Appendix A
BES Strategic Levels of Service, Vision and Guiding Principles, TCWTP Tactical Levels of Service, and 2010 CIP Criteria Scoring Considerations

Bureau of Environmental Services Strategic Levels of Service and Performance Measures

					Strategic Plan Priorities				
Customer Focused Theme	**LOS & PM#**	Strategic Levels of Service -- Performance Measure - what do we do to achieve this LOS?	Performance Indicator - how do we measure this?	Reporting Responsibility	Cultivate Leadership and Excellence in our workforce	Protect, rehabilitate and maintain existing infrastructure for the long term	Invest in new natural and built systems to protect public health and improve watershed health	Build and expand partnerships to better meet our mission and vision	Responsibly manage ratepayer funds to provide services that address community needs now and future
Public Health & Safety	**1**	Wastewater and Stormwater are managed to protect public health & safety				x	x		
	1.1	Convey sewage to prevent releases to buildings or streets up to a 25 year storm frequency	% of wet days sewage contained; SSOs per year to buildings, streets, or ground	Virgil Adderley					
	1.2	Manage ditches, stormwater pipes and public culverts to convey the 10-year design storm per the Design Manual	Flooding frequency	Virgil Adderley					
Environmental Health *(Apply Watershed Framework to support Biological Communities)*	**2**	Services are performed to restore the Hydrologic cycle				x	x		
	2.1	Manage stormwater for watershed health	WHI = Watershed Health Index	Watershed Svs					
	2.2	Complete sustainable stormwater facilities (swales, planters, etc.) to increase retention or detention of stormwater	Acres of impervious area served by new sustainable sw facilities	Sara Culp					
	2.3	Meet discharge limits and requirements of WPCF UIC permit and UIC Management Plan	# days/year in compliance	Matt Criblez					
	2.4	Enable and support customers to manage stormwater onsite	participation in CRR, comp. stormwater manual, PPRP	Lana Danaher					
	3	Water Quality is protected & enhanced					x		
	3.1	Comply with NPDES MS4 and POTW limits for discharges to streams	Days per year	Matt Criblez					
	3.2	Prevent sewage releases to surface waters	SSOs and detected illicit connections to surface waters that causes water quality standard exceedances	Virgil Adderley					
	4	Habitat is protected & enhanced				x	x		
	4.1	Increase and improve canopy and vegetative cover	number of natural area trees planted	Watershed Svs					
	4.2	Improve fish passage and stream function	WHI and linear ft of stream connectivity improved; % of critical ESA culverts replaced	Watershed Svs					
Affordability & Cost Effectiveness	**5**	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk							x
	5.1	Prioritize CIP budget based on bureau risk methodology	% of $$$	Sam Murray					
	5.2	Reinvest in the system per current facility and system plans		Virgil Adderley					
	5.3	Ensure that no more than 25% of households pay over 2% of their income toward sewer and stormwater rates	%	Sam Murray					
Reliability & Responsiveness	**6**	Failures and service requests are responded to promptly and reliably resolved							x
	6.1	Respond to urgent health and safety related service requests within two hours	% of service requests responded to in timeframe	Steve Behrndt					
	6.2	Minimize odors that impact customers	# of days without complaints; # of locations repeated within past x years.	Steve Behrndt					
Accountability & Transparency	**7**	BES is a good community partner and engages the community in bureau decision-making			x			x	
	7.1	Provide effective community outreach for projects, programs and ratemaking	% of CIP with public engagement per PI plans	Megan Callahan					
	7.2	Provide documents, decisions and information to the public	# public records requests/POL hits?	Megan Callahan					
	7.3	Review budgets through a public process	BAC / PURB meetings	Megan Callahan					
	7.4	Provide notification to the public of impacts from business activities	% of notifications for CSOs, SSOs, traffic, noise, odor	Megan Callahan					
	8	Regulatory compliance is achieved by BES and our customers				x	x		
	8.1	Meet requirements (not addressed above) of NPDES wastewater permits (CBWTP & TCWTP) and MOAs	# days/year in compliance	Matt Criblez					
	8.2	Prevent combined sewer overflows to frequencies established by the NPDES permit	CSOs	Virgil Adderley					
	8.3	Meet requirements (not addressed above) of NPDES MS4 permit and measurable goals of Stormwater Management Plan	# days/year in compliance	Matt Criblez					
	8.4	Ensure sewer connections to properties are per city standards	permits issued; plan review; party sewers	Lana Danaher					
	8.5	Verify that industrial discharge samples are in compliance with BES permits	% of industrial discharge samples in full compliance	Dave Kliewer					
	9	BES employs safe and productive workforce that provides environmental leadership and excellent customer service			x				
	9.1	Conduct regular performance reviews to ensure employees are skilled, trained, and certified	# evals per year; % receiving evals; training #s	Lynne Casey					
	9.2	Evaluate management performance through 360 survey to ensure consistency with management principles	yes or no	Lynne Casey					
	9.3	Exceed OSHA safety requirements to eliminate/reduce recordable injuries/incidents	(Number of injuries/incidents x 200,000) / ee hours worked (3 yr avg benchmark)	Mike Reiner					
	9.4	Conduct surveys to evaluate and improve work environment		Sam Murray					
Accessibility	**10**	Services are provided equitably to the whole community				x	x		
	10.1	Provide sewage infrastructure equitably per the comprehensive plan		Lana Danaher					
	10.2	Provide stormwater infrastructure equitably per the comprehensive plan		Lana Danaher					
Sustainable Practices	**11**	BES procurement practices provide equitable business development opportunities						x	
	11.1	MWESB participation goals are met		Susan Wheaton					
	12	Resource conservation and reuse is optimized							x
	12.1	Beneficially reuse treatment process by products	% reuse of methane, biosolids, water	Steve Behrndt					

