

The City of  
**SAN DIEGO**

**FISCAL YEAR 2021-2025  
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 2021 – 2025 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. PUD: Public Utilities Department
  30. PWD: Public Works Department
  31. RWQCB: Regional Water Quality Control Board
  32. SAMP: Strategic Asset Management Plan
  33. SLBE: Small Local Business Enterprise
  34. SLS: Service Level Standard
  35. WAMP: Watershed Asset Management Plan
  36. IROC: Independent Rates Oversight Committee
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## EXECUTIVE SUMMARY

The City of San Diego (City) Fiscal Year (FY) 2021-2025 Five-Year Capital Infrastructure Planning Outlook (CIP Outlook) models fiscal and capital asset planning. This is the sixth CIP Outlook the City has published since January 2015, and aims to provide information on the basis for revenue projections, criteria to determine capital infrastructure needs, and present a broad overview of capital infrastructure needs and funding over the next five fiscal years. The CIP Outlook is developed to closely follow the annual release of the Five-Year Financial Outlook to accurately forecast future available funding for capital projects and drive long-term infrastructure planning.

The CIP Outlook is not a budget. The CIP Outlook is a planning tool to assist in budget decisions and the allocation of resources required to meet the City's strategic goals that are critical to core services. By preparing the CIP Outlook, the City can monitor and evaluate funding availability while taking into account new needs that are of priority. The CIP Outlook provides the City Council, key stakeholders, and the public with information prior to the budget meetings to facilitate an informed discussion during the development of the FY 2021 CIP Budget. This document does not include a complete compilation of all departmental or public requests that may be considered in preparation of future annual budgets<sup>1</sup>.

New to this year's report, Asset Managing Departments (AMD) were requested to categorize their projects and needs into two main categories; priority and discretionary. Priorities are defined as those projects and/or programs that address life, safety, and/or legally mandated needs. The priority category also includes needs that could potentially impact the core operation of a critical facility or an asset as well as any Mayoral and City Council priority. Discretionary projects are the remaining infrastructure needs that allow the City to meet and exceed its services to the community to enhance the overall quality of life.

### Improved Long-Term Planning to Better Manage City Infrastructure

This report provides a comprehensive evaluation and analysis of the planning that occurs across a wide array of City Departments. San Diego's infrastructure backlog was created over several decades and was impacted by a lack of coordinated long-range planning. The compilation of infrastructure data provided throughout this report 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 report will continue to evolve over time to better reflect the City's strategic initiatives, condition assessments update and established service level standards.

### A Focus on Priority Infrastructure Investment

The City's CIP is expected to continue its growth over the next five fiscal years. While the City's focus is on addressing the priority projects and programs, restricted funding affords it the ability to address discretionary projects. The discretionary needs and funded projects and programs are outlined in Appendix B-2. The City's priority needs over the next five fiscal years are estimated at \$4.76 billion and include major infrastructure investments in streets, sidewalks, water quality, libraries, parks, public safety and other high-priority neighborhood projects. Overall projected total revenues have increased from the previous CIP Outlook from a total \$3.76 billion to \$3.87 billion over the next five years, an increase of approximately \$106 million. Of that revenue, \$3.47 billion is revenue that can be applied towards those aforementioned priority projects and programs. This increase compared to the last

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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.

Five-Year CIP Outlook is primarily attributed to the increase in the revenue projections for gas tax fund, wastewater and water funds, Facility Benefits Assessments (FBA), Undergrounding Utilities Funds, and Airport Funds. The resultant gap between the priority needs of \$4.76 billion and available revenues of \$3.47 billion is estimated at \$1.29 billion. This estimated additional \$1.29 billion would be required to meet all the priority needs that are listed in Appendix B-1.

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

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



## Building an Efficient Capital Improvement Program

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

**Table 1 CIP Status of Streamlining Measures and Process Improvements**

Streamlining Measures	Description
<b>Consultant Procurement Streamlining</b>	<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> <li>5. Increase the Mayoral authority to award consultant contracts and amendments in order to reduce the amount of Council Actions necessary, saving both time and money.</li> </ol> <p>The estimated completion date is early 2020.</p>
<b>Site Development Permits</b>	<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 mid-2020.</p>
<b>Inter-Agency Agreement Streamlining</b>	<p>This effort includes amending the Municipal Code to give the Mayor authority to award Cooperative agreements between the City of San Diego and Caltrans. This will reduce the amount of Council Actions necessary, reducing the time and cost needed to execute these agreements.</p> <p>The estimated completion date is early 2020.</p>
<b>Consultant Performance Evaluations</b>	<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 mid-2020.</p>

Streamlining Measures	Description
<b>Construction Contract Streamlining</b>	<p>This effort includes amending the Municipal Code to increase Mayoral authority to award construction contracts and construction change orders. This will reduce the amount of Council Actions necessary and decrease the time it takes to award contracts and staff labor charges.</p> <p>The estimated completion date is early 2020.</p>
<b>Construction Contract Closeout Streamlining Procedures</b>	<p>The closeout period of CIP projects consists of punch list completion, acceptance, and filing of the Notice of Completion. The new punch list process will reduce the time it takes to complete the closeout process by 4 months.</p> <p>The estimated completion date is early 2020.</p>
<b>Private Development Process Improvement</b>	<p>This effort will require project schedules on any construction permit that is subject to a Reimbursement Agreement. This will demonstrate completion of work prior to permit expiration date and apply Whitebook section of Liquidated Damages to the agreement. This effort will also adopt language in the construction permits subject to a Reimbursement Agreement to allow for defaulting a contractor due to lack of performance.</p> <p>The estimated completion date is early 2020.</p>
<b>Material Purchasing</b>	<p>This process improvement proposes to study the feasibility of direct bulk purchase of construction materials in FY2020. If feasible the City may contract with suppliers to provide materials for construction contracts rather than each contractor purchasing material for each project.</p> <p>The estimated completion date is early 2020.</p>
<b>Sheltered Competition Process Update</b>	<p>This effort proposes to shelter competition for consultant contracts up to \$500,000 for Small Local Business Enterprise (SLBE) and Emerging Local Business Enterprise (ELBE). The rotation list is a list of prequalified consultants that are available to procure for CIP projects. This list is shared with the County and Port of San Diego. With the proposed increases to the sheltered competition limits, these rotation lists will no longer need to be maintained by City staff, saving money.</p> <p>The estimated completion date is early 2020.</p>
<b>Street Dedications</b>	<p>This effort proposes to amend the Municipal Code to give the Real Estate Assets Department (READ) authority to dedicate acquired land for CIP projects (street dedications)</p> <p>The estimated completion date is early 2020.</p>
<b>Insurance Requirements</b>	<p>Adjust current minimum insurance requirements for consultant and construction contracts to ensure insurance coverages are in line with current industry standards and to reflect growing size of average contracts.</p> <p>The estimated completion date is early 2020.</p>

Streamlining Measures	Description
<b>Transparency and Customer Service Council Policy Updates</b>	Update Council Policy 000-31 on Transparency and Customer Service as some of the requirements and methods of communication are outdated. These updates would include: <ul style="list-style-type: none"> <li>• Update Council Policy to address current capabilities and organizational restructure</li> <li>• Reflect what is captured on the City's website compared to what is presented at Committee(s)</li> <li>• Incorporate the Five-Year Capital Improvement Outlook plan changes requested by Council</li> <li>• Incorporate CIP Construction Semiannual Report presentations at Active Transportation and Infrastructure Committee (ATI)</li> <li>• Update how consultant contracts, projections, and awards are communicated</li> <li>• Incorporate a section on Customer Service</li> </ul> The estimated completion date is early 2020.
<b>CIP Prioritization Council Policy Update</b>	Prioritization to include implementation of Enterprise Asset Management (EAM San Diego) and the new Asset Management Planning (AMP) program. Updates include: <ul style="list-style-type: none"> <li>• Detail the prioritization of needs</li> <li>• Address the prioritization of bundled (multi-asset) projects under the new Asset management model</li> <li>• Incorporate community/Council input on equity</li> <li>• Incorporate the use of the policy on the Five-Year CIP Outlook</li> <li>• Incorporate the use of the policy in the Asset Management system</li> </ul> The estimated completion date is early 2020.

## Report Overview and Methodology

The CIP Outlook is developed to closely follow the annual release of the Mayor's Five-Year Financial Outlook. This is done to replace prior revenue growth projections that are eligible to fund possible future capital infrastructure asset needs. The preliminary funding analysis included in the CIP Outlook is also intended to support the development of the Annual CIP Budget. This CIP Outlook report provides the City Council and the public the required information on capital asset needs to support an informed discussion during the development of the FY 2021 CIP Budget.

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

New to this year's report, each [Asset Managing Departments \(AMD\)](#) was requested to categorize their projects and needs into two main categories; priority and discretionary. Priorities are defined as those projects and/or programs that address life, safety, and/or legal mandated needs. The priority category also includes needs that could potentially impact the core operation of a critical facility or an asset, as well as any Mayoral and Council priority. Discretionary projects are the remaining infrastructure needs that allow the City to meet and exceed its services to the community and enhance the overall quality of life.

The City's FY 2020 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 2020 Adopted CIP Budget, currently totaling a \$9.55 billion multi-year CIP.

**Table 2 City of San Diego Multi-Year CIP<sup>2</sup>- Fiscal Year 2020 Existing CIP Projects**

Multi-Year CIP	Prior Year for Existing CIP Projects	Fiscal Year 2020 Adopted Budget	Future Years for Existing CIP Projects	Total
CIP Project Expense	\$ 3,700,907,610	\$ 710,812,155	\$ 5,141,411,774	\$ <b>9,553,131,539</b>

<sup>2</sup> The data in this table is based on existing CIP projects in the FY 2020 Adopted CIP Budget. “Future Years” includes expenses through the life of existing CIP projects, which could extend beyond five fiscal years.

The ‘Future Years for Existing CIP Projects’ expenditure referenced in the table above displays approximately \$5.14 billion of funding needed in future years to complete existing CIP projects contained in the FY2020 adopted budget. This amount does not include all unfunded needs or newly identified needs that could become CIP projects in the future.

In preparation for this report, and to identify new capital asset needs to support infrastructure, Asset Managing Departments submitted a total of approximately \$4.76 billion in capital infrastructure priority needs and \$1.27 billion in discretionary needs over the next five fiscal years which includes continuing expenditure needs of existing CIP projects from the FY 2020 Adopted CIP Budget, as well as newly identified capital asset needs based on regulatory requirements or other criteria further explained in this report.

**Report Assumptions**

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

**Table 3 CIP Outlook Assumptions**

Subject	CIP Outlook Assumptions
<b>Sea Walls, Piers, and Coastal Assets- Rising Sea Levels: (Capital Asset)</b>	These assets, with the exception of Ocean Beach Pier, are not evaluated to date and are not factored into the funding analysis. Without completed definitive studies, the Climate Action Plan which was adopted in December 2015 is the only source available so far that addresses sea level rise and identifies a projected need to restore or improve sea walls and piers to withhold climate elements. The Ocean Beach Pier has been evaluated and capital needs for the five-year window are included in this report.
<b>Convention Center Expansion (Capital Asset)</b>	Only previously approved funding by City Council was included in the report. No other capital needs or funding projections were included in this report for the expansion of the Convention Center.
<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.

Subject	CIP Outlook Assumptions
<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. This report only includes estimated allotment that were included in the Fiscal Year 2020 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 provides values through FY 2022 as there is uncertainty on what the actual available funding will be beyond that timeframe. Please refer to appendix E for more details on Grants.
<b>Facility Benefit Assessments (Revenue Source)</b>	Facility Benefits Assessments (FBA) is estimated to be \$31M 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 \$22M per year annually over the next 5 years. The DIF forecast is based on a 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 \$4M per year annually over the next 5 years. The RTCIP Revenue forecast is based on a 10-year average of fee collections.

## CAPITAL IMPROVEMENTS PROGRAM (CIP) OVERVIEW

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

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

### CIP Review Advisory Committee

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

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

### Project Control Committee

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

Asset Managing Departments (AMD)	CIP Service-Providing City Departments
Environmental Services	Office of ADA Compliance and Accessibility
Fire-Rescue	Department of Finance
Fleet Operations	Public Works Department
Library	
Parks and Recreation	
Police	
Public Utilities	
Real Estate Assets (including Facilities)	
Transportation and Storm Water	

## 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 AMP tool that provides centralized, up-to-date condition related information of the City’s infrastructure. AMP enables better cross-departmental planning and bundling of CIP projects for co-located assets. This holistic approach utilizes the AMP tool to address all asset needs at any given location into a single capital improvement project comprised of multiple assets. AMP will assist in identifying priorities as well as budgets in the Five-Year Capital Infrastructure Planning Outlook. There are currently eight (8) asset types included in the AMP system that include wastewater mains, water distribution mains, water transmission mains, streets, bridges, facilities, storm drain pipes, and pressure regulating valves.

