Tech Memo 12.3: Project Prioritization Process Overview – Current Status and Next Steps

Date:	April 15, 2013	Project #: 11732

To:	Transportation System Plan (TSP) Public Advisory Committee (PAC) Members
From:	TSP Project Management Team
Project:	Clackamas County Transportation System Plan Update
Subject:	Project Prioritization Process Overview – Current Status and Next Steps

This memorandum outlines the process that has been used to prioritize the Master Project List for the Clackamas County Transportation System Plan (TSP) update and the remaining steps for finalizing prioritized project lists. Since PAC Meeting #5a in November 2012, the following activities have taken place:

- **Project Scoring and Initial Tier Recommendations:** The projects were scored based on the PAC-reviewed and approved goals and objectives, evaluation criteria and additional analysis conducted to better understand future capacity needs.
- **Geographic Area Review:** The Geographic Area Projects (GAPS) groups reviewed and revised the initial prioritized list of projects by geographic area.
- **Countywide Review:** The Technical Advisory Committee (TAC) reviewed the GAPS prioritization recommendations and made recommendations based on their expertise from a Countywide perspective.

I.   PROJECT LISTS AND TIERS

At this stage of the TSP update, we are focused on prioritizing the Master List of Projects according to the goals, priorities and available funding. Ultimately, this process will result in three project lists, shown in Table 1, that will define the County's transportation priorities for the next 20 years.

Table 1   TSP Project List Organization

Project List Name	Tier	Previous Name	Funding Available	Type of Projects Included
20-Year Capital Projects	1	Fiscally Constrained List	Approximately $444 million (based on funding forecast)	Top recommended projects that can reasonably be undertaken given the current estimates of available funding.
Preferred Capital Projects	2	Preferred Project List	Approximately $444 million (potential additional funding)	Additional recommended projects that the County hopes to undertake if additional funding becomes available during the next 20 years.
Long-Term Capital Project Needs	3	Vision Project List	None known	All other needed projects identified in the TSP update process. These are not expected to be funded or constructed by the County during the next 20 years, but they are still needed to meet the County's projected transportation demands.

II.   PROJECT SCORING AND INITIAL TEIR RECOMMENDATIONS

The *Prioritization Process Memorandum* (November 20, 2012) outlined the initial approach for scoring and prioritizing projects on the Master Project List. This process was refined based on further discussions with the PAC and County staff. All projects were initially scored based on the following criteria:

- **Goals 1 – 6**: projects were assessed on metrics for each goal and assigned a score from -1 to +2. The goals, metrics, scoring scale and resources used for the analysis are detailed in the table in *Appendix A: Goal Scoring Matrix*. Based on input from the PAC, all TSP goals were weighted equally.

- **70% Growth Analysis**: *[See 70% Household and Employment Growth Scenario (February 11, 2013) for additional information[1].]*

  o   projects that address a deficient facility under the 70% growth analysis were given a score of +1;

  o   projects that do not address a deficient facility under the 70% growth analysis were given a score of -1;

  o   all other projects (e.g. multimodal and safety projects) received a score of 0.

- **Dynamic Traffic Assignment (DTA) Analysis**: *(See Dynamic Traffic Assignment (DTA) - Initial Findings (February 11, 2013) for additional information[1].)*

  o   projects included in the analysis that were not part of the recommended improvements for the Clackamas Regional Center Southwest Access Corridor area were given a score of -1;

  o   projects included in the analysis that were part of the recommended improvements for the Clackamas Regional Center Southwest Access Corridor area received a score of 0;

  o   projects not included in the analysis received a score of 0.

- **Addresses Identified Need**:

  o   projects that address both a gap **and** a deficiency were given a score of +2;

  o   projects that address a gap **or** a deficiency were given a score of +1;

  o   all other projects, those that don't address either a gap or a deficiency, were given a score of 0.

---

[1] Memos referenced here can be found online at http://www.clackamascountytsp.com/ under Documents/Meeting Materials.

