

The City of  
**SAN DIEGO**

**FISCAL YEAR 2020-2024  
FIVE-YEAR CAPITAL INFRASTRUCTURE  
PLANNING OUTLOOK**



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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 2020 – 2024 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. ITS: Intelligent Transportation Systems
  21. JOC: Job Order Contract
  22. MACC: Multiple Award Construction Contract
  23. MAD: Maintenance Assessment District
  24. Metro: Metropolitan System (for wastewater)
  25. mgd: million gallons per day
  26. Muni: Municipal System (for wastewater)
  27. NPDES: National Pollutant Discharge Elimination  
System
  28. OCI: Overall Condition Index (of pavement)
  29. PWD: Public Works Department
  30. RWQCB: Regional Water Quality Control Board
  31. SAMP: Strategic Asset Management Plan
  32. SLBE: Small Local Business Enterprise
  33. SLS: Service Level Standard
  34. WAMP: Watershed Asset Management Plan
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# EXECUTIVE SUMMARY

The City of San Diego (City) Fiscal Year (FY) 2020-2024 Five-Year Capital Infrastructure Planning Outlook (CIP Outlook) models long-range fiscal and capital asset planning. This is the fifth CIP Outlook the City has published since January 2015, which 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 in an effort to accurately forecast future available funding for capital projects and drive long-term infrastructure planning.

The CIP Outlook is not a budget. The 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 is able to monitor and evaluate funding availability while taking into account critical new needs. The CIP Outlook provides the City Council, key stakeholders, and the public with information in advance of the budget meetings to facilitate an informed discussion during development of the FY 2020 CIP Budget. The document does not include all departmental or public requests that may be considered in preparation of future annual budgets<sup>1</sup>.

## 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 further impacted by a lack of coordinated long-range planning. The compilation of infrastructure data citywide allows for improved management of the City's capital assets. As part of the Mayor's initiative to improve the management of the City's [Capital Improvements Program \(CIP\)](#), this document will continue to be refined to better reflect the City's strategic initiatives, updated condition assessments and established service level standards.

## A Focus on Infrastructure Investment

The City's CIP is expected to continue its growth over the next five fiscal years. The City's needs over the next five fiscal years are estimated at \$5.62 billion, an increase of \$1.25 billion over the \$4.37 billion projection from the previous CIP outlook, and includes major infrastructure investments in streets, sidewalks, water quality, libraries, parks, public safety and other high-priority neighborhood projects. Projected revenues have also increased from the previous CIP Outlook from \$2.79 billion to \$3.76 billion over the next five years, an increase of approximately \$966 million. This increase compared to the last Five-Year CIP Outlook is primarily attributed to the increase in the revenue projections for wastewater and water funds and the addition of revenue projections for Facility Benefits Assessments (FBA), Development Impact Fees (DIF), and Regional Transportation Congestion Improvement Program Funds (RTCIP). In past Five-Year CIP Outlook Reports FBA, DIF, and RTCIP revenue was not projected for the full five years. An estimated additional \$1.86 billion would be required to meet all of the needs outlined. This projected funding gap has been increased by approximately \$286 million compared to \$1.58 billion presented in last year's CIP Outlook report. The growth in the gap is attributed to unfunded backlog of needs in Storm Water, Parks, Facilities, and Streets and Roads (excluding pavement) asset types.

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<sup>1</sup> 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.

## Building an Efficient Capital Improvement Program

PWD 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 streaming 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"> <li>1. Early Input Worksheet: Developing a checklist to assist with identifying best procurement methods to deliver the CIP project.</li> <li>2. Billing Rate Database: Creating a database of consultant billing rates to compare and evaluate fees during consultant negotiations.</li> <li>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.</li> <li>4. Updating and Simplifying SOPs: Clear and concise SOPs will help simplify the process for each consultant procurement method</li> </ol> <p>The estimated completion date is January 2019.</p>
Site Development Permits	<p>PWD 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 late 2019.</p>
Consultant Performance Evaluations	<p>PWD is establishing procedures of performance evaluations for A&amp;E consultants to improve subsequent consultant selection processes. PWD has produced a draft update of AR 25.75 / Consultant Performance Evaluation intended to enhance its ability to evaluate consultant performance. PWD 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 late 2019.</p>



# Report Overview and Methodology

The CIP Outlook is developed to closely follow the annual release of the Mayor’s Five-Year Financial Outlook to replace prior revenue growth projections eligible to fund possible future capital infrastructure asset needs. The preliminary funding analysis included in the CIP Outlook is also intended to support 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 development of the FY 2020 CIP Budget.

The funding analysis portion of this report is separated into two primary segments: projected expenditures of identified infrastructure capital needs and forecasted eligible revenues to support those capital needs. The projected expenditure 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.

The City’s FY 2019 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** below displays the baseline expenditures referenced from the FY 2019 Adopted CIP Budget, currently totaling \$8.71 billion multi-year CIP.

**Table 2 City of San Diego Multi-Year CIP<sup>2</sup>**

Multi-Year CIP	Prior Year for Existing CIP Projects	Fiscal Year 2019 Adopted Budget	Future Years for Existing CIP Projects	Total
CIP Project Expense	\$ 3,489,739,831	\$ 558,854,340	\$ 4,659,912,108	<b>\$ 8,708,506,279</b>

<sup>2</sup> The data in this table is based on existing CIP projects in the FY 2019 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 \$4.66 billion of funding needed in future years to complete existing CIP projects. This amount does not include all of the 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 \(AMD\)](#) submitted a total of approximately \$5.62 billion in capital infrastructure needs over the next five fiscal years, which includes continuing expenditure needs of existing CIP projects from the FY 2019 Adopted CIP Budget, as well as newly identified capital asset needs based on regulatory requirements or other specific criteria further explained in this report. In addition, City departments that serve as revenue source administrators for certain funding sources eligible to fund capital needs also submitted growth projections over the next five fiscal years.

**Report Assumptions**

For the purpose of this report, information was collected from AMDs that primarily focused on the top ten infrastructure capital assets with the highest areas of public interest for investment. These assets are identified in **Table 3** below and also include additional assets AMDs submitted for this CIP Outlook.

**Table 3 Top Ten Infrastructure Capital Assets and Additional Assets Included**

Top Ten Infrastructure Capital Assets (in alphabetical order)	Asset-Managing Department (AMD)
<b>Bridges</b>	Transportation & Storm Water
<b>Fire Stations</b>	Fire-Rescue
<b>Parks and Recreation Sites</b>	Parks and Recreation
<b>Police Stations</b>	Police
<b>Sidewalks</b>	Transportation & Storm Water
<b>Storm Water Infrastructure</b>	Transportation & Storm Water
<b>Streetlights</b>	Transportation & Storm Water
<b>Streets and Roads</b>	Transportation & Storm Water
<b>Wastewater Infrastructure (and Pure Water)</b>	Public Utilities
<b>Water Infrastructure (and Pure Water)</b>	Public Utilities
Additional Infrastructure Capital Assets (in alphabetical order)	Asset-Managing Department (AMD)
<b>Airports</b>	Real Estate Assets
<b>Bike Facilities</b>	Transportation & Storm Water
<b>Fleet Facilities</b>	Fleet Operations
<b>General Public Facilities<sup>3</sup></b>	Public Works, Facilities Division
<b>Landfills</b>	Environmental Services
<b>Libraries</b>	Library
<b>Lifeguard Stations</b>	Fire-Rescue
<b>Traffic Signals</b>	Transportation & Storm Water

While the CIP Outlook attempts to present a comprehensive inventory of citywide capital asset needs and identify 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 4**. These assumptions collectively contribute to the complexity of developing

<sup>3</sup> These facilities are in reference to structures maintained by the General Fund for operational use such as City Administration Building Operations Yards, and other locations where City employees work or are available to public use.

a multi-billion capital plan and executing improvements of a heavily urbanized infrastructure system and are influenced by limited resources, competing priorities, changing demographics, performance capacity, and numerous other challenges.