### Condition Assessments

Maintaining accurate and current data on the condition of infrastructure assets is a priority of asset management. Condition assessment data allows the City to effectively plan for replacement,

rehabilitation or improvement of assets to ensure their reliability and sustainability. The City has invested in condition assessments for various assets such as streets, bridges, parks, public facilities, and airports. Data for EAM assets are housed in the AMP system to help prepare Asset Management Plans. **Table 4** provides the current status of the condition assessment program in the City.

**Table 4 Current Status of Condition Assessments**

Capital Asset Type	Current Status of Condition Assessments
<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 can evaluate funding needs related to capital expenditures of depreciable assets as data becomes refined from the ongoing condition assessments and Asset Management Plans are prepared.

### Operations and Maintenance Impacts to Capital Renewal

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

## IDENTIFYING CAPITAL NEEDS

Numerous factors affect what triggers and defines a capital asset need. Significant factors include consideration of public health and safety, adhering to Federal, State and local laws, adopting and adhering to service level standards (SLS), and evaluating asset condition assessments. The

coordination efforts applied rely on these priorities to determine and later prioritize if a capital need exists, either as a comparison to the known condition of an existing asset or a new asset.

### **Federal and State Mandated Requirements**

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

### **Americans with Disabilities Act (ADA) Requirements**

The 1990 and 2010 federal ADA civil rights laws mandate that local governments maintain a complaint process for persons with a disability who have a grievance against the municipality. The City's formal ADA complaint process is through its [Office of ADA Compliance and Accessibility](#). Most complaints involve public rights-of-way, such as missing or inadequate curb ramps, missing sidewalks, and requests for accessible pedestrian signals at signalized roadway intersections. The City has approximately 220 open and unfunded complaints with an approximate remediation cost of \$21 million. The City resolves complaints feasibly and expeditiously, though many public rights-of-way complaints include complex design elements that delay resolution.

ADA law also requires that public entities with 50 or more employees complete a transition plan that identifies and schedules modifications needed to achieve accessibility in its facilities and public rights-of-way. The City's original Transition Plan, adopted in 1996, identified 212 high-use City-owned facilities needing architectural barrier removal to achieve accessibility. 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 34 of these facilities; an additional 37 facilities are funded and 111 remain unfunded at a projected cost of approximately \$35 million. Transition Plans are working documents; the City continues to evaluate its public facilities for compliance with current accessibility regulations and update its list of projects needing barrier removal. In addition to Transition Plan-specific and complaint-related projects, all City capital projects incorporate ADA components as required by Federal, State, and local laws, building codes and regulations.

### **Preservation of Public Safety**

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

### **Community Input**

The City is characterized by diverse topography and distinctive neighborhoods within 52 community planning areas. The Planning Department works extensively with [Community Planning Groups](#) (CPG) to update community plans to implement citywide goals and address community-specific issues.



Community plans also identify public facilities that are needed to serve the community and implement the General Plan. These facilities are prioritized by the community, included in an Impact Fee Study, and serve as the basis for establishing a Development Impact Fee (DIF). DIF is one of several funding sources used in the CIP. With many plan updates currently underway, it is anticipated that new and revised projects will continue to be added to the CIP.

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

For this report's effort, the City also distributed an online survey to all Council Districts to solicit a list of community project needs in October 2019. Feedback was received and provided to the appropriate AMDs for consideration in preparation of the proposed FY 2021 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 relates to quality, quantity, reliability, responsiveness, environmental impacts, acceptability, and cost. Many of the City's existing SLS were established by Federal, State, and regional regulations, laws, and industry standards. Additionally, General and Community Plans help to inform public infrastructure requirements and needs. These SLS reflect accepted infrastructure requirements such as increased park space, access to public safety, improved traffic patterns, and public safety facilities. **Table 5** below displays various plans that directly or indirectly address SLS and serve to guide the AMDs in determining a capital need.

**Table 5 Service Level Standard Sources**

Capital Asset Type	Current Service Level Standard Source
<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

<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](#).

Capital Asset Type	Current Service Level Standard Source
<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) and 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 possible they may result in revising scopes of work and cost projections of current CIP projects.

### Climate Action Plan

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

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

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

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 the 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 expenditures 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 the Facilities division of Real Estate Asset Department (READ) 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 the 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 use funding sources to fund CIP projects. Appropriating funds to meet capital needs is dependent upon forecasting of revenues to be received for a specific fiscal year. Definitions, restrictions and constraints of funding sources to support capital needs are described in **Table 6**. Some of the funding sources identified in the table below do not necessarily realize revenue as planned due to various reasons such as economic down-turns, lack of land sales (Capital Outlay Fund), delays in the rate of development (Development Impact Fees (DIF) and Facilities Benefit Assessment funds (FBA).

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

Funding Source	Restrictions	Contingencies/Risks
<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</b>	Donations may be restricted by the donor for a particular purpose.	Donations must be received by the donor
<b>Developer Funding</b>	Developer Funding is restricted to certain projects (or asset types), in certain areas.	Developer Funding must be received by the developer.

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

### Review of Infrastructure Financing

Generally, most funding sources must be applied strictly for purposes intended for a specific program. For example, the goal of TransNet funding is to reduce traffic congestion, and can only be used for street improvements and assets within the right-of-way. DIFs are assessed to mitigate the impacts of development within a specific community and must be used for expanded or new facilities for that within that same community. The City's reliance on financing is an equitable and affordable means of

funding capital projects and represents an important component of capital planning to address infrastructure needs. It is the City's goal to structure and implement financing to provide funding in a timely and cost-effective manner for priority capital projects consistent with the current [City's Debt Policy](#).

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

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

The Fiscal Year 2021-2025 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 CIP projects traditionally funded through a combination of cash, financing, grants, and State Revolving Fund loans, and supported by their respective system revenues. Additionally, the water utility has an ongoing Commercial Paper program to finance CIP projects on an interim basis, and a federal drawdown loan (WIFIA loan) to finance the Water Utility's share of Pure Water Program Phase 1 costs. These water and wastewater capital projects are driven by a need to maintain or replace existing infrastructure and expand the systems to accommodate growth, and to comply with Federal and State regulations. The water and wastewater infrastructure projects are financed with proceeds from Water and Sewer debt, with repayment solely derived from revenue generated by water or sewer rate charges from respective customers.

### **Funding Capacity**

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

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

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

## **CIP CAPACITY**

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

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

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

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

As an example of the construction industry's capacity, the buildings projects in the City of San Diego have seen a significant per bid drop in the number of bidders over the past two years from 6 bidders on average per bid to about 2 bidders per advertised project construction.

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

# PROJECTED CAPITAL ASSET NEEDS AND FUNDING: FY 2021-2025

This report further presents projected revenues for new and deferred capital priority and discretionary needs over the next 5 fiscal years.<sup>3</sup> The projected capital priority needs through Fiscal Year 2025 are approximately \$4.76 billion, with approximately \$3.47 billion of projected funding for priority needs with an estimated funding gap of \$1.29 billion reflected in **Table 7**. **Table 8** shows a summary of discretionary needs, projected funding and funding gap.

**Table 7 Summary of Priority Infrastructure Needs, Funding, and Funding Gap Fiscal Years 2021-2025**

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Capital Needs	\$ 654,725,223	\$ 1,104,609,318	\$ 1,179,217,277	\$ 970,164,895	\$ 850,331,898	\$ 4,759,048,611
Priority Funding	\$ 499,924,611	\$ 884,012,950	\$ 924,084,118	\$ 663,786,425	\$ 500,858,839	\$ 3,472,666,943
Priority Gap	\$ 154,800,612	\$ 220,596,368	\$ 255,133,159	\$ 306,378,470	\$ 349,473,059	\$ 1,286,381,668

**Table 8 Summary of Discretionary Infrastructure Needs, Funding, and Funding Gap Fiscal Years 2021-2025**

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Capital Needs	\$ 210,993,392	\$ 331,501,055	\$ 215,670,134	\$ 233,784,749	\$ 276,927,668	\$ 1,268,876,999
Discretionary Funding	\$ 92,140,390	\$ 108,943,536	\$ 58,869,101	\$ 67,830,149	\$ 65,292,669	\$ 393,075,846
Discretionary Gap	\$ 118,853,002	\$ 222,557,519	\$ 156,801,033	\$ 165,954,600	\$ 211,634,999	\$ 875,801,153

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

<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 Priority Capital Asset Needs Fiscal Years 2021 - 2025**

Asset Type	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Airports	455,400	6,644,720	10,185,000	10,688,520	1,619,240	29,592,880
Bike Facilities	4,500,000	15,500,000	-	-	-	20,000,000
Bridges	4,582,440	1,785,000	2,193,000	14,535,000	6,171,000	29,266,440
Existing Facilities	47,598,235	45,719,925	50,259,352	55,190,000	79,750,000	278,517,512
New Facilities	-	-	-	-	-	-
New Fire Stations	-	2,500,000	19,822,205	11,500,000	25,500,000	59,322,205
Fleet	-	-	-	-	-	-
Golf	1,995,490	-	-	-	-	1,995,490
Landfills	-	-	-	-	-	-
New Libraries	-	-	-	-	-	-
New Lifeguard Stations	250,000	6,319,697	-	-	-	6,569,697
Parks	3,821,000	24,116,419	19,938,896	14,111,142	13,417,000	75,404,457
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	100,029,725	411,197,088	471,841,226	275,411,747	127,861,604	1,386,341,390
Stadium	-	-	-	-	-	-
Sidewalks	11,000,000	12,600,000	12,600,000	12,600,000	12,600,000	61,400,000
Storm Water	144,707,831	156,434,398	184,104,103	218,862,328	254,951,159	959,059,819
Streetlights	-	-	-	-	-	-
Streets and Roads - Modifications	7,675,000	26,216,762	18,456,243	5,300,000	5,400,000	63,048,005
Streets and Roads - Pavement	43,900,000	43,900,000	43,900,000	43,900,000	43,900,000	219,500,000
Traffic Signals and ITS	28,540,000	29,100,000	29,687,600	30,285,000	30,893,900	148,506,500
Wastewater	117,278,052	138,250,390	132,320,234	116,828,818	105,121,918	609,799,411
Water	138,392,050	184,324,920	183,909,418	160,952,341	143,146,077	810,724,805
<b>Total Priority Need</b>	<b>\$ 654,725,223</b>	<b>\$ 1,104,609,318</b>	<b>\$ 1,179,217,277</b>	<b>\$ 970,164,895</b>	<b>\$ 850,331,898</b>	<b>\$ 4,759,048,611</b>

**Table 10 Summary of Projected Discretionary Capital Asset Needs Fiscal Years 2021 - 2025**

Asset Type	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Airports	100,000	-	240,000	1,094,000	4,140,000	5,574,000
Bike Facilities	33,180,000	19,050,000	19,431,000	19,820,000	20,216,400	111,697,400
Bridges	100,000	23,215,556	-	26,400,000	1,110,000	50,825,556
Existing Facilities	21,724,670	37,325,000	48,060,000	62,560,000	55,200,000	224,869,670
New Facilities	-	10,000,000	20,000,000	-	-	30,000,000
New Fire Stations	-	-	-	12,899,439	-	12,899,439
Fleet	-	-	-	-	-	-
Golf	-	1,000,000	900,000	163,816	-	2,063,816
Landfills	-	-	-	-	-	-
New Libraries	3,600,000	26,983,720	-	-	-	30,583,720
New Lifeguard Stations	250,000	-	-	-	-	250,000
Parks	41,575,713	96,381,415	32,177,195	12,168,669	83,919,708	266,222,700
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	-	-	-	-	-	-
Stadium	-	-	-	-	-	-
Sidewalks	11,260,000	11,400,000	22,450,000	22,820,000	23,420,000	91,350,000
Storm Water	-	-	-	-	-	-
Streetlights	44,500,000	38,400,000	38,604,000	38,812,100	39,024,300	199,340,400
Streets and Roads - Modifications	15,796,000	10,106,000	10,190,000	12,195,279	10,190,000	58,477,279
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	-	-	-	-	-	-
Wastewater	11,298,664	22,023,640	11,490,519	24,851,446	39,124,754	108,789,022
Water	27,608,346	35,615,724	12,127,420	-	582,507	75,933,997
<b>Total Discretionary Need</b>	<b>\$ 210,993,392</b>	<b>\$ 331,501,055</b>	<b>\$ 215,670,134</b>	<b>\$ 233,784,749</b>	<b>\$ 276,927,668</b>	<b>\$ 1,268,876,999</b>

To effectively plan the execution of CIP projects, the City needs to provide reasonable projections of cash flows as displayed in **Table 11** and **Table 12** for the projected funding per asset type. As noted in the assumptions identified in **Table 3**, 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.

