

The City of
SAN DIEGO

**FISCAL YEAR 2022-2026
FIVE-YEAR CAPITAL INFRASTRUCTURE
PLANNING OUTLOOK**



Todd Gloria
Mayor

Jay Goldstone
Chief Operating Officer

Alia Khouri
Deputy Chief Operating Officer

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List of Abbreviations

1. ADA: Americans with Disabilities Act
 2. AMD: Asset Managing Department
 3. AMP: Asset Management Planning
 4. CAP: Climate Action Plan
 5. CDBG: Community Development Block Grant
 6. CIP: Capital Improvement Program
 7. CIP Outlook: Fiscal Year 2022 – 2026 Five-Year Capital Infrastructure Planning Outlook
 8. CIPRAC: Capital Improvement Program Review and Advisory Committee
 9. City: City of San Diego
 10. CPC: Community Planners Committee
 11. CPG: Community Planning Group
 12. DIF: Development Impact Fees
 13. ELBE: Emerging Local Business Enterprise
 14. FBA: Facilities Benefits Assessment
 15. FCA: Facility Condition Assessment
 16. FCI: Facility Condition Index
 17. FY: Fiscal Year
 18. EAM: Enterprise Asset Management
 19. IBA: Independent Budget Analyst
 20. IROC: Independent Rates Oversight Committee
 21. ITS: Intelligent Transportation Systems
 22. JOC: Job Order Contract
 23. MACC: Multiple Award Construction Contract
 24. MAD: Maintenance Assessment District
 25. Metro: Metropolitan System (for wastewater)
 26. mgd: million gallons per day
 27. Muni: Municipal System (for wastewater)
 28. NPDES: National Pollutant Discharge Elimination System
 29. O&M: Operations and Maintenance
 30. OCI: Overall Condition Index (of pavement)
 31. PUD: Public Utilities Department
 32. E&CP: Engineering & Capital Projects
 33. RWQCB: Regional Water Quality Control Board
 34. SAMP: Strategic Asset Management Plan
 35. SLBE: Small Local Business Enterprise
 36. SLS: Service Level Standard
 37. WAMP: Watershed Asset Management Plan
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EXECUTIVE SUMMARY

The City of San Diego (City) Fiscal Year (FY) 2022-2026 Five-Year Capital Infrastructure Planning Outlook (CIP Outlook) models fiscal and capital asset planning. This is the seventh CIP Outlook the City has published since January 2015, and it aims to provide information on the basis for revenue projections, criteria to determine capital infrastructure needs, and present a broad overview of capital infrastructure needs and funding over the next five fiscal years. The CIP Outlook is developed to closely follow the annual release of the Five-Year Financial Outlook to accurately forecast future available funding for capital projects and drive long-term infrastructure planning. To meet the publishing target of January 2021 and allow the necessary time for the outlook analysis, the needs and financial data collection of this report started in July 2020 and reflect input from the previous Mayor and council members of districts 1, 3, 5, 7, and 9.

The CIP Outlook is not a budget. The CIP Outlook is a planning tool to assist in budget decisions and the allocation of resources required to meet the City's strategic goals that are critical to core services. By preparing the CIP Outlook, the City can monitor and evaluate funding availability while taking into account new needs that are of priority. The CIP Outlook provides the City Council, key stakeholders, and the public with information prior to the budget meetings to facilitate an informed discussion during the development of the FY 2022 CIP Budget. This document does not include a complete compilation of all departmental or public requests that may be considered in preparation of future annual budgets¹.

Consistent with last year's report, Capital Improvement Projects were classified into two main categories: priority and discretionary. Priorities are defined as those projects and/or programs that address life, safety, and/or legally mandated needs. The priority category also includes needs that could potentially impact the core operation of a critical facility or an asset as well as any Mayoral and City Council priority. Discretionary projects are the remaining infrastructure needs that allow the City to meet and exceed its services to the community to enhance the overall quality of life.

The restrictions imposed by the COVID-19 pandemic introduce challenges to the 5 Year Outlook and its implementation in several ways. The impact of the pandemic on the rate of revenue generation in the current and possibly next Fiscal Year, may cause a slowdown in projects and programs implementation, shifting them into subsequent years, thereby increasing the deferred capital and overall gap between the CIP needs and available funding. The reduction in some revenues would also limit the City's ability to support projects and programs that increase operating costs (such as those associated with new facilities) and favor those that would reduce it (improvements to existing facilities to prolong their useful life).

Improved Long-Term Planning to Better Manage City Infrastructure

This report provides a comprehensive evaluation and analysis of the planning that occurs across a wide array of City Departments. San Diego's infrastructure backlog was created over several decades and was impacted by a lack of coordinated long-range planning. The compilation of infrastructure data provided throughout this report allows for improved coordination and management of the City's capital assets. As part of the City's initiative to improve the management of the City's [Capital](#)

¹ Department of Finance publishes the [CIP Adopted Budget](#) annually. [The Citizen's Guide to the Capital Improvement Program](#) produced by the Office of the Independent Budget Analyst, provides additional useful information about the City's CIP.

[Improvements Program \(CIP\)](#), this report will continue to evolve over time to better reflect the City's strategic initiatives, condition assessments updates and established service level standards.

A Focus on Priority Infrastructure Investment

The City's CIP is expected to continue its growth over the next five fiscal years. While the City's focus is on addressing the priority projects and programs, restricted funding affords it the ability to address discretionary projects. A summary of discretionary needs and funded projects and programs are outlined in Appendix B-2. The City's priority needs over the next five fiscal years are estimated at \$5.70 billion. The overall projected total revenues have slightly increased compare to the previous CIP Outlook from a total \$3.87 billion to \$3.92 billion over the next five years of FY22-26, an increase of approximately \$54.6 million. Of the projected revenue for the period of FY22-26, \$3.39 billion is revenue that can be applied towards those aforementioned priority projects and programs. The resultant gap between the priority needs of \$5.70 billion and available revenues of \$3.39 billion is estimated at \$2.31 billion. This estimated additional \$2.31 billion would be required to meet all the priority needs that are listed in Appendix B-1.

Since the 5-year outlook is an annual moving projection, a new outer year is picked up in every report. This new outer year introduces new needs and an identification of facilities that are coming due for replacement that were not due for replacement in earlier years. Because the City was built progressively over time, the replacement trend is progressive and grows with time. This growing trend is part of what makes the needs grow in value. Another reason for the increase in the need value is inflation (the rising cost of material and labor). The City continuously monitors the unit costs in awarded construction projects and updates the cost of projects to reflect the change in market based on bidding trends.

The City is unaware of a level of effort by other regional cities as extensive and inclusive as the one that this report culminates - an annual citywide effort that spans a 5-year projection and comprehensively considers and ranks the needs of all of its capital asset types, programming them for each of the five fiscal years ahead.

Building an Efficient Capital Improvement Program

The Engineering & Capital Projects Department is continuously expanding its capacity to manage an increasing CIP program and efficiently manage and deliver capital projects through various streamlining measures. Multiple process improvements to accommodate growth and build organizational capacity in the CIP have been recently implemented. Appendix C lists the completed CIP streamlining measures. As these streamlining initiatives are completed, others are initiated and implemented to build on previous measures by reducing contracting time and eliminating redundant processes. Table 1 details the status of the active process improvement efforts.

Table 1 CIP Status of Streamlining Measures and Process Improvements

Streamlining Measures	Description
Consultant Procurement Streamlining	<p>Consultant Procurement Streamlining (CPS) is an effort to reduce the time required to secure consultant services. The effort consists of four initiatives:</p> <ol style="list-style-type: none"> 1. Early Input Worksheet: Developing a checklist to assist with identifying best procurement methods to deliver the CIP project. 2. Billing Rate Database: Creating a database of consultant billing rates to compare and evaluate fees during consultant negotiations. 3. Scope of Services Template: Establishing a library for a range of asset types to serve as a reference when soliciting services for new projects. 4. Updating and Simplifying SOPs: Clear and concise SOPs will help simplify the process for each consultant procurement method 5. Increase the Mayoral authority to award consultant contracts and amendments in order to reduce the amount of Council Actions necessary, saving both time and money. <p>The estimated completion date is 2021.</p>
Site Development Permits	<p>E&CP continues to collaborate with the Planning and Development Services Departments to develop a strategy to exempt CIP projects from the Site Development Permit Process and streamline the submittal requirements and permit issuance process, while ensuring all environmental and regulatory requirements are met. This effort will result in efficiencies in the project delivery timeline and cost savings. This measure will include developing a submittal checklist for CIP projects.</p> <p>This estimated completion date is 2021.</p>
Inter-Agency Agreement Streamlining	<p>This effort includes amending the Municipal Code to give the Mayor authority to award Cooperative agreements between the City of San Diego and Caltrans. This will reduce the amount of Council Actions necessary, reducing the time and cost needed to execute these agreements.</p> <p>The estimated completion date is 2021.</p>
Consultant Performance Evaluations	<p>E&CP is establishing procedures of performance evaluations for A&E consultants to improve subsequent consultant selection processes. E&CP has produced a draft update of AR 25.75 / Consultant Performance Evaluation intended to enhance its ability to evaluate consultant performance. E&CP leadership is in the process of determining if the updated AR can be implemented without restricting its ability to select consultants in the most efficient manner possible.</p> <p>This estimated completion date is 2021.</p>
Construction Contract Streamlining	<p>This effort includes amending the Municipal Code to increase Mayoral authority to award construction contracts and construction change orders. This will reduce the amount of Council Actions necessary and decrease the time it takes to award contracts and staff labor charges.</p> <p>The estimated completion date is 2021.</p>
Private Development Process Improvement	<p>This effort will require project schedules on any construction permit that is subject to a Reimbursement Agreement. This will demonstrate completion of work prior to permit expiration date and apply Whitebook section of Liquidated Damages to the agreement. This effort will also adopt language in the construction permits subject to a Reimbursement Agreement to allow for defaulting a contractor due to lack of performance.</p> <p>The estimated completion date is 2021.</p>

Streamlining Measures	Description
Material Purchasing	<p>This process improvement proposes to study the feasibility of direct bulk purchase of construction materials in FY2021. If feasible the City may contract with suppliers to provide materials for construction contracts rather than each contractor purchasing material for each project.</p> <p>The estimated completion date is 2021.</p>
Sheltered Competition Process Update	<p>This effort proposes to shelter competition for consultant contracts up to \$500,000 for Small Local Business Enterprise (SLBE) and Emerging Local Business Enterprise (ELBE). The rotation list is a list of prequalified consultants that are available to procure for CIP projects. This list is shared with the County and Port of San Diego. With the proposed increases to the sheltered competition limits, these rotation lists will no longer need to be maintained by City staff, saving money.</p> <p>The estimated completion date is 2021.</p>
Insurance Requirements	<p>Adjust current minimum insurance requirements for consultant and construction contracts to ensure insurance coverages are in line with current industry standards and to reflect growing size of average contracts.</p> <p>The estimated completion date is 2021.</p>
Charter and Charter Amendment Routing Improvements	<p>At the commencement of every CIP project, a Project Charter is routed. This effort will update the standard Charter and Charter Amendment form for better use on all asset types. Routing of these documents will take place digitally for easier tracking and faster implementation.</p> <p>The estimated completion date is 2021.</p>
Transparency Policy Updates	<p>Update Council Policy 000-31 on Transparency as some of the requirements and methods of communication are outdated. These updates would include:</p> <ul style="list-style-type: none"> • Update Council Policy to address current capabilities and organizational restructure • Reflect what is captured on the City's website compared to what is presented at Committee(s) • Incorporate the Five-Year Capital Improvement Outlook plan changes requested by Council • Incorporate CIP Construction Semiannual Report presentations at Active Transportation and Infrastructure Committee (ATI) • Update how consultant contracts, projections, and awards are communicated • Incorporate a section on Customer Service <p>The estimated completion date is 2021.</p>
CIP Prioritization Council Policy Update	<p>Prioritization to include implementation of Enterprise Asset Management (EAM San Diego) and the new Asset Management Planning (AMP) program. Updates include:</p> <ul style="list-style-type: none"> • Detail the prioritization of needs • Address the prioritization of bundled (multi-asset) projects under the new Asset management model • Incorporate the use of the policy on the Five-Year CIP Outlook • Incorporate the use of the policy in the Asset Management system • Include Consideration for Equity <p>The estimated completion date is 2021.</p>

REPORT OVERVIEW AND METHODOLOGY

The CIP Outlook is developed to closely follow the annual release of the Five-Year Financial Outlook. This is done to replace prior revenue growth projections that are eligible to fund possible future capital infrastructure asset needs. The preliminary funding analysis included in the CIP Outlook is also intended to support the development of the Annual CIP Budget. This CIP Outlook report provides the City Council and the public the required information on capital asset needs to support an informed discussion during the development of the FY 2022 CIP Budget.

The funding analysis portion of this report is separated into two primary segments: projected expenditures and encumbrances of identified infrastructure capital needs and forecasted eligible revenues to support those capital needs. The projected expenditures and encumbrance segment is further categorized by capital asset type. These segments consist of the City’s projections for the next five fiscal years of ongoing and one-time revenues and expenditures, including adjustments necessary to support current or anticipated service levels or conditions of specific capital assets.

Consistent with last year’s report, Capital Improvement Projects were classified into two main categories: priority and discretionary. Priorities are defined as those projects and/or programs that address life, safety, and/or legally mandated needs. The priority category also includes needs that could potentially impact the core operation of a critical facility or an asset as well as any Mayoral and City Council priority. Discretionary projects are the remaining infrastructure needs that allow the City to meet and exceed its services to the community to enhance the overall quality of life.

The City’s FY 2021 Adopted CIP Budget provided the baseline expenditure values as the starting point to formulate projections over the next five fiscal years. The Adopted CIP Budget allocates existing and anticipated funds to both new and continuing projects in the City’s multi-year CIP. **Table 2** displays the baseline expenditures referenced from the FY 2021 Adopted CIP Budget, currently totaling a \$10.36 billion multi-year CIP.

Table 2 City of San Diego Multi-Year CIP - Fiscal Year 2021 Existing CIP Projects

Multi-Year CIP	Prior Year for Existing CIP Projects	Fiscal Year 2021 Adopted Budget	Future Years for Existing CIP Projects	Total
CIP Project Expense	\$ 4,123,097,925	\$ 367,484,544	\$ 5,866,916,022	\$ 10,357,498,491

The data in this table is based on existing CIP projects in the FY 2021 Adopted CIP Budget. “Future Years” includes expenses through the life of existing CIP projects, which could extend beyond five fiscal years.

The ‘Future Years for Existing CIP Projects’ expenditure referenced in the table above displays approximately \$5.87 billion of funding needed in future years to complete existing CIP projects contained in the FY 2021 adopted budget. This amount does not include all unfunded needs or newly identified needs that could become CIP projects in the future.

In preparation for this report, and to identify new capital asset needs to support infrastructure, Asset Managing Departments submitted a total of approximately \$5.70 billion in capital infrastructure priority needs and \$1.24 billion in discretionary needs over the next five fiscal years which includes continuing expenditure needs of existing CIP projects from the FY 2021 Adopted CIP Budget, as well as newly identified capital asset needs based on regulatory requirements or other criteria further explained in this report.

Report Assumptions

While the CIP Outlook attempts to present a comprehensive inventory of citywide capital asset needs and identifies potential future funding sources for those needs, some capital assets and revenue sources are either not included or are partially projected in the report. This is due to a variety of reasons outlined in **Table 3**. These assumptions collectively contribute to the complexity of developing a multi-billion-dollar capital infrastructure plan and complexity of executing improvements of a heavily urbanized infrastructure system. These assumptions include the influence of operating under limited resources, competing priorities, changing demographics, performance capacity, and other challenges.

Table 3 CIP Outlook Assumptions

Subject	CIP Outlook Assumptions
Sea Walls, Piers, and Coastal Assets- Rising Sea Levels: (Capital Asset)	These assets, with the exception of Ocean Beach Pier, are not evaluated to date and are not factored into the funding analysis. Without completed definitive studies, the Climate Action Plan which was adopted in December 2015 is the only source available so far that addresses sea level rise and identifies a projected need to restore or improve sea walls and piers to withhold climate elements. The Ocean Beach Pier has been evaluated and capital needs for the five-year window are included in this report.
Convention Center Expansion (Capital Asset)	Only previously approved funding by City Council was included in the report. No other capital needs or funding projections were included in this report for the expansion of the Convention Center.
Facility Condition Assessments of General Fund Facilities (Capital Asset)	Cost Estimates are based on the Condition Assessment Update City Council Report 16-014 presented to City Council on April 12, 2016. In addition, assessment information of leased facilities was included in the analysis.
Information Technology Improvements (Capital Asset)	While information technology improvements, such as communication systems, serve as an important tool in maintaining and enhancing government operations, these types of projects were not included in this report which is focused on certain identified asset types. Additional information about the City's information technology programs can be reviewed on the City's Information Technology website .
Deferred Maintenance and Repair of Capital Assets (Capital Asset)	This report includes needs that are capital in nature, which does not include the costs associated and necessary for general preventative maintenance and repairs of infrastructure assets. These are expenses generally incurred by operational budgets of the AMDs which are appropriated within their respective annual budgets.
Community Development Block Grant (CDBG) (Revenue Source)	Included projected revenue based on the public infrastructure focus area under the City's CDBG Reinvestment Initiative. This report only includes estimated allotment that were included in the Fiscal Year 2021 Adopted Budget due to the uncertainty tied to the future of this funding source.
Grants (Revenue Source)	Included more recent budgeted projections which provides values through FY 2026 as there is uncertainty on what the actual available funding will be beyond that timeframe. Please refer to Appendix E for more details on Grants.
Facility Benefit Assessments (Revenue Source)	Facility Benefits Assessments (FBA) is estimated to be \$30M per year annually over the next 5 years. The FBA Revenue forecast is based on a trend analysis of the previous 10-years of fee collections.
Development Impact Fees (Revenue Source)	Development Impact Fees (DIF) is estimated to be \$25M per year annually over the next 5 years. The DIF forecast is based on a 10-year average of fee collections.
Infrastructure Funds (Revenue Source)	Infrastructure Funds are projected to receive revenue in Fiscal Year 2022; however, the Fiscal Year 2022-2026 Five-Year Financial Outlook for the General Fund has shown that funding as planned

Subject	CIP Outlook Assumptions
	for Operations and Maintenance activities related to Streets infrastructure, so none is projected in the CIP Outlook. Also, the fund is ending in FY 2022 unless extended by City Council.
Financing (Revenue Source)	\$145M of Financing that was approved by City Council in Fiscal Year 2021 is shown as a revenue source in Fiscal Year 2022, although the appropriations are likely to occur prior to the end of Fiscal Year 2021.
Regional Transportation Congestion Improvement Program Funds (Revenue Source)	Regional Transportation Congestion Improvement Program Funds (RTCIP) is estimated to be \$5M per year annually over the next 5 years. The RTCIP Revenue forecast is based on a 10-year average of fee collections.
Coastal Erosion (Capital Asset)	The cost of addressing the coastal erosion identified in the City's Coastal Erosion Assessment is currently under study and will be incorporated in future reports as the scopes and costs at each of the sites are established.
Fire & Police Training Facility (Capital Asset)	The City is currently evaluating site and scope options for a combined Fire Rescue & Police training facility for which the cost would be reflected in future reports as the details are further developed.
101 Ash Building Improvements (Capital Asset)	The 101 Ash Building is currently under study for required improvements and will reflect the proposed amount in the respective outlook years once established.
Library Master Plan (Capital Asset)	The City of San Diego is currently master planning its Library needs which will be reflected in future reports once it is completed.