**Table 4 CIP Outlook Assumptions**

Subject	CIP Outlook Assumptions
<b>Sea Walls, Piers, and Coastal Assets- Rising Sea Levels: (Capital Asset)</b>	These assets are not evaluated to date and 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-rise level and identifies a projected need to restore or improve sea walls and piers to withhold climate elements.
<b>New/Replacement Stadium (Capital Asset)</b>	This asset category includes only funding that was previously approved by City Council for maintenance of the existing stadium asset. No other capital needs or funding projections were included in this report.
<b>Convention Center Expansion (Capital Asset)</b>	Only previously approved funding by City Council were included in the report. No other capital needs or funding projections were included in this report for the expansion of the Convention Center.
<b>Facility Condition Assessments of General Fund Facilities (Capital Asset)</b>	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.
<b>Information Technology Improvements (Capital Asset)</b>	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 <a href="#">City's Information Technology website</a> .
<b>Deferred Maintenance and Repair of Capital Assets (Capital Asset)</b>	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.
<b>Community Development Block Grant (CDBG) (Revenue Source)</b>	Included projected revenue based on the public infrastructure focus area under the City's CDBG Reinvestment Initiative. Report only includes estimated allotment that were included in the Fiscal Year 2019 Adopted Budget due to the uncertainty tied to the future of this funding source.
<b>Grants (Revenue Source)</b>	Included more recent budgeted projections which provide values through FY 2022 as there is too much uncertainty on what the actual available funding will be beyond that timeframe.
<b>Facility Benefit Assessments (Revenue Source)</b>	Facility Benefits Assessments (FBA) is estimated to be \$25M 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.
<b>Development Impact Fees (Revenue Source)</b>	Development Impact Fees (DIF) is estimated to be \$20M per year annually over the next 5 years. The DIF forecast based on 10-year average of fee collections.
<b>Regional Transportation Congestion Improvement Program Funds (Revenue Source)</b>	Regional Transportation Congestion Improvement Program Funds (RTCIP) is estimated to be \$5M per year annually over the next 5 years. The RTCIP Revenue forecast based on 10-year average of fee collections.

# CAPITAL IMPROVEMENT 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 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. Capital improvement projects are prioritized according to [Council Policy 800-14](#). Projects are identified through coordination with participating City Departments, the Capital Improvement Program Review and Advisory Committee (CIPRAC), input from stakeholders; and funding is approved by the City Council.

## 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 the [Capital Improvements Program Review and Advisory Committee \(CIPRAC\)](#), which includes membership from the following City Departments:

Asset-Managing Departments (AMD)	CIP Service-Providing City Departments
Environmental Services	Office of Americans with Disability (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	Economic Development
Public Works, Facilities Division	Public Works, Engineering and Capital Projects Branch
Real Estate Assets (including airports and stadiums)	Purchasing and Contracting
Transportation and Storm Water	Office of Sustainability
Civic San Diego (agency)	

# ASSET MANAGEMENT PLANNING

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, Public Works Department is applying the newly developed Asset Management Planning (AMP) tool that will provide centralized, up-to-date condition related information of the City’s infrastructure. This will enable better cross-departmental planning and bundling of co-located assets. AMP will run multiple planning scenarios to evaluate alternatives and assist with the long-term plan for capital improvement and maintenance projects, identify risks and cost of investment decisions in the most cost-effective manner, and update asset condition information while maintenance work is performed. This holistic approach utilizes the AMP tool to address all asset needs at any given location into a single multiple assets capital improvement project. 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 critical component 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 5** provides the most current status of the condition assessment program in the City.

**Table 5 Current Status of Condition Assessments**

Capital Asset Type	Current Status of Condition Assessments
<b>Facilities - General Fund</b>	<a href="#">FY2014 to FY2016 City-Occupied: Presented to Council April 12, 2016 Item 334</a> <a href="#">FY2014 to FY2016 Leased: Presented to Council March 14, 2017 Item 330</a>
<b>Facilities - Public Utilities</b>	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
<b>Facilities - Parks and Recreation</b>	Parks & Recreation facilities are included in the General Fund Facilities above. <a href="#">Facilities in Balboa Park: Presented to Infrastructure Committee in August 2, 2017 item 4.</a>
<b>Developed Park Amenities</b>	Anticipated to be completed in FY 2020. <a href="#">FY2014 to FY2016 Interim: Presented to Infrastructure Committee Aug 2, 2017 Item 3</a> <a href="#">Balboa Park Amenities: Presented to Infrastructure Committee Aug 2, 2017 Item 4</a>
<b>Sidewalks</b>	<a href="#">2014 to 2015 Sidewalks: Presented to Council September 22, 2015 Item 333</a>
<b>Streets</b>	<a href="#">2015 to 2016 Pavement: Presented to Council October 17, 2016 Item 200</a>
<b>Water and Wastewater</b>	<a href="#">PUD assets in Balboa Park: Presented to Infrastructure Committee August 2, 2017 Item 4</a> 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 anticipated to be completed in FY 2021 FY16 to FY21 Dams & Outlet Tower: Report anticipated to be completed in FY 2022

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 increases its understanding of 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 the most cost-effective manner. When ongoing maintenance is not fully funded, it contributes to deferred maintenance and capital needs, raises risks 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, PWD Facilities Division's operating budget, or other non-capital funding sources. Further, many available funding sources have restrictions on how much of the funds can be used for maintenance such as TransNet, which limits operational maintenance to 30 percent of the total funds the City receives.

## 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 relies on these critical factors to determine and later prioritize if a capital need exists, either as a comparison to the known condition of an existing asset or determining a missing asset.

### Federal and State Mandated Requirements

The City faces a wide range of mandates from regulatory agencies regarding asset design and attributes, most 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 ADA federal civil rights laws mandate 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 244 open and unfunded complaints with an approximate remediation cost of \$23 million. The City resolves all complaints in the most expeditious way feasible, 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. Nearly all Transition Plan projects are complete, the few remaining are fully funded and near completion. 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 27 of these facilities; an additional 39 facilities are funded and 116 remain unfunded at a projected cost of approximately \$37 million. Transition Plans are working documents; as such, 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 avoiding 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 also 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](#)<sup>2</sup> (CPC). PWD, Office of the IBA, Department of Finance, and the CPC have provided training sessions in the past for all of the CPG to encourage more community involvement in the development of the City's CIP. Every other year, PWD works with the CPC to conduct an online survey to solicit a list of community-driven proposed CIP projects. This survey was conducted last year and the compiled list from CPC was received in September 2017. A new community online survey is anticipated to be conducted in 2019. The City will continue to engage with the CPC to continue to find ways to modify and improve public involvement in 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 October 2018. Feedback was received and provided to appropriate AMDs for consideration in preparation of the proposed FY 2020 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.

## 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 relate to quality, quantity, reliability, responsiveness, environmental, acceptability, and cost. Many of the City's existing SLS were established by Federal, State, and regional regulations and laws; and industry standards. Additionally, General and Community Plans help to inform public

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<sup>2</sup> The 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](#).

infrastructure requirements and needs. These SLS reflect accepted infrastructure requirements such as increased park space, access to public safety, improved traffic patterns, and adding public safety facilities. **Table 6** below displays various plans that directly or indirectly address SLS and serve to guide the AMDs in determining a capital need.

**Table 6 Service Level Standard Sources**

Capital Asset Type	Current Service Level Standard Source
<b>Airports</b>	Federal Aviation Administration and Industry Standards
<b>Bicycle Mobility/Bike Facilities</b>	San Diego Bicycle Master Plan
<b>Bridges</b>	CALTRANS inspection reports
<b>Civic, Cultural and Community Centers</b>	Facility Condition Index (FCI)
<b>Disabled Access</b>	Federal, State and Local Regulations and Laws
<b>Fire Stations</b>	FCI, Fire Department Standard of Response Coverage
<b>Golf Courses</b>	Five-Year Golf Plan, 2012
<b>Libraries</b>	General Plan, FCI, and American Library Association Guidelines
<b>Lifeguard Stations</b>	General Plan, FCI and Department Standards
<b>Recreation Centers</b>	General Plan, FCI and Department Standards
<b>Police Stations</b>	General Plan, FCI, Industry Standards, and Department Standards
<b>Sidewalks</b>	Community Plans, Mobility Plans, and Transportation Needs List
<b>Sporting Event Venues, Stadiums, Convention Center</b>	Industry Standards and Contractual Obligations
<b>Storm Water</b>	Included in the Watershed Asset Management Plan - 2013
<b>Streetlights</b>	Community Plans, Mobility Plans, and Transportation Needs List
<b>Streets and Roads</b>	Overall Condition Index (OCI), Pavement Condition
<b>Water and Wastewater</b>	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 also possible they may result in revising scopes of work and cost projections of current CIP projects.



## Climate Action Plan

On [December 15, 2015](#), the Mayor's [Climate Action Plan](#) (CAP) 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.

The City of San Diego is a leader and pioneer in adopting a bold Climate Action Plan. The efforts that support the Climate Action Plan and help attain the goals mentioned above cross many departments and are embedded in many different projects and initiatives. The Sustainability Department leads sustainability, climate, and energy policy and projects for the City. These efforts range from researching and launching an energy procurement utility program (Community Choice) and demonstration projects such as Zero Net Energy for existing buildings to energy billing and rate forecasting. The department explores opportunities for both municipal operations and the broader community and conducts cost and benefit analyses whenever possible on proposed efforts.