**Table 11 Summary of Priority Capital Funding Projections Fiscal Years 2021 – 2025**

Asset Type	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Airports	455,400	6,644,720	10,185,000	10,688,520	1,619,240	29,592,880
Bike Facilities	4,500,000	15,500,000	-	-	-	20,000,000
Bridges	4,150,040	200,000	200,000	200,000	200,000	4,950,040
Existing Facilities	31,934,588	24,712,349	14,909,000	10,750,000	24,750,000	107,055,937
New Facilities	-	-	-	-	-	-
New Fire Stations	-	2,500,000	19,822,205	11,500,000	25,500,000	59,322,205
Fleet	-	-	-	-	-	-
Golf	1,995,490	-	-	-	-	1,995,490
Landfills	-	-	-	-	-	-
New Libraries	-	-	-	-	-	-
New Lifeguard Stations	-	5,819,697	-	-	-	5,819,697
Parks	3,821,000	9,337,233	20,034,923	8,580,000	3,660,000	45,433,156
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	100,029,725	411,197,088	471,841,226	275,411,747	127,861,604	1,386,341,390
Stadium	-	-	-	-	-	-
Sidewalks	6,000,000	954,423	5,000,000	5,000,000	5,000,000	21,954,423
Storm Water	40,993,306	22,322,131	13,209,912	12,625,000	12,750,000	101,900,349
Streetlights	-	-	-	-	-	-
Streets and Roads - Modifications	3,925,000	12,500,000	1,500,000	1,500,000	1,500,000	20,925,000
Streets and Roads - Pavement	43,900,000	43,900,000	43,900,000	43,900,000	43,900,000	219,500,000
Traffic Signals and ITS	2,549,960	5,850,000	7,252,200	5,850,000	5,850,000	27,352,160
Wastewater	117,278,052	138,250,390	132,320,234	116,828,818	105,121,918	609,799,411
Water	138,392,050	184,324,920	183,909,418	160,952,341	143,146,077	810,724,805
<b>Total Priority Funding</b>	<b>\$ 499,924,611</b>	<b>\$ 884,012,950</b>	<b>\$ 924,084,118</b>	<b>\$ 663,786,425</b>	<b>\$ 500,858,839</b>	<b>\$ 3,472,666,943</b>

**Table 12 Summary of Discretionary Capital Funding Projections Fiscal Years 2021 - 2025**

Asset Type	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Airports	100,000	-	240,000	1,094,000	4,140,000	5,574,000
Bike Facilities	-	-	-	-	-	-
Bridges	-	23,215,556	-	-	-	23,215,556
Existing Facilities	-	-	-	1,000,000	-	1,000,000
New Facilities	-	-	-	-	-	-
New Fire Stations	-	-	-	12,899,439	-	12,899,439
Fleet	-	-	-	-	-	-
Golf	-	1,000,000	900,000	163,816	-	2,063,816
Landfills	-	-	-	-	-	-
New Libraries	-	-	-	-	-	-
New Lifeguard Stations	-	-	-	-	-	-
Parks	26,637,381	9,782,616	20,463,662	12,168,669	9,055,409	78,107,737
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	-	-	-	-	-	-
Stadium	-	-	-	-	-	-
Sidewalks	8,500,000	6,000,000	3,257,500	3,257,500	2,000,000	23,015,000
Storm Water	-	-	-	-	-	-
Streetlights	2,200,000	1,200,000	200,000	200,000	200,000	4,000,000
Streets and Roads - Modifications	15,796,000	10,106,000	10,190,000	12,195,279	10,190,000	58,477,279
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	-	-	-	-	-	-
Wastewater	11,298,664	22,023,640	11,490,519	24,851,446	39,124,754	108,789,022
Water	27,608,346	35,615,724	12,127,420	-	582,507	75,933,997
<b>Total Discretionary Funding</b>	<b>\$ 92,140,390</b>	<b>\$ 108,943,536</b>	<b>\$ 58,869,101</b>	<b>\$ 67,830,149</b>	<b>\$ 65,292,669</b>	<b>\$ 393,075,846</b>

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

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

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

**Table 13 Airports (Priority)**

Airports	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 455,400	\$ 6,644,720	\$ 10,185,000	\$ 10,688,520	\$ 1,619,240	\$ 29,592,880
Funding Source						-
Funding Source Total	\$ 455,400	\$ 6,644,720	\$ 10,185,000	\$ 10,688,520	\$ 1,619,240	\$ 29,592,880
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Table 14 Airports (Discretionary)**

Airports	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 100,000	\$ -	\$ 240,000	\$ 1,094,000	\$ 4,140,000	\$ 5,574,000
Funding Source						-
Airport Funds	100,000	-	240,000	1,094,000	4,140,000	5,574,000
Funding Source Total	\$ 100,000	\$ -	\$ 240,000	\$ 1,094,000	\$ 4,140,000	\$ 5,574,000
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Airports Division manages Montgomery-Gibbs Executive Airport in Kearny Mesa and Brown Field Airport in Otay Mesa. Both airports cover a 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 needs 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 15 Bike Facilities (Priority)**

Bike Facilities	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 4,500,000	\$ 15,500,000	\$ -	\$ -	\$ -	\$ 20,000,000
Funding Source						-
TransNet Funds	4,500,000	15,500,000	-	-	-	20,000,000
Funding Source Total	\$ 4,500,000	\$ 15,500,000	\$ -	\$ -	\$ -	\$ 20,000,000
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Table 16 Bike Facilities (Discretionary)**

Bike Facilities	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 33,180,000	\$ 19,050,000	\$ 19,431,000	\$ 19,820,000	\$ 20,216,400	\$ 111,697,400
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ 33,180,000	\$ 19,050,000	\$ 19,431,000	\$ 19,820,000	\$ 20,216,400	\$ 111,697,400

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 40 bike lane miles per year, and 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. The Outlook assumes implementation of the Bicycle Master Plan in 20 years by Fiscal Year 2040. Revenue to support some of this work, estimated at \$200,000 annually, is budgeted through the Transportation and Storm Water Department's operations and maintenance budget funded by TransNet and is not included in this Outlook.

## Bridges, AMD: Transportation and Storm Water Department

### Table 17 Bridges (Priority)

Bridges	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 4,582,440	\$ 1,785,000	\$ 2,193,000	\$ 14,535,000	\$ 6,171,000	\$ 29,266,440
Funding Source						-
Facilities Benefit Assessments	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Regional Transportation Congestion Improvement Program Funds	3,950,040	-	-	-	-	3,950,040
TransNet Funds	200,000	200,000	200,000	200,000	200,000	1,000,000
Funding Source Total	\$ 4,150,040	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 4,950,040
Priority Gap	\$ 432,400	\$ 1,585,000	\$ 1,993,000	\$ 14,335,000	\$ 5,971,000	\$ 24,316,400

### Table 18 Bridges (Discretionary)

Bridges	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 100,000	\$ 23,215,556	\$ -	\$ 26,400,000	\$ 1,110,000	\$ 50,825,556
Funding Source						-
Facilities Benefit Assessments	-	2,519,898	-	-	-	2,519,898
Grants	-	20,695,658	-	-	-	20,695,658
Regional Transportation Congestion Improvement Program Funds	-	-	-	-	-	-
TransNet Funds	-	-	-	-	-	-
Funding Source Total	\$ -	\$ 23,215,556	\$ -	\$ -	\$ -	\$ 23,215,556
Discretionary Gap	\$ 100,000	\$ -	\$ -	\$ 26,400,000	\$ 1,110,000	\$ 27,610,000

There are 164 vehicular and pedestrian bridges owned and maintained by the City of San Diego that are inspected by Caltrans once every two years. Caltrans prepares a bridge inspection report detailing the condition of the bridge and needed repairs. City staff works closely with Caltrans to pursue State/Federal grant funds to address bridge repair needs. The City applies yearly for two major grants; the Local Highway Bridge Program (HBP) for major bridge rehabilitation and Bridge Preventive Maintenance Program (BPMP) for minor bridge rehabilitation. HBP provides funding for rehabilitation or replacement of public highway bridges. BPMP provides funding for preventive maintenance works. The federal reimbursement rate is 88.53% of the project costs. The City is responsible for the remaining 11.47% of the project cost. Based on the data gathered from Caltrans' inspection reports, the City's goal is to plan and design one major bridge project and provide minor bridge rehabilitation work for 15 bridges per year. The Outlook assumes all identified repair needs to be addressed in 10 years by Fiscal Year 2030.

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

### Table 19 Existing General Fund Building Facilities (Priority)

Existing General Fund Building Facilities	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 47,598,235	\$ 45,719,925	\$ 50,259,352	\$ 55,190,000	\$ 79,750,000	\$ 278,517,512
Funding Source						-
Development Impact Fees	3,650,000	9,122,908	12,450,000	10,750,000	11,250,000	47,222,908
Facilities Benefit Assessments	-	-	-	-	13,500,000	13,500,000
Financing	9,356,245	11,600,000	2,459,000	-	-	23,415,245
Fleet Services Internal Service Fund	14,788,439	2,689,441	-	-	-	17,477,880
Infrastructure Fund	3,514,904	1,000,000	-	-	-	4,514,904
Regional Park Improvements Fund	625,000	300,000	-	-	-	925,000
Funding Source Total	\$ 31,934,588	\$ 24,712,349	\$ 14,909,000	\$ 10,750,000	\$ 24,750,000	\$ 107,055,937
Priority Gap	\$ 15,663,647	\$ 21,007,576	\$ 35,350,352	\$ 44,440,000	\$ 55,000,000	\$ 171,461,575

### Table 20 Existing General Fund Building Facilities (Discretionary)

Existing General Fund Building Facilities	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 21,724,670	\$ 37,325,000	\$ 48,060,000	\$ 62,560,000	\$ 55,200,000	\$ 224,869,670
Funding Source						-
Development Impact Fees	-	-	-	1,000,000	-	1,000,000
Funding Source Total	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
Discretionary Gap	\$ 21,724,670	\$ 37,325,000	\$ 48,060,000	\$ 61,560,000	\$ 55,200,000	\$ 223,869,670

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

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

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

New Fire Stations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ -	\$ 2,500,000	\$ 19,822,205	\$ 11,500,000	\$ 25,500,000	\$ 59,322,205
Funding Source						-
Facilities Benefit Assessments	-	2,500,000	19,822,205	11,500,000	25,500,000	59,322,205
Funding Source Total	\$ -	\$ 2,500,000	\$ 19,822,205	\$ 11,500,000	\$ 25,500,000	\$ 59,322,205
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

  

New Lifeguard Stations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 250,000	\$ 6,319,697	\$ -	\$ -	\$ -	\$ 6,569,697
Funding Source						-
Infrastructure Fund	-	5,819,697	-	-	-	5,819,697
Funding Source Total	\$ -	\$ 5,819,697	\$ -	\$ -	\$ -	\$ 5,819,697
Priority Gap	\$ 250,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 750,000

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

New Fire Stations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ 12,899,439	\$ -	\$ 12,899,439
Funding Source						-
Facilities Benefit Assessments	-	-	-	12,899,439	-	12,899,439
Funding Source Total	\$ -	\$ -	\$ -	\$ 12,899,439	\$ -	\$ 12,899,439
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

  

New Lifeguard Stations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Funding Source						-
Infrastructure Fund	-	-	-	-	-	-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000

The Fire-Rescue Department is committed to the rehabilitation, teardown/rebuild or new construction of Fire-Rescue facilities to serve a population of 1.4 million within a 343-square mile area. The Department operates 48 fire stations, two 911 communications centers, an air operations facility, a training facility, nine permanent lifeguard stations, and 30 seasonal lifeguard towers.