TCWTP VISION AND GUIDING PRINCIPLES

As the TCWTP changes, the Vision and Guiding Principles document is intended to be consulted by City of Portland and City of Lake Oswego policymakers, BES managers and employees, planners and engineers, citizen bodies, and neighbors.

The TCWTP Vision and Guiding Principles document includes five key vision elements, further defined by guiding principles.

Vision

TCWTP is an essential community asset for Lake Oswego, Portland, and the region. The facility contributes to community livability by safeguarding public health, producing clean water to promote healthy watersheds, and providing critical infrastructure for economic development.

Key elements of the vision for TCWTP include the following:

- **Protect Public Health**
- **Practice Environmental Stewardship**
- **Be a Good Neighbor**
- **Provide Value to Ratepayers**
- **Achieve Outstanding Operational Performance**

Guiding Principles

The vision will be achieved by applying the following principles to planning, operation, and maintenance of the TCWTP:

Protect Public Health

- Apply appropriate technology to safeguard public health.
- Ensure the safety and well being of employees, visitors, river users, and neighbors.
- Prepare for emergencies that could place extraordinary demands on TCWTP facilities, operations, personnel, and the community.

Practice Environmental Stewardship

- Provide an example of environmental stewardship, demonstrating leadership and accountability in every aspect of TCWTP development and operations.

- Reliably meet permit requirements and regulatory compliance standards designed to protect people and the environment, while planning for TCWTP's compliance with anticipated regulatory requirements.

- Participate in watershed-based planning and permitting.

- Protect the water quality of Tryon Creek and the Willamette River.

- Conserve, recover, and reuse energy, plant effluent, and resources to the extent practical.

- Promote sustainable practices; continue to apply "green building" design and construction standards.

- Minimize the use of hazardous chemicals, toxic substances, paint, etc. Substitute less harmful chemicals wherever practical.

- Seek partnership opportunities with the community to create a center for water resources education, interpretation, and training.

- Educate customers about the TCWTP, steps they can take to improve plant performance, and the value of wastewater treatment to the community.

Be a Good Neighbor

- Design, construct, and operate facilities to control off-site nuisance odors and noises to the extent practical.

- Design facilities that complement their setting, or screen them from adjacent neighborhoods and natural areas.