For CIP, the Sustainability Department is currently focused primarily on municipal assets that have energy 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 technology such as solar photovoltaic systems and battery storage; and electric vehicle charging infrastructure. Approximately \$50 million has been budgeted for gas and electric utilities expenses citywide. This amount is a non-capital expense and is part of the on-going utilities expenses for the City of San Diego. The Sustainability Department relies on demonstration of newer technologies to drive energy efficiencies in various City facilities. The department works with Facilities and other departments to prioritize projects based on needs, potential energy savings, return on investment, and contribution to the goals of the Climate Action Plan, which will ultimately benefit all residents of the City of San Diego.

## 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 funding sources to fund CIP projects. Appropriating funds to meet capital needs is dependent upon realistic forecasting of revenues to be received for a specific year. Definitions, restrictions, and constraints of funding sources to support capital needs are described in **Table 7**. Some of the funding sources identified in the table below do not always 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 7 Capital Project Funding Sources, Restrictions, and CIP Constraints/Risks**

Funding Source	Restrictions	Constraints/Risks
<b>Financing</b>	Limited to project types that were initially included in the debt issuance.	Contingent on the ability and option of the City to utilize financing mechanisms such as bonds, notes or loans.
<b>Capital Outlay</b>	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.
<b>Development Impact Fees (DIF)</b>	Limited to communities in which each fee was collected and the project list for the area.	Contingent upon development and developers submitting their fees.
<b>Donations and Developer Funding</b>	Donations may be restricted by the donor for a particular purpose.  Developer Funding is restricted to certain projects (or types), in certain areas.	Donations must be received by the donor  Developer Funding must be received by the developer.
<b>Enterprise Funds (e.g. water, sewer, golf, airports)</b>	Must be used for assets that support the services that provide the revenue.	Based on user revenues and established user fee rates. Financing options include bonds, notes, and loans.
<b>Facilities Benefit Assessments (FBA)</b>	Limited to communities in which each fee was collected and the project list for the area.	Contingent upon development and developers submitting their fees.
<b>Infrastructure Fund</b>	Limited by the City Charter to eligible infrastructure expenses including costs incurred for the acquisition of real property; the construction, reconstruction, rehabilitation, and repair and maintenance of infrastructure.	Contingent upon the General Fund revenue calculations outlined in the City Charter.
<b>General Fund</b>	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.
<b>Grants</b>	Used for purposes approved by granting agency.	Contingent upon grant being awarded
<b>Maintenance Assessment Districts (MADs)</b>	Limited to special benefit projects within MAD boundaries.	Based upon the amount of assessments charged to each property owner in the district.
<b>Mission Bay and Regional Park Improvement Funds</b>	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.
<b>Special Revenue Funds (Gas Taxes, Environmental Growth Fund, etc.)</b>	Must be used for the specifically identified purpose of the fund.	Revenue must be received.
<b>TransNet Funds</b>	Limited to projects that provide congestion relief and transportation improvements.	Contingent on revenue from a one-half cent local sales tax

Grant Funding is difficult 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 very large-scale projects, such as improvements to bridges.

## 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 therefore 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 for 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 financings to provide funding in a timely and cost effective manner for priority capital projects 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.

Historically, capital funding for General Fund asset classes such as streets, facilities, and storm drains have been deferred resulting in a major capital backlog. The Mayor has identified this backlog of deferred capital needs as a priority and continues to fully fund the deferred street pavement obligation. The Mayor has also dedicated additional resources to quantify and reduce the capital backlog in facilities and storm water infrastructure. The City issued approximately \$333 million in bonds between 2009 and 2015 to begin addressing this capital backlog. These funds were allocated to address important capital improvements to existing assets and new facilities across the City:

Streets and Sidewalks	\$157 million
Facilities	\$107 million
Storm Water Infrastructure	\$45 million
Other (e.g., ADA, parks, street lights)	\$24 million
TOTAL	\$333 million

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.

The Fiscal Year 2020-2024 Five-Year Financial Outlook identifies the issuance of \$181.5 million for General Fund CIP projects using Commercial Paper debt financing (that will be refunded by long term bonds) over the Outlook period. The schedule for issuance of debt, as well as the type of debt financing, is reevaluated each fiscal year as part of the budget development process and availability of other funding sources.

Among the Enterprise Funds, the water and wastewater utilities each have large CIP projects traditionally funded through a combination of cash, financing, grants, and State Revolving Fund loans,

and supported by the 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 also to comply with Federal and State regulations. The water and wastewater infrastructure projects are financed with the 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 evaluates trends in revenue activity and other general economic factors that impact changes to CIP project costs and supporting revenue sources. All project costs that are 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.

## PROJECTED CAPITAL ASSET NEEDS AND FUNDING: FY 2020-2024

This report further presents projected revenues for new and deferred capital needs over the next five fiscal years.<sup>3</sup> The projected capital needs through FY 2024 are approximately \$5.62 billion, with approximately \$3.76 billion of projected funding with an estimated funding gap of \$1.86 billion reflected in **Table 8**. **Table 9** provides projected expenditures of capital needs by asset type. This does not represent the entire value of all City infrastructure needs since not all capital needs could be reasonably addressed within the next five 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. Appendix D provides a break-out of the funding gap between Enterprise and non-Enterprise assets.

**Table 8 Summary of Infrastructure Needs, Funding, and Funding Gap FY 2020 – FY 2024**

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Capital Needs	\$ 1,248,306,446	\$ 1,330,100,888	\$ 1,155,285,990	\$ 972,793,150	\$ 917,375,566	\$ 5,623,862,038
Funding	983,306,969	978,539,131	808,160,451	562,274,966	427,469,163	3,759,750,679
Gap	\$ 264,999,477	\$ 351,561,756	\$ 347,125,539	\$ 410,518,184	\$ 489,906,403	\$ 1,864,111,359

<sup>3</sup> Projections displayed in this report are not a part of the annual Appropriations Ordinance adopted by City Council.

**Table 9 Summary of Projected Capital Asset Needs FY 2020 - FY 2024**

Asset Type	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Airports	1,500,000	7,500,000	2,800,000	2,000,000	-	13,800,000
Bike Facilities	45,780,000	25,180,000	19,050,000	19,431,000	19,820,000	129,261,000
Bridges	12,777,031	1,750,000	48,345,658	15,360,000	6,050,000	84,282,689
Existing Facilities	41,070,840	47,575,067	76,612,500	97,799,700	116,084,500	379,142,607
New Fire Stations	29,052,993	23,000,000	22,939,454	25,000,000	25,000,000	124,992,447
Fleet	-	-	-	-	-	-
Golf	1,700,000	1,200,000	100,000	-	-	3,000,000
Landfills	5,550,000	11,200,000	11,200,000	11,200,000	10,200,000	49,350,000
New Libraries	2,000,000	7,000,000	8,000,000	1,000,000	-	18,000,000
New Lifeguard Stations	-	-	-	-	17,319,697	17,319,697
Parks	23,421,674	77,206,226	43,042,366	38,580,652	71,236,670	253,487,588
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	428,604,582	501,727,421	328,970,648	144,414,356	22,958,124	1,426,675,130
Stadium	-	-	-	-	-	-
Sidewalks	23,660,000	23,800,000	34,850,000	35,220,000	35,820,000	153,350,000
Storm Water	118,270,736	133,014,581	143,629,148	172,642,853	207,569,078	775,126,396
Streetlights	44,140,000	40,690,000	40,950,000	41,220,000	41,980,000	208,980,000
Streets and Roads - Modifications	20,561,580	49,003,496	9,805,993	22,582,106	8,900,000	110,853,175
Streets and Roads - Pavement	46,900,000	43,900,000	43,900,000	43,900,000	43,900,000	222,500,000
Traffic Signals and ITS	28,280,000	28,840,000	29,400,000	29,987,600	30,585,000	147,092,600
Wastewater	134,066,855	125,486,855	142,765,005	128,419,663	120,073,289	650,811,666
Water	240,970,155	182,027,242	148,925,217	144,035,220	139,879,208	855,837,043
<b>Total Need</b>	<b>\$ 1,248,306,446</b>	<b>\$ 1,330,100,888</b>	<b>\$ 1,155,285,990</b>	<b>\$ 972,793,150</b>	<b>\$ 917,375,566</b>	<b>\$ 5,623,862,038</b>

To effectively plan the execution of capital programmed/planned projects, the City needs to provide reasonable projections of cash flows displayed in **Table 10** for the projected funding per asset type. As noted in the assumptions identified in **Table 4** earlier in this report, some funding sources are projected only for a portion of the CIP Outlook period, such as grants.<sup>4</sup> 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. The following section beginning with **Table 11** provides additional detail of projected capital needs, funding sources, and additional information regarding unique needs for each asset type.

<sup>4</sup> Grant funded projects reflects approved grant agreements only.