Based on the process outline above, the initial draft project prioritization lists were developed and documented in Technical Memorandum 12.2 – Project Scoring and Draft Project Lists (March 4, 2013). The initial scoring process resulted in a range of project scores from 0 to 12, with an average score of approximately 7. The projects were assigned an initial tier category (1, 2, or 3) based on the project score and project costs in each geographic subarea. The County's Draft Funding Forecast memorandum (October 22, 2012) estimates that there will be funding available to cover approximately 15% of the total projects on the Project Master List. Therefore, the top scoring projects in each subarea, totaling approximately 15% of the total project costs in the subarea, were assigned to Tier 1. The next highest scoring projects totaling approximately 15% of the total project costs in the subarea were assigned to Tier 2. The remainder of the projects were assigned to Tier 3.

III.   GEOGRAPHIC AREA REVIEW

In early March 2013, the GAPS groups reconvened to review the initial tier recommendations based on the project scoring. Each of the five GAPS groups provided feedback on projects in its respective area. Projects were prioritized in tiers based on available funding, and participants noted any projects recommended for removal. As noted above, estimated forecast funding covers approximately 15% of the projects on the Master List based on total project costs. Therefore, each GAPS group had to make decisions to select their Tier 1 projects and priorities.

GAPS groups recommended changing the tiers of approximately one-third of the projects. The most significant changes were made in the McLoughlin area. In some cases, the GAPS group elected to split a project into multiple segments in order to prioritize a portion of the project. This resulted in some changes to project descriptions and extents. The GAPS group focused on the Clackamas Regional Center/Industrial Area also discussed dedicated funding sources in the Regional Center, which could be used towards projects on the Master List. The charts in **Exhibit 1** compare the breakdown of projects by category in Tier 1 before and after the GAPS review.

**Exhibit 1: Tier 1 Project Priorities – Goal Scoring versus GAPS Review**
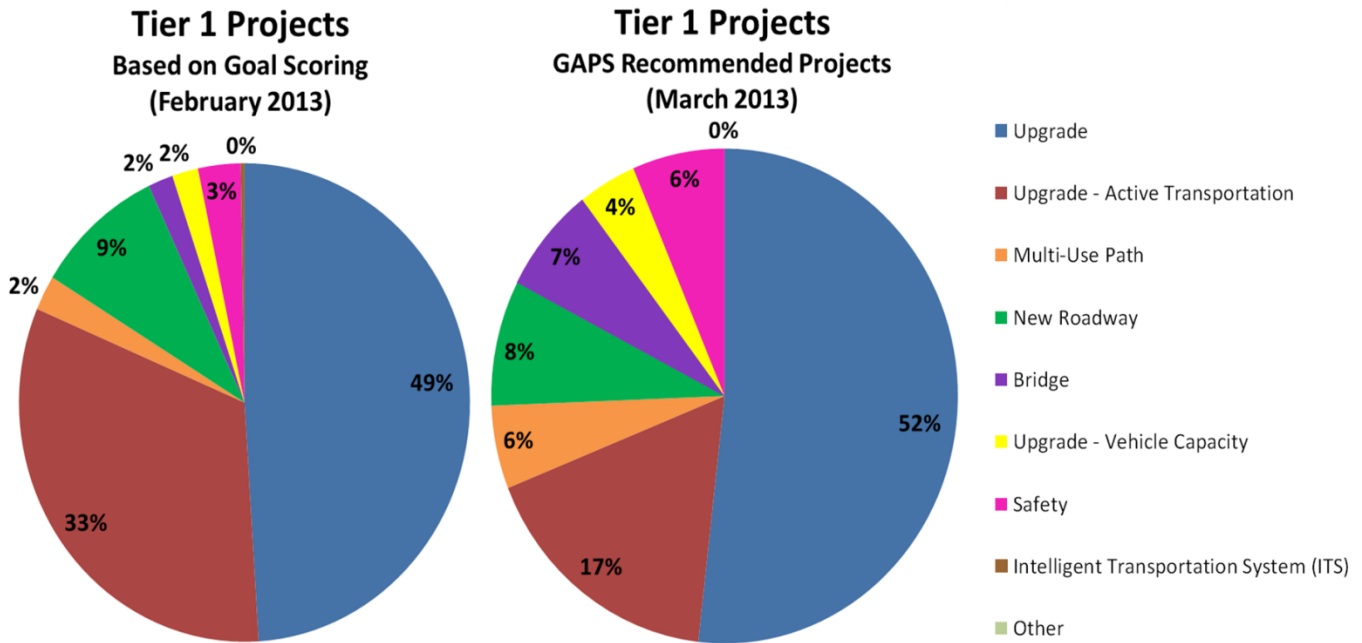
As seen in the charts, the GAPS groups placed a greater portion of bridge, safety, and multi-use path projects in Tier 1, and a smaller portion of upgrade – active transportation projects in that tier.