- Minimize negative impacts of TCWTP's development and construction on surrounding neighborhoods, while maintaining operability and functionality of TCWTP.

- Facilitate connectivity around TCWTP with trails and other recreational facilities and programs along the Willamette River and Tryon Creek.

- Maintain avenues of communications and dialogue with TCWTP neighbors and the community by retaining a CAC to provide independent review and guidance on TCWTP projects, facilities, and operations.

Provide Value to Ratepayers

- Provide cost-effective service and manage TCWTP assets and resources in a manner that protects the rate payers' investment in the infrastructure.

- Promote awareness among customers, policymakers, and citizens of TCWTP and the value to the community of the services it provides.

- Initiate research and innovation that pursues efficiency and continuous operational and/or technological improvement.

- Maintain flexibility to meet changing operational and regulatory requirements, and accommodate future community growth.

Achieve Outstanding Operational Performance

- Acknowledge TCWTP's prominent role as a critical and enduring community asset, and manage it accordingly.

- Achieve exemplary operational performance, continuing TCWTP's commitment to excellence.

- Promote employee excellence through innovative thinking, training, teamwork, and professional dedication of the workforce.

- Be recognized as a safe, positive, and productive place to work.

- Establish benchmarks and monitor TCWTP performance.

TCWTP Facilities Plan Update

Tactical Levels of Service
19 NOV 2012

Criteria Number	BES Strategic Level of Service	Supporting Vision Elements	TCWTP Tactical Level of Service ***Each Alternative Shall:***	Note
1	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Produce effluent with BOD_5 and TSS concentrations of less than 20mg/L monthly average and 30mg/L weekly average between May 1st and October 31st.	NPDES Permit Requirement
2	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Discharge no more than 1,400 pounds/day of BOD_5 or TSS on a monthly average basis or 2,100 pounds/day of BOD_5 or TSS on a weekly average basis between May 1st and October 31st.	NPDES Permit Requirement
3	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Discharge no more than 2,800 pounds of BOD_5 or TSS per day when plant flows are less than 16.6 MGD average between May 1st and October 31st.	NPDES Permit Requirement
4	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Produce effluent with BOD_5 and TSS concentrations of less 30mg/L monthly average and 45mg/L weekly average between November 1st and April 30th.	NPDES Permit Requirement

Criteria Number	BES Strategic Level of Service	Supporting Vision Elements	TCWTP Tactical Level of Service *Each Alternative Shall:*	Note
5	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Discharge no more than 3,100 pounds/day of BOD_5 or TSS on a monthly average basis or 4,600 pounds/day of BOD_5 or TSS on a weekly average basis between November 1st and April 30th.	NPDES Permit Requirement
6	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Discharge no more than 6,100 pounds of BOD_5 or TSS per day when plant flows are less than 16.6 MGD average between November 1st and April 30th.	NPDES Permit Requirement
7	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Produce effluent with an E. coli Bacteria count of less than 406 organisms per 100mL for a single sample and a monthly geometric mean count of less than 126 organisms per 100mL.	NPDES Permit Requirement
8	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Produce effluent with pH between 6.0 and 9.0.	NPDES Permit Requirement
9	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Produce effluent with a maximum daily Total Residual Chlorine concentration of less than 1.7 mg/L and a maximum monthly average Total Residual Chlorine concentration of less than 0.7 mg/L.	NPDES Permit Requirement

Criteria Number	BES Strategic Level of Service	Supporting Vision Elements	TCWTP Tactical Level of Service *Each Alternative Shall:*	Note
10	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Remove 85% of plant influent TSS and BOD_5 on a monthly average basis.	NPDES Permit Requirement
11	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Ensure that plant effluent constituents do not result in violations of Water Quality Standards as adopted in OAR 340-041 outside of the permit defined mixing zone.	NPDES Permit Requirement
12	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk, Regulatory compliance is achieved by BES and our customers, Resource conservation	Practice Environmental Stewardship, Protect Public Health, Ratepayer Value	Include provisions for the storage, conditioning, and transfer of biosolids to the Columbia Blvd Wastewater Treatment Plant for treatment and beneficial reuse in a way that optimizes biogas utilization and minimizes transportation costs.	Guiding Principle, BES Requirement
13	Water Quality is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Protect Public Health	Provide secondary biological treatment to all plant flows up to the 5-year, 24-hour winter storm and the 10-year, 24-hour summer storm.	OAR 340-041-0009