**Table 10 Summary of Capital Funding Projections FY 2020 - FY 2024**

Asset Type	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Airports	1,500,000	7,500,000	2,800,000	2,000,000	-	13,800,000
Bike Facilities	5,055,000	-	-	-	-	5,055,000
Bridges	5,620,000	1,750,000	22,845,658	500,000	500,000	31,215,658
Existing Facilities	21,190,840	33,281,768	26,572,500	24,799,700	21,784,500	127,629,308
New Fire Stations	29,052,993	23,000,000	22,939,454	25,000,000	25,000,000	124,992,447
Fleet	-	-	-	-	-	-
Golf	1,700,000	1,200,000	100,000	-	-	3,000,000
Landfills	5,550,000	11,200,000	11,200,000	11,200,000	10,200,000	49,350,000
New Libraries	-	2,000,000	2,060,546	-	-	4,060,546
New Lifeguard Stations	-	-	-	-	-	-
Parks	19,346,674	10,904,700	12,312,366	10,363,848	13,699,323	66,626,911
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	428,604,582	501,727,421	328,970,648	144,414,356	22,958,124	1,426,675,130
Stadium	-	-	-	-	-	-
Sidewalks	7,447,583	8,628,750	8,503,750	2,000,000	2,000,000	28,580,083
Storm Water	12,080,000	6,114,904	13,202,995	11,072,179	12,874,719	55,344,797
Streetlights	2,225,000	947,492	3,526,311	200,000	200,000	7,098,803
Streets and Roads - Modifications	19,267,287	8,520,000	8,686,000	7,520,000	7,550,000	51,543,287
Streets and Roads - Pavement	46,900,000	43,900,000	43,900,000	43,900,000	43,900,000	222,500,000
Traffic Signals and ITS	2,730,000	10,350,000	8,850,000	6,850,000	6,850,000	35,630,000
Wastewater	134,066,855	125,486,855	142,765,005	128,419,663	120,073,289	650,811,666
Water	240,970,155	182,027,242	148,925,217	144,035,220	139,879,208	855,837,043
<b>Total Funding</b>	<b>\$ 983,306,969</b>	<b>\$ 978,539,131</b>	<b>\$ 808,160,451</b>	<b>\$ 562,274,966</b>	<b>\$ 427,469,163</b>	<b>\$ 3,759,750,679</b>

**Airports, AMD: Real Estate Assets Department**

**Table 11 Airports**

Airports	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 1,500,000</b>	<b>\$ 7,500,000</b>	<b>\$ 2,800,000</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ 13,800,000</b>
<b>Funding Source</b>						
Airport Funds	1,500,000	7,500,000	2,800,000	2,000,000	-	13,800,000
<b>Funding Source Total</b>	<b>\$ 1,500,000</b>	<b>\$ 7,500,000</b>	<b>\$ 2,800,000</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ 13,800,000</b>
<b>Gap</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Airports Division manages Montgomery-Gibbs Executive Airport in Kearny Mesa and Brown Field Airport in Otay Mesa. Both airports cover combined 1,430 acres and contain nearly eight miles of runways and taxiways, safely accommodating over 280,000 aircraft operations annually. Rehabilitation of runways and taxiways are necessary to maintain safety and to adhere to federal grant requirements. The need from the table above includes projects such as the rehabilitation of runways and taxiways, perimeter road regrading and fencing, and electrical system upgrades.

**Bike Facilities, AMD: Transportation and Storm Water Department**

**Table 12 Bike Facilities**

Bike Facilities	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 45,780,000</b>	<b>\$ 25,180,000</b>	<b>\$ 19,050,000</b>	<b>\$ 19,431,000</b>	<b>\$ 19,820,000</b>	<b>\$ 129,261,000</b>
<b>Funding Source</b>						
Development Impact Fees	2,000,000	-	-	-	-	2,000,000
TransNet Funds	3,055,000	-	-	-	-	3,055,000
<b>Funding Source Total</b>	<b>\$ 5,055,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,055,000</b>
<b>Gap</b>	<b>\$ 40,725,000</b>	<b>\$ 25,180,000</b>	<b>\$ 19,050,000</b>	<b>\$ 19,431,000</b>	<b>\$ 19,820,000</b>	<b>\$ 124,206,000</b>

The City's Bike Program continues to implement the Bike Master Plan 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 50 bike lane miles per year. This 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 lane 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. Revenue to support some of this work, estimated at \$200,000 annually, is budgeted through the Department's operations and maintenance budget funded by TransNet and is not included in this Outlook.

## Bridges, AMD: Transportation and Storm Water Department

**Table 13 Bridges**

Bridges	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 12,777,031</b>	<b>\$ 1,750,000</b>	<b>\$ 48,345,658</b>	<b>\$ 15,360,000</b>	<b>\$ 6,050,000</b>	<b>\$ 84,282,689</b>
<b>Funding Source</b>						
Grants	-	-	20,695,658	-	-	20,695,658
Infrastructure Fund	420,000	1,250,000	1,650,000	-	-	3,320,000
Regional Transportation Congestion Improvement Program Funds	5,000,000	-	-	-	-	5,000,000
TransNet Funds	200,000	500,000	500,000	500,000	500,000	2,200,000
<b>Funding Source Total</b>	<b>\$ 5,620,000</b>	<b>\$ 1,750,000</b>	<b>\$ 22,845,658</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 31,215,658</b>
<b>Gap</b>	<b>\$ 7,157,031</b>	<b>\$ -</b>	<b>\$ 25,500,000</b>	<b>\$ 14,860,000</b>	<b>\$ 5,550,000</b>	<b>\$ 53,067,031</b>

There are 164 vehicular and pedestrian bridges owned and maintained by the City of San Diego. All bridges 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. 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.

## City Facilities- General Fund, AMD: Public Works Department, Facilities Division

**Table 14 Existing Facilities- General Funds**

Existing Facilities - General Funds	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 41,070,840</b>	<b>\$ 47,575,067</b>	<b>\$ 76,612,500</b>	<b>\$ 97,799,700</b>	<b>\$ 116,084,500</b>	<b>\$ 379,142,607</b>
<b>Funding Source</b>						
CDBG	-	628,750	-	-	-	628,750
Development Impact Fees	2,050,000	20,000,000	20,000,000	20,000,000	20,000,000	82,050,000
Financing	10,568,212	2,530,373	-	500,000	500,000	14,098,585
Fleet Services Internal Service Fund	3,512,840	488,395	952,500	1,499,700	1,284,500	7,737,935
Infrastructure Fund	3,509,788	8,954,250	4,060,000	-	-	16,524,038
Regional Park Improvements Fund	1,550,000	680,000	1,560,000	2,800,000	-	6,590,000
<b>Funding Source Total</b>	<b>\$ 21,190,840</b>	<b>\$ 33,281,768</b>	<b>\$ 26,572,500</b>	<b>\$ 24,799,700</b>	<b>\$ 21,784,500</b>	<b>\$ 127,629,308</b>
<b>Gap</b>	<b>\$ 19,880,000</b>	<b>\$ 14,293,299</b>	<b>\$ 50,040,000</b>	<b>\$ 73,000,000</b>	<b>\$ 94,300,000</b>	<b>\$ 251,513,299</b>

The PWD Facilities Division provides repair, modernization, and improvement services to over 1,700 municipal facilities incorporating 6.5 million square feet of floor space, however, the table above reflects only existing City 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 & Recreation, Fleet, and Public Works. The long-term plan for a building or facility may

include rehabilitating, expanding, rebuilding (same or new location), disposing (demolish or sell), repurposing, vacating, or leasing the facility to a tenant.

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

**Table 15 New Fire Stations and New Lifeguard Stations**

New Fire Stations	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 29,052,993</b>	<b>\$ 23,000,000</b>	<b>\$ 22,939,454</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 124,992,447</b>
<b>Funding Source</b>						
Facilities Benefit Assessments	24,929,000	23,000,000	22,939,454	25,000,000	25,000,000	120,868,454
Financing	3,292,890	-	-	-	-	3,292,890
Infrastructure Fund	831,103	-	-	-	-	831,103
<b>Funding Source Total</b>	<b>\$ 29,052,993</b>	<b>\$ 23,000,000</b>	<b>\$ 22,939,454</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 124,992,447</b>
<b>Gap</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
New Lifeguard Stations	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,319,697</b>	<b>\$ 17,319,697</b>
<b>Funding Source</b>						
<b>Funding Source Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Gap</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,319,697</b>	<b>\$ 17,319,697</b>

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 49 fire stations, two 911 communications centers, an air operations facility, a training facility, nine permanent lifeguard stations, and 30 seasonal lifeguard towers.