CAPITAL IMPROVEMENTS PROGRAM (CIP) OVERVIEW

The CIP is a compilation of individual capital improvement projects and annually adopted funding sources. [CIP projects](#) provide improvements, or additions, to the City's infrastructure systems and are designed to enhance the overall quality of life. Executing the CIP portfolio is complex due to the volume and variety of funding sources, asset types, and project delivery methods. Projects are identified through coordination with City's Asset Managing Departments (AMD), the [Capital Improvements Program Review and Advisory Committee \(CIPRAC\)](#), its subcommittee the Project Control Committee (PCC), input from stakeholders, and funding approval from the City Council.

In this report, the AMDs identified their capital needs over the next five fiscal years that would allow them to meet their established service levels, operational goals, and overall core mission. Each department was requested to categorize their projects and needs into two main categories: priority and discretionary. Priorities are defined as those projects and/or programs that address life, safety, and/or legal mandated needs. The priority category also includes needs that could potentially impact the core operation of an impacted facility or asset, as well as any Mayoral and Council priority. Discretionary projects are the remaining infrastructure needs that allow the City to meet and exceed its services to the community and enhance the overall quality of life.

CIP Review Advisory Committee

The City manages participation of several City Departments organized to prioritize capital projects and proposed allocations of available capital funds through CIPRAC which includes membership from the following City Departments:

Asset Managing Departments (AMD)	CIP Service-Providing Departments
Environmental Services	Office of ADA Compliance and Accessibility
Fire-Rescue	Department of Finance
Fleet Operations	Economic Development
Library	Planning
Parks and Recreation	Debt Management
Police	Development Services
Public Utilities	Engineering & Capital Projects
Real Estate Assets (including Facilities & Airports)	Purchasing and Contracting
Transportation and Storm Water	Sustainability

Project Control Committee

The Project Control Committee (PCC) is a subcommittee to the Capital Improvements Program Review and Advisory Committee (CIPRAC). The Committee’s role is to evaluate multi-asset projects (bundled needs), help balance competing priorities and resources and recommend project approval to CIPRAC. PCC consists of members from the following Departments:

Asset Managing Departments (AMD)	CIP Service-Providing Departments
Environmental Services	Office of ADA Compliance and Accessibility
Fire-Rescue	Department of Finance
Library	Engineering & Capital Projects
Parks and Recreation	
Police	
Public Utilities	
Real Estate Assets	
Transportation and Storm Water	

ASSET MANAGEMENT PLANNING (AMP)

The Enterprise Asset Management (EAM) project includes an Asset Management Planning (AMP) component to identify optimal maintenance and capital investment strategies. With the implementation of the EAM project, Engineering & Capital Projects Department is applying the newly developed AMP tool that provides centralized, up-to-date condition related information of the City’s infrastructure. AMP enables better cross-departmental planning and bundling of CIP projects for co-located assets. This holistic approach utilizes the AMP tool to address all asset needs at any given location into a single capital improvement project comprised of multiple assets. AMP will assist in identifying priorities as well as budgets in the Five-Year Capital Infrastructure Planning Outlook. There are currently eight (8) asset types included in the AMP system that include wastewater mains, water distribution mains, water transmission mains, streets, bridges, facilities, storm drain pipes, and pressure regulating valves.

Condition Assessments

Maintaining accurate and current data on the condition of infrastructure assets is a priority of asset management. Condition assessment data allows the City to effectively plan for replacement, rehabilitation or improvement of assets to ensure their reliability and sustainability. The City has invested in condition assessments for various assets such as streets, bridges, parks, public facilities, and airports. Data for EAM assets are housed in the AMP system to help prepare Asset Management Plans. **Table 4** provides the current status of the condition assessment program in the City.

Table 4 Current Status of Condition Assessments

Capital Asset Type	Current Status of Condition Assessments
Facilities - General Fund	FY2014 to FY2016 City-Occupied: Presented to Council April 12, 2016 Item 334 FY2014 to FY2016 Leased: Presented to Council March 14, 2017 Item 330
Facilities - Public Utilities	FY14 City-Occupied PUD Facilities. Presented to IROC November 13, 2018 Item 2 FY15 Leased PUD Facilities. Presented to IROC November 13, 2018 Item 2
Facilities - Parks and Recreation	Parks and Recreation facilities are included in the General Fund Facilities above. Facilities in Balboa Park: Presented to Infrastructure Committee in August 2, 2017 item 4 FY2016 Balboa Park Amenity Condition Assessment: Presented to City Council on July 20, 2017
Developed Park Amenities	Anticipated to be completed in FY 2021. FY2014 to FY2016 Interim: Presented to Infrastructure Committee Aug 2, 2017 Item 3 Balboa Park Amenities: Presented to Infrastructure Committee Aug 2, 2017 Item 4
Sidewalks*	2014 to 2015 Sidewalks: Presented to Council September 22, 2015 Item 333
Streets	2015 to 2016 Pavement: Presented to Council October 17, 2016 Item 200
Water and Wastewater	PUD assets in Balboa Park: Presented to Infrastructure Committee August 2, 2017 Item 4 FY14 to FY16 Potable AC Pipe: Report Available from PUD FY13 to FY18 Potable Water Reservoirs: Report Available from PUD FY13 to FY18 Three Water Transmission PLs: Report Available from PUD FY13 to FY18 Programmatic Wastewater Pipelines: Additional assessment is required. Report Available from PUD FY15 to FY20 Programmatic Water Pipelines: Report completed in FY 2021, it will be presented to IROC January 19, 2021 FY16 to FY21 Dams & Outlet Tower: Report anticipated to be completed in FY 2022

* Sidewalks are not part of the AMP

Condition assessments are a periodic ongoing requirement to maintain accurate data to help guide the Integrated Asset Management System. With the condition assessment data, the City can evaluate funding needs related to capital expenditures of depreciable assets as data becomes refined from the ongoing condition assessments and Asset Management Plans are prepared.

Operations and Maintenance Impacts to Capital Renewal

Conducting ongoing planned preventative and predictive maintenance is vital for optimizing the life of capital assets in a cost-effective manner. When ongoing maintenance is not fully funded, it contributes to deferred maintenance and capital needs, raises risks of asset depreciation to the public, and increases repair and replacement costs. While capital repair, rehabilitation, or replacement are eligible to be in the CIP, maintenance is considered to be an operational cost typically funded by the AMD's operating budget, or other non-capital funding sources. Further, many available funding sources have restrictions on funds that can be used for maintenance such as TransNet, which limits operational maintenance to 30 percent of the total funds the City receives.

CIP Projects are ones that either improve existing facilities or establish new ones - in other words they either extend the useful lives of existing facilities or establish new facilities to address growth and

increases in service demands. Whereas improvements to existing facilities result in the reduction of the previously progressively increasing operation and maintenance expenses of aging facilities, the creation of new facilities introduces new operation and maintenance burdens. For example, a new fire station would require dedicated staff to occupy and operate the facility, as well as regular maintenance to upkeep all of its components. With the impact of the COVID-19 pandemic has had on the City's revenues in Fiscal Year 2021 as well as the potential impact it will have on or beyond Fiscal Year 2022, depending on its longevity, the City needs to shift its near term focus from discretionary projects that increase O&M burdens (e.g. new facilities) to those that reduce operating expenses.

While this report does not quantify the impact of the projects on O&M, it does distinguish, for the needs submitted, those that would increase, decrease, or cause no changes to the cost to operate (through the hiring of additional staff) and maintain a facility. Appendix G provides a summary of this information. As the individual projects are further developed and their requirements to operate and maintain are detailed, their quantified values would be reflected in the 5 Year Financial Outlook.

IDENTIFYING CAPITAL NEEDS

Numerous factors affect what triggers and defines a capital asset need. Significant factors include consideration of public health and safety, adhering to Federal, State and local laws, adopting and adhering to service level standards (SLS), and evaluating asset condition assessments. The coordination efforts applied rely on these priorities to determine and later prioritize if a capital need exists, either as a comparison to the known condition of an existing asset or a new asset.

Federal and State Mandated Requirements

The City faces a wide range of mandates from regulatory agencies regarding asset design and attributes, most of which have consequences if the mandate is unmet. Many of these legal mandates regulate a specific standard, such as water and air quality rules, to preserve and maintain public health or to protect the environment. Others exist to protect civil rights, such as accessibility standards that provide access to the City's programs and services for persons of all abilities. The City's failure to meet these requirements could result in substantial fines or exposure to litigation.

Americans with Disabilities Act (ADA) Requirements

The 1990 and 2010 federal ADA civil rights laws mandate that local governments maintain a complaint process for persons with a disability who have a grievance against the municipality. The City's formal ADA complaint process is through its [Office of ADA Compliance and Accessibility](#). Most complaints involve public rights-of-way, such as missing or inadequate curb ramps, missing sidewalks, and requests for accessible pedestrian signals at signalized roadway intersections. The City has approximately 270 open and unfunded complaints with a projected remediation cost of approximately \$26 million. The City resolves complaints feasibly and expeditiously, though many public rights-of-way complaints include complex design elements that delay resolution.

ADA law also requires that public entities with 50 or more employees complete a transition plan that identifies, and schedules modifications needed to achieve accessibility in its facilities and public rights-of-way. The City's original Transition Plan, adopted in 1996, identified 212 high-use City-owned facilities needing architectural barrier removal to achieve accessibility; all original Transition Plan projects are complete. In 2009 the City updated its Transition Plan and identified 182 additional high-use public facilities requiring architectural barrier removal. Since the 2009 update the City has completed 36 of these facilities; an additional 42 facilities are funded and 104 remain unfunded at a

projected cost of approximately \$30 million. Transition Plans are working documents; the City continues to evaluate its public facilities for compliance with current accessibility regulations and update its list of projects needing barrier removal. In addition to Transition Plan-specific and complaint-related projects, all City capital projects incorporate ADA components as required by federal, state, and local laws, building codes, and regulations.

Preservation of Public Safety

Public safety assets are those used by City staff whose mission is to protect, preserve, and maintain safety of the community, its environment and property. Typical facilities include lifeguard, fire and police stations. Other types of projects may result in mitigating or reducing risk to public health, safety, and the environment through improvements such as reducing traffic collisions, sewer spills, and emergency response times. The City has recognized the value of fire prevention and the need to prevent or limit the severity of fire, given the type of housing stock, commercial buildings, and the threat of wildland fires on the City's edges. To meet these challenges, the City has adopted safety codes more strenuous than those mandated by state minimums.

Community Input

The City is characterized by diverse topography and distinctive neighborhoods within 52 community planning areas. The Planning Department works extensively with [Community Planning Groups](#) (CPG) to update community plans to implement citywide goals and address community-specific issues. Community plans also identify public facilities that are needed to serve the community and implement the General Plan. These facilities are prioritized by the community, included in an Impact Fee Study, and serve as the basis for establishing a Development Impact Fee (DIF). DIF is one of several funding sources used in the CIP. With many plan updates currently underway, it is anticipated that new and revised projects will continue to be added to the CIP.

Throughout the project lifecycle, the City gains public input and provides information on the activities that have the greatest potential impact on the community. CIPRAC has adopted goals to collect community input consistent with [Council Policy 000-32](#) by providing a public process to gain input on infrastructure suggestions through the City's [Community Planners Committee](#)² (CPC). Engineering & Capital Projects Department, Office of the IBA, Department of Finance, and the CPC have provided training sessions for all the CPGs to encourage more community involvement in the development of the City's CIP. Every other year, E&CP works with the CPC to conduct an online survey to solicit a list of community-driven proposed CIP projects. This survey was conducted in spring of 2019 and the compiled list from CPC was received in July 2019 and was evaluated as part of last year's Five Year CIP Outlook. The City will continue to engage with the CPC to continue to find ways to modify and improve public involvement in the development of the CIP.

For this report's effort, the City also distributed an online survey to all Council Districts to solicit a list of community project needs in September 2020. Feedback was received and provided to the appropriate AMDs for consideration in preparation of the proposed FY 2022 CIP budget. While this report is a snapshot of known information at a given point in time, the AMDs will continue to collect input on project needs from the community and council districts and consider those in their evaluation of project priorities for the annual budget submission.

²The Community Planners Committee was instituted to ensure communication and to solicit resident input on citywide issues among the various planning groups in the City under the direction of [Council Policy 600-09](#).

Establishing and Evaluating Service Level Standards

Level of Service is the defined service quality for a particular activity against which service performance may be measured. Service Level Standards (SLS) set a threshold for public infrastructure needs and usually relates to quality, quantity, reliability, responsiveness, environmental impacts, acceptability, and cost. Many of the City's existing SLS were established by Federal, State, and regional regulations, laws, and industry standards. Additionally, General and Community Plans help to inform public infrastructure requirements and needs. These SLS reflect accepted infrastructure requirements such as increased park space, access to public safety, improved traffic patterns, and public safety facilities. **Table 5** below displays various plans that directly or indirectly address SLS and serve to guide the AMDs in determining a capital need.

Table 5 Service Level Standard Sources

Capital Asset Type	Current Service Level Standard Source
Airports	Federal Aviation Administration and Industry Standards
Bicycle Facilities	San Diego Bicycle Master Plan
Bridges	CALTRANS inspection reports
Civic, Cultural and Community Centers	Facility Condition Index (FCI)
Disabled Access	Federal, State and Local Regulations and Laws
Fire Stations	General Plan, FCI, Fire Department Standard of Response Coverage
Golf Courses	Five-Year Golf Plan, 2012
Libraries	General Plan, FCI, and American Library Association Guidelines
Lifeguard Stations	General Plan, FCI and Department Standards
Parks	Park Amenity Condition Assessment
Police Stations	General Plan, FCI, Industry Standards, and Department Standards
Recreation Centers	General Plan, FCI and Department Standards
Sidewalks	Community Plans, Mobility Plans, and Transportation Needs List
Sporting Event Venues, Convention Center	Industry Standards and Contractual Obligations
Storm Water	Included in the Watershed Asset Management Plan – FY 2020
Streetlights	Community Plans, Mobility Plans, and Transportation Needs List
Streets and Roads	Overall Condition Index (OCI) and Pavement Condition
Traffic Signals and ITS	Traffic Signal Communication Master Plan
Water and Wastewater	State and Federal Regulations

The City continues to build upon current SLS to include all assets and to evaluate outdated SLS. Newer initiatives that have capital improvement components may develop new standards that need to be met along with other existing standards. Newer standards will impact the future capital planning efforts and it is possible they may result in revising scopes of work and cost projections of current CIP projects.

Climate Action Plan (CAP)

The City of San Diego is a leader and pioneer in adopting a bold [Climate Action Plan](#) (CAP). On December 15, 2015, the Climate Action Plan was unanimously adopted by City Council. With the Climate Action Plan, the City has established five bold strategies to achieve greenhouse gas (GHG) emissions reduction targets for 2020 (15% reduction) and 2035 (50% reduction) from a 2010 baseline. These strategies are:

- Energy & Water Efficient Building
- Clean & Renewable Energy
- Bicycling, Walking, Transit and Land Use
- Zero Waste
- Climate Resiliency

Successful implementation of the Climate Action Plan will: (1) help the State of California achieve its emissions reduction target by contributing to GHG reductions, (2) prepare for anticipated climate change impacts in the coming decades, and (3) have a positive impact on the regional economy and San Diegans.

IDENTIFYING SOURCES TO FUND CAPITAL NEEDS

The following section provides details of the City's funding sources that are most often used to support infrastructure capital needs. The City's CIP uses a variety of ongoing and one-time use funding sources to fund CIP projects. Appropriating funds to meet capital needs is dependent upon forecasting of revenues to be received for a specific fiscal year. Definitions, restrictions and constraints of funding sources to support capital needs are described in **Table 6**. Some of the funding sources identified in the table below do not necessarily realize revenue as planned due to various reasons such as economic down-turns, lack of land sales (Capital Outlay Fund), delays in the rate of development (Development Impact Fees (DIF) and Facilities Benefit Assessment funds (FBA).

Table 6 Capital Project Funding Sources, Restrictions, and CIP Contingencies/Risks

Funding Source	Restrictions	Contingencies/Risks
Financing	Projects limited to type of debt issuance	Contingent on the ability and option of the City to utilize financing mechanisms such as bonds, notes or loans.
Capital Outlay	Uses limited to acquisition, construction, financing and completion of permanent public improvements or real property acquisition and capital financing debt service.	Contingent upon land sales.
Development Impact Fees (DIF)	Limited to communities in which each fee was collected and the project list for the area.	Contingent upon development and developers submitting their fees.

Funding Source	Restrictions	Contingencies/Risks
Donations	Donations may be restricted by the donor for a particular purpose.	Donations must be received by the donor
Developer Funding	Developer Funding is restricted to certain projects (or asset types), in certain areas.	Developer Funding must be received by the developer.
Enterprise Funds (e.g. water, sewer, golf, airports)	Must be used for assets that support the services that provide the revenue.	Based on rate payer revenues and established user fee rates. Financing options include bonds, notes, and loans.
Facilities Benefit Assessments (FBA)	Limited to communities in which each fee was collected and the project list for the area.	Contingent upon development and developers submitting their fees.
Infrastructure Fund	Limited by the City Charter to eligible infrastructure expenses including costs incurred for the acquisition of property; the construction, reconstruction, rehabilitation, and repair and maintenance of infrastructure.	Contingent upon the General Fund revenue calculations outlined in the City Charter.
General Fund	Limited to General Fund-managed assets.	Use of monies for CIP projects impacts the operational budgets of the departments requesting these funds. Financing is dependent on General Fund repayment of debt with competing priorities within existing budget capacity for operations.
Grants	Used for purposes approved by granting agency.	Contingent upon grant being awarded
Maintenance Assessment Districts (MADs)	Limited to special benefit projects within MAD boundaries.	Based upon the amount of assessments charged to each property owner in the district.
Mission Bay and Regional Park Improvement Funds	Mission Bay Improvements Funds must be used on specific projects listed in the City Charter. Regional Park Improvement Funds must be used in the City's regional parks and recommended by the Regional Park Improvements Fund Oversight Committee.	Based on annual lease revenue generated in Mission Bay Park as stated in the City Charter.
Special Revenue Funds (Gas Taxes, Environmental Growth Fund, etc.)	Must be used for the identified purpose of the fund.	Revenue must be received.
TransNet Funds	Limited to projects that provide congestion relief and transportation improvements.	Contingent on revenue from a one-half cent local sales tax.

