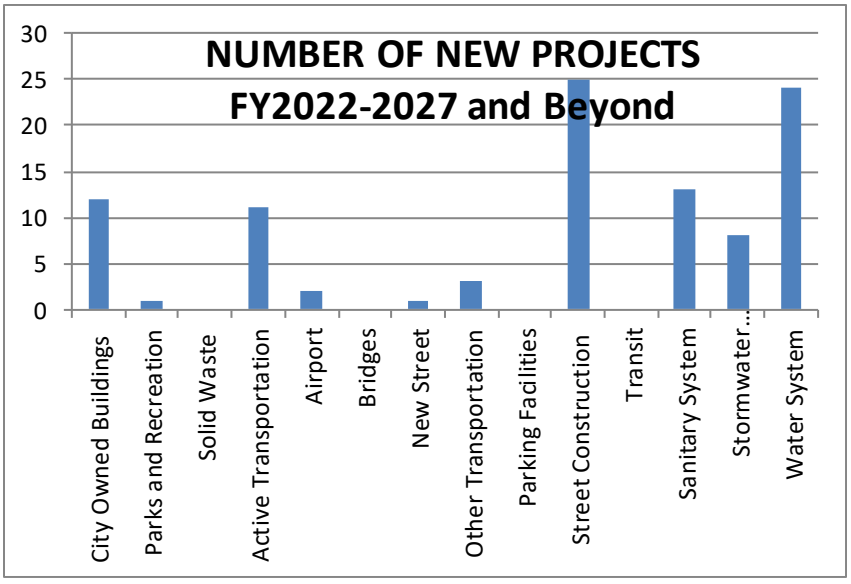
In the Active Transportation category, the recent passage of the New Sidewalk Millage has allowed for inclusion into the Plan of several new sidewalk-gap filling projects as well as advancement of several such projects already in the plan. Other new projects focus on the City’s goal of encouraging multi-modal transportation. Updated prioritization criteria reflect the latter goal by placing strong emphasis on Access and Mobility and Physical Safety as a means to encourage active transportation.

The City Owned Buildings category reflects several new Housing Commission projects which have arisen as a result of the City’s efforts to evaluate City properties for potential use as affordable housing sites. Passage of a successful affordable housing millage in November 2020 will also contribute to the successful advancement of these projects.

The chart and graph following depict number of new projects and total funding needed for such projects for each asset group.

# NEW PROJECTS FY2022- FY2027

| Category | # of New Projects | FY2022-2027 And Beyond New Funding Needed |
|---|---|---|
| City Owned Buildings | 12 | $ 400,336,000.00 |
| Parks and Recreation | 1 | $ 3,000,000.00 |
| Solid Waste | 0 | $ - |
| Active Transportation | 11 | $ 6,169,000.00 |
| Airport | 2 | $ 617,000.00 |
| Bridges | 0 | $ - |
| New Street | 1 | $ 500,000.00 |
| Other Transportation | 3 | $ 2,010,000.00 |
| Parking Facilities | 0 | $ - |
| Street Construction | 25 | $ 21,000,000.00 |
| Transit | 0 | $ - |
| Sanitary System | 13 | $ 12,085,000.00 |
| Stormwater Management | 8 | $ 5,150,000.00 |
| Water System | 24 | $ 21,860,000.00 |
| TOTALS | 100 | $ 472,727,000.00 |



## COMMUNITY INPUT AND INFORMATION SHARING

As the City's focus on community engagement efforts is increasingly embedded into the fabric of interaction with the community, many new capital improvement projects are being generated from such interactions. Such engagement occurs through direct interaction with citizens as well as through commissions and boards with strong citizen representation.

The City has engaged in several intensive infrastructure related planning and evaluative studies that have involved citizen advisory groups and/or community-wide engagement efforts. The results of such studies have generated capital improvement projects that were heavily driven by such citizen input.

As examples, the State Street Transportation Corridor Study (Ellsworth to Oakbrook) and Nixon Corridor Design projects, both of which involved significant public engagement, resulted in creating future CIP projects as well as development of planning level cost estimates and project phasing for Complete Streets projects in these corridors.

Resident requests concerning specific locations have also generated a number of capital improvement projects. For example, citizen requests to fill the sidewalk gap on the south side of Jackson from Wagner to Park Lake contributed to inclusion of a project to meet that need.

Requests are also received from the University of Michigan (UM), local interest organizations such as the Washtenaw Biking and Walking Coalition, etc.

Examples of other projects that were added to the FY2022-FY2027 CIP based in whole or in part upon community input include the Bicycle Network Gaps and Low Stress Bicycle Network Signage projects, Hollywood (Maple to Allison) Paving, and the Accessible Pedestrian Signal project.

One final new opportunity for gathering community input, which can lead to inclusion of new capital improvement projects in the CIP, has come about due to the highly successful launch in 2014 of the City's new *A2 Fix It* system. This system permits community members to report on issues related to the City's capital assets as well as its operations. The primary purpose of the system focuses on addressing issues such as pothole repair or a missed trash pick-up which can be addressed in the short term. However, the system is also beginning to generate requests which would require longer-term capital improvement project creation to properly address and a website to permit such long-term input is in the beta stages of testing.

# Current Standard Prioritization Criteria for Smaller Asset Groups

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 1 | **Sustainability Framework Goals** | 0 Contributes to meeting 1 or less of the City's Sustainability Framework Goals | | 3 Modestly contributes to meeting two to three of the City's Sustainability Framework goals | | 7 Significantly contributes to meeting two or three of the City's Sustainability Framework goals OR modestly contributes to meeting four of more of the City's Sustainability Framework goals | | 10 Significantly contributes to meeting 4 or more of the City's Sustainability Framework goals | |
| 2 | **Safety/Compliance/Emergency Preparedness** | 0 Does not address safety, compliance, or emergency preparedness considerations | 2 Modestly contributes to reducing a public health or safety hazard, but is not required for compliance | | 5 Will assist in ability to continue governmental services during emergencies OR will eliminate a low risk public health or safety hazard | | 8 Necessary to meet recommended regulatory compliance OR will reduce exposure to a high risk public health or safety exposure | 10 Contributes to mandatory regulatory compliance OR will eliminate exposure to a high risk public health or safety hazard OR is necessary to assure continuance of governmental services during emergencies | |
| 3 | **Funding** | 0 Has no potential funding | 2 Has uncertain funding source(s) (e.g., Special Assessment, General Fund) OR has anticipated funding from low-interest loan source (e.g., SRF, DWRF, Energy Fund) with no loan forgiveness | | 6 Funding available from standard City funding sources (e.g., utility rates, road millage, etc.) OR has anticipated funding from low-interest loan source (e.g., DWRF, SRF, Energy Fund) with high potential for loan forgiveness | | 8 Has anticipated partial project funding (<50%) from outside non-loan source(s) | 10 Has anticipated substantial project funding (>50%) from outside non-loan sources (e.g., STP, grant funding, developer, Township financed) | |
| 4 | **Coordination with Other Projects or Agencies** | 0 There are no other planned projects that should be coordinated with this Project AND project does not provide partnership opportunities | 3 Promotes regional or interagency planning and coordination OR public/private partnership | | 5 Costs can be modestly reduced (< 20%) by aligning project with another project (e.g. street reconstruction with utility replacement) OR no cost savings will be realized but aligning with another project minimizes disruption to the public | | 8 Costs can be significantly reduced (≥20%) by aligning project with another project (e.g. street reconstruction with utility replacement) | 10 Schedule is driven by other high-priority improvements that must be completed within the next two fiscal years | |
| 5 | **Master Plan Objectives** | 0 Does not contribute to meeting any of the City's master plan or other strategic planning document goals | | 3 Modestly contributes to meeting one of the City's master plan or other strategic planning document goals | | 6 Significantly contributes to meeting one of the City's master plan or other strategic planning document goals OR modestly contributes to meeting two or more of the City's master plan or other strategic planning document goals | | 10 Significantly contributes to meeting two or more of the City's master plan or other strategic planning document goals | |
| 6 | **User Experience (Level of Service)** | 0 Will not affect Level of Service | | 4 Modestly improves existing Level of Service | | 7 Provides a new service requested by and that benefits a small segment of the community | | 10 Significantly improves existing Level of Service OR provides a new service which is requested by and benefits a large segment of the community | |
| 7 | **System Influence/Capacity** | 0 Does not contribute to larger system network or user demand | 3 Meets future user demand | | 6 Addresses immediate user demand that benefits a small segment of the user population | | | 10 Addresses immediate user demand that benefits a large segment of the user population | |
| 8 | **O&M (Operations & Maintenance)** | 0 Will cause increase OR have a neutral effect on O&M costs | | 3 Makes modest contribution to O&M cost reduction | | 7 Makes modest contribution to O&M cost reduction AND creates opportunities to improve operational flexibility, use of technology, or extends asset life | | 10 Makes significant contribution to O&M cost reduction AND creates opportunities to maximize operational flexibility, use of technology, or extends asset life, or utilizes materials or techniques that provide lowest overall life-cycle costs | |

# Strategic Value Scorecard – Parks & Recreation

QUANTIFY

# PRIORITY: SUSTAINABILITY

# OBJECTIVE: *CONTRIBUTES TO A2ZERO GOALS*

## Set the criteria for each level of the scale for ***Contribute to A2Zero Goals***

Low Desirability

- Project does not contribute to an A2Zero Strategy* AND
- Project does not contribute to the City's interconnected non-motorized transportation network. AND
- Does not play a role in the production of local food. AND
- Energy sources from the project come from the existing power grid

*Power Our Electrical Grid with 100% Renewable Energy; Switch our Appliances...from Gasoline, Diesel, Propane, Coal, and Natural Gas to Electric; Significantly Improve the Energy Efficiency in our... Recreational Sites and Government Facilities; Reduce the Miles we Travel in our Vehicles by at least 50%; Change the Way We Use, Reuse, and Dispose of Materials,; Enhance the Resilience of Our People and Our Place

Medium Desirability

- Project contributes to **at least one** of the A2Zero Resilience Strategies as outlined above AND/OR
- Project improves and enhances the City's interconnected non-motorized transportation network. AND/OR
- Improves or expands existing local food production projects AND/OR
- Project operates with partial renewable energy sources (less than 50%) or does not require power.

High Desirability

- Project contributes to **two or more** of the A2Zero Resilience Strategies as outlined above AND/OR
- Project extends the City's interconnected non-motorized transportation network. (Another level - Extending the City's interconnected non-motorized transportation network to underserved communities) AND/OR
- Generates opportunities to add to the City's local food production programs. AND/OR
- Project operates with partial renewable energy sources (greater than 50%) or generates a surplus of energy that can be used to offset energy demands elsewhere in the Park System.