The table above summarizes the new fire stations and lifeguard stations planned through FY 2024 to improve time response standards to emergencies. The needs in the Fire Stations and Lifeguard Stations table above includes construction of the following new Fire Rescue facilities: FS 49, FS 54, FS 48, FS 51, Fairmount Avenue FS, Fire Rescue Air Operations Facility, UCSD FS, East Village FS, Del Mar Mesa/Torrey Hills, Ocean Beach Lifeguard Station and North PB Lifeguard Station. 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 16 Fleet**

Fleet	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Funding Source</b>						
Fleet Services Internal Service Fund	-	-	-	-	-	-
<b>Funding Source Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Gap</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Fleet Operations Department provides City departments with comprehensive fleet management services, largely by providing a dependable fleet of over 4,300 motive 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: general upkeep of Fleet facilities and replacement of a paint booth and overhead cranes. Additionally, the replacement of the large vehicle



car wash at the Chollas yard and installation of Police Department substations car washes will be addressed. This need is captured under the Facilities – General Fund needs.

## Landfills, AMD: Environmental Services Department

**Table 17 Landfills**

Landfills	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	\$ 5,550,000	\$ 11,200,000	\$ 11,200,000	\$ 11,200,000	\$ 10,200,000	\$ 49,350,000
<b>Funding Source</b>						-
Infrastructure Fund	150,000	-	-	-	-	150,000
Recycling Fund	1,100,000	10,000,000	10,000,000	-	-	21,100,000
Refuse Disposal Fund	4,300,000	1,200,000	1,200,000	11,200,000	10,200,000	28,100,000
<b>Funding Source Total</b>	\$ 5,550,000	\$ 11,200,000	\$ 11,200,000	\$ 11,200,000	\$ 10,200,000	\$ 49,350,000
<b>Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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. Funding is needed for development of several significant projects at the Miramar Landfill, including: an Aerated Static Pile Composting System for processing clean separated food scraps and organic waste at the Greenery; improvements to the Greenery facility to enhance processing capabilities; a resource recovery facility to increase diversion of recyclable materials from the landfill; improvements to storm water control infrastructure; a new centralized blower station to increase landfill gas control and collection; a back-up power source for continuous operation of landfill gas collection systems; acquisition of landfill gas system infrastructure; replacement of existing office trailers that have exceeded their service life; and ongoing planning for a possible vertical expansion to increase operational lifespan of the landfill.

The increase in funding need can be attributed to the anticipated relocation of the Miramar Greenery to comply with the recently adopted regulatory requirements for Composting Facilities and the anticipated development of a Material Recovery Facility that will need to be operational when the landfill closes sometime after 2025.

## Libraries, AMD: Library Department

**Table 18 New Libraries**

New Libraries	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	\$ 2,000,000	\$ 7,000,000	\$ 8,000,000	\$ 1,000,000	\$ -	\$ 18,000,000
<b>Funding Source</b>						-
Facilities Benefit Assessments	-	2,000,000	2,060,546	-	-	4,060,546
<b>Funding Source Total</b>	\$ -	\$ 2,000,000	\$ 2,060,546	\$ -	\$ -	\$ 4,060,546
<b>Gap</b>	\$ 2,000,000	\$ 5,000,000	\$ 5,939,454	\$ 1,000,000	\$ -	\$ 13,939,454

The Library System includes the Central Library and 35 branch libraries located throughout the City. The table above reflects one new facility, Pacific Highlands Ranch Branch Library, planned within the next five years.

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; expansion of the existing Kensington / Normal Heights Library to increase

space by 2,000 square feet based on results of a feasibility study; expansion of the existing Ocean Beach Branch Library to 15,000 square feet; expansion of the Scripps Miramar Ranch Library parking lot and a complete rebuild of the San Carlos Branch Library.

The construction of a new library servicing the Pacific Highlands Ranch master planned community is within the Outlook period, however is FBA funded. The projected increase in the gap is primarily due to a lack of sufficient budgeted FBA funds and a larger scope of work for the design phase of this library.

**Parks, Golf Courses, and Mission Bay Improvements, AMD: Parks and Recreation Department**  
**Table 19 Parks, Golf Courses, and Mission Bay Improvements**

Parks	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 13,572,192</b>	<b>\$ 67,433,754</b>	<b>\$ 33,938,445</b>	<b>\$ 29,136,652</b>	<b>\$ 61,343,791</b>	<b>\$ 205,424,834</b>
<b>Funding Source</b>						
CDBG	-	-	850,000	-	-	850,000
Development Impact Fees	9,925,000	-	-	-	-	9,925,000
Facilities Benefit Assessments	71,000	-	-	-	-	71,000
Mission Trails Regional Park Fund	201,192	207,228	213,445	219,848	226,444	1,068,157
Other Park Funds	-	225,000	225,000	-	-	450,000
Regional Park Improvements Fund	1,000,000	1,900,000	1,940,000	620,000	3,500,000	8,960,000
Sunset Cliffs Natural Park Fund	-	-	80,000	80,000	80,000	240,000
<b>Funding Source Total</b>	<b>\$ 11,197,192</b>	<b>\$ 2,332,228</b>	<b>\$ 3,308,445</b>	<b>\$ 919,848</b>	<b>\$ 3,806,444</b>	<b>\$ 21,564,157</b>
<b>Gap</b>	<b>\$ 2,375,000</b>	<b>\$ 65,101,526</b>	<b>\$ 30,630,000</b>	<b>\$ 28,216,804</b>	<b>\$ 57,537,347</b>	<b>\$ 183,860,677</b>
<b>Parks - Golf Courses</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Total</b>
<b>Need</b>	<b>\$ 1,700,000</b>	<b>\$ 1,200,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>
<b>Funding Source</b>						
Golf Course Enterprise Fund	1,700,000	1,200,000	100,000	-	-	3,000,000
<b>Funding Source Total</b>	<b>\$ 1,700,000</b>	<b>\$ 1,200,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>
<b>Gap</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Parks - Mission Bay Improvements</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Total</b>
<b>Need</b>	<b>\$ 8,149,482</b>	<b>\$ 8,572,472</b>	<b>\$ 9,003,921</b>	<b>\$ 9,444,000</b>	<b>\$ 9,892,879</b>	<b>\$ 45,062,754</b>
<b>Funding Source</b>						
Mission Bay Improvements Fund	8,149,482	8,572,472	9,003,921	9,444,000	9,892,879	45,062,754
<b>Funding Source Total</b>	<b>\$ 8,149,482</b>	<b>\$ 8,572,472</b>	<b>\$ 9,003,921</b>	<b>\$ 9,444,000</b>	<b>\$ 9,892,879</b>	<b>\$ 45,062,754</b>
<b>Gap</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Parks and Recreation Department oversees more than 42,000 acres of developed parks, open space, underwater park, and golf courses including 57 recreation centers, 13 aquatic centers, approximately 275 playgrounds in 9,208 acres of developed parks, as well as over 26,000 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 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. The plan will begin to address park acreage deficits and associated costs not identified until FY 2020 with estimates projected over a 25-year period.

Unfulfilled General Development Plans, Facilities Financing Plans, and incomplete condition assessments are sources not included to determine potential capital needs. Additionally, community requests could include items not required or are deferred capital needs in support of a specific upgrade within an existing park.

## Police Stations, AMD: Police Department

### Table 20 New Police Stations

New Police Stations	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Police Department serves the community from ten area commands located throughout the City. The Police Department has no new facility projects planned during this CIP Outlook. During this CIP Outlook, existing Police facilities projects include Police Range Refurbishment – Phase II construction; Police Headquarters Elevators modernization; Police Headquarters Energy Management System construction; Police Roof Repairs at three locations; and Police Exterior Lighting Improvements at nine locations. Police and Fire-Rescue Training Facility joint feasibility study is anticipated to be completed in FY 2020, and the estimated costs for design and construction are captured under the Fire-Rescue Department. All projects for existing police stations are captured under the Facilities – General Fund needs from the draft Police Asset Management Plan.

## SDCCU Stadium, AMD: Real Estate Assets

### Table 21 SDCCU Stadium

Stadium	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Need	\$ 750,000					\$ 750,000
Funding Source						
Stadium Fund	\$ 750,000					\$ 750,000
Funding Source Total	\$ 750,000					\$ 750,000
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SDCCU Stadium is a 70,500-seat multipurpose stadium that hosts the San Diego State University Aztecs, annual Holiday Bowls, plus concerts, international soccer games, major cultural events, and hosts over one million visitors every year. The 166-acre stadium site opened in 1967, now in its 51st year of operation. The annual allocation provides for improvements, repairs or replacement, including the emergency back-up lighting system, training center HVAC and roof, parking lot, and stadium seating areas. The \$750,000 reflects the needed minimum investment to maintain the facility in an operational condition. No major CIP projects are planned beyond 2020 as the City may close the Stadium Operations in 2020. A 2011 Facility Condition Assessment estimates the facility has \$79.5 million in deferred capital costs, which in present dollars is approximately \$85 million.