Criteria Number	BES Strategic Level of Service	Supporting Vision Elements	TCWTP Tactical Level of Service *Each Alternative Shall:*	Note
14	Wastewater and Stormwater are managed to protect public health and safety, Water Quality is protected and enhanced, Failures and service requests are responded to promptly and reliably resolved	Practice Environmental Stewardship, Protect Public Health	Comply with EPA wastewater facility redundancy Class 1 requirements.	EPA and DEQ Requirement
15	Wastewater and Stormwater are managed to protect public health and safety, Water Quality is protected and enhanced,	Practice Environmental Stewardship	Provide preliminary treatment, primary treatment, and disinfection to all plant flows up to the 25-year, 24-hour storm.	BES Strategic Level of Service
16	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk,	Practice Environmental Stewardship, Protect Public Health	Allow for future plant modifications to produce effluent with BOD_5 and TSS concentrations of less than 10mg/L monthly average and 15mg/L weekly average between May 1st and October 31st.	Likely Future NPDES Permit Requirement
17	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk,	Practice Environmental Stewardship, Protect Public Health	Allow for future plant modifications that limit plant thermal discharge to less than 49 to 52 million Kcals/day.	Likely Future NPDES Permit Requirement

Criteria Number	BES Strategic Level of Service	Supporting Vision Elements	TCWTP Tactical Level of Service *Each Alternative Shall:*	Note
18	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk,	Practice Environmental Stewardship	Allow for future plant modifications to limit the turbidity increase above background at the edge of the permit defined mixing zone to a monthly average of less than 3 NTU monthly and an hourly average of less than 5 NTU.	Possible Future NPDES Permit Requirement
19	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk,	Practice Environmental Stewardship, Protect Public Health	Allow for future plant modifications to produce effluent with total ammonia concentrations of less than 3mg/L between May 1st and October 31st.	Possible Future NPDES Permit Requirement
20	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk,	Practice Environmental Stewardship, Protect Public Health	Allow for future plant modifications to produce effluent with phosphorus concentrations of less than 0.3mg/L between May 1st and October 31st.	Possible Future NPDES Permit Requirement
21	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk, Resource conservation and reuse is optimized	Practice Environmental Stewardship	Allow for future plant modifications that could produce Class A Recycled Water for beneficial use on-site and for distribution and sale by a Recycled Water Utility.	Guiding Principle
22	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk	Protect Public Health, Operational Performance	Rely upon treatment technology that has a history of successful and reliable operational performance with predictable maintenance requirements.	Guiding Principle

Criteria Number	BES Strategic Level of Service	Supporting Vision Elements	TCWTP Tactical Level of Service *Each Alternative Shall:*	Note
23	BES employs safe productive workforce that provides environmental leadership and excellent customer service	Protect Public Health, Operational Performance	Ensure the safety of employees, visitors, and neighbors.	Guiding Principle
24	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk, Resource conservation and reuse is optimized	Practice Environmental Stewardship, Ratepayer Value	Reuse existing facilities where practicable.	Guiding Principle
25	BES employs safe productive workforce that provides environmental leadership and excellent customer service	Protect Public Health, Operational Performance	Upgrade all current non-code compliant facilities to meet current codes.	Guiding Principle
26	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk, Resource conservation and reuse is optimized	Practice Environmental Stewardship, Ratepayer Value	Utilize processes and equipment that optimize labor costs, energy use, chemical consumption, and water use.	Guiding Principle
27	Resource conservation and reuse is optimized	Practice Environmental Stewardship, Ratepayer Value	Optimize the utilization of biogas produced at the TCWTP.	Guiding Principle