QUANTIFY

# PRIORITY: SUSTAINABILITY

# OBJECTIVE: *PROTECT NATURAL SYSTEMS*

## Set the criteria for each level of the scale for *Protect Natural Systems*

Low Desirability

- Project meets rules and regulations regarding stormwater runoff. OR
- Project links together one or more high quality natural areas. OR
- Project has minimal positive impact on existing natural system and biodiversity. OR
- Project has minimal positive impact on natural resources.

Medium Desirability

Meets at least 2 of the 4 following objectives:

- Project exceeds rules and regulations on stormwater runoff by reducing volume of stormwater and improving quality of stormwater runoff. AND/OR
- Project links together two or more high quality natural areas. AND/OR
- Project creates natural systems which increases the biodiversity of an area. AND/OR
- Project has a positive impact on natural resources.

High Desirability

Meets at least 3 or 4 of the 4 following objectives:

- Project exceeds rules and regulations on stormwater runoff by reducing volume of stormwater and improving quality of stormwater runoff. AND/OR
- Project links together two or more high quality natural areas. AND/OR
- Project creates natural systems which increases the biodiversity of an area. AND/OR
- Project has a positive impact on natural resources.

## Resulting scale for *Protect Natural Systems*

QUANTIFY

# PRIORITY: PARK SYSTEM INFRASTRUCTURE

# OBJECTIVE: M*EET OR EXCEED REGULATORY COMPLIANCE & INDUSTRY STANDARDS*

## Set the criteria for each level of the scale for *Meet or exceed Regulatory Compliance & Industry Standards*

Low Desirability

- Results in meeting minimal current industry standards

Medium Desirability

- Results in meeting all current industry standards

High Desirability

- Results in exceeding all current standards and adopts recommended practices that are not required

## Resulting scale for *Meet or exceed Regulatory Compliance & Industry Standards*

QUANTIFY

# PRIORITY: PARK SYSTEM INFRASTRUCTURE

# OBJECTIVE: *MAINTAIN INFRASTRUCTURE CONDITION*

## Set the criteria for each level of the scale for *Maintain Infrastructure Condition*

Low Desirability

- Provides minimal infrastructure condition improvement

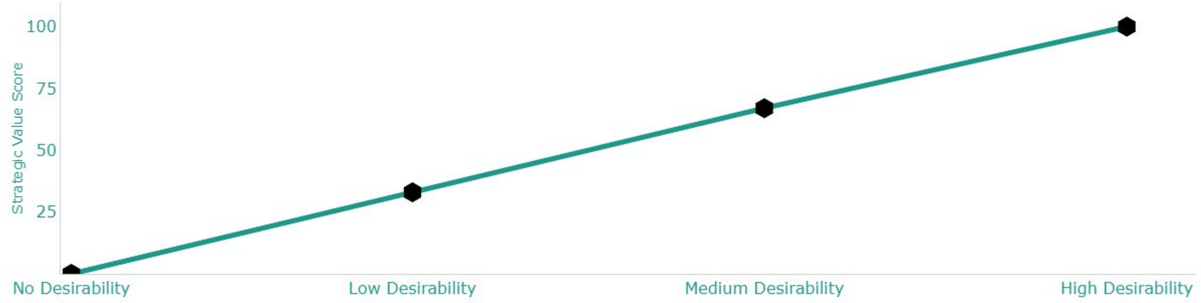
Medium Desirability

- Provides moderate infrastructure condition improvement

High Desirability

- Provides substantial infrastructure condition improvement

## Resulting scale for *Maintain Infrastructure Condition*



QUANTIFY

# PRIORITY: QUALITY OF LIFE

# OBJECTIVE: *CREATES EXCELLENT PARKS & SPACES*

## Set the criteria for each level of the scale for *Creates Excellent Parks & Spaces*

Low Desirability

- Provides a respite from Built Environment AND/OR
- Provides a connection to natural world

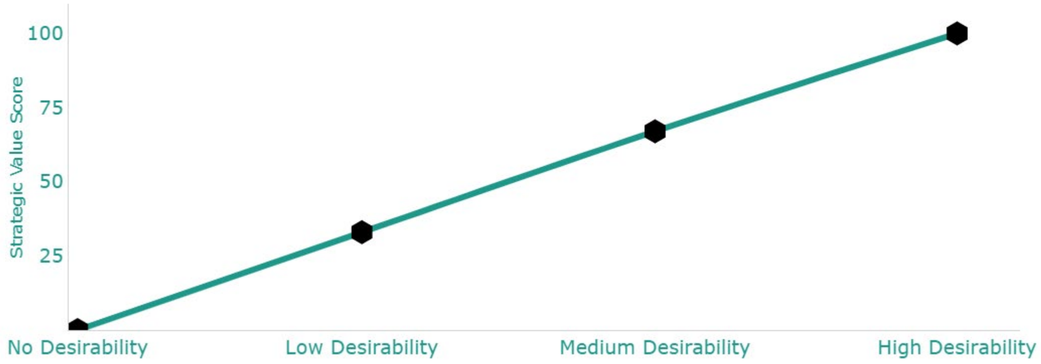
Medium Desirability

- Meets Low Desirability PLUS
- Helps to enhance human connection, gatherings and events AND/OR
- Aesthetic/Place Making

High Desirability

- Meets Medium Desirability PLUS
- Helps support Innovation AND/OR
- Stewardship of cultural resources

## Resulting scale for *Creates Excellent Parks & Spaces*



QUANTIFY

# PRIORITY: QUALITY OF LIFE

# OBJECTIVE: *PROVIDES ACCESS*

## Set the criteria for each level of the scale for *Provides Access*

Low Desirability

- Provides ADA access AND/OR
- Provides amenities not easily found within 1 mile radius from the project location

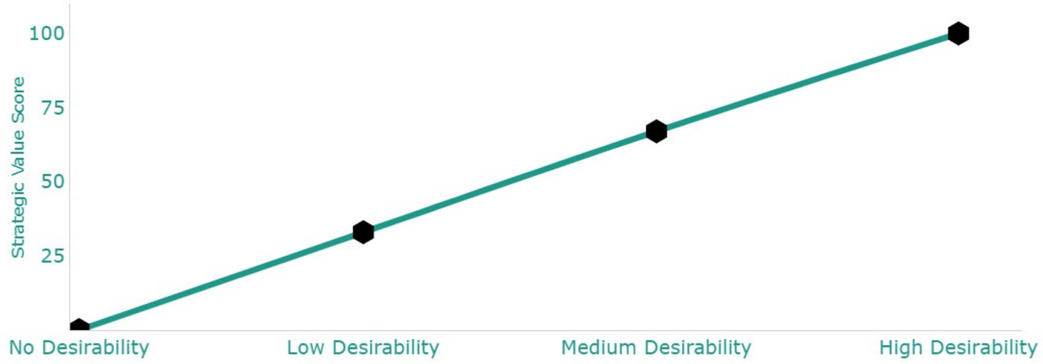
Medium Desirability

- Provides ADA access plus limited Universal access AND/OR
- Provides amenities not easily found within 1/2 mile radius from the project location

High Desirability

- Provides full Universal access AND/OR
- Provides amenities not easily found within ¼ mile radius from the project location AND/OR
- Provides an amenity in an underserved (hardship) area

## Resulting scale for *Provides Access*



QUANTIFY

# PRIORITY: QUALITY OF LIFE

# OBJECTIVE: *ENHANCES CUSTOMER EXPERIENCE AND SATISFACTION*

## Set the criteria for each level of the scale for *Enhances Customer Experience and Satisfaction*

Low Desirability

- Response to a **localized need**

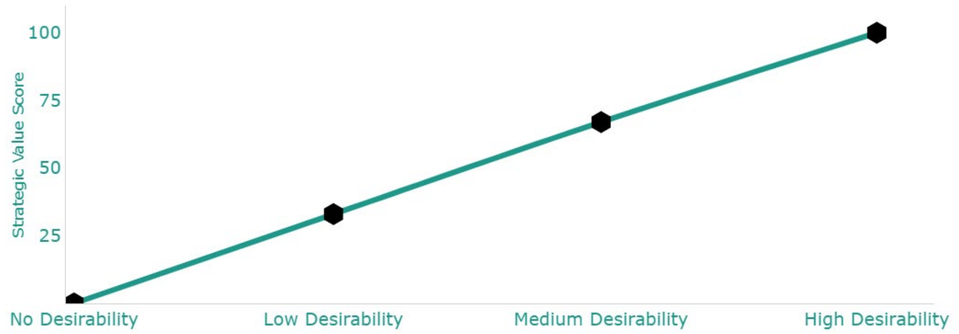
Medium Desirability

- Provides **a larger area** opportunity for play and learning AND/OR
- Enhances the visitor Experience (comfort / cleanliness / enjoyment) AND/OR
- Improves overall customer Satisfaction

High Desirability

- Creates diverse Recreation Opportunities and Experiences AND/OR
- Provides new recreation opportunities or experiences

## Resulting scale for *Enhances Customer Experience and Satisfaction*



QUANTIFY

# PRIORITY: FINANCIAL HEALTH

## Set the criteria for each level of the scale for *Financial Health*

Low Desirability

- Partnerships & Grants: City assumes all capital costs. OR
- Impacts Operating Budget: Project increases operating budget expenditures, generates no additional revenue. (example – a new boardwalk in a nature area)

Medium Desirability

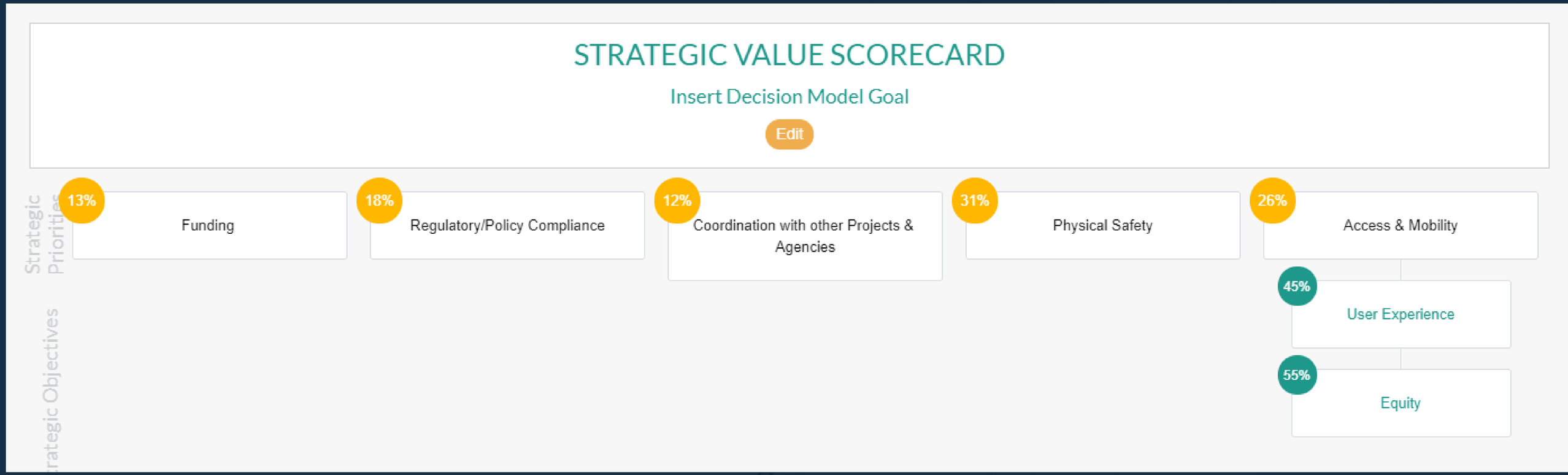
- Partnerships & Grants: Partnerships and/or grant funding cover less than 50% of the capital project cost. OR
- Impacts Operating Budget: Project decreases operating budget expenditures with little or no impact on revenue (example – mechanical upgrades to Vets Pool that reduce utility and chemical costs – revenue might increase slightly if there is less pool down time), OR increased operating expenditures as a result of the project are offset by new revenues for a net zero effect.

