

CAPITAL SET-ASIDE PROJECT SELF-SCORING & EVALUATION TOOL INSTRUCTIONS

OVERVIEW AND IMPORTANT DATES

Per the City financial policy, 50% of any excess ending General Fund balance and 50% of any one-time General Fund resources available in the annual budget development process should be dedicated to major maintenance and replacement of existing assets. These funds are not intended to provide new services. These allocations occur in the Fall Supplemental Budget (i.e. the Fall BMP) for excess balance and during the budget process for forecasted one-time resources. Resolution 37107 increased the percentage from 25% to 50%; in addition, the resolution indicated the intent to use these resources to dedicate this resource over the next several years to emergency preparedness, parks and recreation, and transportation. CBO coordinates a working group consisting of bureau asset managers that has developed a prioritization mechanism to assist City Council in allocating this set-aside during the fall BMP and budget development. This tool is used to score and rank projects based on the likelihood and consequence of asset failure.

The FY 2016-17 Fall BMP Project Ranking Process will be built off of the process used during FY 2016-17 budget development. Project ranking will begin with the existing ranked list created as a result of the FY 2016-17 budget development process, then incorporate any new information from bureaus utilizing the project scoring tool. If a bureau would like to request one-time General Fund resources in the Fall BMP for a new project, or would like to revise a project currently on the ranked list, the bureau must use the project scoring tool to evaluate and score the desired major maintenance and asset replacement project. Bureaus must also include a decision package for the requested project funding in Fall BMP submissions to CBO.

Base Phase – Utilize Existing Ranked List of Projects

Unfunded projects on the current ranked list, will be used as a starting point for the next process.

Phase 1 – Bureaus Evaluate and Rank New or Revised Capital Projects

During the FY 2015-16 budget development process, bureau asset managers revised the major maintenance and asset replacement project scoring tool. While further refinements might be made in the future, the same tool is being used for the sake of continuity and stability. The revised tool provides bureaus the opportunity to evaluate and score different asset failure modes. It also modified the application of the benefits points. ***If a bureau would like to request one-time General Fund resources for a new project, or would like to revise a currently ranked project, the bureau must use this tool to evaluate and score the desired major maintenance and asset replacement project.*** Detailed instructions on completing the evaluation is included in the “Project Scoring Tool Instructions” section, located below.

All City bureaus may submit completed project evaluations for inclusion in the Citywide ranking, and there is no limit to the number of projects that can be evaluated and submitted. However, bureaus are discouraged from submitting projects where there is little to no likelihood of asset failure in the next five years. The project team will be available to answer questions and provide additional assistance with completing the scoring workbook.

Please send the completed evaluation scoring workbook to Claudio Campuzano (claudio.campuzano@portlandoregon.gov) by the due date established as part of the current Fall BMP or budget development process. Bureaus have the option to submit other project documents (condition

assessments, plans, etc.) or links to information that may help to provide important details about the project(s) being ranked.

Phase 2 - Validation, Review, and Finalization

After the submission deadline, the scores from all forms will be compiled and forwarded, with scores from the existing ranked project list, to the Validation Committee. The Validation Committee, which will include members of the Citywide Asset Managers Group, will review all of the project scoring information submitted by bureaus. During this phase bureaus may be contacted to provide additional project information.

Based on the information received the scores may be adjusted for consistency and accuracy. The Validation Committee will also be responsible for awarding a benefit bonus to the project.

Once all of the necessary information has been analyzed and adjusted, the Validation Committee will finalize the scores and a comprehensive project ranking will be provided to the bureaus and Council.

Please note: The data provided will be used to develop the citywide project rankings. Final funding decisions will be made by City Council as part of the Fall BMP or budget development process. Projects being evaluated through this process will still need to be included as one-time General Fund requests in the Fall BMP or decision packages in the bureau's budget request since these are the primary mechanism for adjusting bureau budget appropriations.

PROJECT SCORING TOOL INSTRUCTIONS

Worksheet Overview:

The project scoring tool provides the option to evaluate and score the consequences of asset failure for two asset failure modes, current and worst case, and the likelihood of those failures modes occurring. It also allows for each project to receive up to a 10% benefit bonus, which will be awarded by the Validation Committee. The maximum total points a project is eligible to receive is 55. The final ranking will be based on the Total Project Score. The formula for calculating the Total Project Score is as follows:

$$\text{Total Project Score} = (\text{Likelihood of Failure} * \text{Total Consequence Score}) * \text{up to 10\% Benefit Bonus}$$

In the case that the bureau utilizes the option to evaluate both asset failure modes, which would result in two separate scores, the highest Total Project Score will be used for ranking.