The table above summarizes the new fire stations and lifeguard stations planned through FY 2025 to improve time response standards to emergencies. The needs in the Fire Stations and Lifeguard Stations tables above include construction of the following new Fire Rescue facilities: FS 49, FS 54, FS 48, FS 51, Fairmount Avenue FS, Fire Rescue Air Operations Facility, UCSD FS, East Village FS, Del Mar Mesa/Torrey Hills, Fire & Police Training Facility, Ocean Beach Lifeguard Station, North Pacific Beach Lifeguard Station, Lifeguard Northern Safety Unit Station, Lifeguard Headquarters Boat Safety Unit Trailer and Lifeguard Rescue 44 Permanent Garage. Some fire stations identified in the updated Citygate Standards of Coverage report previously adopted by City Council are included in this CIP Outlook. Projected amounts for existing fire stations and lifeguard stations are captured under the Facilities – General Fund needs derived from the draft Fire-Rescue Asset Management Plan. Existing

Fire-Rescue facilities projections were developed based on the inventory square footage, estimated expansion of the inventory square footage and estimated costs per square foot.

**Fleet, AMD: Fleet Operations Department**  
**Table 23 Fleet (Priority)**

Fleet	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Table 24 Fleet (Discretionary)**

Fleet	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Fleet Operations Department provides City departments with comprehensive fleet management services, largely by providing a dependable fleet of over 4,400 motor vehicles and equipment. Funding is needed for deferred maintenance and replacement of old and worn-out shop equipment at City of San Diego vehicle repair facilities. This includes facility upgrades that extend the useful life of Fleet facilities, improving workplace safety and efficiency, and the replacement of a paint booth and overhead cranes. Additionally, funding for the replacement of the large vehicle car washes at Fleet repair facilities and maintenance to extend the useful life of Police Department substations car washes will be addressed. This need is captured under the Existing General Fund Building Facilities needs.

**Landfills, AMD: Environmental Services Department**  
**Table 25 Landfills (Priority)**

Landfills	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Table 26 Landfills (Discretionary)**

Landfills	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Environmental Services Department operates a municipal solid waste landfill and maintains eight closed landfills and eight inactive burn sites, all of which require sustained improvements. Available funding in FY20 is available for the development of several significant projects at these landfills. These projects include scale replacements necessary to ensure proper fee collection and material tracking, grading improvements to ensure proper management of storm water runoff, and landfill gas recovery improvements to ensure compliance with air quality regulations.

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

**Libraries, AMD: Library Department**  
**Table 27 New Libraries (Priority)**

Landfills	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Table 28 New Libraries (Discretionary)**

New Libraries	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 3,600,000	\$ 26,983,720	\$ -	\$ -	\$ -	\$ 30,583,720
Funding Source						
Library System Improvement Fund	-	-	-	-	-	-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ 3,600,000	\$ 26,983,720	\$ -	\$ -	\$ -	\$ 30,583,720

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

All projects for existing library facilities are captured under the Facilities – General Fund needs and are derived from the draft Library Asset Management Plan. During this Five-Year CIP Outlook, Library facilities projects include expansion of the existing Ocean Beach Branch Library, a complete rebuild of the San Carlos Branch Library, an expansion of the Scripps Miramar Ranch Library parking lot and the design for a new Mid-City Idea Lab. After review of the feasibility study results, the Library Department will not be moving forward with the 2,000-square foot expansion of the Kensington / Normal Heights Branch Library. A feasibility study for a new library in Oak Park has just begun; the Library Department will be working towards building a new facility during the Outlook window.

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

Parks	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 3,821,000	\$ 24,116,419	\$ 19,938,896	\$ 14,111,142	\$ 13,417,000	\$ 75,404,457
Funding Source						
Development Impact Fees	-	-	500,000	-	-	500,000
Facilities Benefit Assessments	-	-	-	-	-	-
Financing	-	-	16,538,896	5,000,000	-	21,538,896
Infrastructure Fund	2,221,000	6,057,233	-	-	-	8,278,233
Mission Trails Regional Park Fund	-	-	-	-	-	-
Other Park Funds	-	-	-	-	-	-
Regional Park Improvements Fund	1,600,000	3,200,000	2,916,027	3,500,000	3,500,000	14,716,027
Sunset Cliffs Natural Park Fund	-	80,000	80,000	80,000	160,000	400,000
Funding Source Total	\$ 3,821,000	\$ 9,337,233	\$ 20,034,923	\$ 8,580,000	\$ 3,660,000	\$ 45,433,156
Priority Gap	\$ -	\$ 14,779,186	\$ (96,027)	\$ 5,531,142	\$ 9,757,000	\$ 29,971,301
<b>Parks - Golf Courses</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
Priority Need	\$ 1,995,490	\$ -	\$ -	\$ -	\$ -	\$ 1,995,490
Funding Source						
Golf Course Enterprise Fund	1,995,490	-	-	-	-	1,995,490
Funding Source Total	\$ 1,995,490	\$ -	\$ -	\$ -	\$ -	\$ 1,995,490
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Parks - Mission Bay Improvements</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Mission Bay Improvements Fund	-	-	-	-	-	-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Parks	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Discretionary Need</b>	\$ 41,575,713	\$ 96,381,415	\$ 32,177,195	\$ 12,168,669	\$ 83,919,708	\$ 266,222,700
<b>Funding Source</b>						
Development Impact Fees	2,000,000	252,193	-	-	-	2,252,193
Facilities Benefit Assessments	13,000,000	-	11,177,795	3,291,804	-	27,469,599
Financing	-	-	-	-	-	-
Infrastructure Fund	2,000,000	1,000,000	-	-	-	3,000,000
Mission Trails Regional Park Fund	229,381	236,263	243,351	250,651	258,171	1,217,817
Other Park Funds	75,000	75,000	75,000	75,000	75,000	375,000
Regional Park Improvements Fund	1,275,000	-	583,973	-	-	1,858,973
Sunset Cliffs Natural Park Fund	-	-	-	-	-	-
<b>Funding Source Total</b>	\$ 18,579,381	\$ 1,563,456	\$ 12,080,119	\$ 3,617,455	\$ 333,171	\$ 36,173,582
<b>Discretionary Gap</b>	\$ 22,996,332	\$ 94,817,959	\$ 20,097,076	\$ 8,551,214	\$ 83,586,537	\$ 230,049,118
<b>Parks - Golf Courses</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Discretionary Need</b>	\$ -	\$ 1,000,000	\$ 900,000	\$ 163,816	\$ -	\$ 2,063,816
<b>Funding Source</b>						
Golf Course Enterprise Fund	-	1,000,000	900,000	163,816	-	2,063,816
<b>Funding Source Total</b>	\$ -	\$ 1,000,000	\$ 900,000	\$ 163,816	\$ -	\$ 2,063,816
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Parks - Mission Bay Improvements</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Discretionary Need</b>	\$ 8,058,000	\$ 8,219,160	\$ 8,383,543	\$ 8,551,214	\$ 8,722,238	\$ 41,934,155
<b>Funding Source</b>						
Mission Bay Improvements Fund	8,058,000	8,219,160	8,383,543	8,551,214	8,722,238	41,934,155
<b>Funding Source Total</b>	\$ 8,058,000	\$ 8,219,160	\$ 8,383,543	\$ 8,551,214	\$ 8,722,238	\$ 41,934,155
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Parks and Recreation Department oversees more than 42,263 acres of developed parks, open space, underwater parks, and golf courses including 58 recreation centers, 13 aquatic centers, approximately 275 playgrounds in 9,314 acres of developed parks, as well as over 26,972 acres of open space, and the 110-acre Mount Hope Cemetery. The General Plan sets a standard of 2.8 useable acres per 1,000 population. Recreation centers serve a population of 25,000 or population within three miles, whichever is less. Certain improvements that expand a building or increase usage may be considered park equivalencies. All projects pertaining to existing park facility buildings (comfort stations, recreation centers, museum space, etc.) are captured under the Facilities – General Fund needs. Funding to begin developing a Park System Master Plan is included in the most recent Five-Year Financial Outlook and will take approximately three to four years to complete. The plan will begin to address park acreage deficits and associated costs not identified until FY2020 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 31 New Police Stations (Priority)**

New Police Stations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Priority Need</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Source</b>						
<b>Funding Source Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Priority Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Table 32 New Police Stations (Discretionary)**

New Police Stations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Discretionary Need</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Source</b>						
<b>Funding Source Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Police Department serves the community from a headquarter building, nine area commands located throughout the City, one Traffic Division and the Police Plaza. The Police Department has no new facility projects planned during this CIP Outlook. During this CIP Outlook, existing priority Police facilities projects include Police Range Refurbishment – Phase II construction, and the Police Plaza improvement project which is an addition to the prior year outlook that includes preliminary design/space planning, design and construction of tenant improvements. Also included in this CIP Outlook as priority projects are Police Headquarter Elevators modernization, Police Headquarter Energy Management System construction, Police area command stations HVAC controls installation, and Police Technical Training Center HVAC replacement. Discretionary projects included in this CIP Outlook are Police Exterior Lighting Improvements at nine locations, Police Roof Repairs at four locations, and Police Headquarter fencing. A 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 needs. All projects for existing police stations are captured under the Facilities – General Fund needs from the draft Police Asset Management Plan.

## Sidewalks, AMD: Transportation and Storm Water Department

**Table 33 Sidewalks (Priority)**

Sidewalks	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Priority Need</b>	\$ 11,000,000	\$ 12,600,000	\$ 12,600,000	\$ 12,600,000	\$ 12,600,000	\$ 61,400,000
<b>Funding Source</b>						-
CDBG	-	-	-	-	-	-
Development Impact Fees	-	-	-	-	-	-
Facilities Benefit Assessments	-	-	-	-	-	-
Financing	3,000,000	954,423	5,000,000	5,000,000	5,000,000	18,954,423
Infrastructure Fund	3,000,000	-	-	-	-	3,000,000
TransNet Funds	-	-	-	-	-	-
<b>Funding Source Total</b>	\$ 6,000,000	\$ 954,423	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 21,954,423
<b>Priority Gap</b>	\$ 5,000,000	\$ 11,645,577	\$ 7,600,000	\$ 7,600,000	\$ 7,600,000	\$ 39,445,577

**Table 34 Sidewalks (Discretionary)**

Sidewalks	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Discretionary Need</b>	\$ 11,260,000	\$ 11,400,000	\$ 22,450,000	\$ 22,820,000	\$ 23,420,000	\$ 91,350,000
<b>Funding Source</b>						-
CDBG	-	-	1,257,500	1,257,500	-	2,515,000
Development Impact Fees	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Facilities Benefit Assessments	4,000,000	3,000,000	-	-	-	7,000,000
Financing	-	-	-	-	-	-
Infrastructure Fund	-	-	-	-	-	-
TransNet Funds	2,500,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000
<b>Funding Source Total</b>	\$ 8,500,000	\$ 6,000,000	\$ 3,257,500	\$ 3,257,500	\$ 2,000,000	\$ 23,015,000
<b>Discretionary Gap</b>	\$ 2,760,000	\$ 5,400,000	\$ 19,192,500	\$ 19,562,500	\$ 21,420,000	\$ 68,335,000

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 2030. An assessment of the condition of the City's sidewalks was conducted in Fiscal Years 2014 and 2015. At that time, 85,503 locations were found to be deficient at a total replacement cost of approximately \$52.7 million. Since the assessment, an additional 23,203 damaged locations have been identified and 38,200 locations have been funded for repair. The Department estimates the total number of remaining sidewalk deficiencies to be approximately 70,506. Approximately 33,203 of these deficiencies are sidewalk uplifts of 1.5 inches or less which require a sidewalk slice as the permanent repair and requires funding of approximately \$2.2 million to address the known deficiencies. This repair activity is budgeted in the Department's operations and maintenance budget and is not included in the Outlook. The remaining 37,303 deficiencies are a result of uplifts of 1.5



inches or greater as well as cracked, subsided, and tree-damaged sidewalks and require funding of approximately \$91.4 million to address the deficiencies. These deficiencies are repaired by utilizing the Department’s Sidewalk Repair and Replacement CIP. The cost to address all current CIP sidewalk deficiencies within 10 years is approximately \$9.6 million annually, with a ramp up between Fiscal Years 2021 and 2022 to allow for the hiring of additional staff to support the program.

Additionally, the goal is to install 330,000 linear feet of new sidewalks by the end of FY 2030, which equates to 33,000 linear feet per year, pending availability of funding. In addition, the Department will program upgrades, including curb ramps and sidewalks, to facilities in the public right-of-way to meet obligations under the ADA. An annual need of \$7 million is included in the Outlook to support ADA sidewalk and curb ramp installations.