High Desirability

- Partnerships & Grants: Partnerships and/or grant funding cover more than 50% of the capital project cost. OR
- Impacts Operating Budget: Project generates new revenues that exceed new expenditures (example, Argo Cascades).

Save

# Strategic Value Scorecard – Active Transportation



QUANTIFY

# PRIORITY:

# FUNDING

## Set the criteria for each level of the scale for *Funding*

Low Desirability

Normal

Funding is identified from uncertain sources (i.e. General fund, special assessments, competitive grant that are not yet awarded)

Medium Desirability

Normal

Funding available from standard City funding sources (i.e. Act 51, city or county Street Millage).

High Desirability

Normal

Has anticipated substantial project funding (>33%) from certain outside sources (i.e. TAP, STP-U, HSIP, U of M, Developers, other grants, etc.)

## Resulting scale for *Funding*

# PRIORITY: REGULATORY/POLICY COMPLIANCE

## Set the criteria for each level of the scale for *Regulatory/Policy Compliance*

Low Desirability

Project maintains or refreshes existing active transportation system regulatory marketing requirements (ex: pavement marking visibility, sign retro-reflectivity, curb ramps etc.)

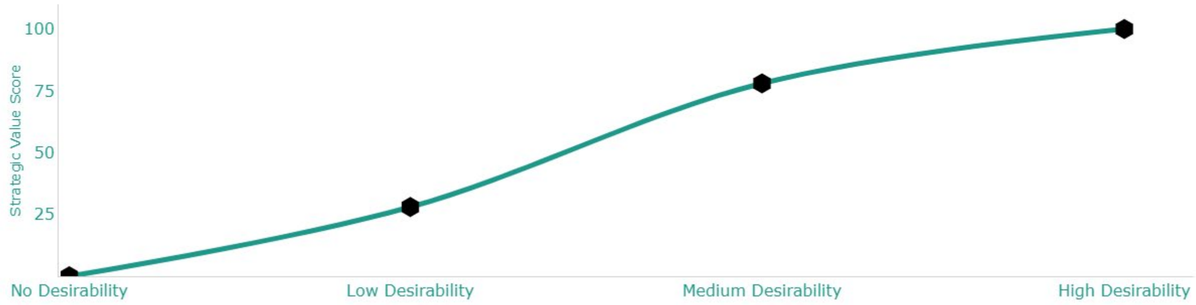
Medium Desirability

Project enhances or updates systems towards regulatory or policy compliance (ex: Countdown X-walk heads, RRFB, new curb ramps, etc.)

High Desirability

Project addresses significant regulatory or policy compliance issues (ex: MMUTCD, eliminating stairs in a right of way, etc.)

## Resulting scale for *Regulatory/Policy Compliance*



# PRIORITY: COORDINATION WITH OTHER PROJECTS & AGENCIES

## Set the criteria for each level of the scale for *Coordination with other Projects & Agencies*

Low Desirability

A project that has minimal interaction with other asset groups

Medium Desirability

- A project that is coordinated with other asset groups resulting Modest in cost savings and minimizes disruption to the public OR
- Has partnership with external agencies that minimize disruption to the public AND/OR provides opportunity to increase consistency across jurisdictional boundary

High Desirability

- A project that is coordinated with other asset groups resulting in Significant cost savings and minimizes disruption to the public OR
- Has partnership with external agencies that minimize disruption to the public AND/OR provides opportunity to increase consistency across jurisdictional boundary

## Resulting scale for *Coordination with other Projects & Agencies*

# PRIORITY:

# PHYSICAL SAFETY

## Set the criteria for each level of the scale for *Physical Safety*

Low Desirability

- Includes minor improvements that may improve transportation safety

Medium Desirability

- Includes project elements that have a significant positive impact to transportation safety OR
- Is a Tier 2 improvement in the draft Transportation plan

High Desirability

- Project is being driven by a transportation safety need OR
- Is a Tier 1 improvement in the draft Transportation plan

Resulting scale for *Physical Safety*

QUANTIFY

# PRIORITY: ACCESS AND MOBILITY

# OBJECTIVE: *USER EXPERIENCE*

## Set the criteria for each level of the scale for *User Experience*

Low Desirability

- A sidewalk gap identified as mid-low in the city's sidewalk prioritization metrics OR
- Crosswalk that is a community request OR
- Adding a new bike lane in an area not identified in the transportation plan

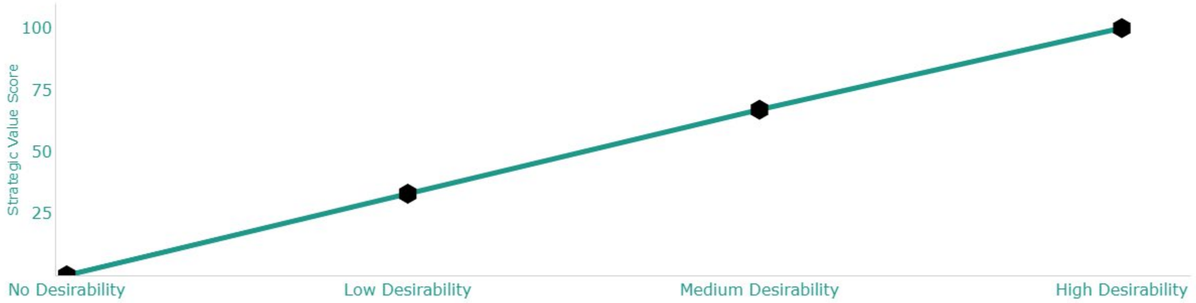
Medium Desirability

- A sidewalk gap identified as mid-high in the city's sidewalk prioritization metrics OR
- A cross walks identified as a minor mid-block crossing in the draft transportation plan OR
- A bicycle network identified as **non-critical** in the draft transportation plan

High Desirability

- A critical sidewalk gap identified as high or highest in the city's sidewalk prioritization metrics or identified in the draft transportation plan OR
- A cross walk identified as **a major mid-block crossing** in the draft transportation plan OR
- A bicycle network identified as **critical** in the draft transportation plan

## Resulting scale for *User Experience*



QUANTIFY

# PRIORITY: ACCESS AND MOBILITY

# OBJECTIVE: *EQUITY*

## Set the criteria for each level of the scale for *Equity*

Low Desirability

Normal

Project occurs in a neighborhood with a low percentage of households in poverty (less than 5%) per Neighborhoods at Risk

Medium Desirability

Normal

- Project occurs in a neighborhood with a moderate percentage of households in poverty (5- less than 10%) per Neighborhoods at Risk

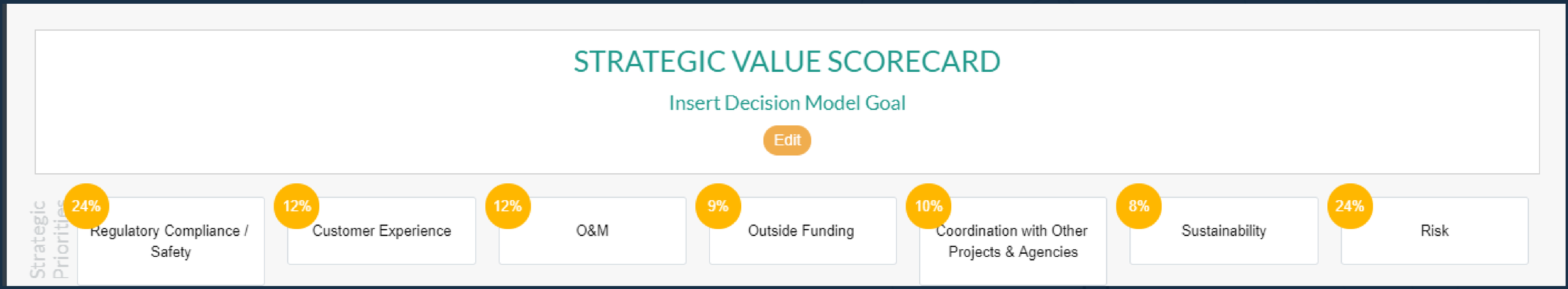
High Desirability

Normal

- Project occurs in a neighborhood with a high percentage of households in poverty (greater than 10%) per Neighborhoods at Risk

## Resulting scale for *Equity*

# Strategic Value Scorecard - Sanitary



QUANTIFY

# PRIORITY: REGULATORY COMPLIANCE /SAFETY

## Set the criteria for each level of the scale for *Regulatory Compliance/Safety*

Low Desirability

- Modestly contributes to reducing a public health or safety hazard, but is not required for regulatory compliance (i.e sewer extensions, plant improvement)

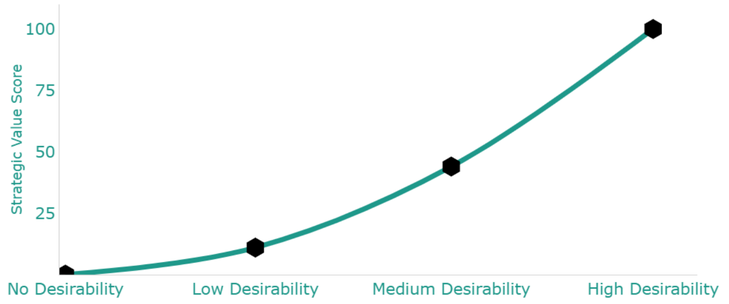
Medium Desirability

- Contributes to continued regulatory compliance (NPDES or identified area with known SSO issues)

High Desirability

- Contributes to mandatory regulatory compliance (new NPDES requirement or identified area with known SSO issues) OR
- Will eliminate exposure to a high risk public health or safety hazard