Completing the Scoring Worksheet:

Please use the steps below to complete the project scoring worksheet. For reference purposes, a fully completed template is attached at the end of this document. The Project Evaluation and Scoring workbook is currently built to evaluate five projects, allowing for the steps below to be repeated for four additional projects. If submitting more than five projects, you will need to copy/create additional worksheets.

Note: Please do not adjust the print margins or cell justifications or embed comments in the workbook. Also, if a cell includes a formula, please do not override it by manually entering data or text.

Step 1 – Choosing a Project and Entering Basic Project Information:

The first step in the process is choosing a project to evaluate and score. For the purposes of this evaluation period, the project must be an unfunded major maintenance or asset replacement project, where the

likelihood of asset failure is predicted to occur over the course of the next five years. Once the asset and specific project have been identified, open the Project Evaluation and Scoring Tool to begin entering the basic project information into Request Form #1 as follows:

1. **Bureau Contact Info:** Enter the full name of the person that should be contacted for questions or additional information in cell **B4**.
2. **Bureau:** Enter the full requestor bureau name in cell **B5**.
3. **Project Name:** Enter the full project name in cell **B6**.
4. **Estimated Total Project Cost:** Enter the total estimated cost of the project regardless of funding source in cell **B7**. Please note: There is a hidden “sum” check located in cell C7. This is to ensure that the Total Project Cost = General Fund Request + Other Resources. “Error-Check Numbers” will appear in cell C7 if this formula is out of balance.
5. **General Fund Request:** Enter the total amount of one-time General Fund being requested in cell **B8**.
6. **Other Resources:** Enter the total of non-General Fund resources in cell B9. Describe those funding sources in cell **C9**.
7. **Total Net Operations and Maintenance Impact:** Enter the estimated total ongoing net operations and maintenance costs of the asset after implementation, regardless of funding source, in cell **B10**.
8. **Net Operations and Maintenance Impact – General Fund Only:** Enter the estimated total ongoing net operations and maintenance impact to the General Fund after implementation in cell **B11**.
9. **Estimated Project Duration (months):** Enter the estimated number of months it will take to complete the project in cell **B12**. Multi-year projects and those that extend beyond the current fiscal year are eligible to be submitted in this process.
10. **Estimated Project Start Date:** Assuming a November funding date for Fall BMP requests or a June funding date for budget requests, enter the prospective project start date in cell **B13**.

Once the basic project information has been entered, **STOP**, and switch to Project Scoring Workbook #1. **Do not begin writing the project description.** The project description should be developed after completing Steps 2 through 6.

Step 2 - Determining Asset Failure Modes:

The next step in the process is to determine and document the asset’s failure mode(s). As stated above, the Project Scoring tool provides the *option* to score two failure modes: **current** (mandatory) and **worst case** (optional). It is the bureau’s decision as to whether or not it wants to score more than one failure mode per project; however, the bureau *must self-score the asset’s current failure mode*, which in some cases may be the worst case failure mode. In that case, the bureau would only score one failure mode.

Below is the process for determining the current and worst case failure modes.

Failure Mode #1 Current State:

Start by answering the following questions:

- What is going wrong with your asset?

- How does it no longer serve one or more of its purposes or fulfill its intended design?
- What observations indicate that the asset is showing signs of failure?
- How is the asset failing?
- What is the most plausible, imminent, and likely way your asset is failing?

Failure Mode #2 Progression/Worst Case:

Start by answering the following questions:

- What could go wrong with your asset? Think in terms of “catastrophe.”
- In what way can this catastrophic failure transpire?
- How could the asset fail?
- What is the most feasible and likely way your asset will fail?

Using the answers, determine which of the four common failure modes listed below best describe the failure mode of the asset being evaluated.