IV.   COUNTYWIDE REVIEW

The recommended project rankings by geographic area were combined in one countywide list, which the Technical Advisory Committee (TAC) reviewed on March 28 and April 4, 2013. The TAC provided feedback, including project prioritizations by tier and recommendations for projects to remove. The TAC considered the overall TSP goals and objectives, project scoring, GAPS recommendations, local knowledge of the transportation system and available funding to prioritize the projects. Based on the TAC's review, seven projects were added to the Master List, primarily focused on replacing failing bridges. The TAC also recommended different tiers than the GAPS groups for just over 70 projects. The breakdown of projects in Tier 1 by category based on the TAC review is shown in **Exhibit 2.**

Exhibit 2: Tier 1 Project Priorities – TAC Review
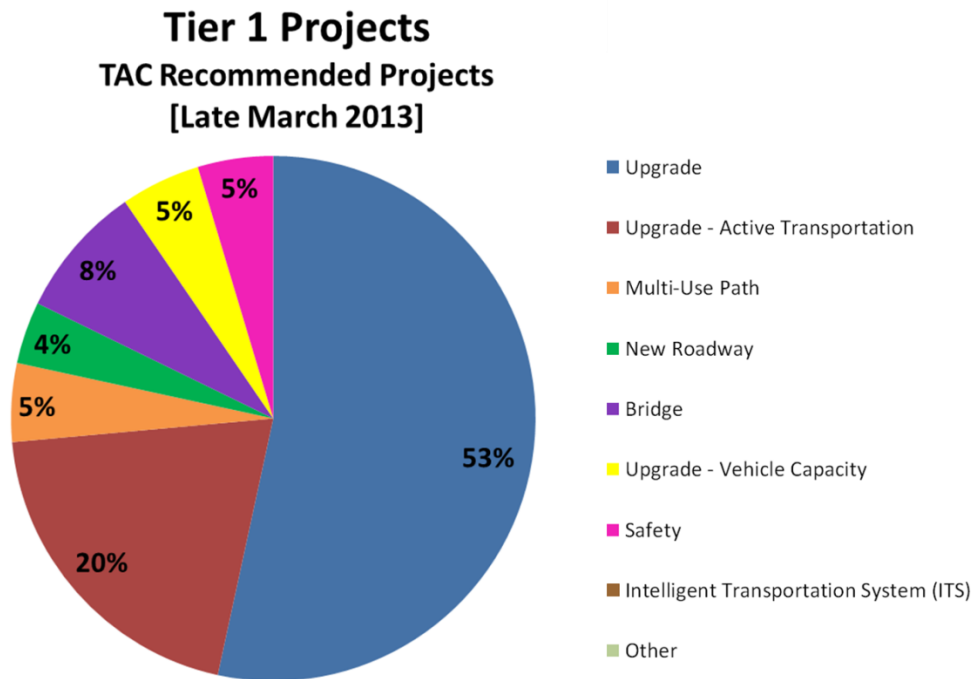
The distribution of projects by category is not significantly different than recommended by the GAPS group. Most noticeably, the portion of upgrade and active transportation projects in Tier 1 is slightly higher in the TAC recommendations.

V.   FINALIZING PROJECT PRIORITIZTION RECOMMENDATIONS FOR PUBLIC REVIEW

PMT staff compared the GAPS and TAC recommendations to identify projects where the GAPS and TAC agree on priority, as well as projects where the recommendations differed. The results of this comparison and next steps in the prioritization process are summarized below.