Resulting scale for *Regulatory Compliance/Safety*



QUANTIFY

# PRIORITY: CUSTOMER EXPERIENCE

## Set the criteria for each level of the scale for *Customer Experience*

Low Desirability

- N/A

Medium Desirability

Collection: Project lines or replaces pipe with known callouts

Plant: N/A

High Desirability

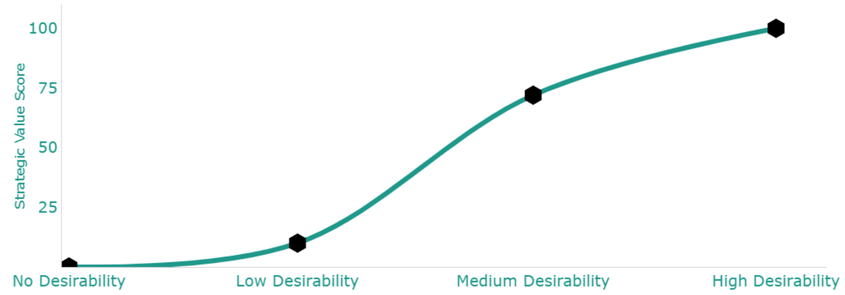
Collection:

- Projects identified in wet weather planning documents (SSWWEP) OR
- Adds new requested service (extensions) OR
- Reduces odor issues

Plant:

- Reduces odor issues

## Resulting scale for *Customer Experience*



QUANTIFY

# PRIORITY: O&M

## Set the criteria for each level of the scale for *O&M*

Low Desirability

Makes modest contribution to O&M cost reduction

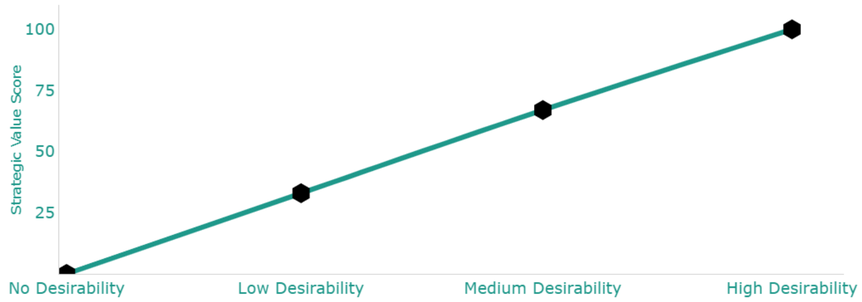
Medium Desirability

- Makes modest contribution to O&M cost reduction, AND
- Creates opportunities to improve operational flexibility, use of technology, or extends asset life

High Desirability

- Makes significant contribution to O&M cost reduction, AND
- Creates opportunities to maximize operational flexibility, use of technology, extends asset life, or utilizes materials or techniques that provide lowest overall life-cycle costs

### Resulting scale for *O&M*



QUANTIFY

# PRIORITY: OUTSIDE FUNDING

## Set the criteria for each level of the scale for *Outside Funding*

Low Desirability

- Has internal funding only OR
- Competitive outside grant funding source with uncertain outcome

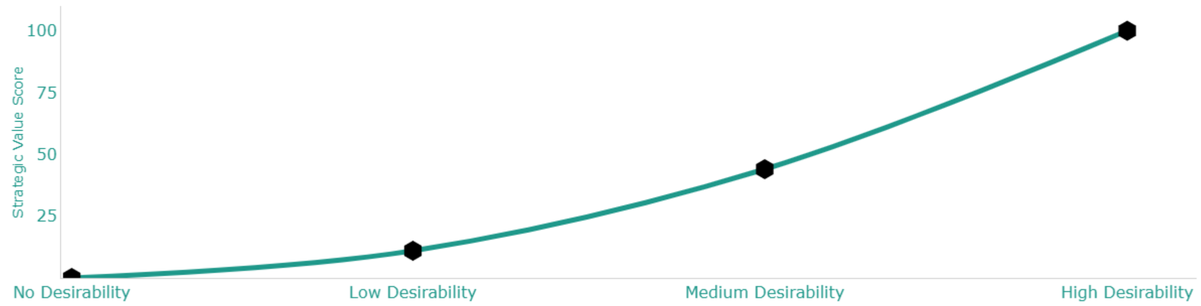
Medium Desirability

- Anticipated non-competitive outside funding (<50%) (ex: UM cost-share, grant, stimulus, private developers, DOM) OR
- Low interest loans with high potential for loan forgiveness

High Desirability

- Anticipated non-competitive outside funding (>50%) (ex: UM cost-share, grant, stimulus, private developers, DOM)

## Resulting scale for *Outside Funding*



QUANTIFY

# PRIORITY: COORDINATION WITH OTHER PROJECTS & AGENCIES

## Set the criteria for each level of the scale for *Coordination with Other Projects & Agencies*

Low Desirability

- Inter-agency coordination

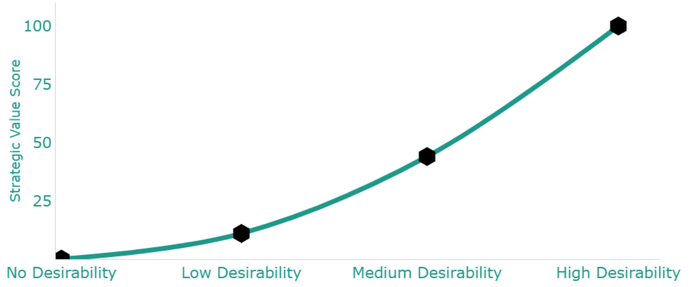
Medium Desirability

- Align project schedules to minimize disruption and save costs, OR
- Inter-agency project implementation (eg. Townships, MDOT, UM)

High Desirability

- Align project schedules to minimize disruption and save costs AND
- Inter-agency partnership (eg. Townships, MDOT, UM)

Resulting scale for *Coordination with Other Projects & Agencies*



QUANTIFY

# PRIORITY: SUSTAINABILITY

## Set the criteria for each level of the scale for *Sustainability*

Low Desirability

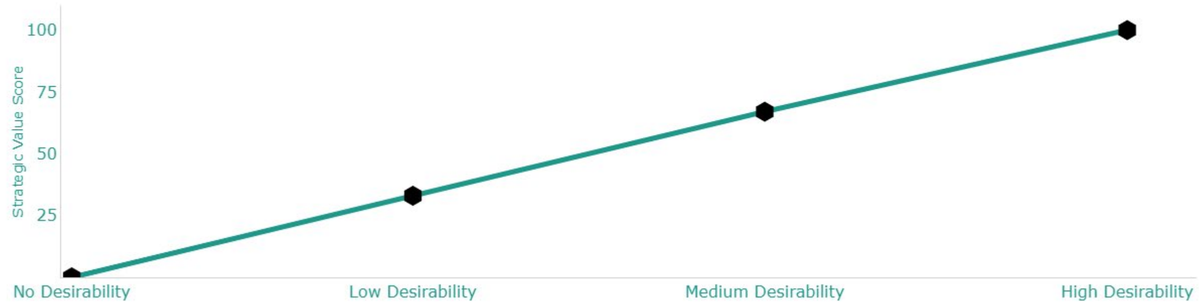
Medium Desirability

- Addresses areas with known SSO issue (contributes to clean air and water) OR
- Provides moderate electrical savings (1-2%)

High Desirability

- Plant: Project reduces greenhouse gases OR
- Collection: Project occurs in a neighborhood with a high percentage of households in poverty (greater than 10%) per Neighborhoods at Risk OR
- Plant: Provides significant electrical savings (2-5%)

## Resulting scale for *Sustainability*



QUANTIFY

# PRIORITY: RISK

## Set the criteria for each level of the scale for ***Risk***

Low Desirability

- Collection: SCREAM pipe Risk grade 1-2, OR
- PLANT: Maintains or replaces low risk process equipment

Medium Desirability

- Collection: SCREAM pipe Risk grade 3, OR
- PLANT: Maintains or replaces moderate risk process equipment OR Reduces risk to add redundancy

High Desirability

- Collection: SCREAM pipe Risk grade 4-5, OR
- PLANT: Maintains or replaces high risk process equipment

## Resulting scale for ***Risk***

# Strategic Value Scorecard - Stormwater

## STRATEGIC VALUE SCORECARD

The City of Ann Arbor's ultimate goal is to ensure the reliability and sustainability of its stormwater infrastructure by becoming a leading asset management (AM) organization, which strives to continually improve its services and practices.

Edit

Strategic Priorities

- 14% Water Quality — JL
- 14% Coordination & Collaboration — JL
- 13% Master Plan Objectives — JL
- 24% Level of Service — JL
- 15% O&M Efficiency — JL
- 21% Condition — TB

Strategic Objectives

- 78% Reduce Flooding — JL
- 22% Maintain Healthy Urban Forest — TG

QUANTIFY

# SP: WATER QUALITY

## Set the criteria for each level of the scale for *Water Quality*

Low Desirability

- Replace and repave around catch basins, OR
- Detention of storm water

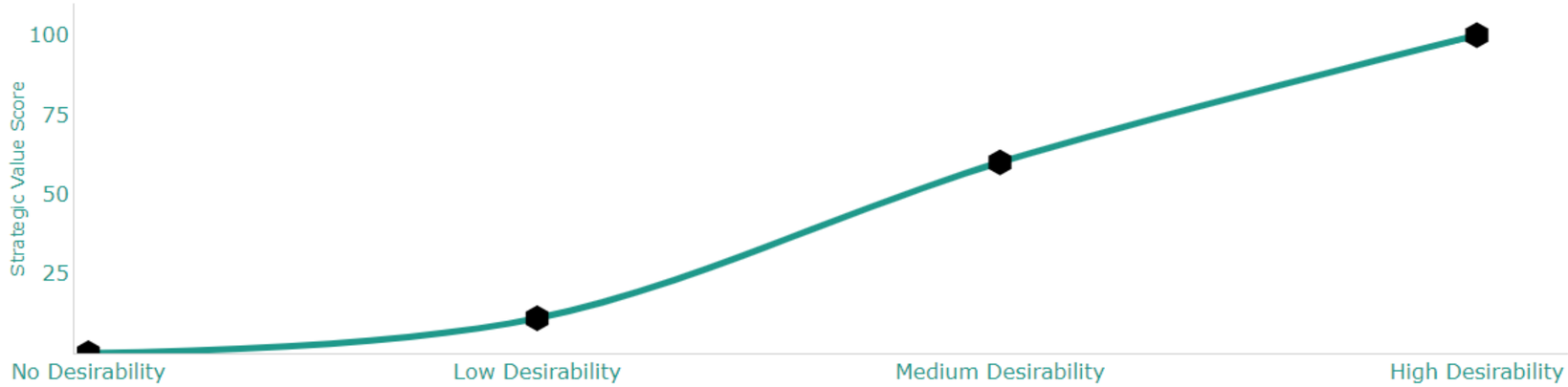
Medium Desirability

- Non-green infiltration, OR
- Non-measurable reduction in TMDLs, OR
- Non TMDL pollutant removal

High Desirability

- Green infrastructure, OR
- Stream bank stabilization, OR
- Measurable reduction of TMDLs