Criteria Number	BES Strategic Level of Service	Supporting Vision Elements	TCWTP Tactical Level of Service *Each Alternative Shall:*	Note
28	Resource conservation and reuse is optimized	Practice Environmental Stewardship, Ratepayer Value	Allow for the recovery of resources from plant effluent such as phosphorus and thermal energy.	Guiding Principle
29	Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship	Comply with the City of Portland Green Building Policy per Portland City Council Resolution No 35956.	Guiding Principle
30	BES is a good community partner and engages the community in bureau decision-making	Practice Environmental Stewardship, Good Neighbor	Allow for the development, either within or adjacent to the plant site, of a Water Resources Education Center. Include instructional signage and other educational elements for the plant to be used as an educational resource.	Guiding Principle, Enhancement Master Plan
31	BES is a good community partner and engages the community in bureau decision-making	Good Neighbor	Control offensive odors at the fence line such that odor complaints are reduced to less than 5 valid and verified complaints per year.	Guiding Principle, Enhancement Master Plan,
32	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk	Good Neighbor	Allocate space on the plant site for facilities required to eliminate offensive odors at the plant fence line.	Guiding Principle, Enhancement Master Plan
33	Regulatory compliance is achieved by BES and our customers	Good Neighbor	Be capable of complying with City of Lake Oswego Ordinances limiting noise.	Guiding Principle, LOC 34.10.539

Criteria Number	BES Strategic Level of Service	Supporting Vision Elements	TCWTP Tactical Level of Service *Each Alternative Shall:*	Note
34	Regulatory compliance is achieved by BES and our customers	Good Neighbor	Be capable of complying with City of Lake Oswego Community Development Code Development Standards for building design, parking, circulation and connectivity, site lighting, and site design,	Guiding Principle, LOC 50.06
35	BES is a good community partner and engages the community in bureau decision-making	Good Neighbor	Provide for visual mitigation that screens the plant from adjacent land uses or makes the plant complement its surroundings.	Guiding Principle, Enhancement Master Plan
36	BES is a good community partner and engages the community in bureau decision-making	Good Neighbor	Allocate space for an aesthetically pleasing plant entrance that accommodates the Foothills District roadway layout.	Guiding Principle, Enhancement Master Plan
37	BES is a good community partner and engages the community in bureau decision-making	Good Neighbor	Allow for the development of recreational trail connections around and across the TCWTP site to both Tryon Creek and the Willamette River.	Guiding Principle, Enhancement Master Plan
38	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk	Operational Performance	Provide flexibility for plant operational modes to accommodate peak wet weather flow events.	BES Requirement

Criteria Number	BES Strategic Level of Service	Supporting Vision Elements	TCWTP Tactical Level of Service *Each Alternative Shall:*	Note
39	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk	Ratepayer Value, Operational Performance	Provide for remote operation and monitoring of the plant from the CBWTP on weekends and between 4pm and 7am on weekdays.	BES Requirement
40	Regulatory compliance is achieved by BES and our customers	Good Neighbor	Be capable of complying with City of Lake Oswego Community Development Code requirements for setbacks, lot coverage, and building height.	LOC 50.02.003
41	Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Good Neighbor	Be capable of complying with City of Lake Oswego Community Development Code requirements for development within the Willamette Greenway.	LOC 50.05.009
42	Habitat is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Good Neighbor	Be capable of complying with City of Lake Oswego Community Development Code Sensitive Lands Overlay requirements that limit development adjacent to Tryon Creek.	LOC 50.05.010
43	Habitat is protected and enhanced, Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Good Neighbor	Be capable of complying with City of Lake Oswego Community Develop Flood Management Area requirements for balanced cut and fill and building finished floor elevations.	LOC 50.05.011