A.   Projects with Agreement

For nearly 80 percent (257) of the projects, the GAPS groups and TAC agreed on the project prioritization tier recommendation. Unless the PAC identifies a specific project to consider for a tier change, the tier recommendations for these projects will move forward for public review. PAC members will be asked to recommend this group formally by vote on April 23. These projects are listed on "Table B: Projects with Agreement," provided in *Appendix B* along with maps of the projects.

B.   Projects with Remaining Questions

The focus of discussion for the April 23, 2013 PAC meeting will be on the projects for which there is a difference between the GAPS and the TAC recommended tier. These projects are listed on "Table C: Projects with Remaining Questions," provided in *Appendix C* along with maps of the projects. These projects fall into two categories:

- **Tier 1 Questions:**   There are 50 projects that either the GAPS group or the TAC recommended be in Tier 1, while the other group recommended the project be in Tier 2 or Tier 3.

- **Tier 2 Questions:**   There are 9 projects that either the GAPS group or the TAC recommended be in Tier 2, while the other group recommended the project be in Tier 1 or Tier 3.

Based on available funding, only a portion of the Tier 1 **Question** and Tier 2 **Question** projects can be funded. **Table 2** shows the portion of funding remaining for these projects after accounting for the projects with agreement.

Table 2: Funding Remaining after GAPS and TAC Projects with Agreement

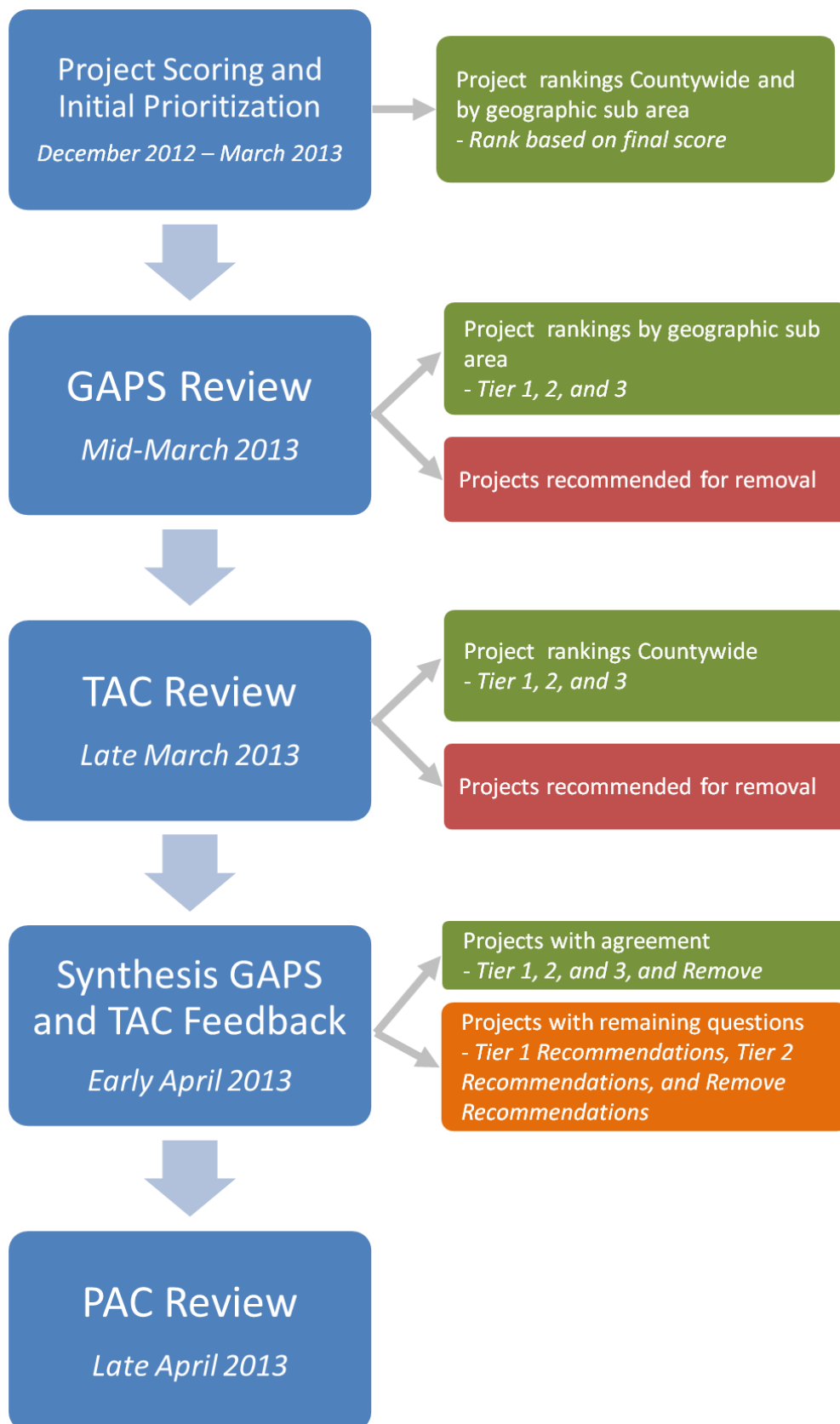|	Total Funding Available	Funding Allocated via Projects With Agreement	Funding Remaining
Tier 1	$444,000,000	$277,275,000	$166,725,000
Tier 2	$444,000,000	$304,530,000	$139,470,000