Grant Funding is challenging to project as funding is contingent upon approved grant agreements that may include complex contingency requirements to maintain eligibility and to receive additional grants. Due to this reason, the CIP Outlook only includes grant funded projects with approved agreements. This is common for large-scale projects, such as improvements to bridges. Please refer to Appendix E for information on percentage of Grant funding for projects to-date as well as a forecast of potential future grant opportunities based on historic data.

Review of Infrastructure Financing

Generally, most funding sources must be applied strictly for purposes intended for a specific program. For example, the goal of TransNet funding is to reduce traffic congestion and can only be used for street improvements and assets within the right-of-way. DIFs are assessed to mitigate the impacts of development within a specific community and must be used for expanded or new facilities within that same community. The City's reliance on financing is an equitable and affordable means of funding capital projects and represents an important component of capital planning to address infrastructure needs. It is the City's goal to structure and implement financing to provide funding in a timely and cost-effective manner for priority capital projects that are consistent with the current [City's Debt Policy](#).

Most General Fund assets do not have the revenue capacity to finance many CIP projects through a pay-go model. An alternative to pay-go funding for General Fund capital assets are Lease Revenue Bonds, which the City has primarily utilized to finance General Fund capital improvements. The City's existing general revenues are pledged to pay annual debt service. The obligations do not authorize the City to levy a new tax or a charge to repay the bonds.

In Fiscal Year 2018, the City initiated a General Fund Lease Revenue Commercial Paper program, a short-term financing mechanism that allows for "just-in time" borrowing instead of issuing the full amount of the long-term bonds upfront. The City Council authorized Commercial Paper note issuances in an amount not to exceed \$88.5 million. Actual Commercial Paper note issuances began in Fiscal Year 2019. The timing of future note issuances will be determined based on the actual rate of CIP expenditures. Long-term bonds will be issued periodically to pay down outstanding Commercial Paper Notes.

The Fiscal Year 2022-2026 Five-Year Financial Outlook identifies the issuance of up to \$146 million of lease revenue bonds to pay down Commercial Paper Notes and to provide excess proceeds for priority CIP. The result is an estimated \$145 million will be available for CIP. Moreover, projections also assume a bond issuance in FY 2023 of \$90 million to pay down/refund commercial paper notes anticipated to be approved in FY 2023 and debt service expected to begin in FY 2024. Projections also assume a bond issuance in FY 2025 of \$90 million to pay down/refund commercial paper notes and debt service expected to begin in FY 2026. The ultimate timing of each of these projected bond issuances and use of commercial paper will be evaluated based on cash needs and market conditions and subject to Council approval.

Among the Enterprise Funds, the water and wastewater utilities each have CIP projects traditionally funded through a combination of cash, financing, grants, and State Revolving Fund loans, and supported by their respective system revenues. Additionally, the water utility has an ongoing Commercial Paper program to finance CIP projects on an interim basis, and a federal drawdown loan (WIFIA loan) to finance the Water Utility's share of Pure Water Program Phase 1 costs. These water and wastewater capital projects are driven by a need to maintain or replace existing infrastructure and expand the systems to accommodate growth, and to comply with Federal and State regulations. The water and wastewater infrastructure projects are financed with proceeds from Water and Sewer debt, with repayment solely derived from revenue generated by water or sewer rate charges from respective customers.

Funding Capacity

When developing the annual budget, City staff evaluate trends in revenue activity and other general economic factors that impact changes to CIP project costs and supporting revenue sources. All project costs projected to be incurred upon completion of a project, ramifications of not implementing a project, and potential lost opportunity costs to the City if a project is delayed are reviewed annually.

The CIP budget is the mechanism that implements the CIP and fulfills a requirement of the [City Charter-Section 69](#). The City Council annually approves the CIP budget and the allocation of funds for the included projects via the [Appropriations Ordinance](#), which establishes the legal spending authority for each budgeted fund, department, or both based upon the adopted budget, and [City Charter-Section 69](#). These limits include appropriations carried forward from prior years as authorized in the [City Charter-Section 84](#).

Spending limits, based on updated information, can be amended during the year through City Council approval. Once all capital needs are identified with project cost estimates, known revenue sources are applied which will produce a funding needs gap.

COASTAL EROSION

In 1993 and 2003 the City commissioned a Coastal Erosion Assessment (CEA) of its 13 miles of shoreline from Sunset Cliffs Park to Black's Beach. The study assessed 71 sites and rated them low, moderate, or high risk based on a geological observations and knowledge of conditions that pose the greatest threat to the public. The 2003 CEA also included recommendation for remedial measures to improve pedestrian safety, many of which have been implemented.

In 2018, the City completed an update to the 2003 CEA that utilized visual observations of the bluff conditions and human use of the sites to provide a priority rating. The priority ratings consider the presence of pedestrian hazards, limitations to pedestrian access, and signs of bluff instability. The 2018 CEA priority rankings, along with the 2003 CEA geologically based risk ratings can be utilized by the City to identify remedial actions.

The Transportation & Stormwater, Public Utilities, and Parks and Recreation Departments are inspecting and monitoring coastal assets identified in the CEA on an ongoing basis. Moving forward, as the City continues to plan for sea level rise and evaluate options for coastal assets new capital improvement projects may be initiated to replace or modify existing coastal infrastructure. As future capital needs are identified, the costs will be included in future five-year forecasts.

PROJECTED CAPITAL ASSET NEEDS AND FUNDING: FY 2022-2026

This report further presents projected revenues³ for new and deferred capital priority and discretionary needs over the next 5 fiscal years.⁴ The projected capital priority needs through Fiscal Year 2026 are approximately \$5.70 billion, with approximately \$3.39 billion of projected funding for priority needs with an estimated funding gap of \$2.31 billion reflected in **Table 7**. **Table 8** shows a summary of discretionary needs, projected funding, and funding gap.

³ Projected revenues are Citywide, covering both Enterprise and Non-Enterprise Funds

⁴ Projections displayed in this report are not a part of the annual Appropriations Ordinance adopted by City Council.

Table 7 Summary of Priority Infrastructure Needs, Funding, and Funding Gap Fiscal Years 2022-2026

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Capital Needs	\$ 1,259,399,825	\$ 1,378,389,887	\$ 1,340,163,221	\$ 938,011,225	\$ 786,812,928	\$ 5,702,777,086
Priority Funding	\$ 976,533,954	\$ 918,922,212	\$ 644,538,266	\$ 495,405,887	\$ 355,573,184	\$ 3,390,973,503
Priority Gap	\$ 282,865,871	\$ 459,467,675	\$ 695,624,955	\$ 442,605,338	\$ 431,239,744	\$ 2,311,803,583

Table 8 Summary of Discretionary Infrastructure Needs, Funding, and Funding Gap Fiscal Years 2022-2026

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Capital Needs	\$ 256,293,181	\$ 246,364,753	\$ 244,741,550	\$ 256,548,362	\$ 233,632,217	\$ 1,237,580,063
Discretionary Funding	\$ 142,608,781	\$ 105,659,734	\$ 80,609,730	\$ 105,537,333	\$ 94,978,060	\$ 529,393,639
Discretionary Gap	\$ 113,684,400	\$ 140,705,019	\$ 164,131,820	\$ 151,011,029	\$ 138,654,156	\$ 708,186,424

While the summary **Table 7** and **Table 8** outline the priority and discretionary needs for the combined enterprise and non-enterprise funded assets, Appendices D-1 and D-2 give further insight into what the breakdown would be for the assets with more limited funding, if the enterprise funded needs were pulled out of the set.

Table 9 and **Table 10** below provide projected expenditures of priority and discretionary capital needs by asset type, respectively. They do not represent the entirety of all City infrastructure needs since not all capital needs could be feasibly addressed within the next 5 fiscal years. There are several asset types with needs fully funded by Enterprise Funds not related to the funding gap. Enterprise Funds account for specific services funded directly by fees and charges to users such as water and sewer services, intended to be self-supporting. Appendices D-1 and D-2 provide a break-down of the projected funding gap for priority and discretionary needs between Enterprise and non-Enterprise assets, respectively.

Table 9 Summary of Projected Priority Capital Asset Needs Fiscal Years 2022-2026

Asset Type	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Airports	1,287,293	17,812,280	10,785,000	10,688,520	2,213,240	42,786,333
Bike Facilities	-	-	-	-	-	-
Bridges	1,885,000	2,193,000	14,535,000	6,171,000	2,000,000	26,784,000
Existing Facilities	59,115,661	62,155,260	70,651,672	73,660,352	51,518,508	317,101,453
New Transportation & Storm Water Facilities	-	-	-	-	-	-
New Fire Stations	6,704,000	19,822,205	-	25,000,000	16,000,000	67,526,205
Fleet	22,082,564	-	-	-	-	22,082,564
Golf	600,000	1,000,000	910,000	-	-	2,510,000
Landfills	-	-	-	-	-	-
New Libraries	-	-	-	-	7,918,512	7,918,512
New Lifeguard Stations	250,000	-	6,492,777	-	-	6,742,777
Parks	14,044,203	40,442,719	25,216,000	5,180,000	7,005,000	91,887,922
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	350,554,714	414,616,530	283,455,842	139,508,637	34,068,898	1,222,204,622
Sidewalks	11,000,000	12,600,000	12,978,000	13,387,000	13,788,000	63,753,000
Storm Water	186,503,754	294,481,423	453,366,918	291,129,352	252,412,186	1,477,893,633
Streetlights	55,250,000	50,115,000	51,407,000	52,734,000	54,096,000	263,602,000
Streets and Roads - Modifications	35,087,314	17,759,900	5,300,000	5,400,000	5,500,000	69,047,214
Streets and Roads - Pavement	85,980,000	85,980,000	85,980,000	85,980,000	85,980,000	429,900,000
Traffic Signals and ITS	29,390,000	30,272,000	31,180,000	32,114,000	33,078,000	156,034,000
Wastewater	161,145,075	135,641,867	133,618,413	103,810,915	110,095,213	644,311,484
Water	238,520,248	193,497,702	154,286,598	93,247,449	111,139,371	790,691,368
Total Priority Need	\$ 1,259,399,825	\$ 1,378,389,887	\$ 1,340,163,221	\$ 938,011,225	\$ 786,812,928	\$ 5,702,777,086

Table 10 Summary of Projected Discretionary Capital Asset Needs Fiscal Years 2022-2026

Asset Type	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Airports	300,000	-	600,000	3,899,998	-	4,799,998
Bike Facilities	32,050,000	44,622,000	20,210,000	20,816,000	21,441,000	139,139,000
Bridges	-	35,321,269	28,849,000	-	-	64,170,269
Existing Facilities	35,235,000	59,531,000	65,585,000	57,027,333	60,283,335	277,661,668
New Transportation & Storm Water Facilities	10,000,000	20,000,000	-	-	-	30,000,000
New Fire Stations	500,000	2,000,000	1,000,000	-	26,140,957	29,640,957
Fleet	-	-	-	-	-	-
Golf	500,000	-	90,000	800,000	700,000	2,090,000
Landfills	-	-	-	-	-	-
New Libraries	470,000	-	-	-	23,580,867	24,050,867
New Lifeguard Stations	-	250,000	-	-	-	250,000
Parks	35,072,195	36,017,788	40,494,275	74,806,578	38,049,403	224,440,239
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	-	-	-	-	-	-
Sidewalks	11,400,000	11,742,000	22,820,000	23,500,000	24,205,000	93,667,000
Storm Water	-	-	-	-	-	-
Streetlights	-	-	-	-	-	-
Streets and Roads - Modifications	29,534,996	13,226,500	10,190,000	10,190,000	10,190,000	73,331,496
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	-	-	-	-	-	-
Wastewater	36,477,901	12,539,319	33,041,581	39,283,571	13,000,122	134,342,494
Water	64,753,089	11,114,877	21,861,694	26,224,883	16,041,533	139,996,075
Total Discretionary Need	\$ 256,293,181	\$ 246,364,753	\$ 244,741,550	\$ 256,548,362	\$ 233,632,217	\$ 1,237,580,063

To effectively plan the execution of CIP projects, the City needs to provide reasonable projections of cash flows as displayed in **Table 11** and **Table 12** for the projected funding per asset type. As noted in the assumptions identified in **Table 3** (page 6), some funding sources are projected only for a portion of the CIP Outlook period, such as grants.⁵ While the needs that may be eligible for these funding sources are included, funding projections do not cover the full five-year period, due to the yearly variability of these funding sources.

⁵ Grant funded projects reflects approved grant agreements only.

Table 11 Summary of Priority Capital Funding Projections Fiscal Years 2022-2026

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Asset Type						
Airports	1,287,293	17,812,280	10,785,000	10,688,520	2,213,240	42,786,333
Bike Facilities	-	-	-	-	-	-
Bridges	700,000	200,000	200,000	200,000	200,000	1,500,000
Existing Facilities	19,200,111	6,563,670	5,231,492	6,500,000	6,500,000	43,995,273
New Transportation & Storm Water Facilities	-	-	-	-	-	-
New Fire Stations	6,704,000	19,822,205	-	25,000,000	16,000,000	67,526,205
Fleet	19,760,564	-	-	-	-	19,760,564
Golf	600,000	1,000,000	910,000	-	-	2,510,000
Landfills	-	-	-	-	-	-
New Libraries	-	-	-	-	4,000,000	4,000,000
New Lifeguard Stations	250,000	-	-	-	-	250,000
Parks	11,021,376	22,058,787	10,216,000	5,180,000	7,005,000	55,481,163
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	350,554,714	414,616,530	283,455,842	139,508,637	34,068,898	1,222,204,622
Sidewalks	9,000,000	5,000,000	-	5,000,000	5,000,000	24,000,000
Storm Water	60,000,000	60,000,000	11,000,000	60,000,000	11,000,000	202,000,000
Streetlights	11,700,000	7,200,000	5,200,000	4,200,000	3,200,000	31,500,000
Streets and Roads - Modifications	32,557,314	11,022,686	1,800,000	1,800,000	1,800,000	48,980,000
Streets and Roads - Pavement	43,413,260	17,136,484	20,984,920	33,420,366	34,440,462	149,395,492
Traffic Signals and ITS	10,120,000	7,350,000	6,850,000	6,850,000	8,911,000	40,081,000
Wastewater	161,145,075	135,641,867	133,618,413	103,810,915	110,095,213	644,311,484
Water	238,520,248	193,497,702	154,286,598	93,247,449	111,139,371	790,691,368
Total Priority Funding	\$ 976,533,954	\$ 918,922,212	\$ 644,538,266	\$ 495,405,887	\$ 355,573,184	\$ 3,390,973,503

Table 12 Summary of Discretionary Capital Funding Projections Fiscal Years 2022-2026

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Asset Type						
Airports	300,000	-	600,000	3,899,998	-	4,799,998
Bike Facilities	11,000,000	18,000,000	-	-	2,000,000	31,000,000
Bridges	-	35,321,269	-	-	-	35,321,269
Existing Facilities	3,000,000	3,000,000	400,000	1,827,333	3,783,335	12,010,668
New Transportation & Storm Water Facilities	-	-	-	-	-	-
New Fire Stations	500,000	2,000,000	1,000,000	-	26,140,957	29,640,957
Fleet	-	-	-	-	-	-
Golf	500,000	-	90,000	800,000	700,000	2,090,000
Landfills	-	-	-	-	-	-
New Libraries	470,000	-	-	-	-	470,000
New Lifeguard Stations	-	-	-	-	-	-
Parks	5,685,791	6,837,378	10,426,455	20,311,549	19,364,826	62,625,999
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	-	-	-	-	-	-
Sidewalks	9,816,000	6,656,891	3,000,000	3,000,000	3,757,288	26,230,179
Storm Water	-	-	-	-	-	-
Streetlights	-	-	-	-	-	-
Streets and Roads - Modifications	10,106,000	10,190,000	10,190,000	10,190,000	10,190,000	50,866,000
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	-	-	-	-	-	-
Wastewater	36,477,901	12,539,319	33,041,581	39,283,571	13,000,122	134,342,494
Water	64,753,089	11,114,877	21,861,694	26,224,883	16,041,533	139,996,075
Total Discretionary Funding	\$ 142,608,781	\$ 105,659,734	\$ 80,609,730	\$ 105,537,333	\$ 94,978,060	\$ 529,393,639

The following section beginning with **Table 13** provides additional detail of projected capital needs, funding sources, and additional information regarding unique needs for each asset type.

Airports, AMD: Real Estate Assets Department

Table 13 Airports (Priority)

Airports	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 1,287,293	\$ 17,812,280	\$ 10,785,000	\$ 10,688,520	\$ 2,213,240	\$ 42,786,333
Funding Source						-
Airport Funds	646,516	1,263,175	1,160,175	-	121,728	3,191,594
Grants	640,777	16,549,105	9,624,825	10,688,520	2,091,512	39,594,739
Funding Source Total	\$ 1,287,293	\$ 17,812,280	\$ 10,785,000	\$ 10,688,520	\$ 2,213,240	\$ 42,786,333
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 14 Airports (Discretionary)

Airports	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 300,000	\$ -	\$ 600,000	\$ 3,899,998	\$ -	\$ 4,799,998
Funding Source						-
Airport Funds	300,000	-	600,000	1,747,367	-	2,647,367
Grants	-	-	-	2,152,631	-	2,152,631
Funding Source Total	\$ 300,000	\$ -	\$ 600,000	\$ 3,899,998	\$ -	\$ 4,799,998
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Airports Division of the Real Estate Assets Department, manages Brown Field and Montgomery-Gibbs Executive Airport with a combined 1,430 acres. These two general aviation airports contain nearly eight miles of runways and taxiways, which safely accommodate over 300,000 annual aircraft operations, including those of the military, U.S. Customs and Border Protection, San Diego Police, San Diego Fire-Rescue, Cal-Fire, Sheriff, Medi-Evacs, as well as business and recreation sectors. The most critical factor associated with airport management is maintaining safety. To that end, the Capital Improvements Program plays an important role by rehabilitating and repairing the pavement and lighting of runways, taxiways and aircraft ramp areas. These capital improvements are largely funded by Federal Aviation Administration (FAA) and Caltrans matching grants, as well as enterprise funds. The Airports is a non-general fund managed by the department as an enterprise fund. Roughly 80% of revenues are received via rents and leases of property in and around both Airports with the remaining 20% coming from services such as parking fees and transient fees.