## Resulting scale for *Water Quality*



QUANTIFY

# SP: COORDINATION & COLLABORATION

## Set the criteria for each level of the scale for *Coordination & Collaboration*

Low Desirability

- Inter-agency coordination

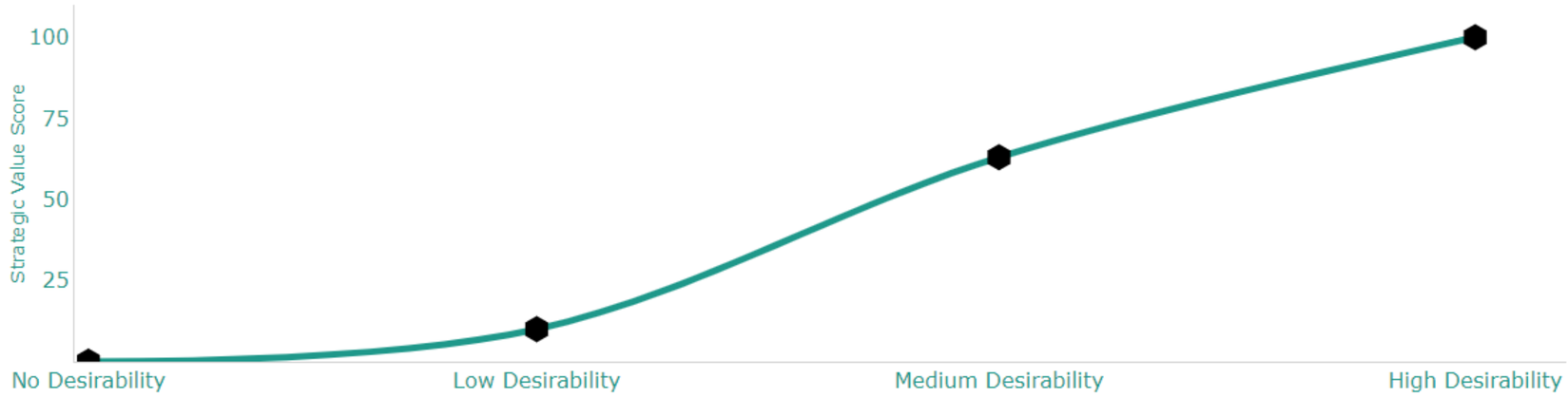
Medium Desirability

- Align project schedules to minimize disruption and save costs, OR
- Inter-agency project implementation (SRF)

High Desirability

- Align project schedules to minimize disruption and save costs AND
- Inter-agency partnership (eg. UM, WCWRC)

## Resulting scale for *Coordination & Collaboration*



QUANTIFY

# SP: MASTER PLAN OBJECTIVES

## Set the criteria for each level of the scale for *Master Plan Objectives*

Low Desirability

Modestly contributes to meeting one of the City's master plan or other strategic planning document goals

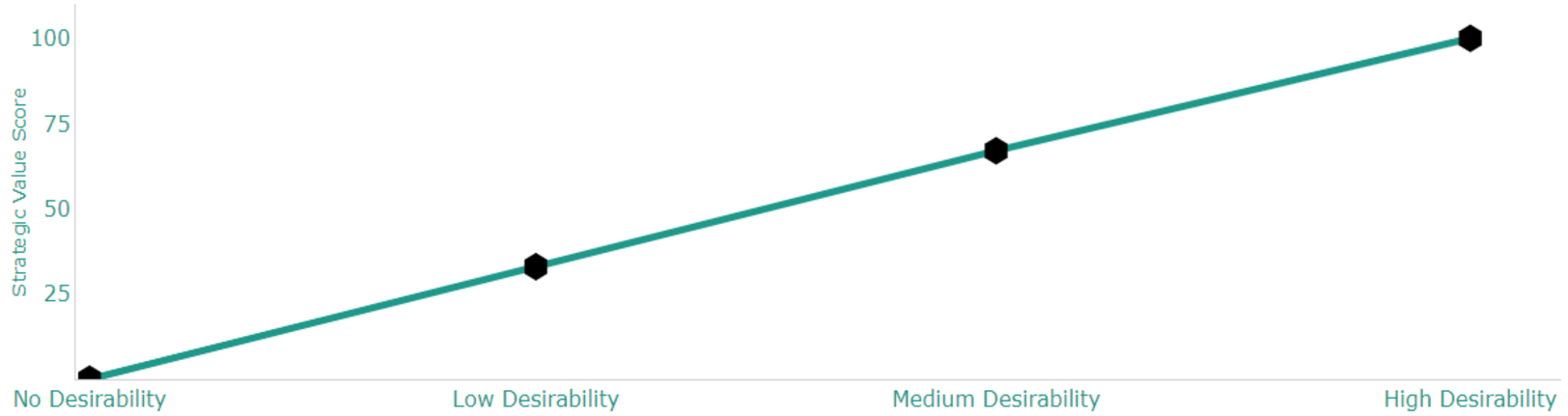
Medium Desirability

- Significantly contributes to meeting one of the City's master plan or other strategic planning document goals, OR
- Modestly contributes to meeting two or more of the City's master plan or other strategic planning document goals

High Desirability

Significantly contributes to meeting two or more of the City's master plan or other strategic planning document goals

## Resulting scale for *Master Plan Objectives*



QUANTIFY

# SP: LEVEL OF SERVICE

## SO: REDUCE FLOODING

## Set the criteria for each level of the scale for *Reduce Flooding*

Low Desirability

Improves Conveyance (eg. culvert and headwall projects)

