

The City of
SAN DIEGO

**FISCAL YEAR 2023-2027
FIVE-YEAR CAPITAL INFRASTRUCTURE
PLANNING OUTLOOK**



Todd Gloria
Mayor

Jay Goldstone
Chief Operating Officer

Jeff Sturak
Deputy Chief Operating Officer

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List of Abbreviations

1. ADA: Americans with Disabilities Act
 2. AMD: Asset Managing Department
 3. AMP: Asset Management Planning
 4. B: Billion
 5. CAP: Climate Action Plan
 6. CAPH: Community Action Plan on Homelessness
 7. CDBG: Community Development Block Grant
 8. CIP: Capital Improvement Program
 9. CIP Outlook: Fiscal Year 2023 – 2027 Five-Year Capital Infrastructure Planning Outlook
 10. CIPRAC: Capital Improvement Program Review and Advisory Committee
 11. City: City of San Diego
 12. CPC: Community Planners Committee
 13. CPG: Community Planning Group
 14. DIF: Development Impact Fees
 15. E&CP: Engineering & Capital Projects
 16. ELBE: Emerging Local Business Enterprise
 17. FBA: Facilities Benefits Assessment
 18. FCA: Facility Condition Assessment
 19. FCI: Facility Condition Index
 20. FY: Fiscal Year
 21. EAM: Enterprise Asset Management
 22. HSSD: Homeless Strategies and Solutions Department
 23. IBA: Independent Budget Analyst
 24. IROC: Independent Rates Oversight Committee
 25. ITS: Intelligent Transportation Systems
 26. JOC: Job Order Contract
 27. LTP: Long Term Planning
 28. M: Million
 29. MACC: Multiple Award Construction Contract
 30. MAD: Maintenance Assessment District
 31. Metro: Metropolitan System (for wastewater)
 32. mgd: million gallons per day
 33. Muni: Municipal System (for wastewater)
 34. NPDES: National Pollutant Discharge Elimination System
 35. O&M: Operations and Maintenance
 36. OCI: Overall Condition Index (of pavement)
 37. PUD: Public Utilities Department
 38. RCPC: Regional Construction Procurement Committee
 39. RWQCB: Regional Water Quality Control Board
 40. SAMP: Strategic Asset Management Plan
 41. SLBE: Small Local Business Enterprise
 42. SLS: Service Level Standard
 43. SBM: Statewide Benchmarking Committee
 44. SRLF: State Revolving Loan Funds
 45. WAMP: Watershed Asset Management Plan
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EXECUTIVE SUMMARY

The City of San Diego (City) Fiscal Year (FY) 2023-2027 Five-Year Capital Infrastructure Planning Outlook (CIP Outlook) models fiscal and capital asset planning. This is the eighth CIP Outlook the City has published since January 2015, and it aims to provide information on the basis for revenue projections, criteria to determine capital infrastructure needs, and present a broad overview of capital infrastructure needs and funding over the next five fiscal years. The CIP Outlook is developed to closely follow the annual release of the Five-Year Financial Outlook to accurately forecast future available funding for capital projects and drive long-term infrastructure planning. To meet the publishing target of February 2022 and allow the necessary time for the outlook analysis, the needs and financial data collection of this report started in June 2021 and reflect input from the Asset Managing Departments, the Mayor's office, Community Planning Group (CPG), and Council Members of Districts.

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 2023 CIP Budget. This document does not include a complete compilation of all departmental or public requests that may be considered in preparation of future annual budgets¹.

Consistent with last year's report, Capital Improvement Projects were classified into two main categories: priority and discretionary. Priorities are defined as those projects and/or programs that address life, safety, regulatory requirements, 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 allows for improved coordination and management of the City's capital assets. As part of the City's initiative to improve the management of the City's [Capital Improvements Program \(CIP\)](#), and to address equity amongst the communities; this report will continue to evolve over time to better reflect the City's strategic plan and priority areas of focus, projects prioritization policy, condition assessments updates and established service level standards.

