

2009-2015 Adopted CIP: Project Prioritization Criteria

Virtually all of the projects included in the seven-year CIP are based upon formal long-range plans that have been adopted by the City Council. This ensures that the City's CIP, which is the embodiment of the recommendations of these individual planning studies, is responsive to the officially stated direction of the City Council as contained in the Comprehensive Plan and supporting documents. Examples of these supporting documents are: Transportation Facility Plans (Central Business District (CBD), Bellevue-Redmond Overlake Transportation Study (BROTS), East Bellevue Transportation Study (EBTS), and Newcastle), the Parks and Open Space Plan, the Municipal Facilities Plan, the Fire Master Plan, Downtown Implementation Plan (DIP), and the Comprehensive Plans of the Water, Sewer, and Storm & Surface Water utilities. There are exceptions, but they are relatively small when compared to the other major areas of expenditure noted above. These exceptions include activities such as the Neighborhood Enhancement Program (NEP), Neighborhood Investment Strategy (NIS), and the Community Development Program.

When establishing CIP priorities the City uses the following project prioritization and selection process as part of the update to the City's seven-year CIP Plan.

1. Each CIP major program area (MPA) establishes criteria to be used in the prioritization of specific projects submitted for funding. These specific criteria are developed in conjunction with City Council priorities and input from citizens and associated City boards and commissions (if applicable).
2. The Finance Department determines revenue projections available to non-utility CIP in consultation with various revenue-generating departments and the amount of resources available for new projects for each new seven-year Plan.
3. The Finance Department, City Manager and representatives from the City's departments evaluate the various CIP projects.
4. Within the available funding, the highest priority projects are then selected and funded in the CIP.
5. CIP program area managers recommend an expenditure plan to the Finance Department and City Manager, which includes all capital costs and any applicable maintenance and operations (m&o) and/or required short-term financing costs. Program area managers are responsible for the cost estimates of their proposed programs, including future m&o costs related to the implementation of completed projects.
6. A Preliminary CIP Plan is recommended to the City Council by the City Manager along with the operating budget recommendations.
7. The City Council reviews the Operating and Preliminary CIP Plan, holds public hearings to allow for citizen input, makes desired alterations, and then officially adopts the budget and establishes related appropriations as a part of the City's biennial budget process.

The remainder of this section describes in further detail the criteria established for each MPA, as described in step 1 above.

Project Prioritization Criteria

The prioritization process for the 2009-2015 CIP update is intended to directly link capital investments to measurable outcomes identified in the City's Comprehensive Plan and supporting documents. This process is described below.

Comprehensive Plan Overview

The City's Comprehensive Plan includes a wide array of transportation policies, goals, and mobility targets. It also addresses the relationship between transportation and the environment, quality of life and land use in the City, and relationships with the State and other transportation service providers. As the Comprehensive Plan states, it is the goal of the City to maintain and enhance mobility for residents and businesses through the creation and maintenance of a balanced system of transportation alternatives that:

- Provide a wide range of travel choices
- Support the land use vision of the City
- Protect our neighborhoods from adverse transportation impacts
- Reflect the regional role of the City in transportation issues
- Reduce the overall dependency on automobiles throughout the City

The Comprehensive Plan calls for the City to organize its transportation system planning and fiscal programming to "balance funding to achieve scheduled progress on Mobility Targets for all modes within the Mobility Management Areas, by using the results from monitoring the targets to prioritize transportation facility and service investments" (Comp. Plan Policy TR-106). Project prioritization criteria are developed in compliance with established CIP policies. One of these is that the CIP Plan must be responsive to the officially stated direction of the City Council as contained in the Comprehensive Plan and supporting documents. There are two sets of criteria, one set for Roadway and Intersection projects, and the second for Walkway/Bikeway projects. These two sets of criteria are shown in the following table:

Category	Topic	Definition
Roadway/Intersection	Safety	Responds to identified need and benefits related safety conditions
	Leveraging of Funds	Likelihood of securing outside funds
	Level of Service	Responds to identified need and benefits related LOS conditions
	Transit	Responds to identified need and benefits transit services or users
	Mode Split	Provides identified benefit to non-SOV modes
	Regional	Consistency with regional plans, i.e. BROTS
Walkway/Bikeway	Safety	Addresses accident clusters, high volume locations or poor existing conditions
	System Linkage	Completes/extends major ped/bike system
	Land Use	Improves facilities serving ped/bike intensive uses

2009-2015 Adopted CIP: Transportation**Project Prioritization Process**

Transportation Department staff, in close coordination with the Bellevue Transportation Commission, guide an intensive, yearlong process to identify, evaluate, prioritize and recommend the most important transportation system improvement projects for the biennial update of the City's CIP Plan. The main components of this process are broken down further below:

I. Projects are identified using various sources:

- The adopted Mid-Range (12-year) Transportation Facilities Plan (TFP)
- The adopted Long-range transportation plans (e.g. Bel-Red Overlake Transportation Study, the Pedestrian & Bicycle Transportation Plan)
- Staff (primarily for emerging safety or maintenance needs and opportunities)
- The public involvement process

II. Projects are evaluated based on:

- Spot location or corridor accident history analysis
- Intersection and area wide traffic modeling analysis
- Cost estimate evaluation
- Cost/benefit analysis
- Public input

III. Projects are Prioritized

- Projects are ranked using Comprehensive Plan-based criteria (see box on previous page)
- Both staff and the Transportation Commission prioritize projects based on the ranking and other, less easily quantified factors including City Council priorities, emerging needs and opportunities, supplemental funding for projects partially funded in the previous CIP, mutually supportive walkway/bikeway and roadway improvements and public input received.

Project Prioritization Criteria

The prioritization process for the 2009-2015 CIP update is intended to directly link capital investments to measurable outcomes identified in the City's Comprehensive Plan and supporting documents. The following outlines the criteria used to evaluate Parks projects.

- Park Plan Consistency - Is the project consistent with the mission, vision, goals, objectives, standards, and recommendations of the *Parks & Open Space System Plan*?
- Council Priority - Does the project respond to a Council priority? Does it respond to the recommendations of an adopted plan or ordinance? Is it an ongoing project or part of a previous Council priority?
- M&O Impact - What are the M&O impacts of this project? Are there any potential M&O partnerships for the project? Will the project pay for itself?
- Citizen Input - Is the project a Board or Commission priority? Does it respond to a formally adopted plan or initiative? Is the project supported by an advocacy group, public surveys, NEP, Neighborhood Liaison feedback, or other types of public input?
- Multiple Benefits - Does the project respond to recommendations of numerous plans, or would it serve multiple user groups?
- Special Funding Available - Is there any potential special funding for this project? If so, what percent of funding is available, and how committed is that funding?
- Affordability - For an acquisition project, is there alternative funding available to match with CIP funding? For a development/redevelopment project, how does the cost compare to the benefit?
- Neighborhood Impacts - Would this project have positive benefits to the surrounding neighborhood? Would it increase property values? Is the community involved and supportive of this project?
- Suitability of Site - Is the proposed development appropriate for the site's natural systems, topography and/or neighboring land uses?
- Geographic Distribution - Does this project help to meet standards for distribution of parks and park facilities throughout the City?
- Economic Impact - Would this project have a favorable economic impact to Bellevue? Would it help to recruit and retain businesses and residents? Would it increase the tax base, contribute to the vitality of the community, and help to attract regional and national tourism?
- Urgency - Is the acquisition a distinct opportunity that will be lost?

Project Prioritization Criteria

The prioritization process for the 2009-2015 CIP update is intended to directly link capital investments to measurable outcomes identified in the City's Comprehensive Plan and supporting documents.

A formal method for evaluating and prioritizing capital improvements is used to facilitate and document General Government capital budgeting decisions. Objective evaluation and prioritization is needed when numerous projects compete for limited resources. In order to accomplish prioritization on a logical and consistent basis, financial analysis and needs assessment tools are used in evaluating capital projects. Staff will undertake cost effectiveness analysis techniques as appropriate.

The Information Technology Governance Committee (ITGC), appointed by the City Manager, developed the Information Technology (IT) governance process which is found in the IT Strategic Plan and sets forth the policies, procedures, and communication methods to support IT priority setting and decision-making.

RATING SYSTEM

1. Initial Screening

The initial screening of IT projects begins with identifying possible projects. Projects are presented to ITGC and members prioritize projects according to the following criteria:

- Meets regulatory requirements or addresses critical business need
- Fits within enterprise architecture
- Shows stewardship by protecting and leveraging existing investments
- Provides new service or enhances existing service
- Is innovative
- Links to one of the city's key initiatives
- High priority projects continue on to the final screening process.