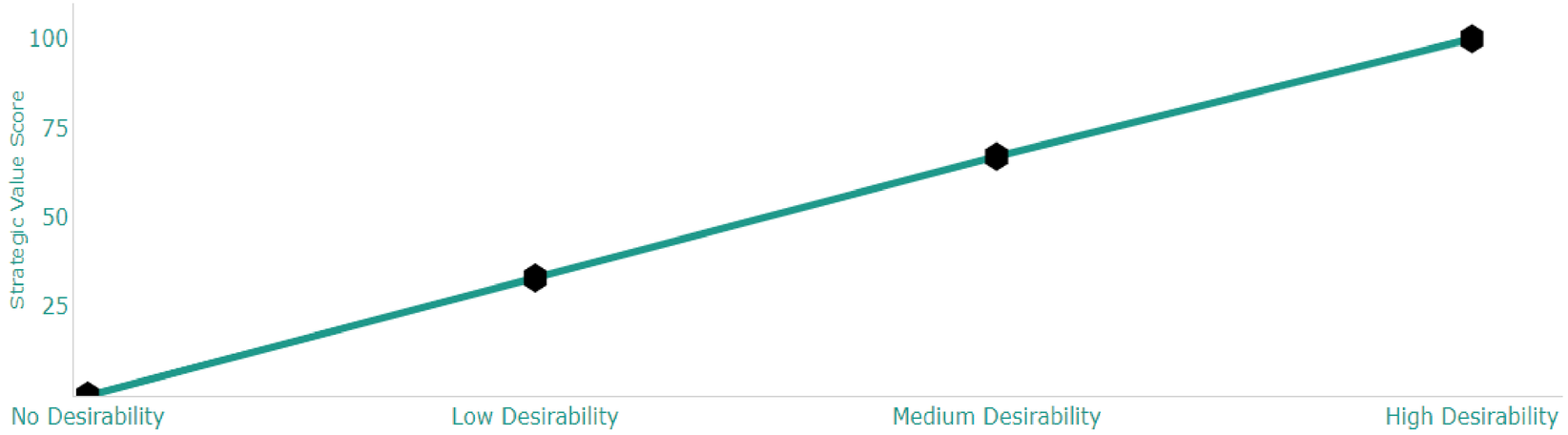
Medium Desirability

- Reduces flooding in a localized area
- # of parcels <= 3

High Desirability

- Reduces flooding in a regional area
- # of parcels > 3

## Resulting scale for *Reduce Flooding*



QUANTIFY

# SP: LEVEL OF SERVICE

## SO: MAINTAIN HEALTHY URBAN FOREST

## Set the criteria for each level of the scale for *Maintain Healthy Urban Forest*

Low Desirability

Adds 0-10 new trees

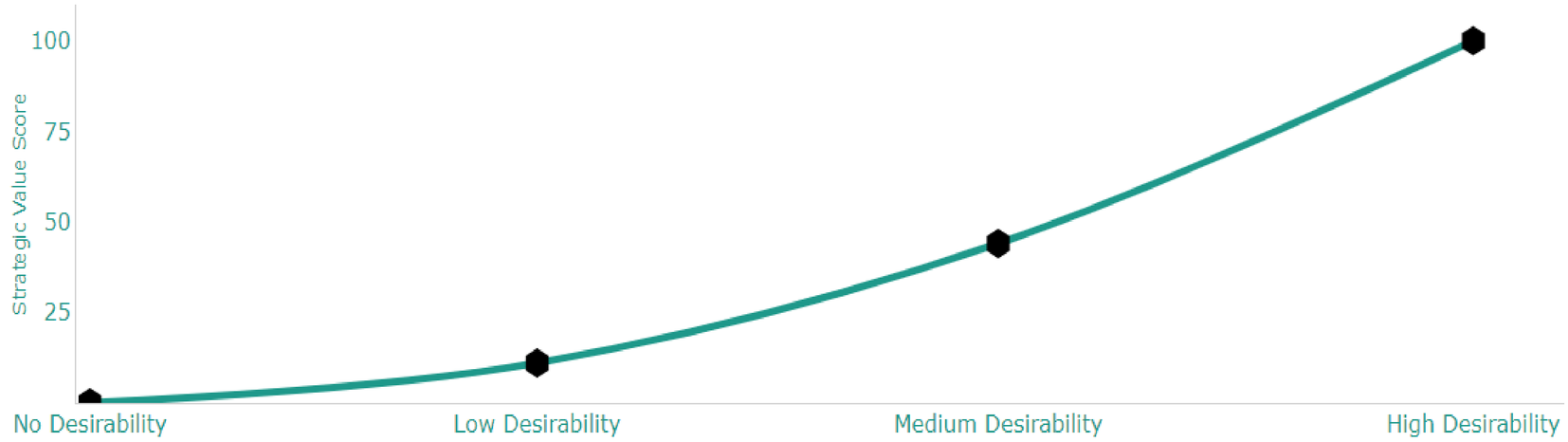
Medium Desirability

Adds 11-50 new trees

High Desirability

Adds >50 new trees

## Resulting scale for *Maintain Healthy Urban Forest*



QUANTIFY

# SP: O&M EFFICIENCY

## Set the criteria for each level of the scale for *O&M Efficiency*

Low Desirability

Makes modest contribution to O&M cost reduction

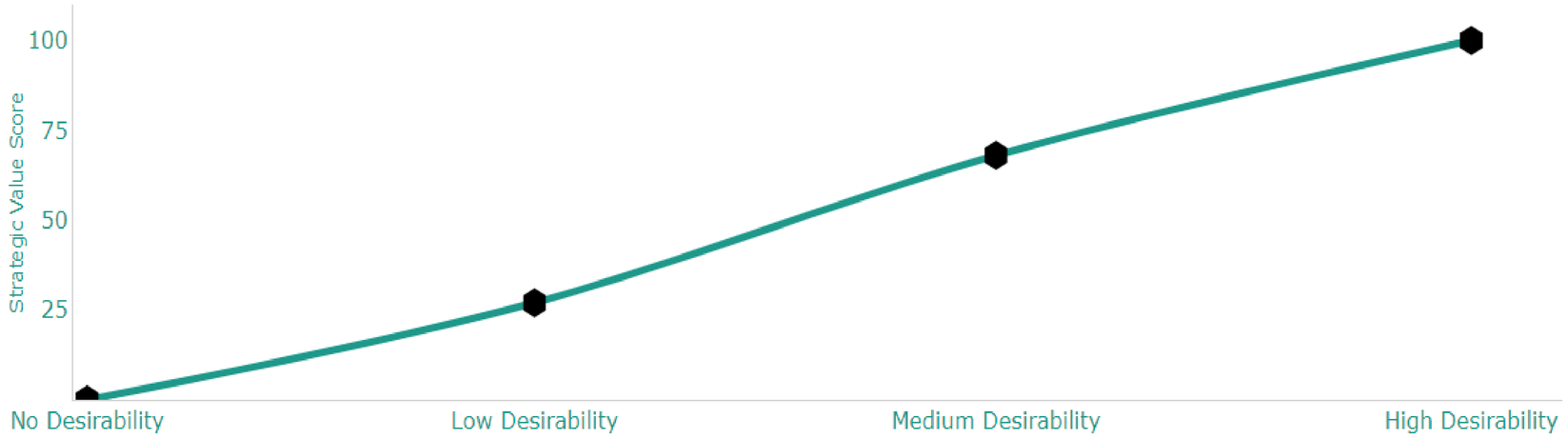
Medium Desirability

- Makes modest contribution to O&M cost reduction, AND
- Creates opportunities to improve operational flexibility, use of technology, or extends asset life

High Desirability

- Makes significant contribution to O&M cost reduction, AND
- Creates opportunities to maximize operational flexibility, use of technology, extends asset life, or utilizes materials or techniques that provide lowest overall life-cycle costs

## Resulting scale for *O&M Efficiency*



QUANTIFY

# CONDITION

## Set the criteria for each level of the scale for *Condition*

Low Desirability

- SCREAM pipe Risk grade 1-2, OR
- Slightly restores natural or built function

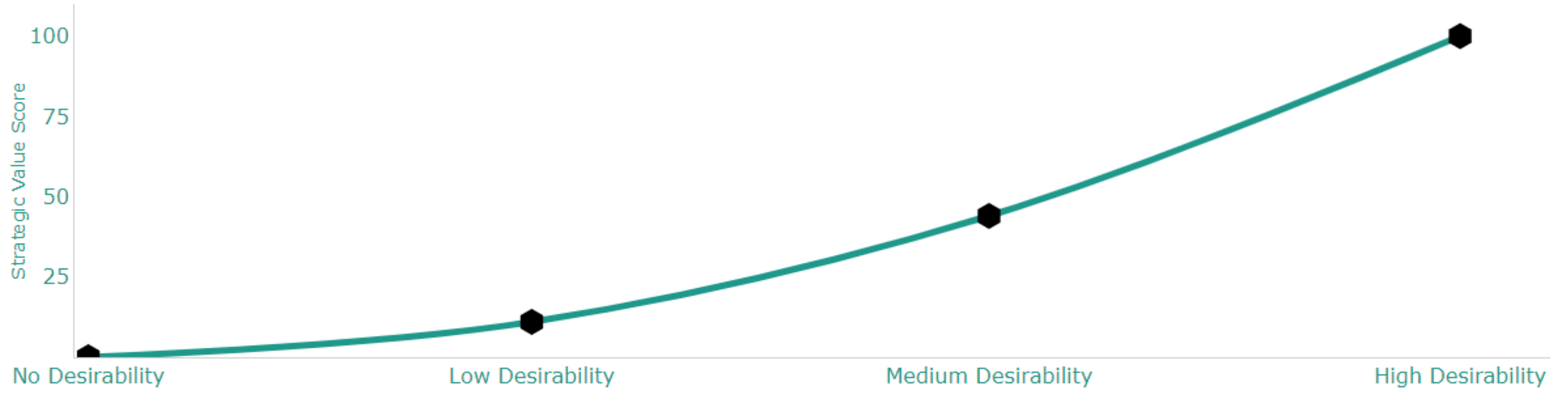
Medium Desirability

- SCREAM pipe Risk grade 3, OR
- Moderately restores natural or built function

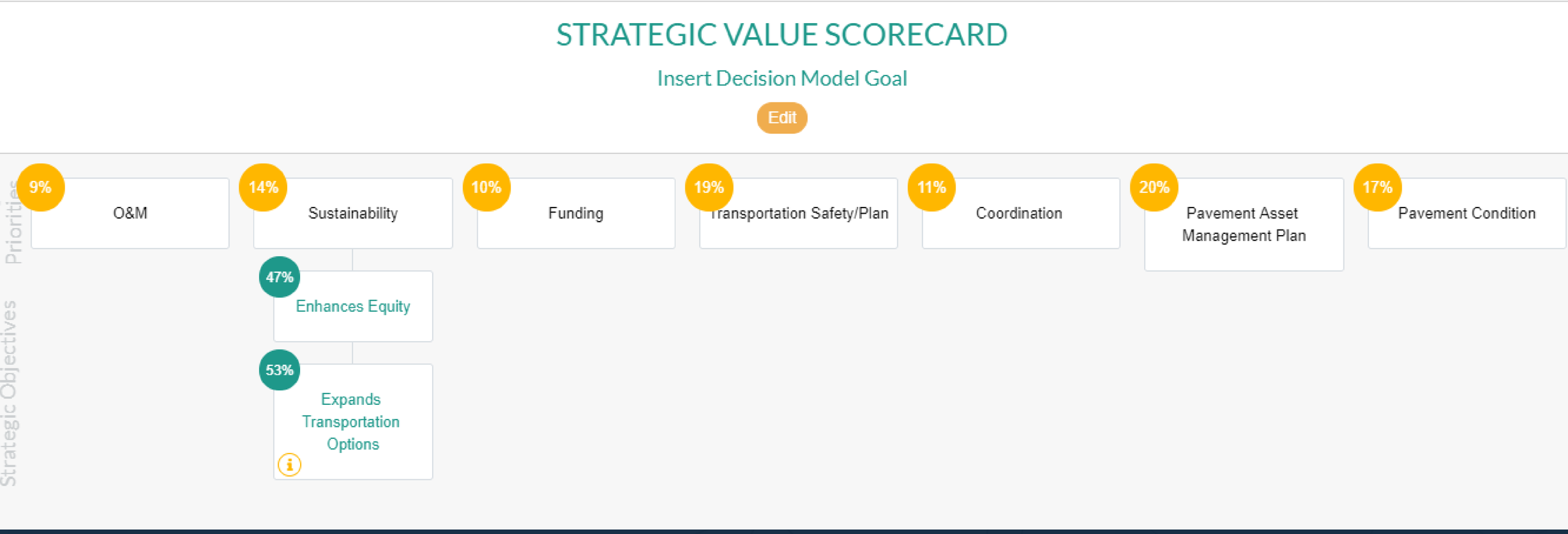
High Desirability

- SCREAM pipe Risk grade 4-5, OR
- Significantly restores natural or built function

## Resulting scale for *Condition*



# Strategic Value Scorecard - Streets



QUANTIFY

# PRIORITY: O&M

## Set the criteria for each level of the scale for *O&M*

Low Desirability

- Has a net increase (i.e. adds facilities) in O&M

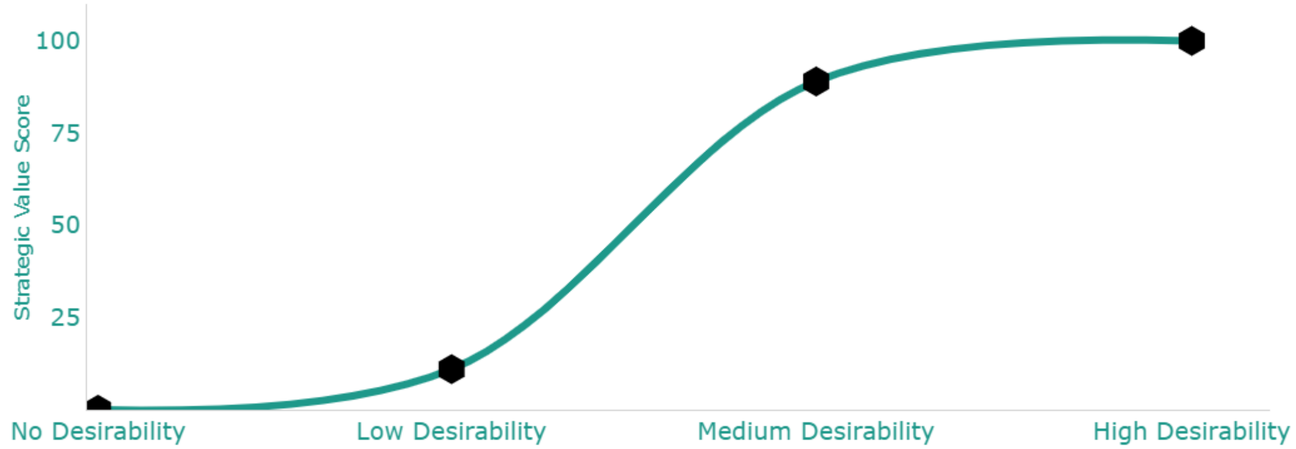
Medium Desirability

- A modest contribution to O&M cost reduction (i.e. nonstructural improvements)

High Desirability

- A significant contribution to O&M cost reduction (i.e. structural improvements)

## Resulting scale for *O&M*



QUANTIFY

# PRIORITY: SUSTAINABILITY

# OBJECTIVE: ENHANCES EQUITY

## Set the criteria for each level of the scale for *Enhances Equity*

Low Desirability

Project occurs in a neighborhood with a low percentage of households in poverty (less than 5%)