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

Storm Water	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 144,707,831	\$ 156,434,398	\$ 184,104,103	\$ 218,862,328	\$ 254,951,159	\$ 959,059,819
Funding Source						-
Development Impact Fees	12,350,000	9,624,899	6,647,800	9,250,000	9,750,000	47,622,699
Facilities Benefit Assessments	8,204,000	5,908,580	-	375,000	-	14,487,580
Financing	5,000,000	954,422	5,562,112	2,000,000	2,000,000	15,516,534
Infrastructure Fund	14,439,306	4,834,230	-	-	-	19,273,536
TransNet Funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Funding Source Total	\$ 40,993,306	\$ 22,322,131	\$ 13,209,912	\$ 12,625,000	\$ 12,750,000	\$ 101,900,349
Priority Gap	\$ 103,714,525	\$ 134,112,267	\$ 170,894,191	\$ 206,237,328	\$ 242,201,159	\$ 857,159,470

**Table 36 Storm Water Infrastructure (Discretionary Drainage)**

Storm Water	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Two of the Transportation & Storm Water Department’s long-term goals is to reduce the City’s flood risk and to protect and improve water quality. The City is proposing a significant proactive investment in the planning, design, and construction of storm water infrastructure facilities to reduce costs and increase efficiencies by integrating water quality and flood risk projects. The projected capital needs will improve storm water discharge quality in compliance with storm water regulations as well as serve to reduce flood risk by replacing high risk assets such as aging corrugated metal pipes and other deferred maintenance of storm drainage infrastructure. These proactive investments will reduce the City’s long-term storm water costs by minimizing the potential for more costly emergency repairs of failed storm drain assets.

The Transportation & Storm Water Department developed and is currently updating a comprehensive Watershed Asset Management Plan (WAMP) to quantify needs and costs of operating the storm water system and complying with the California Regional Water Quality Control Board (RWQCB) Municipal Storm Water Permit. The Department is also collaborating with the RWQCB to refine the accuracy of some of the information used as the basis for the current regulations.

Per the WAMP, the total storm water infrastructure funding need of approximately \$959 million over the next five fiscal years is approximately \$184 million higher than the \$775 million in storm water infrastructure needs identified in the FY 2020-2024 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 37 Street Lights (Priority)**

Streetlights	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Table 38 Street Lights (Discretionary)**

Streetlights	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 44,500,000	\$ 38,400,000	\$ 38,604,000	\$ 38,812,100	\$ 39,024,300	\$ 199,340,400
Funding Source						
Development Impact Fees	2,000,000	1,000,000	-	-	-	3,000,000
TransNet Funds	200,000	200,000	200,000	200,000	200,000	1,000,000
Funding Source Total	\$ 2,200,000	\$ 1,200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 4,000,000
Discretionary Gap	\$ 42,300,000	\$ 37,200,000	\$ 38,404,000	\$ 38,612,100	\$ 38,824,300	\$ 195,340,400

The Transportation & Storm Water Department's long-term goal is to install 4,900 new streetlights by the end of FY 2030, which equates to 490 streetlights per year. This is projected to result in the completion of all identified needs in 10 years by Fiscal Year 2030. The previous service level included the installation of 750 new streetlights per year over a ten-year period, which assumed the total number of street lights required to meet current design guidelines across the City. A more realistic service level considers the number of streetlight requests that have been reviewed and approved by the City. Additionally, 200 streetlights are installed annually through the Utilities Undergrounding Program.

The Department's goal also includes the replacement of all 49 remaining obsolete streetlight series circuits to meet modern electrical standards over a 25-year period, through Fiscal Year 2045, as well as replacing approximately 2,500 streetlight poles and fixtures per year, which represents the replacement of approximately five percent of the City's total street light poles per fiscal year over a 20-year period, through Fiscal Year 2040.

### Street Improvements, AMD: Transportation and Storm Water Department

**Table 39 Street Improvements (Priority)**

Streets and Roads - Modifications	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 7,675,000	\$ 26,216,762	\$ 18,456,243	\$ 5,300,000	\$ 5,400,000	\$ 63,048,005
Funding Source						
Bus Stop Capital Improvement Fund	-	-	-	-	-	-
Facilities Benefit Assessments	-	10,000,000	-	-	-	10,000,000
Infrastructure Fund	300,000	-	-	-	-	300,000
TransNet Funds	3,625,000	2,500,000	1,500,000	1,500,000	1,500,000	10,625,000
Undergrounding Utilities Fund	-	-	-	-	-	-
Funding Source Total	\$ 3,925,000	\$ 12,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 20,925,000
Priority Gap	\$ 3,750,000	\$ 13,716,762	\$ 16,956,243	\$ 3,800,000	\$ 3,900,000	\$ 42,123,005
Streets and Roads - Pavement	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 219,500,000
Funding Source						
Financing	15,922,300	37,412,610	18,741,760	16,237,128	13,761,104	102,074,902
Gas Tax Fund	14,222,399	4,300,458	5,518,433	7,044,549	8,504,665	39,590,504
Road Maintenance & Rehabilitation Fund	4,785,156	-	-	-	-	4,785,156
TransNet Funds	6,970,145	186,932	17,639,807	18,618,323	19,634,231	63,049,438
Trench Cut/Excavation Fee Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Funding Source Total	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 219,500,000
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Table 40 Street Improvements (Discretionary)**

Streets and Roads - Modifications	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 15,796,000	\$ 10,106,000	\$ 10,190,000	\$ 12,195,279	\$ 10,190,000	\$ 58,477,279
Funding Source						
Bus Stop Capital Improvement Fund	-	106,000	190,000	190,000	190,000	676,000
Facilities Benefit Assessments	5,796,000	-	-	2,005,279	-	7,801,279
Infrastructure Fund	-	-	-	-	-	-
TransNet Funds	-	-	-	-	-	-
Undergrounding Utilities Fund	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
Funding Source Total	\$ 15,796,000	\$ 10,106,000	\$ 10,190,000	\$ 12,195,279	\$ 10,190,000	\$ 58,477,279
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

  

Streets and Roads - Pavement	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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 98 miles of asphalt overlay or concrete street reconstruction, as well as 370 miles of slurry seal for 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 Average Pavement OCI 70					
Activity	FY21	FY22	FY23	FY24	FY25
Slurry Seal	370	370	370	370	370
Overlay	91	91	91	91	91
Concrete Streets	6	6	6	6	6
Reconstruction	1	1	1	1	1
Total	468	468	468	468	468
Required Funding (O&M/CIP)	\$80.9M	\$80.9M	\$80.9M	\$80.9M	\$80.9M

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

**Table 41 Traffic Signals and Intelligent Transportation Systems (Priority)**

Traffic Signals and ITS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 28,540,000	\$ 29,100,000	\$ 29,687,600	\$ 30,285,000	\$ 30,893,900	\$ 148,506,500
Funding Source						
Development Impact Fees	-	-	1,402,200	-	-	1,402,200
Regional Transportation Congestion Improvement Program Funds	49,960	4,000,000	4,000,000	4,000,000	4,000,000	16,049,960
TransNet Funds	2,500,000	1,850,000	1,850,000	1,850,000	1,850,000	9,900,000
Funding Source Total	\$ 2,549,960	\$ 5,850,000	\$ 7,252,200	\$ 5,850,000	\$ 5,850,000	\$ 27,352,160
Priority Gap	\$ 25,990,040	\$ 23,250,000	\$ 22,435,400	\$ 24,435,000	\$ 25,043,900	\$ 121,154,340

**Table 42 Traffic Signals and Intelligent Transportation Systems (Discretionary)**

Traffic Signals and ITS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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, technology, and install all signals identified on the current needs list by FY 2030. Revenue to support the installation of Accessible Pedestrian Signals, estimated at \$300,000 annually, is budgeted through the Department's operations and maintenance budget funded by TransNet and is not included in this Outlook.

**Wastewater, Water Infrastructure and Pure Water, AMD: Public Utilities Department****Table 43 Wastewater, Water Infrastructure and Pure Water - Potable Reuse (Priority) \***

Wastewater	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 117,278,052	\$ 138,250,390	\$ 132,320,234	\$ 116,828,818	\$ 105,121,918	\$ 609,799,411
Funding Source						
Wastewater Funds	117,278,052	138,250,390	132,320,234	116,828,818	105,121,918	609,799,411
Funding Source Total	\$ 117,278,052	\$ 138,250,390	\$ 132,320,234	\$ 116,828,818	\$ 105,121,918	\$ 609,799,411
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

  

Water	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 138,392,050	\$ 184,324,920	\$ 183,909,418	\$ 160,952,341	\$ 143,146,077	\$ 810,724,805
Funding Source						
Water Fund	138,392,050	184,324,920	183,909,418	160,952,341	143,146,077	810,724,805
Funding Source Total	\$ 138,392,050	\$ 184,324,920	\$ 183,909,418	\$ 160,952,341	\$ 143,146,077	\$ 810,724,805
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

  

Pure Water - Potable Reuse	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 100,029,725	\$ 411,197,088	\$ 471,841,226	\$ 275,411,747	\$ 127,861,604	\$ 1,386,341,390
Funding Source						
Wastewater Funds	48,015,325	182,642,090	212,018,242	89,823,787	38,662,908	571,162,353
Water Fund	52,014,400	228,554,998	259,822,984	185,587,959	89,198,696	815,179,037
Funding Source Total	\$ 100,029,725	\$ 411,197,088	\$ 471,841,226	\$ 275,411,747	\$ 127,861,604	\$ 1,386,341,390
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Wastewater	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 11,298,664	\$ 22,023,640	\$ 11,490,519	\$ 24,851,446	\$ 39,124,754	\$ 108,789,022
Funding Source						
Wastewater Funds	11,298,664	22,023,640	11,490,519	24,851,446	39,124,754	108,789,022
Funding Source Total	\$ 11,298,664	\$ 22,023,640	\$ 11,490,519	\$ 24,851,446	\$ 39,124,754	\$ 108,789,022
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

  

Water	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 27,608,346	\$ 35,615,724	\$ 12,127,420	\$ -	\$ 582,507	\$ 75,933,997
Funding Source						
Water Fund	27,608,346	35,615,724	12,127,420	-	582,507	75,933,997
Funding Source Total	\$ 27,608,346	\$ 35,615,724	\$ 12,127,420	\$ -	\$ 582,507	\$ 75,933,997
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

  

Pure Water - Potable Reuse	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

\*Note: The Department is currently reviewing the rate impacts of revenues and expenditures that are projected to begin in Fiscal Year 2021 as part of the Cost of Service (COS) analysis. The analysis is expected to be completed during March 2020, and adjustments to water rates may be considered after completion and release of the COS analysis in full compliance with Proposition 218 and the City's existing processes. With the implementation of the Pure Water Program, the baseline CIP program, and future California Water Authority rate increases, additional rate capacity may be needed to continue to meet all financial obligations associated with the Department's capital improvement projects and repayment of debt.

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 awards contracts to replace approximately 35 water miles annually.

The water system extends over 404 square miles with historical demands of approximately 171 million gallons (mgd) per day on average. 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, 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 Metro System consists of three wastewater treatment plants, one bio-solids processing facility, four pump stations, two outfalls, and provides treatment and disposal services for the City and 12 other agencies and districts (collectively referred to as the "Participating Agencies") within a 450-square mile area.

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

### **Pure Water San Diego**

[Pure Water San Diego](#) is the City's phased, multi-year program, that uses proven water purification technology to provide a safe, secure, and sustainable local water supply by turning recycled water into drinkable water through water purification technology. The Five-Year CIP Outlook includes the needs for preparation of bid documents, construction, and completion of Phase 1 of the Pure Water Program by 2025. This Outlook also includes the use of pooled contingency to fund unanticipated construction change orders. The CIP expenditure projections included in the Outlook are based on 100% completed project design, as well as a thorough engineering-based constructability review. 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 to provide a more comprehensive view of capital assets, their purpose, the need to preserve an asset's lifecycle, and guide in preparing to renew, replace or add an asset. The continuation of creating or revising service level standards will shape future needs to meet the City's commitment to communities, user groups, visitors, local business, and other stakeholders.