2. Final Prioritization

In the final prioritization round, cost benefit analyses are performed and project descriptions are completed for the final list of proposed projects. Projects are then reviewed according to the following criteria:

- Fills a service gap or improves an existing service
- Serves a large number of people
- Creates organizational capacity
- Produces revenues, finds savings or avoids future costs
- Shows value
- Reduces risk

ITGC presented the slate to the Leadership Team, with projects identified according to their primary focus:

- Must Do – required to maintain current level of service
- ECM – part of the larger electronic content management system project
- IT Infrastructure-upgrade, replace or expand IT hardware and systems
- Public Safety – project requested by the Police
- Green IT – subject to separate ranking by the Environmental Stewardship Initiative steering committee

Project Prioritization Criteria

The purpose of the Community Development category is to fund artwork or physical development projects meeting established City needs, typically through partnership ventures. Projects included in the 2009-2015 CIP address one or more of the following criteria:

- Meets an identified City need through a public/private or public/public partnership.
- A physical development project which involves two or more City departments, and meets multiple departments' program objectives.
- Explores the financial and development feasibility of a project meeting an identified need, but for which there is no site or funding proposal.
- Supports or stimulates development objectives of the City and is consistent with City plans and policies.

The purpose of the Economic Development category is to fund projects which contribute to the long-term growth and health of the City's economic base. Projects included in the 2009-2015 CIP address one or more of the following criteria:

- Creates economic growth.
- Is consistent with City plans and policies.
- Accomplishes other City goals while achieving economic benefit.
- Leverages City resources with other partners and funds to maximize benefits achieved.
- Allows the City to seize opportunities for economic development as they arise, and respond to changing circumstances.

2009-2015 Adopted CIP: Public Safety**Project Prioritization Criteria**

The prioritization process for the 2009-2015 CIP update is intended to directly link capital investments to measurable outcomes identified in the City's Comprehensive Plan and supporting documents. The following outlines the criteria used to evaluate Public Safety projects.

- Projects for which there are legal mandates, or to which we have already committed.
- Projects that preserve previous capital investments.
- Projects that address safety issues.
- Projects that reduce City liability or exposure.
- Projects that support program delivery, or which increase the efficiency or the reliability of City systems.
- Projects that support regional service delivery.
- Projects that eliminate obsolescence (technological and other).
- Projects for which there are matching funds available.

Project Prioritization Criteria

The Neighborhood Enhancement Program (NEP) brings together City staff and residents to identify specific neighborhood concerns and exchange information. Using a neighborhood meeting forum, an interdepartmental team meets with residents, explains City services, listens to neighborhood concerns and follows through on citizen requests.

NEP CIP funds target small, locally-focused concerns which can be resolved by City staff through a relatively small outlay of capital and staff time. These projects may otherwise be unable to compete with the larger, more expensive CIP projects that respond to larger needs and may have widespread City support.

The City is divided into thirteen neighborhood areas, corresponding for the most part to elementary school boundaries. Each year, three to five target areas are the focus of specific physical improvements, which are recommended and selected by neighborhood residents and funded by the CIP NEP budget. The program follows a three-year cycle around the City.

All NEP projects must go through an established prioritization process and receive final approval by the NEP Steering Committee.

Currently, the prioritization process works as follows:

1. Customer Action Requests are mailed (with invitations to participate in the workshops/process) to each household within the target area. A 24 hour request line and email address are also provided for easy access to the process.
2. A workshop is conducted, which involves a City report on citizen requests. Citizens are asked to refine proposed project descriptions and to complete the list of suggestions for their neighborhood. For all projects, project sponsors (citizens or community organizations) are required to act as liaison between the neighborhood and the City.
3. The NEP Steering Committee reviews the proposed project list and approves it for voting.
4. Voters pamphlets and ballots are mailed to all households within a target neighborhood for voting to determine the neighborhood's priorities. Each household is allowed one ballot.
5. Residents are asked to consider:
 - What projects are the best use of NEP dollars?
 - Which project provides the most benefit for the least cost to the neighborhood as a whole?
6. The project list is prioritized based solely on the residents' voting. Those projects fitting within the available funding will be implemented in the target area.

Project Prioritization Criteria

The Neighborhood Investment Strategy (NIS) is an approach to working with neighborhoods, involving both grassroots citizen involvement and focused service delivery. NIS enables the City to isolate the specific needs of individual neighborhood areas, and to address those needs in a coordinated, systematic way.

Through NIS, the City focuses its attention on older neighborhoods – those beginning to show signs of infrastructure aging. For the first NIS project area, a 22-member Citizen Advisory Committee (CAC) worked with City staff to develop policy and project recommendations for the West Lake Hills neighborhood area. The highest priorities were assigned to projects addressing one or more of the following goals:

- Revitalize neighborhood shopping centers;
- Improve the safety and appearance of arterials;
- Maintain and improve the value, appearance, and quality of neighborhoods;
- Preserve and protect the area's parks and open space assets;
- Develop a stronger sense of community in Lake Hills.

In formulating its implementation response, the City further prioritized the projects, based on:

- Compliance with adopted plans and existing City policy;
- Compatibility with other projects – either planned or underway;
- Extent of overall community support;
- Availability of City resources to accomplish the projects.