## Sidewalks, AMD: Transportation and Storm Water Department

### Table 22 Sidewalks

Sidewalks	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Need	\$ 23,660,000	\$ 23,800,000	\$ 34,850,000	\$ 35,220,000	\$ 35,820,000	\$ 153,350,000
Funding Source						
CDBG	-	628,750	203,750	-	-	832,500
Development Impact Fees	2,000,000	-	-	-	-	2,000,000
Financing	772,583	1,000,000	1,000,000	1,000,000	1,000,000	4,772,583
Infrastructure Fund	2,300,000	4,600,000	6,300,000	-	-	13,200,000
TransNet Funds	2,375,000	2,400,000	1,000,000	1,000,000	1,000,000	7,775,000
Funding Source Total	\$ 7,447,583	\$ 8,628,750	\$ 8,503,750	\$ 2,000,000	\$ 2,000,000	\$ 28,580,083
Gap	\$ 16,212,417	\$ 15,171,250	\$ 26,346,250	\$ 33,220,000	\$ 33,820,000	\$ 124,769,917

The Transportation & Storm Water 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 FY 2029. An assessment of the condition of the City's sidewalks was conducted in Fiscal Year 2015. At that time, 70,511 locations were found to be deficient at a total cost to repair of approximately \$42.1 million. Since the assessment, additional damaged locations have been identified. The Department estimates the total number of remaining sidewalk deficiencies to be approximately 286,000. Approximately 248,000 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 \$16.4 million to address the deficiencies. With the current funding level of \$625,000 annually, it would take approximately ten years to address all known deficiencies. The remaining 39,000 deficiencies are a result of uplifts of 1.5 inches or greater as well as cracked, subsided, and tree-damaged sidewalks and requires funding of approximately \$93.9 million to address the deficiencies. These deficiencies are repaired utilizing the Department's Sidewalk Repair and Replacement CIP. The cost to address all current CIP sidewalk deficiencies within ten years is approximately \$9.4 million annually.

Additionally, the goal is to install 330,000 linear feet of new sidewalks by the end of FY 2029, 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.

**Storm Water Infrastructure (Drainage), AMD: Transportation and Storm Water Department**  
**Table 23 Storm Water Infrastructure (Drainage)**

Storm Water	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 118,270,736</b>	<b>\$ 133,014,581</b>	<b>\$ 143,629,148</b>	<b>\$ 172,642,853</b>	<b>\$ 207,569,078</b>	<b>\$ 775,126,396</b>
<b>Funding Source</b>						
Development Impact Fees	2,000,000	-	-	-	-	2,000,000
Financing	3,000,000	5,114,904	12,202,995	10,072,179	11,874,719	42,264,797
Infrastructure Fund	7,080,000	-	-	-	-	7,080,000
TransNet Funds	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
<b>Funding Source Total</b>	<b>\$ 12,080,000</b>	<b>\$ 6,114,904</b>	<b>\$ 13,202,995</b>	<b>\$ 11,072,179</b>	<b>\$ 12,874,719</b>	<b>\$ 55,344,797</b>
<b>Gap</b>	<b>\$ 106,190,736</b>	<b>\$ 126,899,677</b>	<b>\$ 130,426,153</b>	<b>\$ 161,570,674</b>	<b>\$ 194,694,359</b>	<b>\$ 719,781,599</b>

The Transportation & Storm Water Department's long-term goal is to reduce the City's flood risk and protect and improve water quality by complying with storm water regulations at the lowest possible cost but highest effectiveness. The City is cost-effectively planning for these services by making a significant proactive investment in the planning, design, and construction of storm water infrastructure facilities, and by actively working to reduce costs by collaborating with regulatory agencies to refine the accuracy of storm water compliance regulation. The projected capital needs will improve storm water discharge quality in compliance with storm water regulations as well as serve to reduce flood risk during rain events by replacing high risk assets, such as corrugated metal pipe.

The California Regional Water Quality Control Board (RWQCB) is the State agency charged with implementing the federal Clean Water Act and issues National Pollutant Discharge Elimination System (NPDES) permits as required by the Clean Water Act. Under the Municipal Storm Water NPDES Permit, the City must comply with water quality requirements established by the RWQCB by eliminating dry weather flows and reducing pollutants in storm water runoff. The Transportation & Storm Water Department developed a comprehensive Watershed Asset Management Plan (WAMP) to quantify needs and costs in order to remain in compliance with the Municipal Storm Water Permit. Per the

WAMP, the total storm water infrastructure need of approximately \$775 million over the next five years is approximately \$212 million higher than the \$563 million in storm water infrastructure needs identified in the FY 2019-2023 Five-Year CIP Outlook. The increase in capital funding needs is primarily due to carrying forward unfunded needs from previous fiscal years as well as an upward trend in funding needs toward the end of the five-year period.

**Streetlights, AMD: Transportation and Storm Water Department**  
**Table 24 Street Lights**

Streetlights	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 44,140,000</b>	<b>\$ 40,690,000</b>	<b>\$ 40,950,000</b>	<b>\$ 41,220,000</b>	<b>\$ 41,980,000</b>	<b>\$ 208,980,000</b>
<b>Funding Source</b>						
CDBG	-	-	203,750	-	-	203,750
Development Impact Fees	2,025,000	-	-	-	-	2,025,000
Infrastructure Fund	-	747,492	3,122,561	-	-	3,870,053
TransNet Funds	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Funding Source Total</b>	<b>\$ 2,225,000</b>	<b>\$ 947,492</b>	<b>\$ 3,526,311</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 7,098,803</b>
<b>Gap</b>	<b>\$ 41,915,000</b>	<b>\$ 39,742,508</b>	<b>\$ 37,423,689</b>	<b>\$ 41,020,000</b>	<b>\$ 41,780,000</b>	<b>\$ 201,881,197</b>

The Transportation & Storm Water Department’s long-term goal is to install 7,500 new streetlights by the end of FY 2029, which equates to 750 streetlights per year, 100 of which are installed annually through the Utilities Undergrounding Program. This is projected to result in the completion of the top 10 percent of identified needs over 10 years.

The Department’s goal also includes the replacement of all 52 obsolete streetlight series circuits to meet modern electrical standards over a 25-year period, through Fiscal Year 2044, as well as replacing approximately 2,500 streetlight poles and fixtures per year, which represents the replacement of 5 percent of the City's total street light poles per fiscal year over a 20-year period, through Fiscal Year 2039.

**Street Improvements**  
**AMD: Transportation and Storm Water Department**  
**Table 25 Street Improvements**

Streets and Roads - Modifications	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 20,561,580</b>	<b>\$ 49,003,496</b>	<b>\$ 9,805,993</b>	<b>\$ 22,582,106</b>	<b>\$ 8,900,000</b>	<b>\$ 110,853,175</b>
<b>Funding Source</b>						
Bus Stop Capital Improvement Fund	-	-	106,000	190,000	190,000	486,000
Financing	-	-	-	830,000	860,000	1,690,000
Grants	7,216,580	-	-	-	-	7,216,580
Infrastructure Fund	2,090,707	2,020,000	2,080,000	-	-	6,190,707
TransNet Funds	4,960,000	1,500,000	1,500,000	1,500,000	1,500,000	10,960,000
Undergrounding Utilities Fund	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
<b>Funding Source Total</b>	<b>\$ 19,267,287</b>	<b>\$ 8,520,000</b>	<b>\$ 8,686,000</b>	<b>\$ 7,520,000</b>	<b>\$ 7,550,000</b>	<b>\$ 51,543,287</b>
<b>Gap</b>	<b>\$ 1,294,293</b>	<b>\$ 40,483,496</b>	<b>\$ 1,119,993</b>	<b>\$ 15,062,106</b>	<b>\$ 1,350,000</b>	<b>\$ 59,309,888</b>
Streets and Roads - Pavement	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 46,900,000</b>	<b>\$ 43,900,000</b>	<b>\$ 43,900,000</b>	<b>\$ 43,900,000</b>	<b>\$ 43,900,000</b>	<b>\$ 222,500,000</b>
<b>Funding Source</b>						
Financing	18,666,315	27,654,723	23,097,005	23,897,821	22,065,281	115,381,145
Prior Year Continuing Appropriations	14,800,000	-	-	-	-	14,800,000
Road Maintenance & Rehabilitation Fund	2,977,908	2,181,074	2,915,023	1,180,043	1,943,644	11,197,692
TransNet Funds	8,455,777	12,064,203	15,887,972	16,822,136	17,891,075	71,121,163
Trench Cut/Excavation Fee Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<b>Funding Source Total</b>	<b>\$ 46,900,000</b>	<b>\$ 43,900,000</b>	<b>\$ 43,900,000</b>	<b>\$ 43,900,000</b>	<b>\$ 43,900,000</b>	<b>\$ 222,500,000</b>
<b>Gap</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Transportation & Storm Water 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. One of the Mayor's top initiatives was to repair 1,000 miles of City streets in five years or less, beginning in Fiscal Year 2016. As of October 2018, the City achieved the 1,000-mile goal well ahead of schedule.