Criteria Number	BES Strategic Level of Service	Supporting Vision Elements	TCWTP Tactical Level of Service *Each Alternative Shall:*	Note
44	Regulatory compliance is achieved by BES and our customers	Practice Environmental Stewardship, Good Neighbor	Be capable of meeting the Conditional Use approval requirements of the City of Lake Oswego Community Development code: The site must be physically capable of accommodating the alternative, and the alternative must be reasonably compatible with other uses in the vicinity.	LOC 50.07.005
45	Resources are managed to provide acceptable and affordable service levels and with respect to long term cost effectiveness and risk, BES employs safe productive workforce that provides environmental leadership and excellent customer service	Operational Performance	Provide treatment plant support facilities for plant operation and maintenance including: maintenance shop, locker room, lunch room, office space, meeting space, reference room, laboratory facilities, and control room.	BES Requirement

Abbreviations:

BOD_5 – 5-Day Biochemical Oxygen Demand
Kcals – Kilocalories
LOC – Lake Oswego Code
MGD – Million Gallons per Day
mg/L – Milligrams per Liter
mL – Milliliters
NPDES – National Pollutant Discharge Elimination System
NTU – Nephelometric Turbidity Unit
OAR – Oregon Administrative Rules
TSS – Total Suspended Solids

2010 CIP Criteria Scoring Considerations

NOTE: These do not apply to emergency projects.

Protection of Human Health, Safety, and Property

8-10 Prevents a potential loss of life, a likely threat of injury or a health hazard where consequences of failure to act are high. Includes chronic basement flooding.

5-7 Moderate (but well documented) threat to injury/health; high threat to property (where widespread damage to business and homes in dollars and numbers can be substantiated). Includes frequent basement flooding.

2-4 Moderate (but substantiated) threat of large-scale property damage; threat of injury. Includes basement flooding risk higher than level of service.

0-1 Potential threat to property, likelihood or extent of adverse effects not well documented.

Protection of Existing Capital Investment/System Reliability

8-10 Structural integrity is at immediate risk (but the project doesn't constitute an emergency).

5-7 Critical component mechanical or structural failure likely or capacity failure likely by the time the project can be reasonably designed and constructed.

2-4 Critical component deteriorating, failure possible in near future; or less critical component (e.g. shallow, smaller diameter sewer line) failure likely; or capacity failure likely within 5 years; or documented improvement to the overall operation, function and effectiveness of a process.

0-1 Critical component presently has limited deterioration/wear and will likely suffer serious deterioration in near future; may improve overall operation, function and effectiveness of a process.

Regulation or Contractually Driven Improvements

8-10 Prevents certain violation of regulatory requirements (where consequences are extreme) within minimum time needed to implement project.

5-7 Prevents probable violation of regulatory requirements within minimum time needed to implement project (where consequences of failure are extreme); prevents certain violation of regulatory requirements where consequences of failure are not well documented or moderate risk.

2-4 Best management practice projects that are sufficiently detailed to insure they probably will avert a violation of regulatory requirements; prevents probable violation regulatory commitment where consequences of failure are not well-documented or moderate risk. Allows the Bureau to meet contractual commitments.

0-1 Prevents probable violation of future regulations.

Improvements which Enhance the Environment

8-10 Projects which comprehensively mitigate a well documented high impact to the watershed ecosystem which clearly result in major violations of water quality and other environmental regulations.

5-7 Well documented watershed ecosystem projects in critical areas that will clearly result in substantial and measurable water quality and other watershed health improvements; this includes projects whose benefits relative to costs are very high regardless of project scale.

2-4 Projects which clearly mitigate one or more risks to a watershed function and demonstrably improve long term water quality benefits; innovative/less proven watershed ecosystem projects in critical areas which will result in improved but less certain water quality and watershed health benefits.

0-1 Projects which seek to mitigate one or more risks to the watershed ecosystem, but any improvement to water quality and watershed functions is either limited or poorly documented.

Improvements which Accommodate Growth and Economic Development

8-10 Projects which substantially enhance the Bureau's ability to accommodate the City's growth and economic development goals and provide documented return on investment.

5-7 Projects which substantially enhance the Bureau's ability to accommodate the City's growth & economic development goals with less certain return on investment.

2-4 Provides support to other City projects that are consistent with the City's comprehensive plan.