As the City completes implementation of West Lake Hills pilot projects and moves into a new phase of NIS, emphasis will shift toward projects in which the City acts as a catalyst, working to develop and encourage opportunities for private investment in the community.

Project Prioritization Criteria

The prioritization process for the 2009-2015 CIP update is intended to directly link capital investments to measurable outcomes identified in the City's Comprehensive Plan and supporting documents. The following outlines the criteria used to evaluate Utility projects.

Utility CIP Objective

The Capital Investment Program objective for each Utility follows directly from each Utility's vision, mission, and objectives statements.

Utility CIP Project Prioritization Guidelines

Projects for which we have a settlement or easement agreement or Court Order, projects which are already under contract, and projects which constitute an emergency as defined by Bellevue City Code 9.22.010 or those projects required to prevent an imminent risk to health and safety will not be ranked. They will be funded before projects which are ranked.

Other projects that meet the CIP objective will be prioritized for funding and implementation based on defined merit criteria for each utility.

For project scheduling, any opportunity window such as coordination with other projects or funding source limitations will be considered. Projects may rank higher under "Fiscal Stewardship" if such an opportunity window presents cost savings.

Whether a project provides regional benefit or is caused by an inter-jurisdictional problem will not affect project merit positively or negatively. However, staff will keep track of such projects for potential regional funding regardless of whether it ranks sufficiently high to be funded in the Utility CIP.

If a project is proposed for joint funding by two or more utilities, each utility shall rank the project independently. The project should be funded as proposed only if it ranks sufficiently high in each utility proposed as a funding source. Due consideration should be given to leverage of each utility's funds.

Projects which are solely property acquisition are unlikely to rank highly by the project prioritization criteria. That result is consistent with utility direction that open space acquisition be funded by some mechanism other than the CIP. However, projects which contain some element of property acquisition (e.g. easement or right-of-way acquisition to facilitate project completion) are not precluded by these criteria.

2009-2015 Adopted CIP: Utilities

Water: A project will be considered for the Water CIP **only** if it is an appropriate use of Utility capital resources (public responsibility and justifiable cost/benefit) **and** it:

- Maintains or improves the reliability, effectiveness, and/or integrity of the utility's infrastructure; or
- Increases the level of service to current standards; or
- Promotes fiscal stewardship by generating cost savings or reducing potential liability; or
- Supports service expansion consistent with adopted policies; or
- Responds to regulatory requirements, settlement or easement agreement or Court Order.

Water Project Ranking Criteria

All criteria are equally weighted, except 'Health and Safety', which is weighted double.

Health and Safety

Reliability and Efficiency

Fiscal Stewardship

Relationship to Other Projects

Environmental Issues

Number of Customers Benefited

Legal Considerations

Special Considerations (For factors which are not considered above, such as council or citizen advisory committee priorities.)

Wastewater (Sewer): A project will be considered for the Sewer CIP **only** if it is an appropriate use of Utility capital resources (public responsibility and justifiable cost/benefit) **and** it:

- Maintains or improves the reliability, effectiveness, and/or integrity of the utility's infrastructure; or
- Increases the level of service to current standards; or
- Promotes fiscal stewardship by generating cost savings or reducing potential liability ; or
- Supports service expansion consistent with adopted policies or;
- Responds to regulatory requirements, settlement or easement agreement or Court Order.

Sewer Project Ranking Criteria

All criteria have equal weighting EXCEPT 'Health and Safety', which is weighted double.

Health and Safety

Reliability and Efficiency

Fiscal Stewardship

Relationship to Other Projects

Environmental Issues

Number of Customers Benefited

Legal Considerations

Special Considerations (For factors which are not considered above, such as council or citizen advisory committee priorities.)

2009-2015 Adopted CIP: Utilities

Storm & Surface Water (Storm Drainage): A project will be considered for the Storm CIP **only** if it is an appropriate use of Utility capital resources (public responsibility and justifiable cost/benefit) **and** it:

- Protects property from flooding or other stream-related damage; or
- Protects or Improves Water Quality; or
- Maintains or improves the reliability, effectiveness, and/or integrity of the utility's infrastructure; or
- Promotes fiscal stewardship by generating cost savings or reducing potential liability; or
- Promotes resource stewardship by improving fish and/or riparian wildlife habitat; or
- Responds to regulatory requirements, settlement or easement agreement or Court Order.

Storm Project Ranking Criteria

All criteria have equal weighting.

Health and Safety

Improved Protection from Flooding & other Stream-related Damage

Improved Water Quality (WQ)

Infrastructure Investment

Fiscal Stewardship

Improved Fish & Riparian Wildlife Habitat

Special Considerations (For factors which are not considered above, such as council or citizen advisory committee priorities.)