Bike Facilities, AMD: Transportation and Storm Water Department

Table 15 Bike Facilities (Priority)

Bike Facilities	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 16 Bike Facilities (Discretionary)

Bike Facilities	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 32,050,000	\$ 44,622,000	\$ 20,210,000	\$ 20,816,000	\$ 21,441,000	\$ 139,139,000
Funding Source						-
Development Impact Fees	5,000,000	9,000,000	-	-	2,000,000	16,000,000
TransNet Funds	6,000,000	9,000,000	-	-	-	15,000,000
Funding Source Total	\$ 11,000,000	\$ 18,000,000	\$ -	\$ -	\$ 2,000,000	\$ 31,000,000
Discretionary Gap	\$ 21,050,000	\$ 26,622,000	\$ 20,210,000	\$ 20,816,000	\$ 19,441,000	\$ 108,139,000

The City's Bike Program continues to implement the Bike Master Plan and Community Plans by taking advantage of opportunities provided by the City's Street Maintenance Program, Utilities Undergrounding Program, and Public Utilities water and sewer pipeline replacement projects. The Bike Program is committed to improving and/or installing a minimum of 40 bike lane miles per year, and this bundling strategy has proven to be an efficient and cost-effective strategy for creating new and/or improving existing bike lanes throughout the City. In addition, available bike improvement funding is used for specific street repurposing projects to enhance safety of existing bike lanes and

install new bike lanes and traffic improvements along major corridors. The Outlook assumes implementation of the Bicycle Master Plan in 20 years by Fiscal Year 2041 depending on funding availability. Revenue to support some of this non-capital work, estimated at \$200,000 annually, is budgeted through the Transportation and Stormwater Department's operations and maintenance budget funded by TransNet and is not included in this Outlook. The total need included in the Outlook increased by \$7.4 million over last year due to the inclusion of the estimated construction funding need for the Chollas Creek to Bayshore Bikeway project.

Bridges, AMD: Transportation and Storm Water Department

Table 17 Bridges (Priority)

Bridges	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 1,885,000	\$ 2,193,000	\$ 14,535,000	\$ 6,171,000	\$ 2,000,000	\$ 26,784,000
Funding Source						-
Financing	100,000	-	-	-	-	100,000
TransNet Funds	600,000	200,000	200,000	200,000	200,000	1,400,000
Funding Source Total	\$ 700,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,500,000
Priority Gap	\$ 1,185,000	\$ 1,993,000	\$ 14,335,000	\$ 5,971,000	\$ 1,800,000	\$ 25,284,000

Table 18 Bridges (Discretionary)

Bridges	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ -	\$ 35,321,269	\$ 28,849,000	\$ -	\$ -	\$ 64,170,269
Funding Source						-
Facilities Benefit Assessments	-	2,520,904	-	-	-	2,520,904
Grants	-	32,800,365	-	-	-	32,800,365
Funding Source Total	\$ -	\$ 35,321,269	\$ -	\$ -	\$ -	\$ 35,321,269
Discretionary Gap	\$ -	\$ -	\$ 28,849,000	\$ -	\$ -	\$ 28,849,000

There are 164 vehicular and pedestrian bridges owned and maintained by the City of San Diego that are inspected by Caltrans once every two years. Caltrans prepares a bridge inspection report detailing the condition of the bridge and needed repairs. City staff works closely with Caltrans to pursue State/Federal grant funds to address bridge repair needs. The City applies yearly for two major grants; the Local Highway Bridge Program (HBP) for major bridge rehabilitation and Bridge Preventive Maintenance Program (BPMP) for minor bridge rehabilitation. HBP provides funding for rehabilitation or replacement of public highway bridges. BPMP provides funding for preventive maintenance works. The federal reimbursement rate is 88.53% of the project costs. The City is responsible for the remaining 11.47% of the project cost. Based on the data gathered from Caltrans' inspection reports, the City's goal is to plan and design one major bridge project and provide minor bridge rehabilitation work for 15 bridges per year. The Outlook assumes all identified repair needs to be addressed in 10 years by Fiscal Year 2031. The total need included in the Outlook increased by \$10.8 million over last year due to increased estimated construction funding needs for the El Camino Real to Via de la Valle and Palm Avenue Interstate 805 Interchange projects.

City Facilities – General Fund, AMD: Real Estate Assets, Facilities Services Division

Table 19 Existing General Fund Building Facilities (Priority)

Existing General Fund Building Facilities	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 59,115,661	\$ 62,155,260	\$ 70,651,672	\$ 73,660,352	\$ 51,518,508	\$ 317,101,453
Funding Source						-
Development Impact Fees	1,614,904	-	-	-	-	1,614,904
Financing	15,901,234	6,563,670	3,000,000	3,000,000	3,000,000	31,464,904
Regional Park Improvements Fund	1,683,973	-	2,231,492	3,500,000	3,500,000	10,915,465
Funding Source Total	\$ 19,200,111	\$ 6,563,670	\$ 5,231,492	\$ 6,500,000	\$ 6,500,000	\$ 43,995,273
Priority Gap	\$ 39,915,550	\$ 55,591,590	\$ 65,420,180	\$ 67,160,352	\$ 45,018,508	\$ 273,106,180

Table 20 Existing General Fund Building Facilities (Discretionary)

Existing General Fund Building Facilities	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 35,235,000	\$ 59,531,000	\$ 65,585,000	\$ 57,027,333	\$ 60,283,335	\$ 277,661,668
Funding Source						
Facilities Benefit Assessments	-	-	-	-	1,500,000	1,500,000
Financing	2,700,000	3,000,000	-	-	-	5,700,000
Recycling Fund	300,000	-	-	-	-	300,000
Regional Park Improvements Fund	-	-	400,000	1,827,333	2,283,335	4,510,668
Funding Source Total	\$ 3,000,000	\$ 3,000,000	\$ 400,000	\$ 1,827,333	\$ 3,783,335	\$ 12,010,668
Discretionary Gap	\$ 32,235,000	\$ 56,531,000	\$ 65,185,000	\$ 55,200,000	\$ 56,500,000	\$ 265,651,000

The Real Estate Assets Department Facilities Services Division provides repair, modernization, and improvement services to over 1,700 municipal facilities comprised of 6.5 million square feet of floor space, however, the table above reflects only existing City building facilities maintained in the General Fund and does not include estimated costs for new facilities. These General Fund Facilities' needs are based on draft Asset Management Plans which incorporate urgently needed system replacements (HVAC, elevators, etc.), ADA upgrades and proposed long-term plans for the following facilities inventories: Police, Fire Rescue, Lifeguard, Library, Parks and Recreation, Fleet, and E&CP. The long-term plan for a building or facility may include rehabilitating, expanding, rebuilding (same or new location), disposing (demolishing or selling), repurposing, vacating, or leasing the facility to a tenant.

Fire Stations and Lifeguard Stations, AMD: Fire-Rescue Department

Table 21 New Fire Stations and New Lifeguard Stations (Priority)*

New Fire Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 6,704,000	\$ 19,822,205	\$ -	\$ 25,000,000	\$ 16,000,000	\$ 67,526,205
Funding Source						
Facilities Benefit Assessments	6,704,000	19,822,205	-	25,000,000	16,000,000	67,526,205
Funding Source Total	\$ 6,704,000	\$ 19,822,205	\$ -	\$ 25,000,000	\$ 16,000,000	\$ 67,526,205
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

New Lifeguard Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 250,000	\$ -	\$ 6,492,777	\$ -	\$ -	\$ 6,742,777
Funding Source						
Facilities Benefit Assessments	250,000	-	-	-	-	250,000
Funding Source Total	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Priority Gap	\$ -	\$ -	\$ 6,492,777	\$ -	\$ -	\$ 6,492,777

Table 22 New Fire Stations and New Lifeguard Stations (Discretionary)

New Fire Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 500,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ 26,140,957	\$ 29,640,957
Funding Source						
Facilities Benefit Assessments	250,000	2,000,000	1,000,000	-	26,140,957	29,390,957
Financing	250,000	-	-	-	-	250,000
Funding Source Total	\$ 500,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ 26,140,957	\$ 29,640,957
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

New Lifeguard Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000

* In this year's report, only the planning cost of the Fire & Police Training Facility is included, not the construction cost.

The Fire-Rescue Department is committed to the rehabilitation, teardown/rebuild or new construction of Fire-Rescue facilities to serve a population of 1.4 million within a 343-square mile area. The Department operates 48 fire stations, two 911 communications centers, an air operations facility, a training facility, nine permanent lifeguard stations, and 35 seasonal lifeguard towers.

The table above summarizes the new fire stations and lifeguard stations planned through FY 2026 to improve time response standards to emergencies. The needs in the Fire Stations and Lifeguard

Stations tables above include construction of the following new Fire Rescue facilities: FS 49, FS 54, FS 48, FS 51, Fairmount Avenue FS, Fire Rescue Air Operations Facility, Torrey Pines FS, East Village FS, Del Mar Mesa/Torrey Hills, Fire & Police Training Facility, North Pacific Beach Lifeguard Station, Lifeguard Northern Safety Unit Station, Lifeguard Headquarters Boat Safety Unit Trailer and Lifeguard Rescue 44 Permanent Garage. Some fire stations identified in the updated Citygate Standards of Coverage report previously adopted by City Council are included in this CIP Outlook. Projected amounts for existing fire stations and lifeguard stations are captured under the Facilities – General Fund needs derived from the draft Fire-Rescue Asset Management Plan. Existing Fire-Rescue facilities projections were developed based on the inventory square footage, estimated expansion of the inventory square footage and estimated costs per square foot.

Fleet, AMD: Fleet Operations Department*

Table 23 Fleet (Priority)

Fleet	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 22,082,564	\$ -	\$ -	\$ -	\$ -	\$ 22,082,564
Funding Source						-
Fleet Services Internal Service Fund	19,760,564	-	-	-	-	19,760,564
Funding Source Total	\$ 19,760,564	\$ -	\$ -	\$ -	\$ -	\$ 19,760,564
Priority Gap	\$ 2,322,000	\$ -	\$ -	\$ -	\$ -	\$ 2,322,000

* Fleet vehicle needs are not included in this report

Table 24 Fleet (Discretionary)

Fleet	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Fleet Operations Department provides City departments with comprehensive fleet management services, largely by providing a dependable fleet of over 4,400 motor vehicles and equipment. Funding is needed for deferred maintenance and replacement of old and worn-out shop equipment at City of San Diego vehicle repair facilities. This includes facility upgrades that extend the useful life of Fleet facilities, improving workplace safety and efficiency, refreshing aging electrical infrastructure, and the replacement of a paint booth and overhead cranes. Additionally, funding for the replacement of the large vehicle car washes at Fleet repair facilities and maintenance to extend the useful life of Police Department substations car washes will be addressed. Lastly, included are the improvements necessary for the development of the Kearny Mesa Repair Facility for the City's Fire Apparatus.

Sustainability Department⁶

In direct support of the Climate Action Plan, the Sustainability Department leads sustainability, climate, and energy policy and projects for the City. These efforts are embedded in projects and initiatives across multiple departments. The department explores opportunities for both municipal operations and the broader community and conducts cost and benefit analyses whenever possible on proposed efforts.

For the CIP, the Sustainability Department is currently focused primarily on municipal assets that have emissions and cost savings opportunities. These assets include streetlights and other outdoor lighting, building upgrades such as air conditioning, chiller, pumping and fan systems, renewable energy

⁶ Sustainability Department's need of the Electric Vehicle Charging Stations of \$2,322,000 in FY22 is currently reflected under the Fleet, AMD: Fleet Operations Department section of this year's report. In the future reports, Sustainability Department's projects might be reflected in a separate section.

technology such as solar photovoltaic systems and battery storage, and electric vehicle charging infrastructure.

The CAP sets targets for zero emission or electric vehicles (EVs) in the City's gasoline vehicle fleet: 50% of gasoline fleet vehicles by the end of FY 2020 and 90% by the end of FY 2035. The City currently has 21 EVs in the fleet, or approximately 2% of all gasoline fleet vehicles, and 46 EV charging stations. With over 975 vehicles to be converted to zero emission or EVs over the next 15 years, the City needs to begin installing EV charging infrastructure to meet the CAP goals. The needs table above includes funding to purchase and install 60 EV charging stations which could support 300-400 electric fleet vehicles, depending on vehicle use. The costs fully covers all aspects of the EV charging station installation including EV charging station equipment and electrical upgrades.

Landfills, AMD: Environmental Services Department

Table 25 Landfills (Priority)

Landfills	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 26 Landfills (Discretionary)

Landfills	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Environmental Services Department operates a municipal solid waste landfill and maintains eight closed landfills and eight inactive burn sites, all of which require sustained improvements. Current funding is available for development of several significant projects at these landfills, including: scale replacements necessary to ensure proper fee collection and material tracking; replacement of existing restroom trailers that have exceeded their service life; grading improvements to ensure proper management of runoff; relocation of the greenery and development of an organics processing facility to meet SB1383 requirements for Citywide organics diversion; and landfill gas recovery improvements to ensure compliance with air and water quality regulations. Current funding levels are sufficient to complete the needed improvements. Updates will be provided when cost estimates of new, future projects become available.

In addition, the HVAC system and roof of the Department's Ridgehaven administrative building have met the end of service life and require replacement. To maximize energy savings, reduce heat gain/loss, and minimize wear on the new HVAC system, energy-efficient windows and doors will also need to be installed.

Libraries, AMD: Library Department

Table 27 New Libraries (Priority)

New Libraries	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ -	\$ -	\$ -	\$ -	\$ 7,918,512	\$ 7,918,512
Funding Source						-
Facilities Benefit Assessments	-	-	-	-	4,000,000	4,000,000
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ 3,918,512	\$ 3,918,512

Table 28 New Libraries (Discretionary)

New Libraries	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 470,000	\$ -	\$ -	\$ -	\$ 23,580,867	\$ 24,050,867
Funding Source						-
Financing	470,000	-	-	-	-	470,000
Funding Source Total	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ 470,000
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ 23,580,867	\$ 23,580,867

The Library System includes the Central Library and 35 branch libraries located throughout the City. The table above reflects new library facilities planned within the window of the Five-Year CIP Outlook. Currently, the Library Department has one new facility, Pacific Highlands Ranch Branch Library, planned to open within the window of the Five-Year CIP Outlook.

All projects for existing library facilities are captured under the Facilities – General Fund needs and are derived from the draft Library Asset Management Plan. During this Five-Year CIP Outlook, Library facilities projects include the expansion of the existing Ocean Beach Branch Library, which is currently in the design phase; a complete rebuild of the San Carlos Branch Library; and an expansion of the Scripps Miramar Ranch Library parking lot. A feasibility study for a new library in Oak Park has been completed; the Library Department will be working towards building a new facility during the Outlook window.

Parks, Golf Courses, and Mission Bay improvements, AMD: Parks and Recreation Department
Table 29 Parks, Golf Courses, and Mission Bay Improvements (Priority)

Parks	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 14,044,203	\$ 40,442,719	\$ 25,216,000	\$ 5,180,000	\$ 7,005,000	\$ 91,887,922
Funding Source						-
Development Impact Fees	5,275,349	2,078,787	4,900,000	5,100,000	6,925,000	24,279,136
Facilities Benefit Assessments	-	2,000,000	-	-	-	2,000,000
Financing	3,850,000	14,400,000	4,236,000	-	-	22,486,000
Regional Park Improvements Fund	1,816,027	3,500,000	1,000,000	-	-	6,316,027
Sunset Cliffs Natural Park Fund	80,000	80,000	80,000	80,000	80,000	400,000
Funding Source Total	\$ 11,021,376	\$ 22,058,787	\$ 10,216,000	\$ 5,180,000	\$ 7,005,000	\$ 55,481,163
Priority Gap	\$ 3,022,827	\$ 18,383,932	\$ 15,000,000	\$ -	\$ -	\$ 36,406,759
Parks - Golf Courses	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 600,000	\$ 1,000,000	\$ 910,000	\$ -	\$ -	\$ 2,510,000
Funding Source						-
Golf Course Enterprise Fund	600,000	1,000,000	910,000	-	-	2,510,000
Funding Source Total	\$ 600,000	\$ 1,000,000	\$ 910,000	\$ -	\$ -	\$ 2,510,000
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Mission Bay Improvements	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 30 Parks, Golf Courses, and Mission Bay Improvements (Discretionary)

Parks	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 35,072,195	\$ 36,017,788	\$ 40,494,275	\$ 74,806,578	\$ 38,049,403	\$ 224,440,239
Funding Source						
Development Impact Fees	2,795,550	4,319,590	3,432,180	2,160,352	-	12,707,672
Facilities Benefit Assessments	-	-	-	8,000,000	8,359,043	16,359,043
Financing	40,000	-	-	-	-	40,000
Mission Trails Regional Park Fund	235,720	242,792	250,076	257,578	265,305	1,251,471
Funding Source Total	\$ 3,071,270	\$ 4,562,382	\$ 3,682,256	\$ 10,417,930	\$ 8,624,348	\$ 30,358,186
Discretionary Gap	\$ 32,000,925	\$ 31,455,406	\$ 36,812,019	\$ 64,388,648	\$ 29,425,055	\$ 194,082,053
Parks - Golf Courses	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 500,000	\$ -	\$ 90,000	\$ 800,000	\$ 700,000	\$ 2,090,000
Funding Source						
Golf Course Enterprise Fund	500,000	-	90,000	800,000	700,000	2,090,000
Funding Source Total	\$ 500,000	\$ -	\$ 90,000	\$ 800,000	\$ 700,000	\$ 2,090,000
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Mission Bay Improvements	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 2,614,521	\$ 2,274,996	\$ 6,744,199	\$ 9,893,619	\$ 10,740,478	\$ 32,267,813
Funding Source						
Mission Bay Improvements Fund	2,614,521	2,274,996	6,744,199	9,893,619	10,740,478	32,267,813
Funding Source Total	\$ 2,614,521	\$ 2,274,996	\$ 6,744,199	\$ 9,893,619	\$ 10,740,478	\$ 32,267,813
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Parks and Recreation Department oversees more than 42,263 acres of developed parks, open space, underwater parks, and golf courses including 58 recreation centers, 13 aquatic centers, approximately 286 playgrounds in 9,314 acres of developed parks, as well as over 26,972 acres of open space, and the 110-acre Mount Hope Cemetery. The General Plan sets a standard of 2.8 useable acres per 1,000 population. Recreation centers serve a population of 25,000 or population within three miles, whichever is less. Certain improvements that expand a building or increase usage may be considered park equivalencies. All projects pertaining to existing park facility buildings (comfort stations, recreation centers, museum space, etc.) are captured under the Facilities – General Fund needs. Funding to begin developing a Park System Master Plan is included in the most recent Five-Year Financial Outlook and will take approximately three to four years to complete.

Additionally, community requests could include items not required or are deferred capital needs in support of a specific upgrade within an existing park. The Planning Department partnered with the Parks and Recreation Department to create a draft Park System Master Plan, which is intended to come before the City Council for later in 2021.