A Focus on Priority Infrastructure Investment

The City's CIP is expected to continue its growth, with an estimated \$8.44 billion capital needs over the next five fiscal years which includes continuing expenditure needs of existing CIP projects from the FY 2022 Annual CIP Budget, as well as newly identified capital asset needs based on regulatory requirements or other specific criteria further explained in this report. An estimated additional \$4.32

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

billion would be required to meet all the needs outlined. While the City's focus is to address priority projects and programs, restricted funding allows it to address discretionary projects. A summary of discretionary needs and funded projects and programs are outlined in Appendix B-2. The City's priority needs over the next five fiscal years are estimated at \$6.84 billion. The overall projected total revenues have slightly increased compared to the previous CIP Outlook from a total of \$3.92 billion to \$4.12 billion over the next five years of FY23-27, an increase of approximately \$200.87 million. Of the projected revenue for the period of FY23-27, \$3.53 billion is revenue that can be applied towards those aforementioned priority projects and programs. This does not take into account the anticipated federal funding opportunities provided by the recently passed infrastructure bill (IIJA-H.R.3684). The resultant gap between the priority needs of \$6.84 billion and available revenues of \$3.53 billion is estimated at \$3.31 billion. This estimated additional \$3.31 billion would be required to meet all the priority needs that are listed in Appendix B-1.

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

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

Building an Efficient Capital Improvement Program

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

Table 1 details the status of the active process improvement efforts.

Table 1 CIP Status of Streamlining Measures and Process Improvements

Streamlining Measures	Description
Consultant Procurement Streamlining	<p>Consultant Procurement Streamlining (CPS) is an effort to reduce the time required to secure consultant services. This initiative is to 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. Refer to Appendix C for the other completed initiatives for this measure.</p> <p>The estimated completion date is 2022.</p>
Inter-Agency Agreement Streamlining	<p>This effort includes amending the Municipal Code to give the Mayor authority to award Cooperative agreements between the City of San Diego and Caltrans. This will reduce the amount of Council Actions necessary, reducing the time and cost needed to execute these agreements.</p> <p>The estimated completion date is 2022.</p>
Construction Contract Streamlining	<p>This effort includes amending the Municipal Code to increase Mayoral authority to award construction contracts and construction change orders. This will reduce the amount of Council Actions necessary and decrease the time it takes to award contracts and staff labor charges.</p> <p>The estimated completion date is 2022.</p>
Transparency Policy Updates	<p>Update Council Policy 000-31 on Transparency as some of the requirements and methods of communication are outdated. These updates would include:</p> <ul style="list-style-type: none"> • Update Council Policy to address current capabilities and organizational restructure • Reflect what is captured on the City's website compared to what is presented at Committee(s) • Incorporate the Five-Year Capital Improvement Outlook plan changes requested by Council • Incorporate CIP Construction Semiannual Report presentations at Active Transportation and Infrastructure Committee (ATI) • Update how consultant contracts, projections, and awards are communicated <p>The estimated completion date is 2022.</p>
CIP Prioritization Council Policy Update	<p>Update Council Policy 800-14 on Capital Improvement Project Prioritization. Updates include:</p> <ul style="list-style-type: none"> • Redefined Asset Category 1 to include Enterprise Assets only • Separated Asset Category 5 Storm Water • Definition modification of Factor 3 Community Investment and Economic Prosperity with increased evaluation for Equity using the Climate Equity Index and advances economic security for people with disabilities • Increase value weight of Factor 5 Sustainability and Conservation <p>The estimated completion date is 2022.</p>
Project Management Guide	<p>This is an internal effort that creates standard processes for common procedures and centralizes trainings critical to Project Managers. This reference guide will expedite the training of new employees as well as create consistent deliverables. With this Project Management guide, the project delivery process will be more efficient with higher quality deliverables.</p> <p>The estimated completion date is 2022.</p>

Streamlining Measures	Description
Proposed New Customer Service Council Policy	This policy will establish a process for public outreach and provide the public with a means to contact City staff during all phases of the CIP process. This policy is intended to support the City of San Diego's CIP staff in their effort to respond to the public in a manner that is professional, accessible, responsive, and by providing advanced notices and minimizing/limiting impacts to the businesses and surrounding communities. In addition, the City staff will make every effort to address the needs of the community during all phases of the CIP process where appropriate.