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 sealing, which is funded by the Department's operational budget. The Department estimates it will take approximately 100 miles of asphalt overlay or concrete street reconstruction, as well as 330 miles of slurry seal for FY 2020, progressively increasing on an annual basis to 468 total miles in FY 2021, 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.

Street Repair Mileage Goals to Maintain OCI 70					
Activity	FY20	FY21	FY22	FY23	FY24
Slurry Seal	330	370	370	370	370
Overlay	91	91	91	91	91
Concrete Streets	6	6	6	6	6
Reconstruction	3	1	1	1	1
Total	430	468	468	468	468
Required Funding (O&M/CIP)	\$79.9M	\$80.9M	\$80.9M	\$80.9M	\$80.9M

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

Table 26 Traffic Signals and Intelligent Transportation Systems (ITS)

Traffic Signals and ITS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	<b>\$ 28,280,000</b>	<b>\$ 28,840,000</b>	<b>\$ 29,400,000</b>	<b>\$ 29,987,600</b>	<b>\$ 30,585,000</b>	<b>\$ 147,092,600</b>
<b>Funding Source</b>						
Infrastructure Fund	1,850,000	2,000,000	2,000,000	-	-	5,850,000
Regional Transportation Congestion Improvement Program Funds	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
TransNet Funds	880,000	3,350,000	1,850,000	1,850,000	1,850,000	9,780,000
<b>Funding Source Total</b>	<b>\$ 2,730,000</b>	<b>\$ 10,350,000</b>	<b>\$ 8,850,000</b>	<b>\$ 6,850,000</b>	<b>\$ 6,850,000</b>	<b>\$ 35,630,000</b>
<b>Gap</b>	<b>\$ 25,550,000</b>	<b>\$ 18,490,000</b>	<b>\$ 20,550,000</b>	<b>\$ 23,137,600</b>	<b>\$ 23,735,000</b>	<b>\$ 111,462,600</b>

The Transportation & Storm Water 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 and technology and install all signals identified on the current needs list by FY 2029. In addition, the Department has programed the installation of Accessible Pedestrian Signals at intersections where a disability request has been made.

**Wastewater, Water Infrastructure and Pure Water, AMD: Public Utilities Department**  
**Table 27 Wastewater, Water Infrastructure and Pure Water - Potable Reuse \***

Wastewater - Baseline CIP	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	\$ 134,066,855	\$ 125,486,855	\$ 142,765,005	\$ 128,419,663	\$ 120,073,289	\$ 650,811,666
<b>Funding Source</b>						
Wastewater Funds	134,066,855	125,486,855	142,765,005	128,419,663	120,073,289	650,811,666
<b>Funding Source Total</b>	\$ 134,066,855	\$ 125,486,855	\$ 142,765,005	\$ 128,419,663	\$ 120,073,289	\$ 650,811,666
<b>Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water - Baseline CIP	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	\$ 240,970,155	\$ 182,027,242	\$ 148,925,217	\$ 144,035,220	\$ 139,879,208	\$ 855,837,043
<b>Funding Source</b>						
Water Fund	\$ 240,970,155	\$ 182,027,242	\$ 148,925,217	\$ 144,035,220	\$ 139,879,208	\$ 855,837,043
<b>Funding Source Total</b>	\$ 240,970,155	\$ 182,027,242	\$ 148,925,217	\$ 144,035,220	\$ 139,879,208	\$ 855,837,043
<b>Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pure Water - Potable Reuse	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	\$ 428,604,582	\$ 501,727,421	\$ 328,970,648	\$ 144,414,356	\$ 22,958,124	\$ 1,426,675,130
<b>Funding Source</b>						
Wastewater Funds	223,647,370	220,213,409	124,476,324	38,389,631	5,892,170	612,618,904
Water Fund	\$ 204,957,212	\$ 281,514,012	\$ 204,494,324	\$ 106,024,725	\$ 17,065,953	\$ 814,056,226
<b>Funding Source Total</b>	\$ 428,604,582	\$ 501,727,421	\$ 328,970,648	\$ 144,414,356	\$ 22,958,124	\$ 1,426,675,130
<b>Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

\*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 replace approximately 40 sewer miles annually and award contracts to replace approximately 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 34 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, updated costs to existing projects, and \$40.3M in water expenditures in Fiscal Year 2020 for SDG&E relocation costs for Baseline CIP 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 February 2024. This Outlook also includes the use of pooled contingency to fund unanticipated construction change orders. Previous capital estimates for the Pure Water program were based on partially completed designs. The CIP expenditure projections included in the Outlook are based on 100% completed project design, as well as a thorough engineering-based constructability review. Also included in the projections are \$33.6M in sewer and \$7.9M in water expenditures in Fiscal Year 2020 for SDG&E relocation 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 construction of the demonstration facility and the planning of future phases. The Pure Water Program is expected to be fully implemented by 2035.

## 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 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	\$ 1,500,000	\$ 7,500,000	\$ 2,800,000	\$ 2,000,000	\$ -	\$ 13,800,000
Airports	1,500,000	7,500,000	2,800,000	2,000,000	-	13,800,000
Bus Stop Capital Improvement Fund						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	\$ -	\$ -	\$ 106,000	\$ 190,000	\$ 190,000	\$ 486,000
Streets and Roads - Modifications	-	-	106,000	190,000	190,000	486,000
CDBG						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	\$ -	\$ 1,257,500	\$ 1,257,500	\$ -	\$ -	\$ 2,515,000
Existing Facilities	-	628,750	-	-	-	628,750
Parks	-	-	850,000	-	-	850,000
Sidewalks	-	628,750	203,750	-	-	832,500
Streetlights	-	-	203,750	-	-	203,750
Development Impact Fees						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 100,000,000
Bike Facilities	2,000,000	-	-	-	-	2,000,000
Existing Facilities	2,050,000	20,000,000	20,000,000	20,000,000	20,000,000	82,050,000
Parks	9,925,000	-	-	-	-	9,925,000
Sidewalks	2,000,000	-	-	-	-	2,000,000
Storm Water	2,000,000	-	-	-	-	2,000,000
Streetlights	2,025,000	-	-	-	-	2,025,000
Facilities Benefit Assessments						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 125,000,000
New Fire Stations	24,929,000	23,000,000	22,939,454	25,000,000	25,000,000	120,868,454
New Libraries	-	2,000,000	2,060,546	-	-	4,060,546
Parks	71,000	-	-	-	-	71,000
Financing (Non-Enterprise Funds)						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	\$ 36,300,000	\$ 36,300,000	\$ 36,300,000	\$ 36,300,000	\$ 36,300,000	\$ 181,500,000
Existing Facilities	10,568,212	2,530,373	-	500,000	500,000	14,098,585
New Fire Stations	3,292,890	-	-	-	-	3,292,890
Sidewalks	772,583	1,000,000	1,000,000	1,000,000	1,000,000	4,772,583
Storm Water	3,000,000	5,114,904	12,202,995	10,072,179	11,874,719	42,264,797
Streets and Roads - Modifications	-	-	-	830,000	860,000	1,690,000
Streets and Roads - Pavement	18,666,315	27,654,723	23,097,005	23,897,821	22,065,281	115,381,145
Fleet Services Internal Service Fund						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	\$ 3,512,840	\$ 488,395	\$ 952,500	\$ 1,499,700	\$ 1,284,500	\$ 7,737,935
Existing Facilities	3,512,840	488,395	952,500	1,499,700	1,284,500	7,737,935
Fleet	-	-	-	-	-	-
Golf Course Enterprise Fund						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	\$ 1,700,000	\$ 1,200,000	\$ 100,000	\$ -	\$ -	\$ 3,000,000
Golf	1,700,000	1,200,000	100,000	-	-	3,000,000
Grants						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	\$ 7,216,580	\$ -	\$ 20,695,658	\$ -	\$ -	\$ 27,912,238
Bridges	-	-	20,695,658	-	-	20,695,658
Streets and Roads - Modifications	7,216,580	-	-	-	-	7,216,580