Police Stations, AMD: Police Department

Table 31 New Police Stations (Priority)

New Police Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 32 New Police Stations (Discretionary)

New Police Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Police Department serves the community from a headquarter building, nine area commands located throughout the City, one Traffic Division and the Police Plaza. The Police Department has no new facility projects planned during this CIP Outlook. During this CIP Outlook, existing priority Police

facilities projects include Police Range Refurbishment – Phase II construction, and the Police Plaza improvement project that includes design and construction of tenant improvements. Also included in this CIP Outlook as priority projects are Police Headquarter Elevators modernization, Police Headquarter Energy Management System construction, Police area command stations HVAC controls installation, Police Technical Training Center HVAC replacement, and Police Headquarter Fencing. Discretionary projects included in this CIP Outlook are Police Exterior Lighting Improvements at nine locations, and Police Roof Repairs at four locations. A Police and Fire-Rescue Training Facility joint feasibility study is ongoing, and the estimated costs for design and construction are captured under the Fire-Rescue Department needs. All projects for existing police stations are captured under the Facilities – General Fund needs from the draft Police Asset Management Plan.

Sidewalks, AMD: Transportation and Storm Water Department

Table 33 Sidewalks (Priority)

Sidewalks	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 11,000,000	\$ 12,600,000	\$ 12,978,000	\$ 13,387,000	\$ 13,788,000	\$ 63,753,000
Funding Source						
Financing	9,000,000	5,000,000	-	5,000,000	5,000,000	24,000,000
Funding Source Total	\$ 9,000,000	\$ 5,000,000	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 24,000,000
Priority Gap	\$ 2,000,000	\$ 7,600,000	\$ 12,978,000	\$ 8,387,000	\$ 8,788,000	\$ 39,753,000

Table 34 Sidewalks (Discretionary)

Sidewalks	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 11,400,000	\$ 11,742,000	\$ 22,820,000	\$ 23,500,000	\$ 24,205,000	\$ 93,667,000
Funding Source						
Development Impact Fees	2,000,000	2,000,000	2,000,000	2,000,000	2,757,288	10,757,288
Facilities Benefit Assessments	796,000	3,656,891	-	-	-	4,452,891
Financing	2,520,000	-	-	-	-	2,520,000
TransNet Funds	4,500,000	1,000,000	1,000,000	1,000,000	1,000,000	8,500,000
Funding Source Total	\$ 9,816,000	\$ 6,656,891	\$ 3,000,000	\$ 3,000,000	\$ 3,757,288	\$ 26,230,179
Discretionary Gap	\$ 1,584,000	\$ 5,085,109	\$ 19,820,000	\$ 20,500,000	\$ 20,447,712	\$ 67,436,821

The Transportation & Stormwater Department has identified long-term goals of repair and replacement of all damaged sidewalks which fall under the City's maintenance responsibility by the end of Fiscal Year 2031. An assessment of the condition of the City's sidewalks was conducted in Fiscal Years 2014 and 2015. At that time, 85,503 locations were found to be deficient at a total replacement cost of approximately \$52.7 million. Since the assessment, an additional 23,203 damaged locations have been identified and 38,300 locations have been funded for repair. The Department estimates the total number of known remaining sidewalk deficiencies to be approximately 70,506. Approximately 33,203 of these deficiencies are sidewalk uplifts of 1.5 inches or less which require a sidewalk slice as the permanent repair and requires funding of approximately \$2.2 million to address the known deficiencies. This repair activity is budgeted in the Department's operations and maintenance budget and is not included in the Outlook. The remaining 37,303 deficiencies are a result of uplifts of 1.5 inches or greater as well as cracked, subsided, and tree-damaged sidewalks and require funding of approximately \$91.4 million in current dollars to address the deficiencies. These deficiencies are repaired by utilizing the Department's Sidewalk Repair and Replacement CIP. The cost to address all current CIP sidewalk deficiencies within 10 years is approximately \$9.6 million annually, in current dollars, with a ramp up between Fiscal Years 2022 and 2023 to allow for the hiring of additional staff to support the program.

Additionally, the goal is to install 330,000 linear feet of new sidewalks by the end of Fiscal Year 2031, which equates to 33,000 linear feet per year, pending availability of funding. In addition, the

Department will program upgrades, including curb ramps and sidewalks, to facilities in the public right-of-way to meet obligations under the ADA. An annual need of \$7 million is included in the Outlook to support ADA sidewalk and curb ramp installations. The total need included in the Outlook increased by \$4.6 million over last year due to estimated inflation costs included.

Storm Water Infrastructure (Drainage), AMD: Transportation and Storm Water Department
Table 35 Storm Water Infrastructure (Priority Drainage)

Storm Water	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 186,503,754	\$ 294,481,423	\$ 453,366,918	\$ 291,129,352	\$ 252,412,186	\$ 1,477,893,633
Funding Source						
Development Impact Fees	-	1,000,000	10,000,000	10,000,000	10,000,000	31,000,000
Facilities Benefit Assessments	-	7,000,000	-	-	-	7,000,000
Financing	59,000,000	51,000,000	-	49,000,000	-	159,000,000
TransNet Funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Funding Source Total	\$ 60,000,000	\$ 60,000,000	\$ 11,000,000	\$ 60,000,000	\$ 11,000,000	\$ 202,000,000
Priority Gap	\$ 126,503,754	\$ 234,481,423	\$ 442,366,918	\$ 231,129,352	\$ 241,412,186	\$ 1,275,893,633

Table 36 Storm Water Infrastructure (Discretionary Drainage)

Storm Water	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Transportation & Stormwater Department’s long-term goals for storm water infrastructure are to reduce the City’s flood risk and to protect and improve water quality. The City is proposing a significant investment in the planning, design, and construction of stormwater infrastructure facilities to reduce costs and speed progress toward meeting those goals. Integrating water quality and flood risk projects will allow the City to address storm water infrastructure needs more efficiently.

The projected capital projects will improve the quality of storm water discharges in accordance with stormwater regulations, and will help mitigate flood risks by prioritizing the replacement of high-risk assets such as aging corrugated metal pipes. These risky assets and the impact of other deferred maintenance have been quantified and described in the City’s new Community Flood Assessment (Appendix F). Addressing the concerns identified in the Assessment will reduce the City’s long-term storm water costs by minimizing the potential for more costly emergency repairs of those failed and failing storm drain assets.

The Department also recently updated its comprehensive Watershed Asset Management Plan (WAMP) to quantify needs and costs of operating the storm water system and complying with the California Regional Water Quality Control Board (RWQCB) Municipal Storm Water Permit. The Department is collaborating with the RWQCB to refine and, where justified with scientific data, amend regulations to reduce or eliminate certain program elements that are not needed to meet water quality targets.

Per the WAMP, the total stormwater infrastructure funding need of approximately \$1.48 billion over the next five fiscal years is approximately \$518.8 million higher than the \$959.1 million in storm water infrastructure needs identified in last year’s Outlook. The increase in capital funding needs is primarily due to carrying forward unfunded needs from previous fiscal years, updating stormwater assets and inclusion and inclusion of new assets not included in previous estimates, updating compliance costs to account for current regulations, and refinement of costs based on 2020 dollars including estimated inflation.

Streetlights, AMD: Transportation and Storm Water Department

Table 37 Street Lights (Priority)

Streetlights	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 55,250,000	\$ 50,115,000	\$ 51,407,000	\$ 52,734,000	\$ 54,096,000	\$ 263,602,000
Funding Source						-
Development Impact Fees	6,000,000	7,000,000	5,000,000	4,000,000	3,000,000	25,000,000
Financing	4,500,000	-	-	-	-	4,500,000
TransNet Funds	1,200,000	200,000	200,000	200,000	200,000	2,000,000
Funding Source Total	\$ 11,700,000	\$ 7,200,000	\$ 5,200,000	\$ 4,200,000	\$ 3,200,000	\$ 31,500,000
Priority Gap	\$ 43,550,000	\$ 42,915,000	\$ 46,207,000	\$ 48,534,000	\$ 50,896,000	\$ 232,102,000

Table 38 Street Lights (Discretionary)

Streetlights	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Transportation & Stormwater Department's long-term goal is to install 4,700 new streetlights by the end of FY 2031, which equates to 470 streetlights per year. This is projected to result in the completion of all identified needs in 10 years by Fiscal Year 2031. Additionally, 200 streetlights are installed annually through the Utilities Undergrounding Program.

The Department's goal also includes the replacement of all 49 remaining obsolete streetlight series circuits to meet modern electrical standards over a 25-year period, through Fiscal Year 2046, as well as replacing approximately 2,500 streetlight poles and fixtures per year, which represents the replacement of approximately five percent of the City's total street light poles per fiscal year over a 20-year period, through Fiscal Year 2041. The total need included in the Outlook increased by \$64.3 million over last year due to the increased cost to install streetlight poles as well as the inclusion of estimated inflation costs.

Street Improvements, AMD: Transportation and Storm Water Department

Table 39 Street Improvements (Priority)

Streets and Roads - Modifications	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 35,087,314	\$ 17,759,900	\$ 5,300,000	\$ 5,400,000	\$ 5,500,000	\$ 69,047,214
Funding Source						-
Development Impact Fees	1,580,000	-	-	-	-	1,580,000
Facilities Benefit Assessments	5,777,314	9,222,686	-	-	-	15,000,000
Financing	300,000	300,000	300,000	300,000	300,000	1,500,000
Grants	22,700,000	-	-	-	-	22,700,000
TransNet Funds	2,200,000	1,500,000	1,500,000	1,500,000	1,500,000	8,200,000
Funding Source Total	\$ 32,557,314	\$ 11,022,686	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 48,980,000
Priority Gap	\$ 2,530,000	\$ 6,737,214	\$ 3,500,000	\$ 3,600,000	\$ 3,700,000	\$ 20,067,214
Streets and Roads - Pavement	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 429,900,000
Funding Source						-
Financing	39,500,000	6,069,096	-	11,450,000	11,450,000	68,469,096
TransNet Funds	1,913,260	9,067,388	18,984,920	19,970,366	20,990,462	70,926,396
Trench Cut/Excavation Fee Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Funding Source Total	\$ 43,413,260	\$ 17,136,484	\$ 20,984,920	\$ 33,420,366	\$ 34,440,462	\$ 149,395,492
Priority Gap	\$ 42,566,740	\$ 68,843,516	\$ 64,995,080	\$ 52,559,634	\$ 51,539,538	\$ 280,504,508

Table 40 Street Improvements (Discretionary)

Streets and Roads - Modifications	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 29,534,996	\$ 13,226,500	\$ 10,190,000	\$ 10,190,000	\$ 10,190,000	\$ 73,331,496
Funding Source						-
Bus Stop Capital Improvement Fund	106,000	190,000	190,000	190,000	190,000	866,000
Undergrounding Utilities Fund	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
Funding Source Total	\$ 10,106,000	\$ 10,190,000	\$ 10,190,000	\$ 10,190,000	\$ 10,190,000	\$ 50,866,000
Discretionary Gap	\$ 19,428,996	\$ 3,036,500	\$ -	\$ -	\$ -	\$ 22,465,496
Streets and Roads - Pavement	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Transportation & Stormwater Department manages the City's roadway infrastructure of approximately 2,662 centerline miles of asphalt streets, 120 centerline miles of concrete streets, and 204 miles of paved alleys. The City completed a pavement condition assessment survey in 2016 which showed an average roadway network Overall Condition Index (OCI) of 72. The Department's long-term goal is to maintain the City's street network in good condition which equates to an average pavement OCI of 70 or above. The funding need includes the repair of asphalt streets, concrete streets, and paved alleys. Capital needs for street infrastructure do not include slurry seal maintenance, which is funded by the Department's operational budget. The Department estimates it will take approximately 98 miles of asphalt overlay or concrete street reconstruction, as well as 370 miles of slurry seal annually, to maintain an average OCI rating of 70. The following table displays the annual street repair mileage goals to maintain an average OCI of 70 as well as the required funding needed to support the plan. The total capital need included in the Outlook increased by \$210.4 million over last year due to increased costs per mile of road repair.

Projected Gas Tax and Road Maintenance & Rehabilitation Account (RMRA) funds will be fully applied to support slurry seal maintenance during the five-year outlook period. Since slurry seal activities are considered maintenance and not capital, their need and revenue values are not reflected in this report.

Street Repair Mileage Goals to Maintain Average Pavement OCI 70					
Activity	FY22	FY23	FY24	FY25	FY26
Slurry Seal	370	370	370	370	370
Overlay	91	91	91	91	91
Concrete Streets	6	6	6	6	6
Reconstruction	1	1	1	1	1
Total	468	468	468	468	468
Required Funding (O&M/CIP)	\$134.1M	\$134.1M	\$134.1M	\$134.1M	\$134.1M

Traffic Signals and Intelligent Transportation Systems (ITS), AMD: Transportation and Storm Water Department

Table 41 Traffic Signals and Intelligent Transportation Systems (Priority)

Traffic Signals and ITS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 29,390,000	\$ 30,272,000	\$ 31,180,000	\$ 32,114,000	\$ 33,078,000	\$ 156,034,000
Funding Source						
Development Impact Fees	-	-	-	-	2,061,000	2,061,000
Financing	1,000,000	500,000	-	-	-	1,500,000
Regional Transportation Congestion Improvement Program Funds	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
TransNet Funds	4,120,000	1,850,000	1,850,000	1,850,000	1,850,000	11,520,000
Funding Source Total	\$ 10,120,000	\$ 7,350,000	\$ 6,850,000	\$ 6,850,000	\$ 8,911,000	\$ 40,081,000
Priority Gap	\$ 19,270,000	\$ 22,922,000	\$ 24,330,000	\$ 25,264,000	\$ 24,167,000	\$ 115,953,000

Table 42 Traffic Signals and Intelligent Transportation Systems (Discretionary)

Traffic Signals and ITS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Transportation & Stormwater Department is implementing the Traffic Signal Communication Master Plan which provides the framework of traffic signal needs. The goal is to upgrade all traffic signal communication components, technology, and install all signals identified on the current needs list by Fiscal Year 2031. Revenue to support the installation of Accessible Pedestrian Signals, estimated at \$300,000 annually, is budgeted through the Department's operations and maintenance budget funded by TransNet and is not included in this Outlook. The total need included in the Outlook increased by \$7.5 million over last year primarily due to an increased cost for the installation of new traffic signals.

Wastewater, Water Infrastructure and Pure Water, AMD: Public Utilities Department

Table 43 Wastewater, Water Infrastructure and Pure Water - Potable Reuse (Priority) *

Wastewater	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ 161,145,075	\$ 135,641,867	\$ 133,618,413	\$ 103,810,915	\$ 110,095,213	\$ 644,311,484
Funding Source						
Wastewater Funds	161,145,075	135,641,867	133,618,413	103,810,915	110,095,213	644,311,484
Funding Source Total	\$ 161,145,075	\$ 135,641,867	\$ 133,618,413	\$ 103,810,915	\$ 110,095,213	\$ 644,311,484
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ 238,520,248	\$ 193,497,702	\$ 154,286,598	\$ 93,247,449	\$ 111,139,371	\$ 790,691,368
Funding Source						
Water Fund	238,520,248	193,497,702	154,286,598	93,247,449	111,139,371	790,691,368
Funding Source Total	\$ 238,520,248	\$ 193,497,702	\$ 154,286,598	\$ 93,247,449	\$ 111,139,371	\$ 790,691,368
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pure Water - Potable Reuse	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ 350,554,714	\$ 414,616,530	\$ 283,455,842	\$ 139,508,637	\$ 34,068,898	\$ 1,222,204,622
Funding Source						
Wastewater Funds	157,429,601	188,964,996	109,221,466	43,401,323	10,122,186	509,139,572
Water Fund	193,125,113	225,651,535	174,234,376	96,107,315	23,946,711	713,065,050
Funding Source Total	\$ 350,554,714	\$ 414,616,530	\$ 283,455,842	\$ 139,508,637	\$ 34,068,898	\$ 1,222,204,622
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 44 Wastewater, Water Infrastructure and Pure Water - Potable Reuse (Discretionary)*

Wastewater	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 36,477,901	\$ 12,539,319	\$ 33,041,581	\$ 39,283,571	\$ 13,000,122	\$ 134,342,494
Funding Source						
Wastewater Funds	36,477,901	12,539,319	33,041,581	39,283,571	13,000,122	134,342,494
Funding Source Total	\$ 36,477,901	\$ 12,539,319	\$ 33,041,581	\$ 39,283,571	\$ 13,000,122	\$ 134,342,494
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Water	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 64,753,089	\$ 11,114,877	\$ 21,861,694	\$ 26,224,883	\$ 16,041,533	\$ 139,996,075
Funding Source						
Water Fund	64,753,089	11,114,877	21,861,694	26,224,883	16,041,533	139,996,075
Funding Source Total	\$ 64,753,089	\$ 11,114,877	\$ 21,861,694	\$ 26,224,883	\$ 16,041,533	\$ 139,996,075
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Pure Water - Potable Reuse	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

*Note: The Cost of Service Studies and on-going projections show that projected revenue provides enough rate capacity through FY 2020. However, beyond FY 2020, it is currently projected that additional rate capacity will be needed to continue to meet all financial obligations associated with capital improvement projects, operation and repayment of debt. In FY 2020, there is approximately \$40.3M in water expenditures in Baseline CIP projects for SDG&E relocation costs in FY 2020. There is also approximately \$33.6M in sewer and \$7.9M in water expenditures in the Pure Water Program for SDG&E relocation costs in FY 2020.

The Public Utilities Department provides water, wastewater, and recycled water services to approximately 1.4 million water customers and 2.5 million wastewater customers within the San Diego region. The CIP supports the infrastructure for reliable water supply and wastewater collection and treatment. To keep up with the replacement of aging infrastructure, the City continues to award the replacement and/or rehabilitation of 40 sewer miles and to award 35 water miles annually.

The water system extends over 404 square miles with historical demands of approximately 171 million gallons per day (mgd). This system includes 49 water pump stations, 29 treated water storage facilities, three water treatment plants, and approximately 3,300 miles of pipelines. The recycled water system includes three pump stations and over 103 miles of purple pipe and delivers an annual average of over 10 mgd for irrigation, manufacturing, and other non-potable uses. The wastewater system consists of the Municipal (Muni) System and Metropolitan (Metro) System. The Muni System consists of approximately 3,000 miles of pipelines and 77 sewer pump stations and collects and conveys wastewater from residences and businesses. The Metro System consists of three wastewater treatment plants, one bio-solids processing facility, four pump stations, and two outfalls, and provides treatment and disposal services for the City and 12 other agencies and districts (collectively referred to as the "Participating Agencies") within a 450-square mile area.

The Five-Year CIP Outlook reflects the rehabilitation, replacement, or the expansion of the Wastewater and Water systems. Funding for water and wastewater projects are provided by a variety of sources which can include bond financing, commercial paper financing, water and sewer rates, state and federal loans, and grants. Approximately 33 percent of all Metro Fund expenditures are funded by Participating Agencies. Changes to the Outlook compared to last year's report reflect the addition of new projects, the removal of completed projects, and updated costs and schedules of existing projects.