REPORT OVERVIEW AND METHODOLOGY

The CIP Outlook is developed to closely follow the annual release of the Five-Year Financial Outlook. This is done to replace prior revenue growth projections that are eligible to fund possible future capital infrastructure asset needs. The preliminary funding analysis included in the CIP Outlook is also intended to support the development of the Annual CIP Budget. This CIP Outlook report provides the City Council and the public the required information on capital asset needs to support an informed discussion during the development of the FY 2023 CIP Budget.

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

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

The City's FY 2022 Adopted CIP Budget provided the baseline expenditure values as the starting point to formulate projections over the next five fiscal years. The Adopted CIP Budget allocates existing and anticipated funds to both new and continuing projects in the City's multi-year CIP. **Table 2** displays the baseline expenditures referenced from the FY 2022 Adopted CIP Budget, currently totaling a \$11.39 billion multi-year CIP.

Table 2 City of San Diego Multi-Year CIP - Fiscal Year 2022 Existing CIP Projects

Multi-Year CIP	Prior Year for Existing CIP Projects	Fiscal Year 2022 Adopted Budget	Future Years for Existing CIP Projects	Total
CIP Project Expense	\$ 4,178,030,756	\$ 789,525,641	\$ 6,427,190,777	\$ 11,394,747,174

The data in this table is based on existing CIP projects in the FY 2022 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 \$6.42 billion of funding needed in future years to complete existing CIP projects

contained in the FY 2022 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 \$6.84 billion in capital infrastructure priority needs and \$1.60 billion in discretionary needs over the next five fiscal years which includes continuing expenditure needs of existing CIP projects from the FY 2022 Adopted CIP Budget, as well as newly identified capital asset needs based on regulatory requirements or other criteria further explained in this report.

Report Assumptions

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

Table 3 CIP Outlook Assumptions

Subject	CIP Outlook Assumptions
Sea Walls, Piers, and Coastal Assets- Rising Sea Levels: (Capital Asset)	These assets, with the exception of Ocean Beach Pier, are not evaluated to date and are not factored into the funding analysis. Without completed definitive studies, the Climate Action Plan and the Climate Resilient SD Plan are the only sources available so far that address sea level rise and identify a projected need to restore or improve coastal infrastructure to withhold climate elements. The Ocean Beach Pier has been evaluated and capital needs for the five-year window are included in this report.
Convention Center Expansion (Capital Asset)	Only previously approved funding by City Council was included in the report. No other capital needs or funding projections were included in this report for the expansion of the Convention Center. In 2017 the estimated total project cost to expand the convention center was \$685M. At present market rates, it is anticipated the cost will be higher. The project has been delayed due to legal challenges associated with Measure C. Once the legal issues are resolved and funding has been identified the project will resume. It is also anticipated that due to the age of the facility and the delays to the convention center expansion project, that now additional improvements (capital repairs) and cost to the existing facility will be needed.
Facility Condition Assessments of General Fund Facilities (Capital Asset)	Cost Estimates are based on the Condition Assessment Update City Council Report 16-014 presented to City Council on April 12, 2016. In addition, assessment information of leased facilities was included in the analysis.
Condition Assessments of Water and Wastewater Assets (Capital Asset)	Status of Condition Assessments for Water and Wastewater Assets are described in Table 4. Assessments for certain asset classes are in progress or not initiated yet. While the Condition Assessment for Dams is anticipated to be completed by FY 2027, the City's FY 2021 annual comprehensive financial report stated a preliminary estimated cost of \$1 billion of improvements could be needed over the next several decades to ensure dam safety and performance at all nine dams. These estimated costs are not included in the five-year projections.
Information Technology Improvements (Capital Asset)	While information technology improvements, such as communication systems, serve as an important tool in maintaining and enhancing government operations, these types of capital projects were not included in this report which is focused on certain identified asset types. Additional information about the City's information technology programs can be reviewed on the City's Information Technology website .