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

# Appendix A: CIP Funding Source Projections

Airport Funds						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ 455,400	\$ 6,644,720	\$ 10,425,000	\$ 11,782,520	\$ 5,759,240	\$ 35,066,880
Airports	455,400	6,644,720	10,425,000	11,782,520	5,759,240	35,066,880
Bus Stop Capital Improvement Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ -	\$ 106,000	\$ 190,000	\$ 190,000	\$ 190,000	\$ 676,000
Streets and Roads - Modifications	-	106,000	190,000	190,000	190,000	676,000
CDBG						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ -	\$ -	\$ 1,257,500	\$ 1,257,500	\$ -	\$ 2,515,000
Sidewalks	-	-	1,257,500	1,257,500	-	2,515,000
Development Impact Fees						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ 22,000,000	\$ 22,000,000	\$ 22,000,000	\$ 22,000,000	\$ 22,000,000	\$ 110,000,000
Existing Facilities	3,650,000	9,122,908	12,450,000	11,750,000	11,250,000	48,222,908
Parks	2,000,000	252,193	500,000	-	-	2,752,193
Sidewalks	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Storm Water	12,350,000	9,624,899	6,647,800	9,250,000	9,750,000	47,622,699
Streetlights	2,000,000	1,000,000	-	-	-	3,000,000
Traffic Signals and ITS	-	-	1,402,200	-	-	1,402,200
Facilities Benefit Assessments						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ 31,000,000	\$ 23,928,478	\$ 31,000,000	\$ 30,071,522	\$ 39,000,000	\$ 155,000,000
Bridges	-	2,519,898	-	-	-	2,519,898
Existing Facilities	-	-	-	-	13,500,000	13,500,000
New Fire Stations	-	2,500,000	19,822,205	24,399,439	25,500,000	72,221,644
Parks	13,000,000	-	11,177,795	3,291,804	-	27,469,599
Sidewalks	4,000,000	3,000,000	-	-	-	7,000,000
Storm Water	8,204,000	5,908,580	-	375,000	-	14,487,580
Streets and Roads - Modifications	5,796,000	10,000,000	-	2,005,279	-	17,801,279
Financing						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ 33,278,545	\$ 50,921,455	\$ 48,301,768	\$ 28,237,128	\$ 20,761,104	\$ 181,500,000
Existing Facilities	9,356,245	11,600,000	2,459,000	-	-	23,415,245
Parks	-	-	16,538,896	5,000,000	-	21,538,896
Sidewalks	3,000,000	954,423	5,000,000	5,000,000	5,000,000	18,954,423
Storm Water	5,000,000	954,422	5,562,112	2,000,000	2,000,000	15,516,534
Streets and Roads - Pavement	15,922,300	37,412,610	18,741,760	16,237,128	13,761,104	102,074,902
Fleet Services Internal Service Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ 14,788,439	\$ 2,689,441	\$ -	\$ -	\$ -	\$ 17,477,880
Existing Facilities	14,788,439	2,689,441	-	-	-	17,477,880
Gas Tax Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ 14,222,399	\$ 4,300,458	\$ 5,518,433	\$ 7,044,549	\$ 8,504,665	\$ 39,590,504
Streets and Roads - Pavement	14,222,399	4,300,458	5,518,433	7,044,549	8,504,665	39,590,504
Golf Course Enterprise Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ 1,995,490	\$ 1,000,000	\$ 900,000	\$ 163,816	\$ -	\$ 4,059,306
Golf	1,995,490	1,000,000	900,000	163,816	-	4,059,306
Grants						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ -	\$ 20,695,658	\$ -	\$ -	\$ -	\$ 20,695,658
Bridges	-	20,695,658	-	-	-	20,695,658
Infrastructure Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Projected	\$ 25,475,210	\$ 18,711,160	\$ -	\$ -	\$ -	\$ 44,186,370
Existing Facilities	3,514,904	1,000,000	-	-	-	4,514,904
New Lifeguard Stations	-	5,819,697	-	-	-	5,819,697
Parks	4,221,000	7,057,233	-	-	-	11,278,233
Sidewalks	3,000,000	-	-	-	-	3,000,000
Storm Water	14,439,306	4,834,230	-	-	-	19,273,536
Streets and Roads - Modifications	300,000	-	-	-	-	300,000

Mission Bay Improvements Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 8,058,000	\$ 8,219,160	\$ 8,383,543	\$ 8,551,214	\$ 8,722,238	\$ 41,934,155
Parks	8,058,000	8,219,160	8,383,543	8,551,214	8,722,238	41,934,155
Mission Trails Regional Park Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 229,381	\$ 236,263	\$ 243,351	\$ 250,651	\$ 258,171	\$ 1,217,817
Parks	229,381	236,263	243,351	250,651	258,171	1,217,817
Other Park Funds						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Parks	75,000	75,000	75,000	75,000	75,000	375,000
Recycling Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Refuse Disposal Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Park Improvements Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 17,500,000
Existing Facilities	625,000	300,000	-	-	-	925,000
Parks	2,875,000	3,200,000	3,500,000	3,500,000	3,500,000	16,575,000
Regional Transportation Congestion Improvement Program Funds						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 20,000,000
Bridges	3,950,040	-	-	-	-	3,950,040
Traffic Signals and ITS	49,960	4,000,000	4,000,000	4,000,000	4,000,000	16,049,960
Road Maintenance & Rehabilitation Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 4,785,156	\$ -	\$ -	\$ -	\$ -	\$ 4,785,156
Streets and Roads - Pavement	4,785,156	-	-	-	-	4,785,156
Wastewater Funds						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 176,592,040	\$ 342,916,120	\$ 355,828,994	\$ 231,504,051	\$ 182,909,580	\$ 1,289,750,785
Pure Water - Potable Reuse	48,015,325	182,642,090	212,018,242	89,823,787	38,662,908	571,162,353
Wastewater	128,576,715	160,274,029	143,810,753	141,680,264	144,246,672	718,588,433
Sunset Cliffs Natural Park Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 160,000	\$ 400,000
Parks	-	80,000	80,000	80,000	160,000	400,000
TransNet Funds						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 21,495,145	\$ 22,436,932	\$ 23,389,807	\$ 24,368,323	\$ 25,384,231	\$ 117,074,438
Bike Facilities	4,500,000	15,500,000	-	-	-	20,000,000
Bridges	200,000	200,000	200,000	200,000	200,000	1,000,000
Sidewalks	2,500,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000
Storm Water	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Streetlights	200,000	200,000	200,000	200,000	200,000	1,000,000
Streets and Roads - Modifications	3,625,000	2,500,000	1,500,000	1,500,000	1,500,000	10,625,000
Streets and Roads - Pavement	6,970,145	186,932	17,639,807	18,618,323	19,634,231	63,049,438
Traffic Signals and ITS	2,500,000	1,850,000	1,850,000	1,850,000	1,850,000	9,900,000
Trench Cut/Excavation Fee Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000
Streets and Roads - Pavement	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Undergrounding Utilities Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 50,000,000
Streets and Roads - Modifications	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
Water Fund						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Projected</b>	\$ 218,014,796	\$ 448,495,642	\$ 455,859,822	\$ 346,540,300	\$ 232,927,279	\$ 1,701,837,839
Pure Water - Potable Reuse	52,014,400	228,554,998	259,822,984	185,587,959	89,198,696	815,179,037
Water	166,000,396	219,940,644	196,036,838	160,952,341	143,728,583	886,658,802



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

Airports	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 455,400	\$ 6,644,720	\$ 10,185,000	\$ 10,688,520	\$ 1,619,240	\$ 29,592,880
Funding Source						-
Funding Source Total	\$ 455,400	\$ 6,644,720	\$ 10,185,000	\$ 10,688,520	\$ 1,619,240	\$ 29,592,880
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bike Facilities	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 4,500,000	\$ 15,500,000	\$ -	\$ -	\$ -	\$ 20,000,000
Funding Source						-
TransNet Funds	4,500,000	15,500,000	-	-	-	20,000,000
Funding Source Total	\$ 4,500,000	\$ 15,500,000	\$ -	\$ -	\$ -	\$ 20,000,000
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bridges	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 4,582,440	\$ 1,785,000	\$ 2,193,000	\$ 14,535,000	\$ 6,171,000	\$ 29,266,440
Funding Source						-
Facilities Benefit Assessments	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Regional Transportation Congestion Improvement Program Funds	3,950,040	-	-	-	-	3,950,040
TransNet Funds	200,000	200,000	200,000	200,000	200,000	1,000,000
Funding Source Total	\$ 4,150,040	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 4,950,040
Priority Gap	\$ 432,400	\$ 1,585,000	\$ 1,993,000	\$ 14,335,000	\$ 5,971,000	\$ 24,316,400
Existing General Fund Building Facilities	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 47,598,235	\$ 45,719,925	\$ 50,259,352	\$ 55,190,000	\$ 79,750,000	\$ 278,517,512
Funding Source						-
Development Impact Fees	3,650,000	9,122,908	12,450,000	10,750,000	11,250,000	47,222,908
Facilities Benefit Assessments	-	-	-	-	13,500,000	13,500,000
Financing	9,356,245	11,600,000	2,459,000	-	-	23,415,245
Fleet Services Internal Service Fund	14,788,439	2,689,441	-	-	-	17,477,880
Infrastructure Fund	3,514,904	1,000,000	-	-	-	4,514,904
Regional Park Improvements Fund	625,000	300,000	-	-	-	925,000
Funding Source Total	\$ 31,934,588	\$ 24,712,349	\$ 14,909,000	\$ 10,750,000	\$ 24,750,000	\$ 107,055,937
Priority Gap	\$ 15,663,647	\$ 21,007,576	\$ 35,350,352	\$ 44,440,000	\$ 55,000,000	\$ 171,461,575
New Facilities	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Fire Stations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ -	\$ 2,500,000	\$ 19,822,205	\$ 11,500,000	\$ 25,500,000	\$ 59,322,205
Funding Source						-
Facilities Benefit Assessments	-	2,500,000	19,822,205	11,500,000	25,500,000	59,322,205
Funding Source Total	\$ -	\$ 2,500,000	\$ 19,822,205	\$ 11,500,000	\$ 25,500,000	\$ 59,322,205
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landfills	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Libraries	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Library System Improvement Fund	-	-	-	-	-	-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Lifeguard Stations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 250,000	\$ 6,319,697	\$ -	\$ -	\$ -	\$ 6,569,697
Funding Source						-
Infrastructure Fund	-	5,819,697	-	-	-	5,819,697
Funding Source Total	\$ -	\$ 5,819,697	\$ -	\$ -	\$ -	\$ 5,819,697
Priority Gap	\$ 250,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 750,000