Pure Water San Diego

[Pure Water San Diego](#) is the City's phased, multi-year program, that uses proven water purification technology to provide a safe, secure, and sustainable local water supply by turning recycled water into drinkable water through water purification technology. The Five-Year CIP Outlook includes the needs for preparation of bid documents, construction, and completion of Phase 1 of the Pure Water Program by 2025. This Outlook also includes the use of pooled contingency to fund unanticipated construction change orders. The CIP expenditure projections included in the Outlook are based on 100% completed project design, as well as a thorough engineering-based constructability review. Preparations for full-scale operations of the Phase 1 facilities have also started, and the Outlook includes related staffing costs. Phase 1 is anticipated to produce 30 mgd of the Pure Water Program's total expected 83 mgd capacity. In addition to Phase 1, the Outlook includes the planning of Phase 2 and design and construction of the Phase 2 demonstration facility. The Pure Water Program is expected to be fully implemented by 2035.

CIP CAPACITY

The Capital Improvement Program (CIP) is implemented (designed and constructed) through a large number of consultants, contractors and City staff. The City has demonstrated continuous and significant growth in CIP Investment over the past several years. Annual capital investment expenditures have more than doubled over the past 6 Fiscal Years (FY). This has been achievable through the matched growth in the consultant's industry, the contractor's industry, and City staff. However, as of recently each of these three pools of resources have shown signs of strain and limitation.

The City participates in quarterly agency meetings and discussions at the Regional Construction Procurement Committee (RCPC) and the Statewide Benchmarking Committee (SBM) that are attended by cities within the region. These meetings and discussions have highlighted a regionally strong CIP that is competing for the same shared and limited pool of staff, consultants, and contractors. Most all cities have expressed challenges in these pools of resources.

The City of San Diego's Engineering & Capital Projects Department (E&CP), charged with implementing the CIP, has struggled over the past FY with filling staffing vacancies and currently sits on an almost 20% vacancy rate. To drive down its vacancy rate, E&CP is increasing its outreach, recruitment events and participations in job fairs at a variety of colleges and universities. The desire is to reduce the vacancy rate at an annual rate of 5% which is directly tied to the delivery of CIP. Taking the annual CIP expenditures as a measure of capacity, it is expected that the expenditure will reach about \$600 Million by the end of this FY. Assuming a 1 to 1 relationship between vacancy and CIP expenditure, and applying a 5% reduction in vacancy per FY (or a 5% increase in expenditure per FY), a capacity of \$730M* in CIP expenditures can be achieved by the end of the 5-year outlook. ⁷

As noted earlier, City staffing is not the only variable in the capacity to implement the CIP. Another regional resource challenge that most all participating cities in the RCPC and SBM concurred on was the limitation in the availability of contractors and consultants in that these two sectors are also struggling with the same challenge of securing the necessary skilled staff. The participating cities have noted that there is a perceived capacity limit to the industry that if strained will result in lower quality,

* Note that this does not include the capacity to administer the Pure Water Phase I Program, which is covered by Public Utilities in house staff and an adequate level of consultant contracts.

longer processing times to address quality assurance and control and heightened administrative requirements to prevent quality setbacks where possible.

As an example of the construction industry's capacity, the buildings projects in the City of San Diego have seen a significant per bid drop in the number of bidders over the past two years from 6 bidders on average per bid to about 2 bidders per advertised construction project. It is not yet clear how the pandemic will impact the next two years.

The City of San Diego continues to monitor these external constraints for changes due to COVID-19, and look for ways to best secure the regional limited resources. The City has an ongoing coordination effort with other agencies in the region on the timing of major construction contracts, to spread out the demand within the FY on these limited shared resources. Also, internally, the City continues to evaluate streamlining opportunities of existing processes that make best use of the available limited staffing resources and make the delivery of projects more efficient.

CONCLUSION

The CIP Outlook focuses on collecting, analyzing, and summarizing the currently known inventory of capital needs and forecasts possible funding sources for these capital expenditures over the next five fiscal years. This effort continues the increased commitment to invest and allocate resources to address the City's current and future capital needs to maintain and develop the City's complex infrastructure systems. Providing adequate public infrastructure involves a continuous review of the City's capital needs.

To progressively support neighborhoods with reliable infrastructure, the City prepared this report to address capital asset needs and to provide a more comprehensive view of capital assets, their purpose, the need to preserve an asset's lifecycle, and guide in preparing to renew, replace or add an asset. The continuation of creating or revising service level standards will shape future needs to meet the City's commitment to communities, user groups, visitors, local business, and other stakeholders.

Capital planning initiatives including CIP streamlining initiatives, updated prioritization policy, asset management, and organized outreach through City-recognized community organizations are important examples of the City proactively building a transparent and reasonable planning effort. Furthermore, the City's recently renewed efforts to assess the condition of its assets will provide thorough and cost-effective analyses of infrastructure conditions, assist in prioritizing projects, and help in developing funding plans for all infrastructure needs.

Appendix A: CIP Funding Source Projections

Airport Funds						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 946,516	\$ 1,263,175	\$ 1,760,175	\$ 1,747,367	\$ 121,728	\$ 5,838,961
Airports	946,516	1,263,175	1,760,175	1,747,367	121,728	5,838,961
Bus Stop Capital Improvement Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 106,000	\$ 190,000	\$ 190,000	\$ 190,000	\$ 190,000	\$ 866,000
Streets and Roads - Modifications	106,000	190,000	190,000	190,000	190,000	866,000
Development Impact Fees						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 24,265,803	\$ 25,398,377	\$ 25,332,180	\$ 23,260,352	\$ 26,743,288	\$ 125,000,000
Bike Facilities	5,000,000	9,000,000	-	-	2,000,000	16,000,000
Existing Facilities	1,614,904	-	-	-	-	1,614,904
Parks	8,070,899	6,398,377	8,332,180	7,260,352	6,925,000	36,986,808
Sidewalks	2,000,000	2,000,000	2,000,000	2,000,000	2,757,288	10,757,288
Storm Water	-	1,000,000	10,000,000	10,000,000	10,000,000	31,000,000
Streetlights	6,000,000	7,000,000	5,000,000	4,000,000	3,000,000	25,000,000
Streets and Roads - Modifications	1,580,000	-	-	-	-	1,580,000
Traffic Signals and ITS	-	-	-	-	2,061,000	2,061,000
Facilities Benefit Assessments						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 13,777,314	\$ 46,222,686	\$ 1,000,000	\$ 33,000,000	\$ 56,000,000	\$ 150,000,000
Bridges	-	2,520,904	-	-	-	2,520,904
Existing Facilities	-	-	-	-	1,500,000	1,500,000
New Fire Stations	6,954,000	21,822,205	1,000,000	25,000,000	42,140,957	96,917,162
New Libraries	-	-	-	-	4,000,000	4,000,000
New Lifeguard Stations	250,000	-	-	-	-	250,000
Parks	-	2,000,000	-	8,000,000	8,359,043	18,359,043
Sidewalks	796,000	3,656,891	-	-	-	4,452,891
Storm Water	-	7,000,000	-	-	-	7,000,000
Streets and Roads - Modifications	5,777,314	9,222,686	-	-	-	15,000,000
Financing						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 139,131,234	\$ 86,832,766	\$ 7,536,000	\$ 68,750,000	\$ 19,750,000	\$ 322,000,000
Bridges	100,000	-	-	-	-	100,000
Existing Facilities	18,601,234	9,563,670	3,000,000	3,000,000	3,000,000	37,164,904
New Fire Stations	250,000	-	-	-	-	250,000
New Libraries	470,000	-	-	-	-	470,000
Parks	3,890,000	14,400,000	4,236,000	-	-	22,526,000
Sidewalks	11,520,000	5,000,000	-	5,000,000	5,000,000	26,520,000
Storm Water	59,000,000	51,000,000	-	49,000,000	-	159,000,000
Streetlights	4,500,000	-	-	-	-	4,500,000
Streets and Roads - Modifications	300,000	300,000	300,000	300,000	300,000	1,500,000
Streets and Roads - Pavement	39,500,000	6,069,096	-	11,450,000	11,450,000	68,469,096
Traffic Signals and ITS	1,000,000	500,000	-	-	-	1,500,000
Fleet Services Internal Service Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 19,760,564	\$ -	\$ -	\$ -	\$ -	\$ 19,760,564
Fleet	19,760,564	-	-	-	-	19,760,564
Golf Course Enterprise Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 1,100,000	\$ 1,000,000	\$ 1,000,000	\$ 800,000	\$ 700,000	\$ 4,600,000
Golf	1,100,000	1,000,000	1,000,000	800,000	700,000	4,600,000
Grants						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 23,340,777	\$ 49,349,470	\$ 9,624,825	\$ 12,841,151	\$ 2,091,512	\$ 97,247,735
Airports	640,777	16,549,105	9,624,825	12,841,151	2,091,512	41,747,370
Bridges	-	32,800,365	-	-	-	32,800,365
Streets and Roads - Modifications	22,700,000	-	-	-	-	22,700,000

Mission Bay Improvements Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 2,614,521	\$ 2,274,996	\$ 6,744,199	\$ 9,893,619	\$ 10,740,478	\$ 32,267,813
Parks	2,614,521	2,274,996	6,744,199	9,893,619	10,740,478	32,267,813
Mission Trails Regional Park Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 235,720	\$ 242,792	\$ 250,076	\$ 257,578	\$ 265,305	\$ 1,251,471
Parks	235,720	242,792	250,076	257,578	265,305	1,251,471
Recycling Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Existing Facilities	300,000	-	-	-	-	300,000
Regional Park Improvements Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 3,500,000	\$ 3,500,000	\$ 3,631,492	\$ 5,327,333	\$ 5,783,335	\$ 21,742,160
Existing Facilities	1,683,973	-	2,631,492	5,327,333	5,783,335	15,426,133
Parks	1,816,027	3,500,000	1,000,000	-	-	6,316,027
Regional Transportation Congestion Improvement Program Funds						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 25,000,000
Traffic Signals and ITS	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
Wastewater Funds						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 355,052,577	\$ 337,146,182	\$ 275,881,461	\$ 186,495,809	\$ 133,217,521	\$ 1,287,793,550
Pure Water - Potable Reuse	157,429,601	188,964,996	109,221,466	43,401,323	10,122,186	509,139,572
Wastewater	197,622,976	148,181,186	166,659,995	143,094,486	123,095,335	778,653,978
Sunset Cliffs Natural Park Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000
Parks	80,000	80,000	80,000	80,000	80,000	400,000
TransNet Funds						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 21,533,260	\$ 23,817,388	\$ 24,734,920	\$ 25,720,366	\$ 26,740,462	\$ 122,546,396
Bike Facilities	6,000,000	9,000,000	-	-	-	15,000,000
Bridges	600,000	200,000	200,000	200,000	200,000	1,400,000
Sidewalks	4,500,000	1,000,000	1,000,000	1,000,000	1,000,000	8,500,000
Storm Water	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Streetlights	1,200,000	200,000	200,000	200,000	200,000	2,000,000
Streets and Roads - Modifications	2,200,000	1,500,000	1,500,000	1,500,000	1,500,000	8,200,000
Streets and Roads - Pavement	1,913,260	9,067,388	18,984,920	19,970,366	20,990,462	70,926,396
Traffic Signals and ITS	4,120,000	1,850,000	1,850,000	1,850,000	1,850,000	11,520,000
Trench Cut/Excavation Fee Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000
Streets and Roads - Pavement	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Undergrounding Utilities Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 50,000,000
Streets and Roads - Modifications	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
Water Fund						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Projected	\$ 496,398,449	\$ 430,264,114	\$ 350,382,668	\$ 215,579,646	\$ 151,127,615	\$ 1,643,752,492
Pure Water - Potable Reuse	193,125,113	225,651,535	174,234,376	96,107,315	23,946,711	713,065,050
Water	303,273,336	204,612,580	176,148,292	119,472,331	127,180,904	930,687,443

Appendix B-1: Summary of Priority Capital Needs, Funding and Fiscal Gap

Airports	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 1,287,293	\$ 17,812,280	\$ 10,785,000	\$ 10,688,520	\$ 2,213,240	\$ 42,786,333
Funding Source						
Airport Funds	646,516	1,263,175	1,160,175	-	121,728	3,191,594
Grants	640,777	16,549,105	9,624,825	10,688,520	2,091,512	39,594,739
Funding Source Total	\$ 1,287,293	\$ 17,812,280	\$ 10,785,000	\$ 10,688,520	\$ 2,213,240	\$ 42,786,333
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bike Facilities	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bridges	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 1,885,000	\$ 2,193,000	\$ 14,535,000	\$ 6,171,000	\$ 2,000,000	\$ 26,784,000
Funding Source						
Financing	100,000	-	-	-	-	100,000
TransNet Funds	600,000	200,000	200,000	200,000	200,000	1,400,000
Funding Source Total	\$ 700,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,500,000
Priority Gap	\$ 1,185,000	\$ 1,993,000	\$ 14,335,000	\$ 5,971,000	\$ 1,800,000	\$ 25,284,000
Existing General Fund Building Facilities	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 59,115,661	\$ 62,155,260	\$ 70,651,672	\$ 73,660,352	\$ 51,518,508	\$ 317,101,453
Funding Source						
Development Impact Fees	1,614,904	-	-	-	-	1,614,904
Financing	15,901,234	6,563,670	3,000,000	3,000,000	3,000,000	31,464,904
Regional Park Improvements Fund	1,683,973	-	2,231,492	3,500,000	3,500,000	10,915,465
Funding Source Total	\$ 19,200,111	\$ 6,563,670	\$ 5,231,492	\$ 6,500,000	\$ 6,500,000	\$ 43,995,273
Priority Gap	\$ 39,915,550	\$ 55,591,590	\$ 65,420,180	\$ 67,160,352	\$ 45,018,508	\$ 273,106,180
New Fire Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 6,704,000	\$ 19,822,205	\$ -	\$ 25,000,000	\$ 16,000,000	\$ 67,526,205
Funding Source						
Facilities Benefit Assessments	6,704,000	19,822,205	-	25,000,000	16,000,000	67,526,205
Funding Source Total	\$ 6,704,000	\$ 19,822,205	\$ -	\$ 25,000,000	\$ 16,000,000	\$ 67,526,205
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 22,082,564	\$ -	\$ -	\$ -	\$ -	\$ 22,082,564
Funding Source						
Fleet Services Internal Service Fund	19,760,564	-	-	-	-	19,760,564
Funding Source Total	\$ 19,760,564	\$ -	\$ -	\$ -	\$ -	\$ 19,760,564
Priority Gap	\$ 2,322,000	\$ -	\$ -	\$ -	\$ -	\$ 2,322,000
Landfills	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Libraries	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ -	\$ -	\$ -	\$ -	\$ 7,918,512	\$ 7,918,512
Funding Source						
Facilities Benefit Assessments	-	-	-	-	4,000,000	4,000,000
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ 3,918,512	\$ 3,918,512
New Lifeguard Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ 250,000	\$ -	\$ 6,492,777	\$ -	\$ -	\$ 6,742,777
Funding Source						
Facilities Benefit Assessments	250,000	-	-	-	-	250,000
Funding Source Total	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Priority Gap	\$ -	\$ -	\$ 6,492,777	\$ -	\$ -	\$ 6,492,777
New Police Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Parks	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 14,044,203	\$ 40,442,719	\$ 25,216,000	\$ 5,180,000	\$ 7,005,000	\$ 91,887,922
Funding Source						
Development Impact Fees	5,275,349	2,078,787	4,900,000	5,100,000	6,925,000	24,279,136
Facilities Benefit Assessments	-	2,000,000	-	-	-	2,000,000
Financing	3,850,000	14,400,000	4,236,000	-	-	22,486,000
Regional Park Improvements Fund	1,816,027	3,500,000	1,000,000	-	-	6,316,027
Sunset Cliffs Natural Park Fund	80,000	80,000	80,000	80,000	80,000	400,000
Funding Source Total	\$ 11,021,376	\$ 22,058,787	\$ 10,216,000	\$ 5,180,000	\$ 7,005,000	\$ 55,481,163
Priority Gap	\$ 3,022,827	\$ 18,383,932	\$ 15,000,000	\$ -	\$ -	\$ 36,406,759
Parks - Golf Courses	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 600,000	\$ 1,000,000	\$ 910,000	\$ -	\$ -	\$ 2,510,000
Funding Source						
Golf Course Enterprise Fund	600,000	1,000,000	910,000	-	-	2,510,000
Funding Source Total	\$ 600,000	\$ 1,000,000	\$ 910,000	\$ -	\$ -	\$ 2,510,000
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Mission Bay Improvements	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pure Water - Potable Reuse	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ 350,554,714	\$ 414,616,530	\$ 283,455,842	\$ 139,508,637	\$ 34,068,898	\$ 1,222,204,622
Funding Source						
Wastewater Funds	157,429,601	188,964,996	109,221,466	43,401,323	10,122,186	509,139,572
Water Fund	193,125,113	225,651,535	174,234,376	96,107,315	23,946,711	713,065,050
Funding Source Total	\$ 350,554,714	\$ 414,616,530	\$ 283,455,842	\$ 139,508,637	\$ 34,068,898	\$ 1,222,204,622
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalks	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 11,000,000	\$ 12,600,000	\$ 12,978,000	\$ 13,387,000	\$ 13,788,000	\$ 63,753,000
Funding Source						
Financing	9,000,000	5,000,000	-	5,000,000	5,000,000	24,000,000
Funding Source Total	\$ 9,000,000	\$ 5,000,000	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 24,000,000
Priority Gap	\$ 2,000,000	\$ 7,600,000	\$ 12,978,000	\$ 8,387,000	\$ 8,788,000	\$ 39,753,000
Storm Water	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 186,503,754	\$ 294,481,423	\$ 453,366,918	\$ 291,129,352	\$ 252,412,186	\$ 1,477,893,633
Funding Source						
Development Impact Fees	-	1,000,000	10,000,000	10,000,000	10,000,000	31,000,000
Facilities Benefit Assessments	-	7,000,000	-	-	-	7,000,000
Financing	59,000,000	51,000,000	-	49,000,000	-	159,000,000
TransNet Funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Funding Source Total	\$ 60,000,000	\$ 60,000,000	\$ 11,000,000	\$ 60,000,000	\$ 11,000,000	\$ 202,000,000
Priority Gap	\$ 126,503,754	\$ 234,481,423	\$ 442,366,918	\$ 231,129,352	\$ 241,412,186	\$ 1,275,893,633
Streetslights	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 55,250,000	\$ 50,115,000	\$ 51,407,000	\$ 52,734,000	\$ 54,096,000	\$ 263,602,000
Funding Source						
Development Impact Fees	6,000,000	7,000,000	5,000,000	4,000,000	3,000,000	25,000,000
Financing	4,500,000	-	-	-	-	4,500,000
TransNet Funds	1,200,000	200,000	200,000	200,000	200,000	2,000,000
Funding Source Total	\$ 11,700,000	\$ 7,200,000	\$ 5,200,000	\$ 4,200,000	\$ 3,200,000	\$ 31,500,000
Priority Gap	\$ 43,550,000	\$ 42,915,000	\$ 46,207,000	\$ 48,534,000	\$ 50,896,000	\$ 232,102,000
Streets and Roads - Modifications	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 35,087,314	\$ 17,759,900	\$ 5,300,000	\$ 5,400,000	\$ 5,500,000	\$ 69,047,214
Funding Source						
Development Impact Fees	1,580,000	-	-	-	-	1,580,000
Facilities Benefit Assessments	5,777,314	9,222,686	-	-	-	15,000,000
Financing	300,000	300,000	300,000	300,000	300,000	1,500,000
Grants	22,700,000	-	-	-	-	22,700,000
TransNet Funds	2,200,000	1,500,000	1,500,000	1,500,000	1,500,000	8,200,000
Funding Source Total	\$ 32,557,314	\$ 11,022,686	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 48,980,000
Priority Gap	\$ 2,530,000	\$ 6,737,214	\$ 3,500,000	\$ 3,600,000	\$ 3,700,000	\$ 20,067,214