While considering the vision, goals and objectives, PAC members will be asked to prioritize the projects with remaining questions into Tier 1 and Tier 2 categories April 23..

C.   Projects Recommended for Removal

There are 6 projects that both the GAPS and TAC recommended for removal, and 19 projects that either the GAPS or TAC recommended be removed. These projects are listed on "Table D: Projects Recommended for Removal," provided in *Appendix D* along with maps of the projects. Unless the PAC identifies a specific project to move back on to the project list, these projects will be removed from the Master List and will not move forward for public review.

The prioritization process to-date is summarized in **Exhibit 3**.

Exhibit 3: TSP Project Prioritization Process To-Date

Project Scoring and Initial Prioritization

December 2012 – March 2013

→ Project rankings Countywide and by geographic sub area
- *Rank based on final score*

GAPS Review

Mid-March 2013

→ Project rankings by geographic sub area
- *Tier 1, 2, and 3*

→ Projects recommended for removal

TAC Review

Late March 2013

→ Project rankings Countywide
- *Tier 1, 2, and 3*

→ Projects recommended for removal

Synthesis GAPS and TAC Feedback

Early April 2013

→ Projects with agreement
- *Tier 1, 2, and 3, and Remove*

→ Projects with remaining questions
- *Tier 1 Recommendations, Tier 2 Recommendations, and Remove Recommendations*
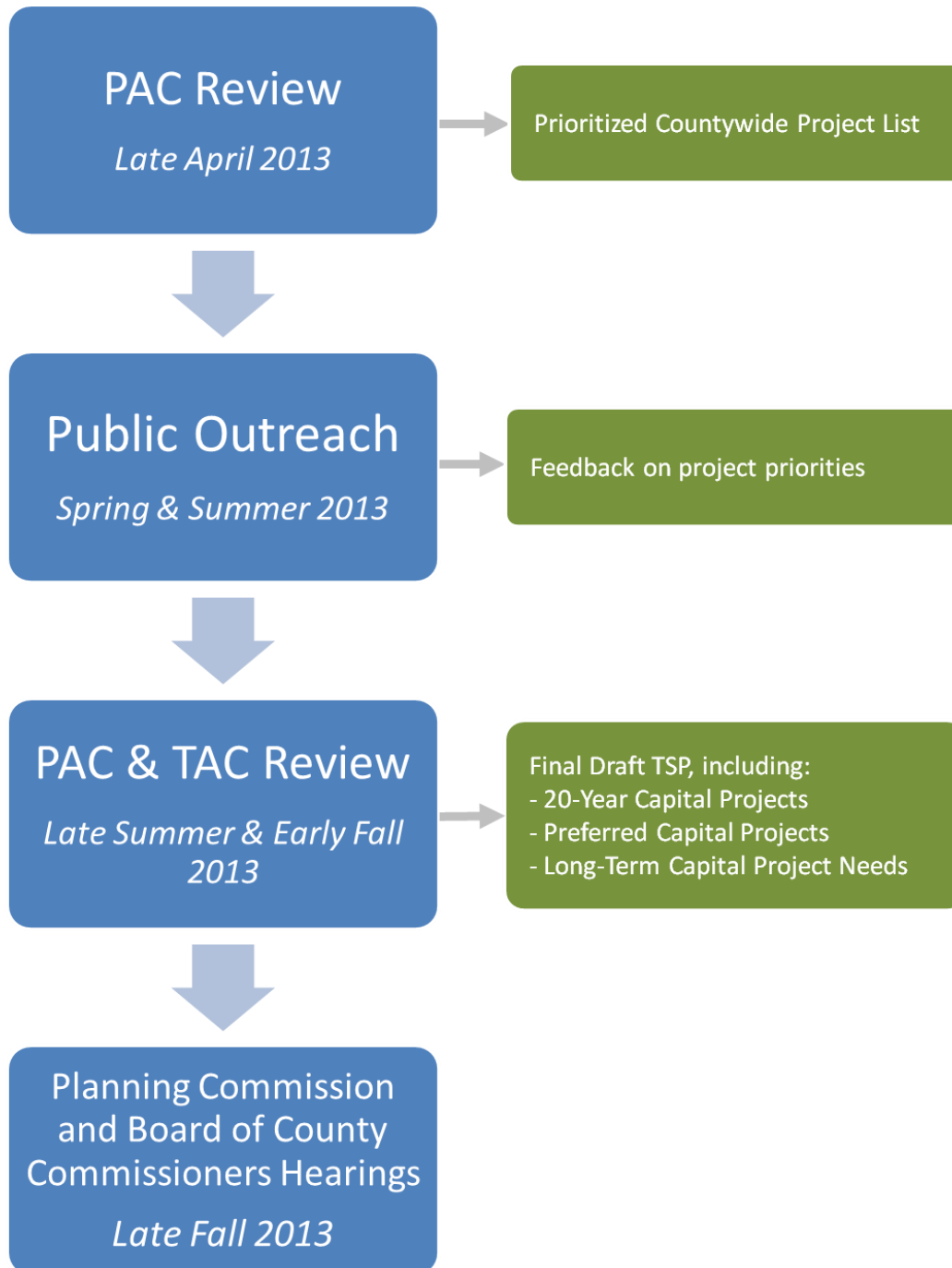
PAC Review

Late April 2013

VI.   NEXT STEPS

The draft prioritized project lists in Appendices B, C and D will be the topic of discussion by the PAC on April 23, 2013 and, if needed, on April 30, 2013. Discussion will focus on the following questions:

- Of the projects with agreement between the GAPS and TAC, are there any that warrant further discussion regarding movement to another tier or removal?

- Are there any projects recommended for removal that should be considered for placement in a tier?

- Given the amount of available funding for Tier 1 and Tier 2 projects, how should the projects with remaining questions be prioritized?

The recommended project prioritization list that comes from the PAC meeting will be presented for review by the community-at-large in public outreach activities this spring, including presentations at community and business meetings, and an online "virtual" open house. The feedback will be used by the PAC and TAC in the late summer and early fall 2013 to develop a final draft preferred prioritized TSP project list that will be presented to the Planning Commission in October and the Board of County Commissioners in November or December for approval. These next steps are summarized in **Exhibit 4.**

Exhibit 4: TSP Project Prioritization Process Next Steps

PAC Review

Late April 2013

→ Prioritized Countywide Project List

Public Outreach

Spring & Summer 2013

→ Feedback on project priorities

PAC & TAC Review

Late Summer & Early Fall 2013

→ Final Draft TSP, including:
- 20-Year Capital Projects
- Preferred Capital Projects
- Long-Term Capital Project Needs

Planning Commission and Board of County Commissioners Hearings

Late Fall 2013

LIST OF APPENDICES:

A: Goal Scoring Matrix

B: Projects with Agreement – Tables and Maps

C: Projects with Remaining Questions – Tables and Maps

D: Projects Recommended for Removal – Tables and Maps