Parks	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Priority Need</b>	\$ 3,821,000	\$ 24,116,419	\$ 19,938,896	\$ 14,111,142	\$ 13,417,000	\$ 75,404,457
<b>Funding Source</b>						
Development Impact Fees	-	-	500,000	-	-	500,000
Facilities Benefit Assessments	-	-	-	-	-	-
Financing	-	-	16,538,896	5,000,000	-	21,538,896
Infrastructure Fund	2,221,000	6,057,233	-	-	-	8,278,233
Mission Trails Regional Park Fund	-	-	-	-	-	-
Other Park Funds	-	-	-	-	-	-
Regional Park Improvements Fund	1,600,000	3,200,000	2,916,027	3,500,000	3,500,000	14,716,027
Sunset Cliffs Natural Park Fund	-	80,000	80,000	80,000	160,000	400,000
<b>Funding Source Total</b>	\$ 3,821,000	\$ 9,337,233	\$ 20,034,923	\$ 8,580,000	\$ 3,660,000	\$ 45,433,156
<b>Priority Gap</b>	\$ -	\$ 14,779,186	\$ (96,027)	\$ 5,531,142	\$ 9,757,000	\$ 29,971,301
<b>Parks - Golf Courses</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Priority Need</b>	\$ 1,995,490	\$ -	\$ -	\$ -	\$ -	\$ 1,995,490
<b>Funding Source</b>						
Golf Course Enterprise Fund	1,995,490	-	-	-	-	1,995,490
<b>Funding Source Total</b>	\$ 1,995,490	\$ -	\$ -	\$ -	\$ -	\$ 1,995,490
<b>Priority Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Parks - Mission Bay Improvements</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Priority Need</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Source</b>						
Mission Bay Improvements Fund	-	-	-	-	-	-
<b>Funding Source Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Priority Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Police Stations</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Priority Need</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Source</b>						
<b>Funding Source Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Priority Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Pure Water - Potable Reuse</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Priority Need</b>	\$ 100,029,725	\$ 411,197,088	\$ 471,841,226	\$ 275,411,747	\$ 127,861,604	\$ 1,386,341,390
<b>Funding Source</b>						
Wastewater Funds	48,015,325	182,642,090	212,018,242	89,823,787	38,662,908	571,162,353
Water Fund	52,014,400	228,554,998	259,822,984	185,587,959	89,198,696	815,179,037
<b>Funding Source Total</b>	\$ 100,029,725	\$ 411,197,088	\$ 471,841,226	\$ 275,411,747	\$ 127,861,604	\$ 1,386,341,390
<b>Priority Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sidewalks</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Priority Need</b>	\$ 11,000,000	\$ 12,600,000	\$ 12,600,000	\$ 12,600,000	\$ 12,600,000	\$ 61,400,000
<b>Funding Source</b>						
CDBG	-	-	-	-	-	-
Development Impact Fees	-	-	-	-	-	-
Facilities Benefit Assessments	-	-	-	-	-	-
Financing	3,000,000	954,423	5,000,000	5,000,000	5,000,000	18,954,423
Infrastructure Fund	3,000,000	-	-	-	-	3,000,000
TransNet Funds	-	-	-	-	-	-
<b>Funding Source Total</b>	\$ 6,000,000	\$ 954,423	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 21,954,423
<b>Priority Gap</b>	\$ 5,000,000	\$ 11,645,577	\$ 7,600,000	\$ 7,600,000	\$ 7,600,000	\$ 39,445,577
<b>Storm Water</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Priority Need</b>	\$ 144,707,831	\$ 156,434,398	\$ 184,104,103	\$ 218,862,328	\$ 254,951,159	\$ 959,059,819
<b>Funding Source</b>						
Development Impact Fees	12,350,000	9,624,899	6,647,800	9,250,000	9,750,000	47,622,699
Facilities Benefit Assessments	8,204,000	5,908,580	-	375,000	-	14,487,580
Financing	5,000,000	954,422	5,562,112	2,000,000	2,000,000	15,516,534
Infrastructure Fund	14,439,306	4,834,230	-	-	-	19,273,536
TransNet Funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Funding Source Total</b>	\$ 40,993,306	\$ 22,322,131	\$ 13,209,912	\$ 12,625,000	\$ 12,750,000	\$ 101,900,349
<b>Priority Gap</b>	\$ 103,714,525	\$ 134,112,267	\$ 170,894,191	\$ 206,237,328	\$ 242,201,159	\$ 857,159,470
<b>Streelights</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Priority Need</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Source</b>						
Development Impact Fees	-	-	-	-	-	-
TransNet Funds	-	-	-	-	-	-
<b>Funding Source Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Priority Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Streets and Roads - Modifications	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 7,675,000	\$ 26,216,762	\$ 18,456,243	\$ 5,300,000	\$ 5,400,000	\$ 63,048,005
Funding Source						-
Bus Stop Capital Improvement Fund	-	-	-	-	-	-
Facilities Benefit Assessments	-	10,000,000	-	-	-	10,000,000
Infrastructure Fund	300,000	-	-	-	-	300,000
TransNet Funds	3,625,000	2,500,000	1,500,000	1,500,000	1,500,000	10,625,000
Undergrounding Utilities Fund	-	-	-	-	-	-
Funding Source Total	\$ 3,925,000	\$ 12,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 20,925,000
Priority Gap	\$ 3,750,000	\$ 13,716,762	\$ 16,956,243	\$ 3,800,000	\$ 3,900,000	\$ 42,123,005
Streets and Roads - Pavement	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 219,500,000
Funding Source						-
Financing	15,922,300	37,412,610	18,741,760	16,237,128	13,761,104	102,074,902
Gas Tax Fund	14,222,399	4,300,458	5,518,433	7,044,549	8,504,665	39,590,504
Road Maintenance & Rehabilitation Fund	4,785,156	-	-	-	-	4,785,156
TransNet Funds	6,970,145	186,932	17,639,807	18,618,323	19,634,231	63,049,438
Trench Cut/Excavation Fee Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Funding Source Total	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 43,900,000	\$ 219,500,000
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Signals and ITS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 28,540,000	\$ 29,100,000	\$ 29,687,600	\$ 30,285,000	\$ 30,893,900	\$ 148,506,500
Funding Source						-
Development Impact Fees	-	-	1,402,200	-	-	1,402,200
Regional Transportation Congestion Improvement Program Funds	49,960	4,000,000	4,000,000	4,000,000	4,000,000	16,049,960
TransNet Funds	2,500,000	1,850,000	1,850,000	1,850,000	1,850,000	9,900,000
Funding Source Total	\$ 2,549,960	\$ 5,850,000	\$ 7,252,200	\$ 5,850,000	\$ 5,850,000	\$ 27,352,160
Priority Gap	\$ 25,990,040	\$ 23,250,000	\$ 22,435,400	\$ 24,435,000	\$ 25,043,900	\$ 121,154,340
Wastewater	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 117,278,052	\$ 138,250,390	\$ 132,320,234	\$ 116,828,818	\$ 105,121,918	\$ 609,799,411
Funding Source						-
Wastewater Funds	117,278,052	138,250,390	132,320,234	116,828,818	105,121,918	609,799,411
Funding Source Total	\$ 117,278,052	\$ 138,250,390	\$ 132,320,234	\$ 116,828,818	\$ 105,121,918	\$ 609,799,411
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Priority Need	\$ 138,392,050	\$ 184,324,920	\$ 183,909,418	\$ 160,952,341	\$ 143,146,077	\$ 810,724,805
Funding Source						-
Water Fund	138,392,050	184,324,920	183,909,418	160,952,341	143,146,077	810,724,805
Funding Source Total	\$ 138,392,050	\$ 184,324,920	\$ 183,909,418	\$ 160,952,341	\$ 143,146,077	\$ 810,724,805
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Airports	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 100,000	\$ -	\$ 240,000	\$ 1,094,000	\$ 4,140,000	\$ 5,574,000
Funding Source						
Airport Funds	100,000	-	240,000	1,094,000	4,140,000	5,574,000
Funding Source Total	\$ 100,000	\$ -	\$ 240,000	\$ 1,094,000	\$ 4,140,000	\$ 5,574,000
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bike Facilities	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 33,180,000	\$ 19,050,000	\$ 19,431,000	\$ 19,820,000	\$ 20,216,400	\$ 111,697,400
Funding Source						
TransNet Funds	-	-	-	-	-	-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ 33,180,000	\$ 19,050,000	\$ 19,431,000	\$ 19,820,000	\$ 20,216,400	\$ 111,697,400
Bridges	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 100,000	\$ 23,215,556	\$ -	\$ 26,400,000	\$ 1,110,000	\$ 50,825,556
Funding Source						
Facilities Benefit Assessments	-	2,519,898	-	-	-	2,519,898
Grants	-	20,695,658	-	-	-	20,695,658
Regional Transportation Congestion Improvement Program Funds	-	-	-	-	-	-
TransNet Funds	-	-	-	-	-	-
Funding Source Total	\$ -	\$ 23,215,556	\$ -	\$ -	\$ -	\$ 23,215,556
Discretionary Gap	\$ 100,000	\$ -	\$ -	\$ 26,400,000	\$ 1,110,000	\$ 27,610,000
Existing General Fund Building Facilities	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 21,724,670	\$ 37,325,000	\$ 48,060,000	\$ 62,560,000	\$ 55,200,000	\$ 224,869,670
Funding Source						
Development Impact Fees	-	-	-	1,000,000	-	1,000,000
Funding Source Total	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
Discretionary Gap	\$ 21,724,670	\$ 37,325,000	\$ 48,060,000	\$ 61,560,000	\$ 55,200,000	\$ 223,869,670
New Facilities	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ 10,000,000	\$ 20,000,000	\$ -	\$ -	\$ 30,000,000
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ 10,000,000	\$ 20,000,000	\$ -	\$ -	\$ 30,000,000
New Fire Stations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ 12,899,439	\$ -	\$ 12,899,439
Funding Source						
Facilities Benefit Assessments	-	-	-	12,899,439	-	12,899,439
Funding Source Total	\$ -	\$ -	\$ -	\$ 12,899,439	\$ -	\$ 12,899,439
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landfills	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Libraries	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 3,600,000	\$ 26,983,720	\$ -	\$ -	\$ -	\$ 30,583,720
Funding Source						
Library System Improvement Fund	-	-	-	-	-	-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ 3,600,000	\$ 26,983,720	\$ -	\$ -	\$ -	\$ 30,583,720
New Lifeguard Stations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Discretionary Need	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Funding Source						
Infrastructure Fund	-	-	-	-	-	-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000

Parks	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Discretionary Need</b>	\$ 41,575,713	\$ 96,381,415	\$ 32,177,195	\$ 12,168,669	\$ 83,919,708	\$ 266,222,700
<b>Funding Source</b>						
Development Impact Fees	2,000,000	252,193	-	-	-	2,252,193
Facilities Benefit Assessments	13,000,000	-	11,177,795	3,291,804	-	27,469,599
Financing	-	-	-	-	-	-
Infrastructure Fund	2,000,000	1,000,000	-	-	-	3,000,000
Mission Trails Regional Park Fund	229,381	236,263	243,351	250,651	258,171	1,217,817
Other Park Funds	75,000	75,000	75,000	75,000	75,000	375,000
Regional Park Improvements Fund	1,275,000	-	583,973	-	-	1,858,973
Sunset Cliffs Natural Park Fund	-	-	-	-	-	-
<b>Funding Source Total</b>	\$ 18,579,381	\$ 1,563,456	\$ 12,080,119	\$ 3,617,455	\$ 333,171	\$ 36,173,582
<b>Discretionary Gap</b>	\$ 22,996,332	\$ 94,817,959	\$ 20,097,076	\$ 8,551,214	\$ 83,586,537	\$ 230,049,118
<b>Parks - Golf Courses</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Discretionary Need</b>	\$ -	\$ 1,000,000	\$ 900,000	\$ 163,816	\$ -	\$ 2,063,816
<b>Funding Source</b>						
Golf Course Enterprise Fund	-	1,000,000	900,000	163,816	-	2,063,816
<b>Funding Source Total</b>	\$ -	\$ 1,000,000	\$ 900,000	\$ 163,816	\$ -	\$ 2,063,816
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Parks - Mission Bay Improvements</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Discretionary Need</b>	\$ 8,058,000	\$ 8,219,160	\$ 8,383,543	\$ 8,551,214	\$ 8,722,238	\$ 41,934,155
<b>Funding Source</b>						
Mission Bay Improvements Fund	8,058,000	8,219,160	8,383,543	8,551,214	8,722,238	41,934,155
<b>Funding Source Total</b>	\$ 8,058,000	\$ 8,219,160	\$ 8,383,543	\$ 8,551,214	\$ 8,722,238	\$ 41,934,155
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Police Stations</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Discretionary Need</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Source</b>						
<b>Funding Source Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Pure Water - Potable Reuse</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Discretionary Need</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Source</b>						
Wastewater Funds	-	-	-	-	-	-
Water Fund	-	-	-	-	-	-
<b>Funding Source Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sidewalks</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Discretionary Need</b>	\$ 11,260,000	\$ 11,400,000	\$ 22,450,000	\$ 22,820,000	\$ 23,420,000	\$ 91,350,000
<b>Funding Source</b>						
CDBG	-	-	1,257,500	1,257,500	-	2,515,000
Development Impact Fees	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Facilities Benefit Assessments	4,000,000	3,000,000	-	-	-	7,000,000
Financing	-	-	-	-	-	-
Infrastructure Fund	-	-	-	-	-	-
TransNet Funds	2,500,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000
<b>Funding Source Total</b>	\$ 8,500,000	\$ 6,000,000	\$ 3,257,500	\$ 3,257,500	\$ 2,000,000	\$ 23,015,000
<b>Discretionary Gap</b>	\$ 2,760,000	\$ 5,400,000	\$ 19,192,500	\$ 19,562,500	\$ 21,420,000	\$ 68,335,000
<b>Storm Water</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Discretionary Need</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Source</b>						
Development Impact Fees	-	-	-	-	-	-
Facilities Benefit Assessments	-	-	-	-	-	-
Financing	-	-	-	-	-	-
Infrastructure Fund	-	-	-	-	-	-
TransNet Funds	-	-	-	-	-	-
<b>Funding Source Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Streetslights</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
<b>Discretionary Need</b>	\$ 44,500,000	\$ 38,400,000	\$ 38,604,000	\$ 38,812,100	\$ 39,024,300	\$ 199,340,400
<b>Funding Source</b>						
Development Impact Fees	2,000,000	1,000,000	-	-	-	3,000,000
TransNet Funds	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Funding Source Total</b>	\$ 2,200,000	\$ 1,200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 4,000,000
<b>Discretionary Gap</b>	\$ 42,300,000	\$ 37,200,000	\$ 38,404,000	\$ 38,612,100	\$ 38,824,300	\$ 195,340,400