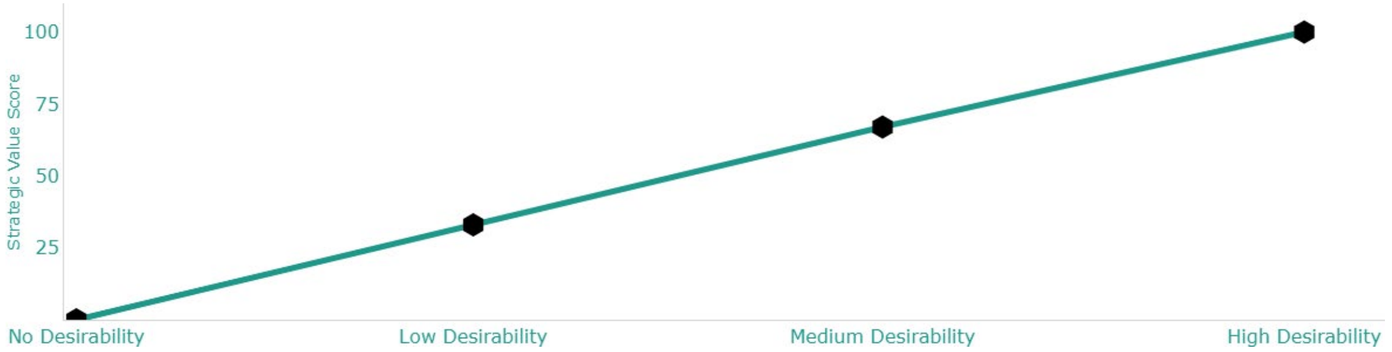
Medium Desirability

Project occurs in a neighborhood with a moderate percentage of households in poverty (5- less than 10%)

High Desirability

Project occurs in a neighborhood with a high percentage of households in poverty (greater than 10%)

https://headwaterseconomics.org/tools/neighborhoods-at-risk/



QUANTIFY

# PRIORITY: SUSTAINABILITY

# OBJECTIVE: EXPANDS TRANSPORTATION OPTIONS

## Set the criteria for each level of the scale for *Expands Transportation Options*

Low Desirability

- Maintains or improves existing active transportation and/or transit features

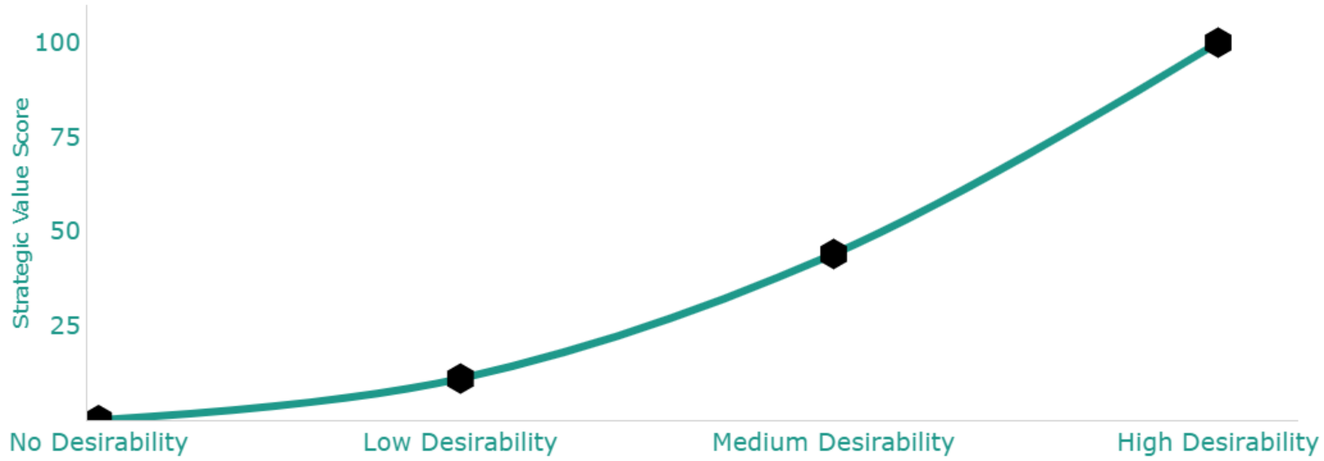
Medium Desirability

- Adds active transportation and/or transit features

High Desirability

- Prioritizes active transportation and transit

## Resulting scale for *Expands Transportation Options*



QUANTIFY

# PRIORITY: FUNDING

## Set the criteria for each level of the scale for *Funding*

Low Desirability

- Funding is identified from unstable/unreliable sources (i.e. General Fund, Special Assessments, Competitive Grants that are not yet awarded)

Medium Desirability

- Funding available from standard City funding sources (i.e. Act 51, Street Millage, County Millage).

High Desirability

- Has anticipated substantial project funding (>33%) from outside non-loan sources (i.e. STP, U of M, Developers, Grants, etc.)

## Resulting scale for *Funding*

# PRIORITY: TRANSPORATION SAFETY/PLAN

## Set the criteria for each level of the scale for *Transportation Safety/Plan*

Low Desirability

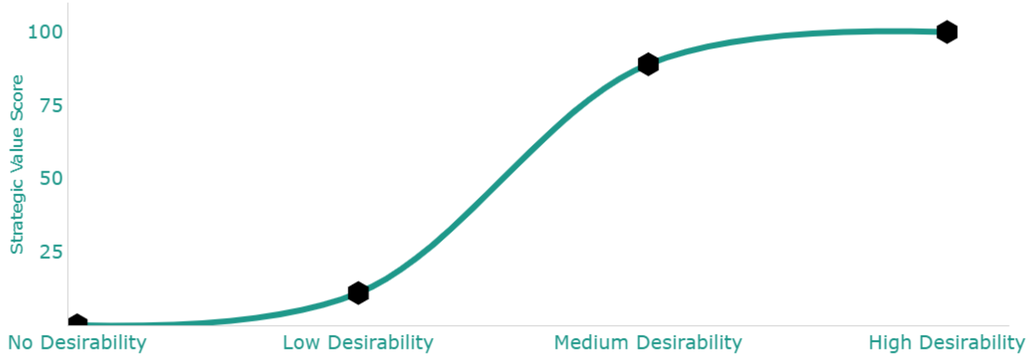
- Includes minor improvements that may improve transportation safety

Medium Desirability

- Includes project elements that have a significant positive impact to transportation safety OR
- Is a Tier 2 improvement in the draft Transportation Plan

High Desirability

- Project is being driven by a transportation safety need OR
- Is a Tier 1 improvement in the draft Transportation Plan



QUANTIFY

# PRIORITY: COORDINATION

## Set the criteria for each level of the scale for *Coordination*

Low Desirability

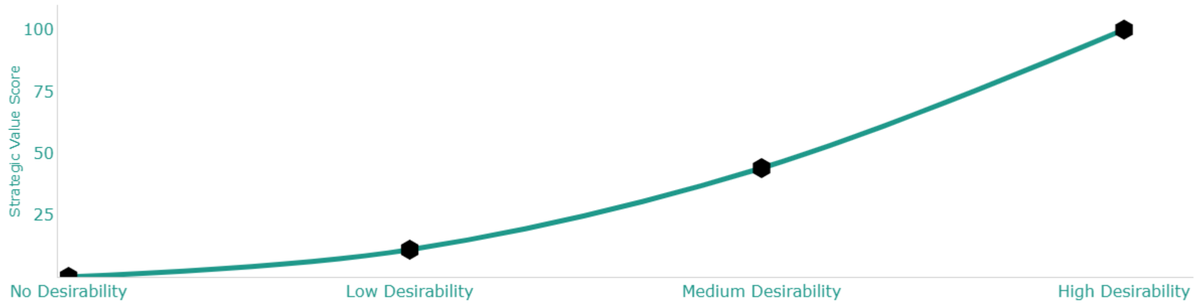
- A project that has minimal interaction with other asset groups

Medium Desirability

- A project that is coordinated with other asset groups resulting Modest in cost savings and minimizes disruption to the public OR
- Has partnership with external agencies that minimize disruption to the public AND/OR provides opportunity to increase consistency across jurisdictional boundary

High Desirability

- A project that is coordinated with other asset groups resulting in Significant cost savings and minimizes disruption to the public OR
- Has partnership with external agencies that minimize disruption to the public AND/OR provides opportunity to increase consistency across jurisdictional boundary



# PRIORITY: PAVEMENT ASSET MANAGEMENT PLAN

## Set the criteria for each level of the scale for *Pavement Asset Management Plan*

Low Desirability

No significant contribution to the plan

Medium Desirability

Modestly aligns with plan  (utility driven projects that require higher treatment level than what the plan specifies)

High Desirability

Significantly aligns with plan (matches recommended annual investment level)

QUANTIFY

# PRIORITY: PAVEMENT CONDITIONS

## Set the criteria for each level of the scale for *Pavement Condition*

Low Desirability

- PASER score 9+

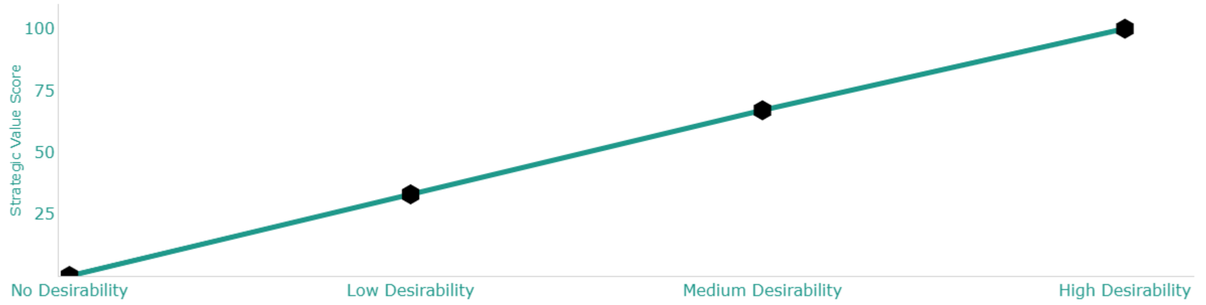
Medium Desirability

- PASER score 5

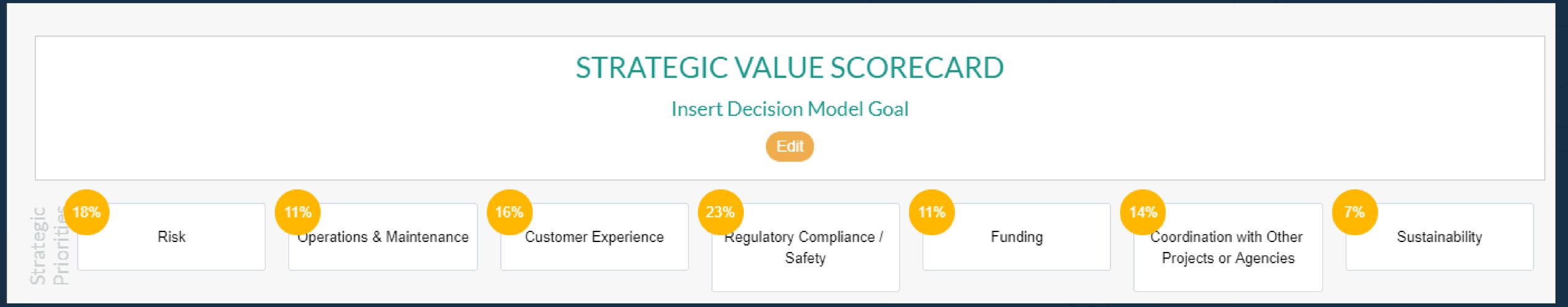
High Desirability

- PASER score 1

### Resulting scale for *Pavement Condition*



# Strategic Value Scorecard - Water



QUANTIFY

# PRIORITY: RISK

## Set the criteria for each level of the scale for *Risk*

Low Desirability

- Distribution:  PAN risk category color of Green OR
- Plant: Reliability score of 1-2