Streets and Roads - Pavement	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 429,900,000
Funding Source						-
Financing	39,500,000	6,069,096	-	11,450,000	11,450,000	68,469,096
TransNet Funds	1,913,260	9,067,388	18,984,920	19,970,366	20,990,462	70,926,396
Trench Cut/Excavation Fee Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Funding Source Total	\$ 43,413,260	\$ 17,136,484	\$ 20,984,920	\$ 33,420,366	\$ 34,440,462	\$ 149,395,492
Priority Gap	\$ 42,566,740	\$ 68,843,516	\$ 64,995,080	\$ 52,559,634	\$ 51,539,538	\$ 280,504,508
Traffic Signals and ITS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 29,390,000	\$ 30,272,000	\$ 31,180,000	\$ 32,114,000	\$ 33,078,000	\$ 156,034,000
Funding Source						-
Development Impact Fees	-	-	-	-	2,061,000	2,061,000
Financing	1,000,000	500,000	-	-	-	1,500,000
Regional Transportation Congestion Improvement Program Funds	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
TransNet Funds	4,120,000	1,850,000	1,850,000	1,850,000	1,850,000	11,520,000
Funding Source Total	\$ 10,120,000	\$ 7,350,000	\$ 6,850,000	\$ 6,850,000	\$ 8,911,000	\$ 40,081,000
Priority Gap	\$ 19,270,000	\$ 22,922,000	\$ 24,330,000	\$ 25,264,000	\$ 24,167,000	\$ 115,953,000
New Transportation & Storm Water Facilities	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ 161,145,075	\$ 135,641,867	\$ 133,618,413	\$ 103,810,915	\$ 110,095,213	\$ 644,311,484
Funding Source						-
Wastewater Funds	161,145,075	135,641,867	133,618,413	103,810,915	110,095,213	644,311,484
Funding Source Total	\$ 161,145,075	\$ 135,641,867	\$ 133,618,413	\$ 103,810,915	\$ 110,095,213	\$ 644,311,484
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Priority Need	\$ 238,520,248	\$ 193,497,702	\$ 154,286,598	\$ 93,247,449	\$ 111,139,371	\$ 790,691,368
Funding Source						-
Water Fund	238,520,248	193,497,702	154,286,598	93,247,449	111,139,371	790,691,368
Funding Source Total	\$ 238,520,248	\$ 193,497,702	\$ 154,286,598	\$ 93,247,449	\$ 111,139,371	\$ 790,691,368
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Appendix B-2: Summary of Discretionary Capital Needs, Funding and Fiscal Gap

Airports	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 300,000	\$ -	\$ 600,000	\$ 3,899,998	\$ -	\$ 4,799,998
Funding Source						
Airport Funds	300,000	-	600,000	1,747,367	-	2,647,367
Grants	-	-	-	2,152,631	-	2,152,631
Funding Source Total	\$ 300,000	\$ -	\$ 600,000	\$ 3,899,998	\$ -	\$ 4,799,998
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bike Facilities	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 32,050,000	\$ 44,622,000	\$ 20,210,000	\$ 20,816,000	\$ 21,441,000	\$ 139,139,000
Funding Source						
Development Impact Fees	5,000,000	9,000,000	-	-	2,000,000	16,000,000
TransNet Funds	6,000,000	9,000,000	-	-	-	15,000,000
Funding Source Total	\$ 11,000,000	\$ 18,000,000	\$ -	\$ -	\$ 2,000,000	\$ 31,000,000
Discretionary Gap	\$ 21,050,000	\$ 26,622,000	\$ 20,210,000	\$ 20,816,000	\$ 19,441,000	\$ 108,139,000
Bridges	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ 35,321,269	\$ 28,849,000	\$ -	\$ -	\$ 64,170,269
Funding Source						
Facilities Benefit Assessments	-	2,520,904	-	-	-	2,520,904
Grants	-	32,800,365	-	-	-	32,800,365
Funding Source Total	\$ -	\$ 35,321,269	\$ -	\$ -	\$ -	\$ 35,321,269
Discretionary Gap	\$ -	\$ -	\$ 28,849,000	\$ -	\$ -	\$ 28,849,000
Existing General Fund Building Facilities	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 35,235,000	\$ 59,531,000	\$ 65,585,000	\$ 57,027,333	\$ 60,283,335	\$ 277,661,668
Funding Source						
Facilities Benefit Assessments	-	-	-	-	1,500,000	1,500,000
Financing	2,700,000	3,000,000	-	-	-	5,700,000
Recycling Fund	300,000	-	-	-	-	300,000
Regional Park Improvements Fund	-	-	400,000	1,827,333	2,283,335	4,510,668
Funding Source Total	\$ 3,000,000	\$ 3,000,000	\$ 400,000	\$ 1,827,333	\$ 3,783,335	\$ 12,010,668
Discretionary Gap	\$ 32,235,000	\$ 56,531,000	\$ 65,185,000	\$ 55,200,000	\$ 56,500,000	\$ 265,651,000
New Fire Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 500,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ 26,140,957	\$ 29,640,957
Funding Source						
Facilities Benefit Assessments	250,000	2,000,000	1,000,000	-	26,140,957	29,390,957
Financing	250,000	-	-	-	-	250,000
Funding Source Total	\$ 500,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ 26,140,957	\$ 29,640,957
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landfills	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Libraries	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 470,000	\$ -	\$ -	\$ -	\$ 23,580,867	\$ 24,050,867
Funding Source						
Financing	470,000	-	-	-	-	470,000
Funding Source Total	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ 470,000
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ 23,580,867	\$ 23,580,867
New Lifeguard Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000

Parks	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 35,072,195	\$ 36,017,788	\$ 40,494,275	\$ 74,806,578	\$ 38,049,403	\$ 224,440,239
Funding Source						
Development Impact Fees	2,795,550	4,319,590	3,432,180	2,160,352	-	12,707,672
Facilities Benefit Assessments	-	-	-	8,000,000	8,359,043	16,359,043
Financing	40,000	-	-	-	-	40,000
Mission Trails Regional Park Fund	235,720	242,792	250,076	257,578	265,305	1,251,471
Funding Source Total	\$ 3,071,270	\$ 4,562,382	\$ 3,682,256	\$ 10,417,930	\$ 8,624,348	\$ 30,358,186
Discretionary Gap	\$ 32,000,925	\$ 31,455,406	\$ 36,812,019	\$ 64,388,648	\$ 29,425,055	\$ 194,082,053
Parks - Golf Courses	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 500,000	\$ -	\$ 90,000	\$ 800,000	\$ 700,000	\$ 2,090,000
Funding Source						
Golf Course Enterprise Fund	500,000	-	90,000	800,000	700,000	2,090,000
Funding Source Total	\$ 500,000	\$ -	\$ 90,000	\$ 800,000	\$ 700,000	\$ 2,090,000
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Mission Bay Improvements	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 2,614,521	\$ 2,274,996	\$ 6,744,199	\$ 9,893,619	\$ 10,740,478	\$ 32,267,813
Funding Source						
Mission Bay Improvements Fund	2,614,521	2,274,996	6,744,199	9,893,619	10,740,478	32,267,813
Funding Source Total	\$ 2,614,521	\$ 2,274,996	\$ 6,744,199	\$ 9,893,619	\$ 10,740,478	\$ 32,267,813
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Police Stations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pure Water - Potable Reuse	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalks	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Need	\$ 11,400,000	\$ 11,742,000	\$ 22,820,000	\$ 23,500,000	\$ 24,205,000	\$ 93,667,000
Funding Source						
Development Impact Fees	2,000,000	2,000,000	2,000,000	2,000,000	2,757,288	10,757,288
Facilities Benefit Assessments	796,000	3,656,891	-	-	-	4,452,891
Financing	2,520,000	-	-	-	-	2,520,000
TransNet Funds	4,500,000	1,000,000	1,000,000	1,000,000	1,000,000	8,500,000
Funding Source Total	\$ 9,816,000	\$ 6,656,891	\$ 3,000,000	\$ 3,000,000	\$ 3,757,288	\$ 26,230,179
Discretionary Gap	\$ 1,584,000	\$ 5,085,109	\$ 19,820,000	\$ 20,500,000	\$ 20,447,712	\$ 67,436,821
Storm Water	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Streetlights	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Streets and Roads - Modifications	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 29,534,996	\$ 13,226,500	\$ 10,190,000	\$ 10,190,000	\$ 10,190,000	\$ 73,331,496
Funding Source						
Bus Stop Capital Improvement Fund	106,000	190,000	190,000	190,000	190,000	866,000
Undergrounding Utilities Fund	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
Funding Source Total	\$ 10,106,000	\$ 10,190,000	\$ 10,190,000	\$ 10,190,000	\$ 10,190,000	\$ 50,866,000
Discretionary Gap	\$ 19,428,996	\$ 3,036,500	\$ -	\$ -	\$ -	\$ 22,465,496
Streets and Roads - Pavement	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Traffic Signals and ITS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Transportation & Storm Water Facilities	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 10,000,000	\$ 20,000,000	\$ -	\$ -	\$ -	\$ 30,000,000
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ 10,000,000	\$ 20,000,000	\$ -	\$ -	\$ -	\$ 30,000,000
Wastewater	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 36,477,901	\$ 12,539,319	\$ 33,041,581	\$ 39,283,571	\$ 13,000,122	\$ 134,342,494
Funding Source						-
Wastewater Funds	36,477,901	12,539,319	33,041,581	39,283,571	13,000,122	134,342,494
Funding Source Total	\$ 36,477,901	\$ 12,539,319	\$ 33,041,581	\$ 39,283,571	\$ 13,000,122	\$ 134,342,494
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Discretionary Need	\$ 64,753,089	\$ 11,114,877	\$ 21,861,694	\$ 26,224,883	\$ 16,041,533	\$ 139,996,075
Funding Source						-
Water Fund	64,753,089	11,114,877	21,861,694	26,224,883	16,041,533	139,996,075
Funding Source Total	\$ 64,753,089	\$ 11,114,877	\$ 21,861,694	\$ 26,224,883	\$ 16,041,533	\$ 139,996,075
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Appendix C: Completed E&CP CIP Streamlining and Process Improvements Initiative

Measure	Description
Construction contract closeout streamlining Procedures	The closeout process for CIP projects consists of a punch list completion, acceptance, and of filing of Notice of Completion. The new punch list process reduces the time it takes to complete the close out process by 4 months.
Electronic Contract Change Order (CCO) Processing	E&CP is routing change orders electronically instead of the hard-copy process previously employed. Electronic routing provides for more accountability and control in the approval process. It also leverages the City's investment in the OnBase document management system. CCO processing via the OnBase electronic approval system was fully implemented in May 2018.
P Projects	P Projects are a new cost and accounting structure in OneSD for projects in the preliminary engineering phase. The implementation benefits include: <ul style="list-style-type: none"> - Improved cash management tracking of projects by phase - Increased transparency of the budget document by distinguishing between projects that are in preliminary engineering and projects that are in design or construction - Improved consistency and standardization of CIP project accounting The FY 2018 CIP Budget document separately lists P projects.
Property Acquisition	An ordinance amending the Municipal Code to allow the Chief Operating Officer to acquire property without additional City Council approval under certain circumstances been approved by the City Council.
Portfolio Approach for Consultant Authorizations	The process has been streamlined through an agreed understanding with the impacted labor groups for contracting specialty types of work to accelerate CIP project designs to avoid having outside consultant contracts approved individually, which causes delays.
Analysis of Project Durations - Advertising Phase to Award Phase	This project evaluated the actual project Advertising to Award phase durations by asset type. The intent was to determine actual durations of the process and to ensure delays are minimized.
Engineering & Capital Projects Department SOP/SME Update List	E&CP established a roster of Subject Matter Experts (SME) for all topics of interest to the Department staff. The roster will serve as a resource for procedures and methods consistency in project delivery. Information will be accessible via the Cityhub intranet site.
Primavera Scheduling Interface	This initiative is a review of Primavera, a scheduling tool available to Project Managers. The Primavera user interface was reviewed with the goal of improving its effectiveness, flexibility, and ease of use for monitoring project schedules.
Workload Capacity Management	Engineering & Capital Projects evaluated the classified positions required to meet its project delivery and budget goals. The process included data collection and a comparison to state benchmarking data. The data was utilized to determine the appropriate staffing levels required to meet the projected workload.
Developer Contribution Appropriation Authority	The Fiscal Year 2017 Appropriation Ordinance added authority to appropriate Developer Contributions Fund in accordance with Council policy. This will allow projects to proceed without specific appropriation authority.

Measure	Description
Contractor Pre-Qualification	E&CP is improving the contractor prequalification program, contractor performance evaluations, and the procedures for debarment of non-performing contractors. This will enhance the level of confidence that CIP projects will be completed in a timely and professional manner.
No / Minimal Plans Construction Delivery Method	This initiative will provide guidelines and criteria for the No/Minimal Plans delivery method for certain water and sewer replacement projects. No/Minimal Plans accelerates project completion if it is appropriate to the scope and type of project. The delivery method is expected to reduce project completion times.
Increased size of Average Construction Contract	The City has developed a process to combine similar smaller projects into larger contracts to maximize capacity and minimize costs. The draft process has been presented to CIPRAC and has been implemented as part of the updated E&CP administrative regulations.
Online Vendor Registration and Bidding System	Implementation of the PlanetBids eBidding solution provides electronic vendor registration, construction contract requirements, and integration with the City's certification and compliance system for Small Local Business Enterprise / Emerging Local Business Enterprise (SLBE/ELBE).
Streamlined Environmental Review	Delegated limited CEQA determinations authority has been granted to E&CP; and staff within DSD has been dedicated to accelerate the environmental review process.
Increased Use of Job Order Contracts (JOC)	E&CP has expanded the use of JOCs to increase the flexibility of available CIP delivery methods and provide for improved reliability as well as increased capacity.
Expanded use of City Construction Crews for Small Projects	City Force crews are being used to perform work on projects that do not require engineering plans. The new staff have helped improve responsiveness to smaller CIP needs.
Better Coordinate Paving Roads with Current Projects	This approach combines street resurfacing projects with current underground infrastructure projects to accelerate the implementation of permanent paving and reduce community impacts.
Expanded Use of Multiple Award Construction Contracts (MACC)	Increased MACC task limit amounts to \$30 million and conversion to a permanent program, allowing for construction to begin sooner than traditional delivery methods.
Electronic Review Process for Mayor's Actions	On-line system modeled after the existing e1472 SIRE system, which has accelerated the action approvals and the overall delivery of the CIP projects.
General Development Plan (GDP) Process Reform	The revised Council Policy significantly reduces the planning phase cost and time associated with community review, input, & approval of proposed scopes of new parks and of expansions of existing park facilities by simplifying the GDP process.
Implement Batch/Options Contracting	This approach batches several different projects of similar scope together under one construction contract. Work would be initiated at each location as funding becomes available. The prices for all projects listed in the options contract would be fixed for a set period. The City can opt out of the remainder of work if funding is determined insufficient to complete all of the listed projects in the contract.

Measure	Description
Community-Based Competitive Design	Design-build teams develop competing design concepts and a selection is made based on community input, within a fixed budget limit. Community input is focused on at the earlier conceptual stage of a project, rather than during a later design development stage, to prevent potential cost overruns and schedule delays. Both the conceptual design and design team would be selected based on community input, technical qualifications, Public Contracting Law Compliance, and Equal Opportunity Contracting Program Compliance.
Semi-Annual CIP Budget Review	In prior years, asset-managing departments identified capital projects with excess budget at project closures, and then individually prepared and routed a Council Action to request approval of project budget amendments. Department of Finance (DoF) (previously known as Financial Management (FM) Department) worked with other departments on streamlining measures. Wherever possible, DoF will compile all needed CIP council actions and prepare two semi-annual reports to secure budget approval, saving time and resources citywide.
Internal CIP Monitoring Process	DoF presented the first update of the Semi-Annual CIP Monitoring Report to the Infrastructure Committee on December 9, 2015. DoF also introduced a consolidated request for Council action on behalf of City departments with CIP programs detailing \$74.7 million in project savings and reallocations.
New Appropriation Ordinance Language – Reallocation of Funding from Technically Completed Projects	The Fiscal Year 2016 Annual Appropriation Ordinance (AO), section 2.C.3, included the authority to transfer unexpended balances not needed in technically completed (TECO) projects and transfer those released funds to eligible projects on the underfunded projects list (waterfall list) approved by City Council as a part of the Fiscal Year 2016 Adopted Budget if eligible, or to fund balance.
Encumbrance Process Improvements	Department of Finance have developed an improved encumbrance process which allows for certification of funds in current and future years for large contracts funded by stable and predictable revenues sources, such as TransNet. This new process will reduce the dollar amount required to be encumbered in the current fiscal year, which will allow for re-allocation of funds to other priority projects that are ready to move forward. With these process improvements in place, the encumbrance will better match the current year contract cash flows and should ensure a timelier spend of available cash without unnecessarily cash encumber in projects that do not need funding until later fiscal years. This process will be expanded to other large construction contracts using stable and predictable revenues sources in the future. PUD is identifying a project for this process and is exploring with the finance departments the possibility of using the revised encumbrance process to replace the phase funded contract process.
Design Standardization	E&CP has completed a proposed set of standard design concepts for fire stations, comfort stations, and shade structures. Design standardization will reduce the time required to scope new facilities and allow for more rapid project completion. Fire Station, Comfort Station and Shade Structure Standardization has been completed and was presented to infrastructure committee in October 2017.