Failure mode	Definition	Examples
Capacity or Level of Service	<ul style="list-style-type: none"> • An asset can no longer do what it is required to do • Volume of demand exceeds design capacity • Functional requirements exceed design capacity 	<p>Growth, system expansion</p> <p>Codes and permits, not meeting mandates or customer expectations</p>
Physical failure	<ul style="list-style-type: none"> • An asset is physically non-functioning • Consumption of asset reduces performance below acceptable level 	Physical deterioration due to age, usage (including operator error), acts of nature
Economic	<ul style="list-style-type: none"> • An asset ceases to be the lowest cost alternative to satisfy a specified level of performance or service • Operation costs exceed those of feasible alternatives 	Pay-back period, cost-benefit, remaining life maintenance costs exceed replacement costs
Natural Hazard	<ul style="list-style-type: none"> • Asset ceases to operate due to damage from a natural event 	Damage from a flash flood, imminent erosion, other natural hazard

Once you have determined the asset’s failure mode(s), document it along with a short description detailing the basis for choosing this failure mode(s) as follows:

- Failure Mode #1 – Current State: Enter description, one to two sentences, into cell **D7**.
- Failure Mode #2 – Progression/Worst Case: Enter description, one to two sentences, into cell **E7**.

Please be as explicit as possible. There most likely will be more than one failure mode for each asset. **Please consider as many failure modes as you think are appropriate.**

Example #1 – Entering Failure Mode:

Failure Mode Description:	Failure Mode #1 (Current State)	Failure Mode #2 (Progression/Worst Case)
	Physical and level of service failure: Bridge is beyond 50-year lifespan and is currently weight restricted. The bridge no longer meets performance standards and has no bike lanes.	Natural Hazard: Flash flood collapses bridge.

Step 3 – Determining Likelihood of Failure:

The next step in the process is to assess the likelihood of asset failure for each of the failure modes that have been identified. Using the percentage choices corresponding to when the failure mode may happen, enter the projected likelihood of asset failure percentage in cell **D9 for failure mode #1 and E9 for failure mode #2**. As stated above, bureaus are discouraged from submitting projects for which there is little to no likelihood of asset failure in the next five years. To the extent possible, bureaus should use scientific analysis or other data sources to support the likelihood of failure being applied. These sources should be cited in the Project Request Form, Project Description narrative section.

The likelihood rating for failure mode #1 should always be 100%.

NOTE: If the likelihood of failure is based on an earthquake or other natural hazard use the more than five years or 10% likelihood of failure. As a general matter, however, any project with a maximum score on a 10% likelihood is very unlikely to get funded through this process. The maximum total score such a failure mode can achieve is 5.0 points plus up to another 0.5 for benefits. Effectively, this makes the capital set-aside an inappropriate funding source for longer time-horizon risks, regardless of consequence; the capital set-aside is more appropriate for current or near-term asset failures.

Example #2 Entering Likelihood %

Failure Mode Description:		Failure Mode #1 (Current State)	Failure Mode #2 (Progression/Worst Case)
Physical and level of service failure: Bridge is beyond 50-year lifespan and is currently weight restricted. The bridge no longer meets performance standards and has no bike lanes.		Natural Hazard: Flash flood collapses bridge.	
LIKELIHOOD <i>Without this project, the asset is expected to fail in...</i>		Likelihood of Failure Mode #1	Likelihood of Failure Mode #2
Already Failed	100%	100%	10%
0 to 2 years	70%		
3- 5 years	50%		
More than 5	10%		

Step 4 – Assessing the Consequences of Asset Failure Modes:

The next step in the process is to determine the consequences of each asset failure mode being assessed. The consequences are separated into five distinct categories: Human Health and Safety Impacts; Service Impacts; Environmental Impacts; Legal, Regulatory, or Compliance Obligations; and Financial Impacts. A fifty point score

is the highest possible total Consequence Score. It is very likely that the consequences will vary between the different failure modes. The scores for failure mode #1 should reflect what *has already happened*. If there are risks that more serious consequences might occur, mode #2 should be used.