Streets and Roads - Modifications	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Discretionary Need</b>	\$ 15,796,000	\$ 10,106,000	\$ 10,190,000	\$ 12,195,279	\$ 10,190,000	\$ 58,477,279
<b>Funding Source</b>						
Bus Stop Capital Improvement Fund	-	106,000	190,000	190,000	190,000	676,000
Facilities Benefit Assessments	5,796,000	-	-	2,005,279	-	7,801,279
Infrastructure Fund	-	-	-	-	-	-
TransNet Funds	-	-	-	-	-	-
Undergrounding Utilities Fund	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
<b>Funding Source Total</b>	\$ 15,796,000	\$ 10,106,000	\$ 10,190,000	\$ 12,195,279	\$ 10,190,000	\$ 58,477,279
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Streets and Roads - Pavement	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Discretionary Need</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Source</b>						
Financing	-	-	-	-	-	-
Gas Tax Fund	-	-	-	-	-	-
Road Maintenance & Rehabilitation Fund	-	-	-	-	-	-
TransNet Funds	-	-	-	-	-	-
Trench Cut/Excavation Fee Fund	-	-	-	-	-	-
<b>Funding Source Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Signals and ITS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Discretionary Need</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Source</b>						
Development Impact Fees	-	-	-	-	-	-
Regional Transportation Congestion Improvement Program Funds	-	-	-	-	-	-
TransNet Funds	-	-	-	-	-	-
<b>Funding Source Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Discretionary Need</b>	\$ 11,298,664	\$ 22,023,640	\$ 11,490,519	\$ 24,851,446	\$ 39,124,754	\$ 108,789,022
<b>Funding Source</b>						
Wastewater Funds	11,298,664	22,023,640	11,490,519	24,851,446	39,124,754	108,789,022
<b>Funding Source Total</b>	\$ 11,298,664	\$ 22,023,640	\$ 11,490,519	\$ 24,851,446	\$ 39,124,754	\$ 108,789,022
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Discretionary Need</b>	\$ 27,608,346	\$ 35,615,724	\$ 12,127,420	\$ -	\$ 582,507	\$ 75,933,997
<b>Funding Source</b>						
Water Fund	27,608,346	35,615,724	12,127,420	-	582,507	75,933,997
<b>Funding Source Total</b>	\$ 27,608,346	\$ 35,615,724	\$ 12,127,420	\$ -	\$ 582,507	\$ 75,933,997
<b>Discretionary Gap</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Measure	Description
<b>Electronic Contract Change Order (CCO) Processing</b>	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.
<b>P Projects</b>	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.
<b>Property Acquisition</b>	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.
<b>Portfolio Approach for Consultant Authorizations</b>	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.
<b>Analysis of Project Durations - Advertising Phase to Award Phase</b>	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.
<b>Public Works Department SOP/SME Update List</b>	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.
<b>Primavera Scheduling Interface</b>	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.
<b>Workload Capacity Management</b>	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.
<b>Developer Contribution Appropriation Authority</b>	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.
<b>Contractor Pre-Qualification</b>	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.

Measure	Description
<b>No / Minimal Plans Construction Delivery Method</b>	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.
<b>Increased size of Average Construction Contract</b>	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.
<b>Online Vendor Registration and Bidding System</b>	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).
<b>Streamlined Environmental Review</b>	Delegated limited CEQA determinations authority has been granted to PWD; and staff within DSD has been dedicated to accelerate the environmental review process.
<b>Increased Use of Job Order Contracts (JOC)</b>	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.
<b>Expanded use of City Construction Crews for Small Projects</b>	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.
<b>Better Coordinate Paving Roads with Current Projects</b>	This approach combines street resurfacing projects with current underground infrastructure projects to accelerate the implementation of permanent paving and reduce community impacts.
<b>Expanded Use of Multiple Award Construction Contracts (MACC)</b>	Increased MACC task limit amounts to \$30 million and conversion to a permanent program, allowing for construction to begin sooner than traditional delivery methods.
<b>Electronic Review Process for Mayor's Actions</b>	On-line system modeled after the existing e1472 SIRE system, which has accelerated the action approvals and the overall delivery of the CIP projects.
<b>General Development Plan (GDP) Process Reform</b>	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.
<b>Implement Batch/Options Contracting</b>	This approach batches several different projects of similar scope together under one construction contract. Work would be initiated at each location as funding becomes available. The prices for all projects listed in the options contract would be fixed for a set period. The City can opt out of the remainder of work if funding is determined insufficient to complete all of the listed projects in the contract.



Measure	Description
<b>Community-Based Competitive Design</b>	Design-build teams develop competing design concepts and a selection is made based on community input, within a fixed budget limit. Community input is focused on at the earlier conceptual stage of a project, rather than during a later design development stage, to prevent potential cost overruns and schedule delays. Both the conceptual design and design team would be selected based on community input, technical qualifications, Public Contracting Law Compliance, and Equal Opportunity Contracting Program Compliance.
<b>Semi-Annual CIP Budget Review</b>	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.
<b>Internal CIP Monitoring Process</b>	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.
<b>New Appropriation Ordinance Language – Reallocation of Funding from Technically Completed Projects</b>	The Fiscal Year 2016 Annual Appropriation Ordinance (AO), section 2.C.3, included the authority to transfer unexpended balances not needed in technically completed (TECO) projects and transfer those released funds to eligible projects on the underfunded projects list (waterfall list) approved by City Council as a part of the Fiscal Year 2016 Adopted Budget if eligible, or to fund balance.
<b>Encumbrance Process Improvements</b>	Department of Finance have developed an improved encumbrance process which allows for certification of funds in current and future years for large contracts funded by stable and predictable revenues sources, such as TransNet. This new process will reduce the dollar amount required to be encumbered in the current fiscal year, which will allow for re-allocation of funds to other priority projects that are ready to move forward. With these process improvements in place, the encumbrance will better match the current year contract cash flows and should ensure a timelier spend of available cash without unnecessarily cash encumber in projects that do not need funding until later fiscal years. This process will be expanded to other large construction contracts using stable and predictable revenues sources in the future. PUD is identifying a project for this process and is exploring with the finance departments the possibility of using the revised encumbrance process to replace the phase funded contract process.
<b>Design Standardization</b>	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 committee in October 2017.

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

General Fund Asset Gap						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Asset Type						
Bike Facilities	-	-	-	-	-	-
Bridges	432,400	1,585,000	1,993,000	14,335,000	5,971,000	24,316,400
Existing Facilities	15,663,647	21,007,576	35,350,352	44,440,000	55,000,000	171,461,575
New Facilities	-	-	-	-	-	-
New Fire Stations	-	-	-	-	-	-
New Libraries	-	-	-	-	-	-
New Lifeguard Stations	250,000	500,000	-	-	-	750,000
Parks	-	14,779,186	(96,027)	5,531,142	9,757,000	29,971,301
New Police Stations	-	-	-	-	-	-
Stadium	-	-	-	-	-	-
Sidewalks	5,000,000	11,645,577	7,600,000	7,600,000	7,600,000	39,445,577
Storm Water	103,714,525	134,112,267	170,894,191	206,237,328	242,201,159	857,159,470
Streetlights	-	-	-	-	-	-
Streets and Roads - Modifications	3,750,000	13,716,762	16,956,243	3,800,000	3,900,000	42,123,005
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	25,990,040	23,250,000	22,435,400	24,435,000	25,043,900	121,154,340
<b>Total Priority Gap</b>	<b>\$ 154,800,612</b>	<b>\$ 220,596,368</b>	<b>\$ 255,133,159</b>	<b>\$ 306,378,470</b>	<b>\$ 349,473,059</b>	<b>\$ 1,286,381,668</b>
Non-General Fund Asset Gap						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Asset Type						
Airports	-	-	-	-	-	-
Fleet	-	-	-	-	-	-
Golf	-	-	-	-	-	-
Landfills	-	-	-	-	-	-
Pure Water - Potable Reuse*	-	-	-	-	-	-
Wastewater*	-	-	-	-	-	-
Water*	-	-	-	-	-	-
<b>Total Priority Gap</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

General Fund Asset Gap						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Asset Type</b>						
Bike Facilities	33,180,000	19,050,000	19,431,000	19,820,000	20,216,400	111,697,400
Bridges	100,000	-	-	26,400,000	1,110,000	27,610,000
Existing Facilities	21,724,670	37,325,000	48,060,000	61,560,000	55,200,000	223,869,670
New Facilities	-	10,000,000	20,000,000	-	-	30,000,000
New Fire Stations	-	-	-	-	-	-
New Libraries	3,600,000	26,983,720	-	-	-	30,583,720
New Lifeguard Stations	250,000	-	-	-	-	250,000
Parks	14,938,332	86,598,799	11,713,533	-	74,864,299	188,114,963
New Police Stations	-	-	-	-	-	-
Stadium	-	-	-	-	-	-
Sidewalks	2,760,000	5,400,000	19,192,500	19,562,500	21,420,000	68,335,000
Storm Water	-	-	-	-	-	-
Streetlights	42,300,000	37,200,000	38,404,000	38,612,100	38,824,300	195,340,400
Streets and Roads - Modifications	-	-	-	-	-	-
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	-	-	-	-	-	-
<b>Total Discretionary Gap</b>	<b>\$ 118,853,002</b>	<b>\$ 222,557,519</b>	<b>\$ 156,801,033</b>	<b>\$ 165,954,600</b>	<b>\$ 211,634,999</b>	<b>\$ 875,801,153</b>
<b>Non-General Fund Asset Gap</b>						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<b>Asset Type</b>						
Airports	-	-	-	-	-	-
Fleet	-	-	-	-	-	-
Golf	-	-	-	-	-	-
Landfills	-	-	-	-	-	-
Pure Water - Potable Reuse*	-	-	-	-	-	-
Wastewater*	-	-	-	-	-	-
Water*	-	-	-	-	-	-
<b>Total Discretionary Gap</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

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

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

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

Asset Type	Project-to-Date Expenditure	Grant Funded Expenditures (cumulative)	% of Grant
<b>Airports</b>	\$34,609,117	\$23,773,180	69%
<b>Bike Facilities</b>	\$35,590,893	\$9,044,769	25%
<b>Bridges</b>	\$305,691,750	\$102,199,451	33%
<b>Facilities<sup>1</sup></b>	\$209,609,512	\$11,751,007	6%
<b>Fire Stations</b>	\$94,957,894	\$292,841	0%
<b>Golf</b>	\$42,376,755	\$0	0%
<b>IT</b>	\$61,315,866	\$174,541	0%
<b>Landfills</b>	\$90,067,604	\$2,526,766	3%
<b>Libraries</b>	\$287,446,885	\$21,055,589	7%
<b>Lifeguard Stations</b>	\$26,869,022	\$0	0%
<b>Parks</b>	\$420,909,883	\$49,317,921	12%
<b>Police Stations</b>	\$35,688,708	\$1,140,156	3%
<b>Pure Water - Potable Reuse</b>	\$0	\$0	0%
<b>Reclaimed Water</b>	\$30,261,925	\$0	0%
<b>Sidewalks</b>	\$87,441,771	\$5,412,209	6%
<b>Stadium</b>	\$4,167,805	\$0	0%
<b>Storm Water</b>	\$172,051,013	\$11,681,850	7%
<b>Streets and Roads - Modifications</b>	\$130,117,250	\$15,893,351	12%
<b>Streets and Roads - Pavement</b>	\$1,021,207,591	\$54,407,429	5%
<b>Traffic Signals and ITS</b>	\$41,374,220	\$5,029,445	12%
<b>Wastewater<sup>2</sup></b>	\$1,253,946,416	\$0	0%
<b>Water<sup>3</sup></b>	\$1,584,914,320	\$802,241	0%
<b>Total</b>	\$5,970,616,198	\$314,502,745	5%

<sup>1</sup> Facilities include general funded buildings.

<sup>2</sup> Wastewater assets include Wastewater buildings.

<sup>3</sup> Water assets include Water buildings.

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

## Current Projects with Federal and State Grant Funding by Asset Type

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

<sup>1</sup> Facilities include general funded buildings.

<sup>2</sup> Wastewater assets include Wastewater buildings.

<sup>3</sup> Water assets include Water buildings.

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

- Active Transportation Program (ATP): \$2M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications)
- Highway Safety Improvement Program (HSIP): \$2M (Eligible Asset Types: Streets and Roads-Modifications, Traffic Signals and ITS)
- SANDAG Active Transportation Grant Program (ATGP): \$3M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications)
- Bridge Rehabilitation and Preventive Maintenance Programs: \$3M (Eligible Asset Types: Bridges)
- Trade Corridor Enhancement Program (TCEP): \$6M (Eligible Asset Types: Streets and Roads-Modifications)
- Affordable Housing and Sustainable Communities Program (AHSC): \$2M (Eligible Asset Types: All Transportation Assets)

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

- Coastal Watershed Flood Risk Reduction Program: \$3M
- Urban Flood Protection Grant Program: \$3M
- State Water Resources Control Board Storm Water Grant Program - \$3M
- U.S Economic Development Administration Grants

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

## 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 2020 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)  
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=3074&doctype=Agenda>
- 12- Sidewalks Assessment Report  
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- 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>