0-1 Projects which will help support the City's economic growth goals and provide economic benefits.

Projects which Reduce Bureau Costs

8-10 Provides well documented payback to BES within 10 years.

5-7 Re-Use project provides well documented payback to BES within 20 years; or well documented risk of substantial increase in future cost unless project is accomplished now.

2-4 Project provides a payback within 20 years; or provides documented risk of an increase in future cost unless project completed now.

0-1 Project indicates an increase in future costs unless accomplished quickly, but the risk is limited or poorly documented.

Bonus Points: Projects that meet a special Bureau need, as indicated, will be given up to six (6) additional points. Projects significantly funded by others through grants or partnering agreements could be given up to five (5) points; projects meeting any other individual Value Statement could receive up to three (3) points each; points given should be dependent on significance documentation (total bonus points cannot exceed six (6)).

Note: Projects that document reduction to the 5-year budget by at least the cost of the project (including contingencies) as reflected in the submitted budget will be automatically funded.

CIP CRITERIA

To be considered, a project must fit one or more of the following criterion classifications. Bullets under each criterion are provided as guidance to help Project Managers determine if a specific project meets the criteria classification. Bullet phrases are not necessarily in priority order.

Protection of Human Health, Safety and Property

Weighing Factor 4

- Reduces sewer back-ups into homes and businesses due to system deficiencies.
- Reduces flood damage to homes and businesses based on adopted level of service.
- Protects employee health and safety.
- Protects public health and safety.

Protection of Existing Capital Investment / System Reliability

Weighing Factor 3

- Corrects serious threats to the serviceability of existing capital facilities (e.g., cracked / leaking pipes, facility system failures.)
- Provides expansion / replacement of system components to meet or maintain adopted level of service requirements *(in a manner that is scoped and scheduled to be timely and cost-effective to avoid premature investment.)*
- Reduces the frequency of emergency replacement repair.

Regulatory or Contractually Driven Improvements

Weighing Factor 2

- Clearly complies with specific elements included within Council-adopted commitments such as adopted Facilities Plans, Council Resolutions, Council Budget Directives, or Bonding Covenants *(in a manner that is scoped and scheduled to be timely and cost-effective to avoid premature investment.)*
- Implements essential elements, at essential levels, of required improvements to meet stipulated final orders, permit requirements, or other compliance directives.
- Implements projects currently under contractual obligation.

Improvements Which Enhance the Environment

Weighing Factor 2

- Yields significant watershed ecosystem benefits which results in measurable water quality improvements.
- Provides for long term watershed ecosystem improvements which will clearly prevent future water quality violations.
- Provides for a measurable improvement in one or more of the following environmental objectives while demonstrably improving water quality: Fish and wildlife habitat, stable stream banks, reduced rates of channel erosion and sedimentation, and wetland or flood plain enhancement.

Improvements Which Accommodate Growth and Economic Development

Weighing Factor 1

- Supports potential for economic development and job opportunities while protecting environmental quality.
- Coordinates with other city Projects and encourages development consistent with the City's comprehensive plan.
- Provides critical support to other City priorities that are consistent with the Bureau's mission (street improvements, street flooding, in-fill development.

Improvements Which Reduce Long-Term Bureau Costs

Weighing Factor 1

- Reduces costs in an amount equal to the project capital investment within 10 years or less.
- Re-use projects that provide a return on investment within an adopted payback period.
- Mitigates future cost risk.

Projects that reduce costs in an amount equal to the capital investment within 5 years or less will be automatically funded.

Projects which address one of the criteria above and provide added value to Bureau projects and activities

Value Range 1 - 6 Points

- Project critical to the siting or the continued operation of existing, new, or expanded facilities (mitigation activities, good neighbor projects.)
- Significant desire of City Council to undertake the project due to neighborhood surveys, petitions, or other clear indicators.
- Project meets special need of a segment of the City's population due to environmental equity conditions.
- Project is funded partially or significantly from Grants, or other funding sources through partnering agreements with citizens, businesses and/or other agencies.