Guidelines for determining the consequence score for each failure mode are as follows:

Human Health and Safety Impacts¹ (including in the workplace)			
Fatalities	10	Enter a score of “10” if the asset failure mode has or is likely to result in a fatal injury or injuries. Per the US Department of Transportation guidelines the cost of fatality is \$6,050,000 in 2009 dollars.	Enter score in D15 for failure mode #1 and E15 for failure mode #2
Serious injuries	5	Enter a score of “5” if the failure mode has or is likely to result in serious injuries. A serious injury is defined by the US Department of Transportation as injuries requiring hospitalization for non-trauma, injuries requiring medical care and technology. Persons would be out of work for a few days to a week or two, may require "light duty" for a longer period. The cost of a serious injury in 2009 dollars is \$348,000. Examples include but are not limited to femur fracture, open, displaced, or comminuted; head injury, 1 - 6 hour unconsciousness; scalp laceration, or blood loss > 20% by volume.	
Minor injuries	2	Enter a score of “2” if the failure mode has or is likely to result in minor injuries. A minor injury is defined by the US Department of Transportation as injuries requiring basic medical aid that could be administered by a paraprofessional. The injury may necessitate "light duty" or one or several days off work or need to visit a non-emergency doctor. The cost of the injury in 2009 dollars is approximately \$13,000. Examples include but are not limited to shoulder sprain, minor scalp laceration, or scalp contusion.	
No potential human health or safety impact	0	Enter a value of “0” if the asset failure has not resulted in or is not likely to result in any impacts to human health or safety.	
Service Impacts			
Disruption of service to > 10,000 customers	10	Enter a score of “10” if the asset failure mode has or is likely to result in the disruption of service to more than 10,000 unique public customers, either directly or indirectly through impeding the work of City employees.	Enter score in D20 for failure mode #1 and E20 for failure mode #2
Disruption of service to 1,000-9,999 customers	5	Enter a score of “5” if the asset failure has or is likely to result in the disruption of service for no less than 1,000, but no more than 9,999 unique	

¹ In the event an asset has been closed due to safety hazards, score the Health and Humans Safety Impact as if the asset had remained open. For mode #1, this will involve estimating the likely outcome of continuing to operate the hazardous asset in its current condition.

		public customers, either directly or indirectly through impeding the work of City employees.	
Disruption of service to < 1,000 customers	3	Enter a score of “3” if the asset failure has or is likely to result in the disruption of service for up to a 1,000 unique public customers, either directly or indirectly through impeding the work of City employees.	
Community complaints	1	Enter a score of “1” if the asset failure has or is likely to result in community complaints either to public officials, City bureaus, or other regulatory entities.	
No potential service impact	0	Enter a score of “0” if there is no disruption to public customers that result from the failure mode being assessed.	
Environmental Impacts			
Long-term or widespread ecological damage	10	<p>Enter a score of “10” if the asset failure mode has or is likely to result in long-term or widespread ecological damage. This can be defined as damage that:</p> <ul style="list-style-type: none"> • Affects >= 30% of served population, and/or • Affects >= 20% of urban services area, and/or • Duration of recovery: >=10 years <p>Examples include but are not limited to:</p> <ul style="list-style-type: none"> ○ Loss of groundwater source for water supply due to contamination ○ Obliteration of large areas of vegetation, inability for such areas to grow back; redistribution or decrease in biodiversity due to inhospitable conditions ○ Disease ○ Persistent, far-reaching, or intense air pollution 	Enter score in D26 for failure mode #1 and E26 for failure mode #2

Major but recoverable	5	<p>Enter a score of “5” if the asset failure mode has or is likely to result in major but recoverable damage. This can be defined as damage that:</p> <ul style="list-style-type: none"> • Affects >= 15% of served population, and/or • Affects >= 10% of urban services area, and/or • Duration of recovery: >= 2 years <p>Examples include but are not limited to:</p> <ul style="list-style-type: none"> ○ Major failure at Columbia Boulevard Wastewater Treatment Plant (Chlorine release, catastrophic facility failure, leading to temporary untreated sewage disposal to Columbia River or Columbia Slough). ○ Failure of combined sewer tunnel storage and pumping facilities, resulting in groundwater contamination and/or sewage spills to major receiving waters ○ Pollution of major stream (e.g., Johnson Creek, Fanno Creek) resulting in fish kills or habitat destruction ○ Major disturbance of natural areas (vegetation loss or animal population loss) 	
Minor and recoverable	2	<p>Enter a score of “2” if the asset failure mode has or is likely to result in minor but recoverable damage. This can be defined as damage that:</p> <ul style="list-style-type: none"> • Affects < 15% of served population, and/or • Affects < 10% or urban services area, and/or • Duration of recovery: < 2 years <p>Examples include but are not limited to:</p> <ul style="list-style-type: none"> ○ Sewer collapse, resulting in sanitary sewage release ○ Minor sewage releases and other kinds of unnatural spills to rivers and streams 	