Appendix D-1: Break Down of the Funding Gap between Enterprise and Non-Enterprise Assets (Priority)

General Fund Asset Non-Enterprise Gap						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Asset Type						
Bike Facilities	-	-	-	-	-	-
Bridges	1,185,000	1,993,000	14,335,000	5,971,000	1,800,000	25,284,000
Existing Facilities	39,915,550	55,591,590	65,420,180	67,160,352	45,018,508	273,106,180
New Transportation & Storm Water Facilities	-	-	-	-	-	-
New Fire Stations	-	-	-	-	-	-
New Libraries	-	-	-	-	3,918,512	3,918,512
New Lifeguard Stations	-	-	6,492,777	-	-	6,492,777
Parks	3,022,827	18,383,932	15,000,000	-	-	36,406,759
New Police Stations	-	-	-	-	-	-
Sidewalks	2,000,000	7,600,000	12,978,000	8,387,000	8,788,000	39,753,000
Storm Water	126,503,754	234,481,423	442,366,918	231,129,352	241,412,186	1,275,893,633
Streetlights	43,550,000	42,915,000	46,207,000	48,534,000	50,896,000	232,102,000
Streets and Roads - Modifications	2,530,000	6,737,214	3,500,000	3,600,000	3,700,000	20,067,214
Streets and Roads - Pavement	42,566,740	68,843,516	64,995,080	52,559,634	51,539,538	280,504,508
Traffic Signals and ITS	19,270,000	22,922,000	24,330,000	25,264,000	24,167,000	115,953,000
Total Priority Gap	\$ 280,543,871	\$ 459,467,675	\$ 695,624,955	\$ 442,605,338	\$ 431,239,744	\$ 2,309,481,583
Non-General Fund Asset Enterprise Gap						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Asset Type						
Airports	-	-	-	-	-	-
Fleet	2,322,000	-	-	-	-	2,322,000
Golf	-	-	-	-	-	-
Landfills	-	-	-	-	-	-
Pure Water - Potable Reuse*	-	-	-	-	-	-
Wastewater*	-	-	-	-	-	-
Water*	-	-	-	-	-	-
Total Priority Gap	\$ 2,322,000	\$ -	\$ -	\$ -	\$ -	\$ 2,322,000

* Please note that the GAP in Fleet Asset in FY22 is regarding the Electric Vehicle Charging Station project, that is a Sustainability Department Project. There is an effort in progress to categorize these projects under the new Sustainability department in future reports.

Appendix D-2: Break Down of the Funding Gap between Enterprise and Non-Enterprise Assets (Discretionary)

General Fund Asset Non-Enterprise Gap						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Asset Type						
Bike Facilities	21,050,000	26,622,000	20,210,000	20,816,000	19,441,000	108,139,000
Bridges	-	-	28,849,000	-	-	28,849,000
Existing Facilities	32,235,000	56,531,000	65,185,000	55,200,000	56,500,000	265,651,000
New Transportation & Storm Water Facilities	10,000,000	20,000,000	-	-	-	30,000,000
New Fire Stations	-	-	-	-	-	-
New Libraries	-	-	-	-	23,580,867	23,580,867
New Lifeguard Stations	-	250,000	-	-	-	250,000
Parks	29,386,404	29,180,410	30,067,820	54,495,029	18,684,577	161,814,240
New Police Stations	-	-	-	-	-	-
Sidewalks	1,584,000	5,085,109	19,820,000	20,500,000	20,447,712	67,436,821
Storm Water	-	-	-	-	-	-
Streetlights	-	-	-	-	-	-
Streets and Roads - Modifications	19,428,996	3,036,500	-	-	-	22,465,496
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	-	-	-	-	-	-
Total Discretionary Gap	\$ 113,684,400	\$ 140,705,019	\$ 164,131,820	\$ 151,011,029	\$ 138,654,156	\$ 708,186,424
Non-General Fund Asset Enterprise Gap						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Asset Type						
Airports	-	-	-	-	-	-
Fleet	-	-	-	-	-	-
Golf	-	-	-	-	-	-
Landfills	-	-	-	-	-	-
Pure Water - Potable Reuse*	-	-	-	-	-	-
Wastewater*	-	-	-	-	-	-
Water*	-	-	-	-	-	-
Total Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Appendix E: Percentage of Past Projects Grant Funded and Potential Grant Funding for Future Assets

Since Fiscal Year 2010, the City of San Diego has spent approximately \$314.5 million, or 5 percent in Federal and State grants to help support funding of the Capital Improvements Program (CIP) with Airports and Transportation projects receiving most of the grant funding as summarized below.

Airports projects are primarily funded by enterprise revenues derived from non-aviation lessees and Federal Aviation Administration (FAA) and Caltrans matching grants. Transportation projects are primarily funded by TransNet and gas taxes. Since 2010, there were approximately \$1.8 billion in expenditures to Transportation projects of which 11.0 percent of these expenditures were grant funded.

Federal and State Grant CIP Funding by Asset Type since Fiscal Year 2010

Asset Type	Project-to-Date Expenditure	Grant Funded Expenditures (cumulative)	% of Grant
Airports	\$34,609,117	\$23,773,180	69%
Bicycle Facilities	\$35,590,893	\$9,044,769	25%
Bridges	\$305,691,750	\$102,199,451	33%
Facilities¹	\$209,609,512	\$11,751,007	6%
Fire Stations	\$94,957,894	\$292,841	0%
Golf	\$42,376,755	\$0	0%
IT	\$61,315,866	\$174,541	0%
Landfills	\$90,067,604	\$2,526,766	3%
Libraries	\$287,446,885	\$21,055,589	7%
Lifeguard Stations	\$26,869,022	\$0	0%
Parks	\$420,909,883	\$49,317,921	12%
Police Stations	\$35,688,708	\$1,140,156	3%
Pure Water - Potable Reuse	\$0	\$0	0%
Reclaimed Water	\$30,261,925	\$0	0%
Sidewalks	\$87,441,771	\$5,412,209	6%
Stadium	\$4,167,805	\$0	0%
Stormwater	\$172,051,013	\$11,681,850	7%
Streets and Roads - Modifications	\$130,117,250	\$15,893,351	12%
Streets and Roads - Pavement	\$1,021,207,591	\$54,407,429	5%
Traffic Signals and ITS	\$41,374,220	\$5,029,445	12%
Wastewater²	\$1,253,946,416	\$0	0%
Water³	\$1,584,914,320	\$802,241	0%
Total	\$5,970,616,200	\$314,502,746	5%

¹ Facilities include general funded buildings.

² Wastewater assets include Wastewater buildings.

³ Water assets include Water buildings.

Currently, approximately \$124.7 million, or 5 percent in Federal and State grant funding has been spent in active CIP projects as shown in the table below. As previously mentioned, the majority of grant funding was spent from Airports, Parks and Transportation projects.

Current Projects with Federal and State Grant Funding by Asset Type

Asset Type	Project-to-Date Expenditure	Grant Funded Expenditures (cumulative)	% of Grant
Airports	\$7,458,211	\$5,683,692	76%
Bicycle Facilities	\$9,352,117	\$2,801,102	30%
Bridges	\$254,892,101	\$70,145,773	28%
Facilities¹	\$100,328,133	\$5,394,030	5%
Fire Stations	\$54,234,111	\$0	0%
Golf	\$19,158,643	\$0	0%
IT	\$10,512,054	\$174,541	2%
Landfills	\$38,974,937	\$2,526,766	6%
Libraries	\$41,765,266	\$0	0%
Lifeguard Stations	\$12,724,299	\$0	0%
Parks	\$188,368,191	\$27,063,718	14%
Police Stations	\$2,248,017	\$0	0%
Pure Water - Potable Reuse	\$0	\$0	0%
Reclaimed Water	\$4,196,676	\$0	0%
Sidewalks	\$25,579,034	\$569,101	2%
Stadium	\$0	\$0	0%
Stormwater	\$99,728,805	\$2,637,869	3%
Streets and Roads - Modifications	\$47,812,535	\$1,956,249	4%
Streets and Roads - Pavement	\$262,458,660	\$4,982,584	2%
Traffic Signals and ITS	\$19,753,311	\$792,519	4%
Wastewater²	\$448,993,268	\$0	0%
Water³	\$694,655,129	\$0	0%
Total	\$2,343,193,498	\$124,727,944	5%

¹ Facilities include general funded buildings.

² Wastewater assets include Wastewater buildings.

³ Water assets include Water buildings.

City departments are actively searching and applying for grants as they become available. Over the next five years and based on the historic data provided above, the City anticipates receiving approximately \$67,044,400 in potential grant funding. Also, below is a list of grants that Transportation and Stormwater Department will be pursuing in the next 5 years:

- Active Transportation Program (ATP): \$15M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications, Sidewalks)
- Affordable Housing and Sustainable Communities Program (AHSC): \$2M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications, Sidewalks)
- Better Utilizing Investments to Leverage Development (BUILD): \$35M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications, Sidewalks)
- Bridge Rehabilitation and Preventive Maintenance Programs: \$5M (Eligible Asset Types: Bridges)
- Highway Safety Improvement Program (HSIP): \$6M (Eligible Asset Types: Streets and Roads-Modifications, Traffic Signals and ITS)
- Infrastructure for Rebuilding America: \$27.5M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications, Sidewalks)

- SANDAG Active Transportation Grant Program (ATGP) and Smart Growth Incentive Program (SGIP): \$15M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications, Sidewalks)
- Trade Corridor Enhancement Program (TCEP): \$35.7M (Eligible Asset Types: Streets and Roads-Modifications)

This list is not all inclusive but represents the majority of the transportation grants program. TSW is actively searching and applying for grants as they become available. Additionally, the following grants will be pursued for the Stormwater Program:


- DWR Coastal Watershed Flood Risk Reduction Program: \$3.1M
- CNRA Urban Flood Protection Grant Program: \$4.6M
- State Water Resources Control Board Storm Water Grant Program: \$4.4M
- U.S Economic Development Administration Grants: \$6.0M
- FEMA BRIC Hazard Mitigation Grants: \$5.9M


It is important to note, however, these potential grant opportunities do not yet have signed grant agreements. This is simply a projection of potential grant opportunities that the City would apply for.

Appendix F: Community Flood Assessment

COMMUNITY FLOOD ASSESSMENT

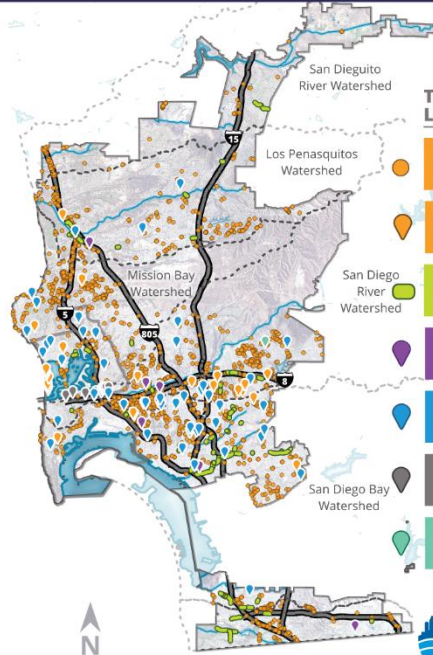
WHAT IS AT RISK IN FISCAL YEAR 2021?





STORMWATER INFRASTRUCTURE

The Stormwater Division works year-round to safeguard San Diego's waters and protect San Diego from flooding by managing a vast, largely hidden stormwater infrastructure system. The infrastructure is interconnected and must be managed with a watershed-wide approach; the degradation or failure of one component can impact the entire stormwater system. Across the City, the Stormwater Division operates and maintains over 1,100 miles of storm drain pipe, 70 miles of channels, 80 miles of drainage ditches, 2,700 miles of streets swept, 46,000 stormwater structures like inlets and outfalls, 7 miles of levees, and 15 pump stations.

Total value of the stormwater system = **\$5.8B**





PRE-STORM COMMUNITY FLOOD ASSESSMENT

Each year the Stormwater Division performs a comprehensive infrastructure flood assessment prior to the rainy season to identify and evaluate locations of concern for failure or flooding so that an appropriate response strategy can be developed. These vulnerabilities are due to a number of causes, including a growing customer base, aging infrastructure, changing climate patterns that increase stress on the system, and long-standing consistent underfunding for proactive maintenance and repairs.

A Citywide summary of the fiscal year (FY) 2021 pre-storm flood assessment is presented to the right, of which **less than 1%** will be addressed in FY2021 due to current funding levels.

Detail on the types of stormwater system vulnerabilities is presented on the back of this sheet and locations within each Council District are presented on specific Council District Community Flood Assessment fact sheets.


STORMWATER DIVISION FUNDING GAP

Due to insufficient funding to address vulnerabilities, the Stormwater Division often has to resort to temporary mitigation measures like operating bypass pumps during rainstorms to minimize the impacts of pipe failures. If failures pose a significant public health, safety, or environmental concern, emergency funding will have to be reallocated from other City efforts at City Council discretion. In FY2021, it is anticipated that \$26 million will need to be reallocated from other Departments to address known failures and upcoming stormwater emergencies. The Stormwater Division is developing a long-term strategy to secure additional funding and address the growing number of vulnerable locations.

\$47.9M

STORMWATER DIVISION FY2021 BUDGET

\$274M

AVERAGE ANNUAL FUNDING NEEDED

TOTAL KNOWN LOCATIONS CITYWIDE


- 1,832** Pipe Failure Locations
- 24** Pipe Failure Bypass Locations
- 68** Channel Degradation Locations
- 7** Structure Degradation Location
- 49** Flooding Locations - Surface Drainage
- 13** Levee Degradation Locations
- 2** Drainage Ditch Degradation Locations


November 2020



Visit the Think Blue San Diego website to learn more: www.thinkblue.org


COMMUNITY FLOOD ASSESSMENT TYPES






1832 Pipe Failures Locations

These locations represent storm drain pipes that have been damaged or have degraded to a condition that requires replacement. Pipe failures can lead to community safety risks like flooding, sinkholes and slope failures.




49 Flooding Locations - Surface Drainage

These locations experience flooding due to surface drainage issues - some causes include current infrastructure that is undersized, the need for new infrastructure, or roads that have been paved over and do not have sufficient capacity in the curb and gutter system to minimize flood risk.




7 Stormwater Structure Degradation Locations

These locations include stormwater structures like outfalls, and debris or detention basins that are designed to reduce the chance for flooding and the transport of trash, debris and pollution through the stormwater system. Over time these locations experience degradation and may become clogged with sediment and overgrown vegetation that needs to be maintained.




24 Pipe Failure Bypass Locations

During rain events, Stormwater Division staff operate mobile bypass pumps at certain pipe failure locations as a temporary mitigation measure due to funding being unavailable to permanently repair or upgrade the pipe. These bypasses are necessary to decrease flooding impacts and reduce chance for larger scale failures in the surrounding infrastructure and community. Over the long term, operating these "band aid" solutions both diverts resources from other priorities and is more expensive than fixing the failure in the first place.




68 Channel Degradation Locations

These locations represent the priority channels identified over the past three years (FY2018-FY2020) as needing maintenance or repair to reduce the risk of failure and impacts to the surrounding community. The Stormwater Division may need to remove invasive or overgrown vegetation, clear accumulated sediment and trash, repair holes or failures in the channels, or address erosion.



13 Levee Degradation Locations


Levees are embankments that protect large waterways from flooding nearby communities. To reduce the chance of unwanted overtopping of levees and flooding, maintenance and repairs are needed including removal of vegetation and trees and restoration of slopes and banks.



2 Drainage Ditch Degradation Locations

Drainage ditches are above ground depressions that carry stormwater. These ditches require that the Stormwater Division keep them clear of vegetation, trash and debris and make sure they don't become damaged over time. These locations have been identified as needing maintenance and repair to protect from flooding.

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Appendix G: Distribution of Project Counts with Potential Impact on O&M

Asset Type	Total Number of Needs/ Projects	Increases Future O&M Cost	Decreases Future O&M Cost	No Change to Future O&M Cost
Storm Water	6	1	5	0
Pure Water - Potable Reuse	6	6	0	0
Water	25	1	0	24
Wastewater	26	2	0	24
Existing Facilities	67	5	32	30
Streets and Roads - Pavement	1	0	1	0
Parks	163	37	0	126
Streetlights	2	1	1	0
Sidewalks	6	5	1	0
Traffic Signals and ITS	3	1	2	0
Streets and Roads - Modifications	54	45	9	0
Bike Facilities	4	4	0	0
New Fire Stations	11	2	0	9
Bridges	13	10	3	0
Airports	23	22	0	1
New Libraries	5	2	0	3
New Transportation & Storm Water Facilities	1	0	1	0
Fleet	4	1	1	2
New Lifeguard Stations	3	1	0	2
Golf	10	0	0	10
Landfills	6	0	0	6
Total	439	146	56	237

Hyperlinked References

- 1- Capital Improvements Program (CIP) <https://www.sandiego.gov/cip/about>
- 2- Council Policy 800-14 http://docs.sandiego.gov/councilpolicies/cpd_800-14.pdf
- 3- FY 2021 Annual CIP Budget <https://www.sandiego.gov/finance/annual>
- 4- The Citizen's Guide to the Capital Improvement Program
<https://www.sandiego.gov/sites/default/files/legacy/planning/community/pdf/cpc/cipguidequickversion.pdf>
- 5- Asset-Managing Departments (AMDs) <https://www.sandiego.gov/cip/about/assettypes>
- 6- City's Information Technology website <https://www.sandiego.gov/it/services>
- 7- Capital Improvements Program Review Advisory Committee (CIPRAC)
<https://www.sandiego.gov/cip/about/ciprac>
- 8- Council Policy 800-16 http://docs.sandiego.gov/councilpolicies/cpd_800-16.pdf
- 9- Leased General Fund Facilities Condition Assessment (FCA) Update Report
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=3418&doctype=Agenda>
- 10- Balboa Park Condition Assessments
https://www.sandiego.gov/sites/default/files/prbr170316_item_201c.pdf
<https://docs.sandiego.gov/reportstocouncil/2017/17-045.pdf.pdf>
- 11- City-Occupied General Fund Facilities Condition Assessment (FCA)
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=3074&doctype=Agenda>
- 12- Sidewalks Assessment Report
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=2808&doctype=Agenda>
- 13- Streets FCA
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=3127&doctype=Agenda>
- 14- Office of the ADA Compliance and Accessibility <https://www.sandiego.gov/adacompliance/>
- 15- Council Policy 000-32 http://docs.sandiego.gov/councilpolicies/cpd_000-32.pdf
- 16- Community Planners Committee (CPC) <https://www.sandiego.gov/planning/community/cpc/>
- 17- Community Planning Groups (CPG) <https://www.sandiego.gov/planning/community/cpg>
- 18- Council Policy 600-09 http://docs.sandiego.gov/councilpolicies/cpd_600-09.pdf
- 19- City of San Diego Council Docket December 15, 2015
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=2914&doctype=Agenda>
- 20- Climate Action Plan <https://www.sandiego.gov/sustainability/climate-action-plan>
- 21- City's Debt Policy <https://www.sandiego.gov/sites/default/files/dm-debtpolicy.pdf>
- 22- City's Charter-Section 69 <http://docs.sandiego.gov/citycharter/Article%20VII.pdf>
- 23- Appropriations Ordinance https://www.sandiego.gov/sites/default/files/ao21206_0.pdf
- 24- City's Charter-Section 84 <http://docs.sandiego.gov/citycharter/Article%20VII.pdf>