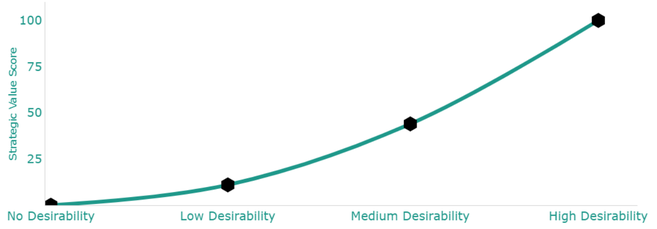
Medium Desirability

- Distribution:  PAN risk category color of Yellow/Orange OR
- Plant: Reliability score of 3-8

High Desirability

- Distribution:  PAN risk category color of Red OR
- Plant: Reliability score of 9 or greater

Resulting scale for *Risk*



QUANTIFY

# PRIORITY: OPERATIONS & MAINTENANCE

## Set the criteria for each level of the scale for *Operations & Maintenance*

Low Desirability

- Makes modest contribution to O&M cost reduction

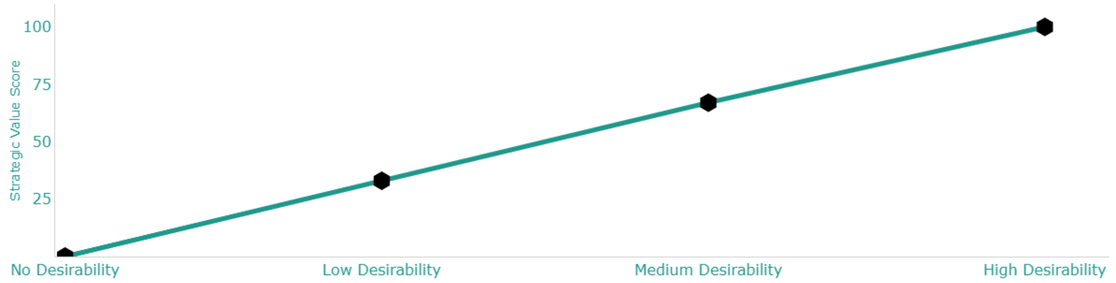
Medium Desirability

- Makes modest contribution to O&M cost reduction AND creates opportunities to improve operational flexibility, use of technology, or extends asset life

High Desirability

- Makes significant contribution to O&M cost reduction AND
- Creates opportunities to maximize operational flexibility, use of technology, or extends asset life, or utilizes materials or techniques that provide lowest overall lifecycle costs

## Resulting scale for *Operations & Maintenance*



QUANTIFY

# PRIORITY: CUSTOMER EXPERIENCE

## Set the criteria for each level of the scale for *Customer Experience*

Low Desirability

- Distribution Project: Minimally improves existing Level of Service (ex: ordinary replacement with main size same or one size greater) OR
- Plant: Minimally improves water quality, water pressure, or water flow (i.e. system capacity)

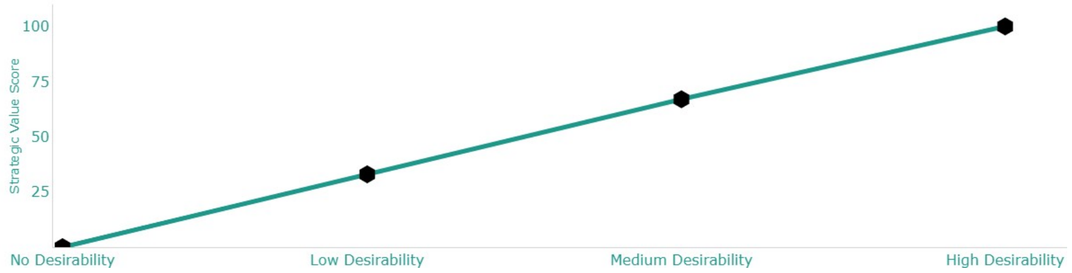
Medium Desirability

- Distribution Project: Modestly improves existing Level of Service (ex: project that that adds redundancy, upsizes main by greater than one size, creates looping, or is in an area with a modest number of complaints) OR
- Provides a new service (extension projects) OR
- Plant: Moderately improves water quality, water pressure, or water flow (i.e. system capacity)

High Desirability

- Distribution Project: Significantly improves existing Level of Service (ex: in area with high number of complaints or in an area with filters) OR
- Provides a new service which is requested by abutting owners OR
- Plant: Significantly improves water quality, water pressure, or water flow (i.e. system capacity)

## Resulting scale for *Customer Experience*



QUANTIFY

# PRIORITY: REGULATORY COMPLIANCE / SAFETY

## Set the criteria for each level of the scale for *Regulatory Compliance / Safety*

Low Desirability

- Modestly contributes to reducing a public health or safety hazard, but is not required for regulatory compliance (e.g. ordinary pipe replacement)

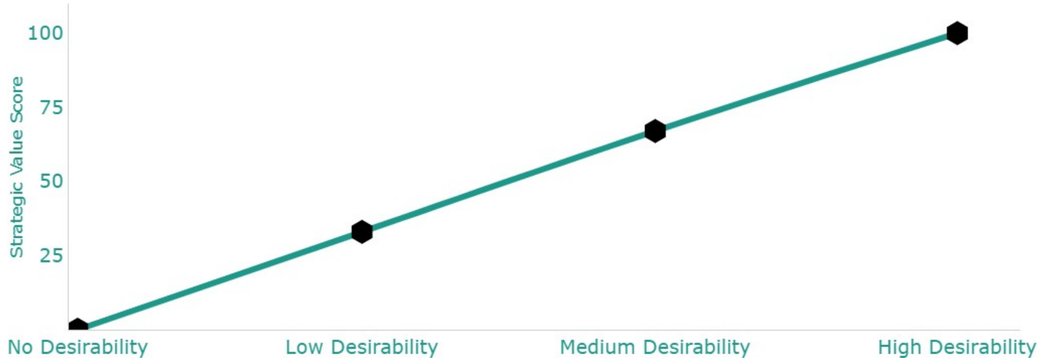
Medium Desirability

- Project results in improvement to fire flow (ordinary upsizing, looping) OR
- Project creates desirable redundancy OR
- Contributes to non-urgent regulatory compliance

High Desirability

- Addresses known fire flow issues OR
- New service extensions OR
- Contributes to urgent mandatory regulatory compliance OR
- Will eliminate exposure to a high risk public health or safety hazard

## Resulting scale for *Regulatory Compliance / Safety*



QUANTIFY

# PRIORITY: FUNDING

## Set the criteria for each level of the scale for *Funding*

Low Desirability

- Has internal funding only OR
- Competitive outside grant funding source with uncertain outcome

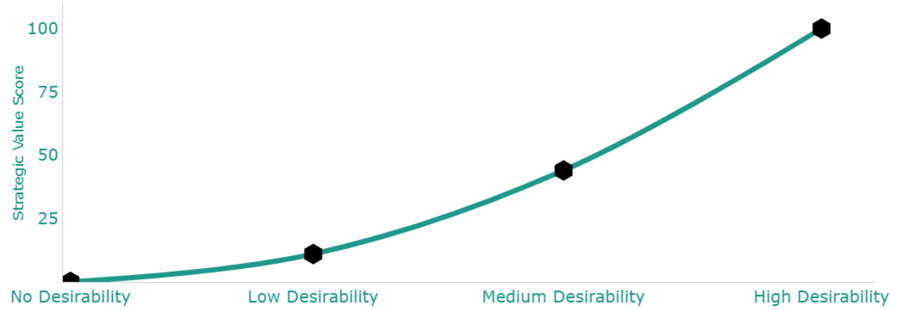
Medium Desirability

- Anticipated non-competitive outside funding (<50%) (ex: UM cost-share, grant, stimulus, private developers) OR
- Low interest loans with moderate potential for forgiveness (DWRF)

High Desirability

- Anticipated non-competitive outside funding (>50%) (ex: UM cost-share, grant, stimulus, private developers) OR
- Low interest loans with high potential for forgiveness (DWRF)

## Resulting scale for *Funding*



QUANTIFY

# PRIORITY: COORDINATION WITH OTHER PROJECTS OR AGENCIES

## Set the criteria for each level of the scale for *Coordination with Other Projects or Agencies*

Low Desirability

- Inter-agency coordination

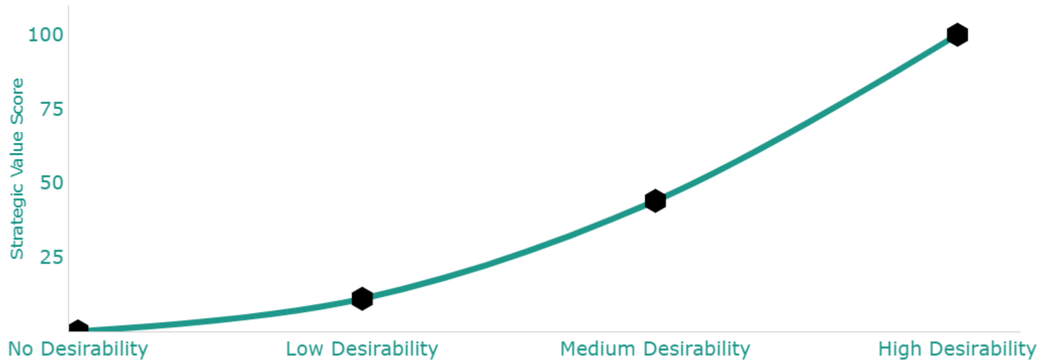
Medium Desirability

- Align project schedules to minimize disruption and save costs, OR
- Inter-agency project implementation (eg. UM, Townships, MDOT, FERC)

High Desirability

- Align project schedules to minimize disruption and save costs AND
- Inter-agency partnership (eg. UM, Townships, MDOT, FERC)

## Resulting scale for *Coordination with Other Projects or Agencies*



QUANTIFY

# PRIORITY: SUSTAINABILITY

## Set the criteria for each level of the scale for *Sustainability*

Low Desirability

- Distribution: Project occurs in a neighborhood with a low percentage of households in poverty (less than 1%) per Neighborhoods at Risk
- Plant: Minimally reduces energy load

Medium Desirability

- Distribution: Project occurs in a neighborhood with a moderate percentage of households in poverty (1-9%) per Neighborhoods at Risk
- Plant: Moderately reduces energy load

High Desirability

- Distribution: Project occurs in a neighborhood with a high percentage of households in poverty (greater than 10%) per Neighborhoods at Risk
- Plant: Significantly reduces energy load OR utilizes alternative energy sources

## Resulting scale for *Sustainability*