		<ul style="list-style-type: none"> ○ Superficial disturbance of natural areas (vegetation or animal habitats damaged but recoverable) 	
No potential environmental impact	0	Enter a score of "0" if there is no environmental impact that results from the failure mode being assessed.	
Legal and Regulatory Compliance			
City sued and/or fined	10	Enter a score of "10" if the asset failure has already (for failure mode #1), or is likely to (for failure mode #2) result in the City being fined by a regulatory body or a lawsuit.	Enter score in D31 for failure mode #1 and E31 for failure mode #2
City formally warned	5	Enter a score of "5" if the asset failure has already (for failure mode #1) or is likely to (for failure mode #2) result in the City being formally warned by a regulatory body. Examples of regulatory entities include but are not limited to any City, Federal, or State agency.	
City warned internally	3	Enter a score of "3" if the asset failure has already (for failure mode #1) or is likely to (for failure mode #2) result in the asset managing bureau being warned internally by staff, customers, or other City personnel.	
Project does not address legal/regulatory/compliance obligation	0	Enter a score of "0" if there failure mode does not result in a legal, compliance, or regulatory violation.	
Financial Impact			
Prevents asset loss, revenue loss, and/or R/R/R cost > \$2.0 million	10	Enter a score of "10" if the asset failure has or is likely to result in revenue loss and/or asset rehab, repair, or replacement costs of \$2.0 million or more greater than the requested project cost estimate.	Enter score in D36 for failure mode #1 and E36 for failure mode #2
Prevents asset loss, revenue loss, and/or R/R/R cost \$500,000 - \$1,999,999	6	Enter a score of "6" if the asset failure has or is likely to result in revenue loss and/or asset rehab, repair, or replacement costs of more than \$499,999 but less than \$2.0 million greater than the requested project cost estimate.	
Prevents asset loss, revenue loss, and/or R/R/R cost \$50,000 - \$499,999	4	Enter a score of "4" if the asset failure has or is likely to result in revenue loss and/or asset rehab, repair, or replacement costs of more than \$49,999 but less than \$500,000 greater than the requested project cost estimate.	
Prevents asset loss, revenue loss, and/or R/R/R cost < \$49,999	2	Enter a score of "2" if the asset failure has or is likely to result in revenue loss and/or asset rehab, repair, or replacement costs of less than \$49,999 greater than the requested project cost estimate.	
No potential financial impact	0	Enter a score of "0" if there is no fiscal impact that results from the failure mode being assessed.	

Step 5 - Determining Benefit Bonus Eligibility:

If the project being proposed promotes one or more of the benefits described in the table below, then it is eligible to receive up to a 10% (5 point) bonus. For each of the 5 major benefit categories, the committee will award 2% bonus if one or more of the benefits are promoted by the project. With five categories of benefits, this is a total of 10% possible bonus points.

If you believe your project qualifies for the benefit points, then enter **“YES”** in cell **C46**.

If you enter **“YES”**, then each benefit being promoted by the project must be described in the Request Form #1 narrative. The narrative will be critical to determining the amount of bonus points the project receives. The Validation Committee will make the final award decision. **As such, DO NOT enter information into cells D46 or E46.** This information will be filled out by the Validation Committee.