TransNet Funds						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	<b>\$ 20,125,777</b>	<b>\$ 21,014,203</b>	<b>\$ 21,937,972</b>	<b>\$ 22,872,136</b>	<b>\$ 23,941,075</b>	<b>\$ 109,891,163</b>
Bike Facilities	3,055,000	-	-	-	-	3,055,000
Bridges	200,000	500,000	500,000	500,000	500,000	2,200,000
Sidewalks	2,375,000	2,400,000	1,000,000	1,000,000	1,000,000	7,775,000
Storm Water	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Streetlights	200,000	200,000	200,000	200,000	200,000	1,000,000
Streets and Roads - Modifications	4,960,000	1,500,000	1,500,000	1,500,000	1,500,000	10,960,000
Streets and Roads - Pavement	8,455,777	12,064,203	15,887,972	16,822,136	17,891,075	71,121,163
Traffic Signals and ITS	880,000	3,350,000	1,850,000	1,850,000	1,850,000	9,780,000
<b>Trench Cut/Excavation Fee Fund</b>						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 10,000,000</b>
Streets and Roads - Pavement	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<b>Undergrounding Utilities Fund</b>						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 25,000,000</b>
Streets and Roads - Modifications	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
<b>Water Fund</b>						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Projected</b>	<b>\$ 445,927,367</b>	<b>\$ 463,541,254</b>	<b>\$ 353,419,542</b>	<b>\$ 250,059,945</b>	<b>\$ 156,945,162</b>	<b>\$ 1,669,893,269</b>
Pure Water - Potable Reuse	204,957,212	281,514,012	204,494,324	106,024,725	17,065,953	814,056,226
Water - Baseline CIP	240,970,155	182,027,242	148,925,217	144,035,220	139,879,208	855,837,043





Streets and Roads - Modifications	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	\$ 20,561,580	\$ 49,003,496	\$ 9,805,993	\$ 22,582,106	\$ 8,900,000	\$ 110,853,175
<b>Funding Source</b>						
Bus Stop Capital Improvement Fund	-	-	106,000	190,000	190,000	486,000
Financing	-	-	-	830,000	860,000	1,690,000
Grants	7,216,580	-	-	-	-	7,216,580
Infrastructure Fund	2,090,707	2,020,000	2,080,000	-	-	6,190,707
TransNet Funds	4,960,000	1,500,000	1,500,000	1,500,000	1,500,000	10,960,000
Undergrounding Utilities Fund	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
<b>Funding Source Total</b>	\$ 19,267,287	\$ 8,520,000	\$ 8,686,000	\$ 7,520,000	\$ 7,550,000	\$ 51,543,287
<b>Gap</b>	\$ 1,294,293	\$ 40,483,496	\$ 1,119,993	\$ 15,062,106	\$ 1,350,000	\$ 59,309,888
Streets and Roads - Pavement	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	\$ 46,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 222,500,000
<b>Funding Source</b>						
Financing	18,666,315	27,654,723	23,097,005	23,897,821	22,065,281	115,381,145
Prior Year Continuing Appropriations	14,800,000	-	-	-	-	14,800,000
Road Maintenance & Rehabilitation Fund	2,977,908	2,181,074	2,915,023	1,180,043	1,943,644	11,197,692
TransNet Funds	8,455,777	12,064,203	15,887,972	16,822,136	17,891,075	71,121,163
Trench Cut/Excavation Fee Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<b>Funding Source Total</b>	\$ 46,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 222,500,000
<b>Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Signals and ITS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	\$ 28,280,000	\$ 28,840,000	\$ 29,400,000	\$ 29,987,600	\$ 30,585,000	\$ 147,092,600
<b>Funding Source</b>						
Infrastructure Fund	1,850,000	2,000,000	2,000,000	-	-	5,850,000
Regional Transportation Congestion Improvement Program Funds	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
TransNet Funds	880,000	3,350,000	1,850,000	1,850,000	1,850,000	9,780,000
<b>Funding Source Total</b>	\$ 2,730,000	\$ 10,350,000	\$ 8,850,000	\$ 6,850,000	\$ 6,850,000	\$ 35,630,000
<b>Gap</b>	\$ 25,550,000	\$ 18,490,000	\$ 20,550,000	\$ 23,137,600	\$ 23,735,000	\$ 111,462,600
Wastewater - Baseline CIP	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	\$ 134,066,855	\$ 125,486,855	\$ 142,765,005	\$ 128,419,663	\$ 120,073,289	\$ 650,811,666
<b>Funding Source</b>						
Wastewater Funds	134,066,855	125,486,855	142,765,005	128,419,663	120,073,289	650,811,666
<b>Funding Source Total</b>	\$ 134,066,855	\$ 125,486,855	\$ 142,765,005	\$ 128,419,663	\$ 120,073,289	\$ 650,811,666
<b>Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water - Baseline CIP	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Need</b>	\$ 240,970,155	\$ 182,027,242	\$ 148,925,217	\$ 144,035,220	\$ 139,879,208	\$ 855,837,043
<b>Funding Source</b>						
Water Fund	\$ 240,970,155	\$ 182,027,242	\$ 148,925,217	\$ 144,035,220	\$ 139,879,208	\$ 855,837,043
<b>Funding Source Total</b>	\$ 240,970,155	\$ 182,027,242	\$ 148,925,217	\$ 144,035,220	\$ 139,879,208	\$ 855,837,043
<b>Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## Appendix C: Completed Public Works CIP Streamlining and Process Improvements Initiative

Measure	Description
Electronic Contract Change Order (CCO) Processing	PWD 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"> <li>- Improved cash management tracking of projects by phase</li> <li>- Increased transparency of the budget document by distinguishing between projects that are in preliminary engineering and projects that are in design or construction</li> <li>- Improved consistency and standardization of CIP project accounting</li> </ul> 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.
Public Works Department SOP/SME Update List	PWD 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	Public Works 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.
Contractor Pre-Qualification	PWD 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 Public Works 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 PWD; and staff within DSD has been dedicated to accelerate the environmental review process.
Increased Use of Job Order Contracts (JOC)	PW-ECP 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.
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 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 part of the Fiscal Year 2016 Adopted Budget if eligible, or to fund balance.

<p>Encumbrance Process Improvements</p>	<p>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 funds to be re-allocated 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 encumbering cash in projects if the cash is not needed until later fiscal years.</p> <p>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.</p>
<p>Design Standardization</p>	<p>PWD 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 in October 2017.</p>

## Appendix D: Break-out of the Funding Gap between Enterprise and Non-Enterprise Assets

General Fund Asset Gap						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Asset Type</b>						
Bike Facilities	40,725,000	25,180,000	19,050,000	19,431,000	19,820,000	124,206,000
Bridges	7,157,031	-	25,500,000	14,860,000	5,550,000	53,067,031
Existing Facilities	19,880,000	14,293,299	50,040,000	73,000,000	94,300,000	251,513,299
New Fire Stations	-	-	-	-	-	-
New Libraries	2,000,000	5,000,000	5,939,454	1,000,000	-	13,939,454
New Lifeguard Stations	-	-	-	-	17,319,697	17,319,697
Parks	4,075,000	66,301,526	30,730,000	28,216,804	57,537,347	186,860,677
New Police Stations	-	-	-	-	-	-
Stadium	-	-	-	-	-	-
Sidewalks	16,212,417	15,171,250	26,346,250	33,220,000	33,820,000	124,769,917
Storm Water	106,190,736	126,899,677	130,426,153	161,570,674	194,694,359	719,781,599
Streetlights	41,915,000	39,742,508	37,423,689	41,020,000	41,780,000	201,881,197
Streets and Roads - Modifications	1,294,293	40,483,496	1,119,993	15,062,106	1,350,000	59,309,888
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	25,550,000	18,490,000	20,550,000	23,137,600	23,735,000	111,462,600
<b>Total Gap</b>	<b>\$ 264,999,477</b>	<b>\$ 351,561,756</b>	<b>\$ 347,125,539</b>	<b>\$ 410,518,184</b>	<b>\$ 489,906,403</b>	<b>\$ 1,864,111,359</b>

Non-General Fund Asset Gap						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<b>Asset Type</b>						
Airports	-	-	-	-	-	-
Fleet	-	-	-	-	-	-
Golf	-	-	-	-	-	-
Landfills	-	-	-	-	-	-
Pure Water - Potable Reuse*	-	-	-	-	-	-
Wastewater*	-	-	-	-	-	-
Water*	-	-	-	-	-	-
<b>Total Gap</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\*Note: The Cost of Service Study and on-going projections show that projected revenue provides enough rate capacity through Fiscal Year 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.

## 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](http://docs.sandiego.gov/councilpolicies/cpd_800-14.pdf)
- 3- FY 2019 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/iba-citizens-guide-to-infrastructure.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](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  
[http://docs.sandiego.gov/councilcomm\\_agendas\\_attach/2017/Infra\\_170802\\_4.pdf](http://docs.sandiego.gov/councilcomm_agendas_attach/2017/Infra_170802_4.pdf)
- 11- City-Occupied General Fund Facilities Condition Assessment (FCA)  
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- 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](http://docs.sandiego.gov/councilpolicies/cpd_000-32.pdf)
- 16- Community Planning 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](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/legacy/fm/pdf/debtpolicy2015.pdf>
- 22- City's Charter-Section 69 <http://docs.sandiego.gov/citycharter/Article%20VII.pdf>
- 23- Appropriations Ordinance <https://www.sandiego.gov/fm/policies/>
- 24- City's Charter-Section 84 <http://docs.sandiego.gov/citycharter/Article%20VII.pdf>