BENEFITS Project promotes positive benefits by...	Benefit Score
Human Health and Safety Impacts (including in the workplace)	
Improves emergency response times or emergency preparedness	Projects that reduce dispatch/turnout time through improvements to emergency response systems; improve transportation infrastructure (e.g. signal preemption); and, or maintain or enhance critical infrastructure.
Improves safety	May include projects that improve public or employee safety. Examples include improved exterior lighting, equipment renovations, sidewalk repair, and many others.
Service Impacts	
Expands capacity or increases services levels above baseline	Each bureau defines its levels of service and sets baseline levels, in accordance with City Council funding and policy direction. In the Request Form, please identify the service level(s) as external or internal to the bureau, and to what extent the project will expand capacity and/or deliver services above baseline. Examples include projects that increase the number of customers served, reduce waiting times, or improve the customer experience.
Re/establishes service to underrepresented or underserved groups	‘Underserved’ means people and places that historically and/or currently do not have equitable access to infrastructure, services, or resources. Underrepresented recognizes that some communities have historically and currently not had equal voice in government decision-making and have not been served equitably by programs and services.
Implements an identified and documented community priority	Examples of community priorities are the East Portland Action Plan and Johnson Creek Watershed Plan. In the narrative, please describe the public process to develop and adopt the community plan, and how the project directly relates to the plan's priorities. Also, relate the project to bureau budget priorities.
Environmental Impacts	
Reduces waste production and/or resource use (e.g. energy, water)	Resources are defined to be both natural and synthetic such as water, energy, space, and effort. Waste is defined as materials, substances, or byproducts eliminated or discarded after no longer being useful. An example of a project that meets this criteria is the replacement of a building's chiller unit to a more efficient model.

Reduces carbon emissions	Carbon emission reduction must reduce the amount of carbon dioxide or other gaseous carbon compounds released into the atmosphere, associated with climate change. This includes but is not limited to electricity, natural gas, fuel oil, propane, gasoline, diesel, and solid waste disposal. An example of this would be retrofitting or replacing a bureau's fleet to become more fuel efficient or to use a less carbon intensive fuel. Another example would be upgrading a building energy management system to more efficient system.
Creates or restores habitat	Any project that specifically restores or creates a natural environment where plants or animals naturally live or grow. This must include the majority use of native and adapted vegetation and natural site elements that maintain or restore the ecological integrity of the site. An example is the re-landscaping of a park to provide for natural habitat or the removal of asphalt/cement and restoration of the land below.
Improves water quality	This may include projects that improve the quality of potable water, grey water, and storm-water. An example of this may be a roof replacement with an eco-roof.
Legal, Regulatory, or Compliance Obligations	
Implements an identified action in an approved City plan	Any project that implements an action included in an approved City plan, such as the Portland Plan, Americans with Disabilities Act Transition Plan, Comprehensive Plan, a Parks Master Plan, etc. Please detail the specific plan in the narrative section of the Request Form.
Implements audit recommendation	Any project that implements a City Auditor recommendation. Please detail the specific audit recommendation that is being implemented in the narrative section of the Request Form.
Forwards adopted city policy	Any project that directly forwards an adopted City policy recommendation or directive that is currently not implemented. Please detail the City policy or ordinance information in the narrative section of the Request Form.
Financial Impact	
Reduces future O&M costs	Any project that reduces future operations and maintenance (O&M) costs if the project is completed. The projected O&M decrease should be identified in cell B7 of the Request Form.
Positive economic impacts	Any project that contributes to neighborhood revitalization efforts or promotes other positive economic impacts including increased tourism or increases in City collected revenues.
Timing coincides with another related project	Efficiencies or financial savings can be realized because the timing of project coincides with other scheduled projects
Leverages other funding sources	Any project that is able to leverage other funding sources, such as grant funding, federal matching dollars, or other dedicated resources outside of the General Fund.

Step 6 – Check the Total Project Score

The Total Score(s) is a calculated cell based on the values entered in the Likelihood and Consequence sections. Because benefit points will be awarded by the Validation Committee, the Total Score should be the same as

the Total Consequence Score. **DO NOT ENTER VALUE(S) IN CELLS D48 OR E48.** As stated, earlier if the bureau is utilizing the option to score two asset failure modes, the highest score will be used in the Citywide ranking.

Total Score <small>(the highest score will be used for the ranking, maximum points = 55)</small>	0.0	0.0
--	------------	------------

Step 7 – Complete Project Description Narrative:

Once you have completed the Project Scoring Worksheet #1, return to the Request Form #1 and complete the Description Section. The narrative information being provided should be primarily informed by the work done in the Project Scoring Worksheet. Specifically, use this form to provide the following information:

- **Asset Information:** A short description of the asset's current condition, location (physical address), and current and worst cast failure modes (see instructions for more information). Provide a brief history of how and why the asset has failed or become at risk of failure. For assets for which a dedicated mechanism exists to fund major maintenance and replacement, please not why this source is/has been insufficient to accomplish the requested project.
- **Project Description:** A short description of the major maintenance and asset replacement project being proposed, including details regarding the project's schedule, scope, size, and potential risks. If possible reference a plan, study, assessment, or report that cites the need for this project. Indicate if this project was submitted in a budget request, and if so, in what year(s). Also note if there are any alternatives to completing the project and whether or not they achieve the desired outcomes.
- **Explain Scores:** An explanation of self-assessed high level consequence score(s) submitted for each failure mode on the Project Scoring worksheet, especially if the project was assigned the maximum points "10" in any consequence category (i.e. health and human safety, service impacts, environmental impacts, etc.). If possible provide data, studies, or assessment information that supports the proposed consequence score.
- **Benefits:** A short description of the benefits of completing the project that aren't already identified in the consequence score, including both the short and long term impacts. **Please NOTE:** If this project is seeking to be awarded a bonus (up to 10% to be decided by the Validation Committee) for promoting **one or more** of the benefits listed below it **must be quantified if possible and explained in detail in this section.** If the rationale for awarding the bonus points is not clearly explained and quantified, bonus points will not be allocated to the project.

SUMMARY SHEET

The purpose of the summary sheet is to provide executive-level information for each project, including the Bureau Name, Project Name, General Fund Request Amount, Net Operations & Maintenance Impacts, Consequence and Benefit Score, Likelihood of Failure, and Total Risk Score for each failure mode.

The summary sheet is linked to the five original Request Forms and Project Scoring Templates. If your bureau is choosing to submit more than five projects, then please link the additional projects to the summary sheet.

Example #4 - FOR REFERENCE PURPOSES ONLY (This is not real project information)

FY 2015-16 Project Score Sheet				
Bureau:	Portland Bureau of Transportation		Total Project Cost:	\$5,000,000
Project:	Bridge Replacement Project		GF Request:	\$1,000,000
			Total Net Operations and Maintenance Impact:	\$40,000
Failure Mode Description:			Failure Mode #1 (Current State)	Failure Mode #2 (Progression/Worst Case)
			Physical and level of service failure: Bridge is beyond 50-year lifespan and is currently weight restricted. The bridge no longer meets performance standards and has no bike lanes.	Natural Hazard: Earthquake collapses bridge.
LIKELIHOOD <i>Without this project, the asset is expected to fail in...</i>			Likelihood of Failure Mode #1	Likelihood of Failure Mode #2
Already Failed		100%	100%	10%
0 to 2 years		70%		
3- 5 years		50%		
More than 5		10%		
CONSEQUENCES <i>Project avoids or reduces risk of...</i>			Risk Score Failure Mode #1	Risk Score Failure Mode #2
			Points	
Human Health and Safety Impacts (including in the workplace)				
Fatalities		10	0	10
Serious injuries		5		
Minor injuries		2		
No potential human health or safety impact		0		
Service Impacts				
Disruption of service to > 10,000 customers		10	5	10
Disruption of service to 1,000-9,999 customers		5		
Disruption of service to < 1,000 customers		3		
Community complaints		1		
No potential service impact		0		
Environmental Impacts				
Long-term or widespread ecological damage		10	0	5
Major but recoverable		5		
Minor and recoverable		2		
No potential environmental impact		0		
Legal and Regulatory Compliance				
City sued and/or fined		10	5	10
City formally warned		5		
City warned internally		3		
Project does not address legal/regulatory/compliance obligation		0		
Financial Impact				
Prevents asset loss, revenue loss, and/or R/R/R cost > \$2.0 million		10	0	10
Prevents asset loss, revenue loss, and/or R/R/R cost \$500,000 - \$1,999,999		6		
Prevents asset loss, revenue loss, and/or R/R/R cost \$50,000 - \$499,999		4		
Prevents asset loss, revenue loss, and/or R/R/R cost < \$49,999		2		
No potential financial impact		0		
Total Consequence Score (Maximum = 50)			10	45
Total Risk Score = Likelihood of failure X Total consequence score			10.0	4.5
Benefit (increases score by up to 10%):				
Enter "YES" or "NO" depending on if your project promotes a positive benefit described in the instructions (to be eligible the benefit(s) must be detailed in the Request Form). The Validation Committee will make the final award decision:		YES		
Total Score (the highest score will be used for the ranking, maximum points = 55)			10.0	4.5