Subject	CIP Outlook Assumptions
Deferred Maintenance and Repair of Capital Assets (Capital Asset)	This report includes needs that are capital in nature, which does not include the costs associated and necessary for general preventative maintenance and repairs of infrastructure assets. These are expenses generally incurred by operational budgets of the AMDs which are appropriated within their respective annual budgets.
Community Development Block Grant (CDBG) (Revenue Source)	This report includes 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 2022 Adopted Budget due to the uncertainty tied to the future of this funding source.
Grants (Revenue Source)	This report includes more recent budgeted projections which provides values through FY 2027 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. This report does not include projections for unsecured grants as part of the Federal Infrastructure funding, which is discussed in the "Potential Funding, Infrastructure Investment and Jobs Act (IIJA)" section.
Facility Benefit Assessments (Revenue Source)	Facility Benefits Assessments (FBA) is estimated to be \$22M per year annually over the next 5 years. The FBA Revenue forecast is based on a trend analysis of the previous 10-years of fee collections.
Development Impact Fees (Revenue Source)	Development Impact Fees (DIF) is estimated to have an average \$42.6M per year annually over the next 5 years, including the Citywide Park DIF. Standard DIF is community based, and Citywide Park DIF is restricted to only park assets, future iteration of this report will show these as different funding sources.
City Infrastructure Funds (Revenue Source)	City Infrastructure Fund is estimated to have average revenues of \$31.9M per year annually over the next 5 years.
Financing (Revenue Source)	Available funding from debt financing is estimated to be a total of \$375.6M for General Fund asset classes for the next 5 years. This revenue source is broken down into the following major proposed issuances: WIFIA-Stormwater, SRF - Stormwater, General Fund Lease Revenue Bonds/Commercial Paper, and Otay Mesa EIFD. Available funding from debt financing for Water and Wastewater asset classes consists of: Water Revenue Bonds, Water Commercial Paper Notes, Wastewater Revenue Bonds, WIFIA for Water's share of the Pure Water Program, and SRF funding for both Water and Wastewater projects
Regional Transportation Congestion Improvement Program Funds (Revenue Source)	Regional Transportation Congestion Improvement Program Funds (RTCIP) is estimated to be \$5M per year annually over the next 5 years. The RTCIP Revenue forecast is based on a 10-year average of fee collections.
Coastal Erosion (Capital Asset)	The cost of addressing the coastal erosion identified in the City's Coastal Erosion Assessment is currently under study and will be incorporated in future reports as the scopes and costs at each of the sites are established.
Fire & Police Training Facility (Capital Asset)	The City is currently evaluating site and scope options for a combined Fire Rescue & Police training facility for which the cost would be reflected in future reports as the details are further developed.
101 Ash Building Improvements (Capital Asset)	The 101 Ash Building is currently under study for required improvements and will reflect the proposed amount in the respective outlook years once established.
Library Master Plan (Capital Asset)	The City of San Diego is currently master planning its Library needs which will be reflected in future reports once it is completed.

CAPITAL IMPROVEMENTS PROGRAM (CIP) OVERVIEW

The CIP is a compilation of individual capital improvement projects and annually adopted funding sources. [CIP projects](#) provide improvements, or additions, to the City's infrastructure systems and are designed to enhance the overall quality of life. Executing the CIP portfolio of over \$500 million in annual expenditures is complex due to the volume and variety of funding sources, asset types, and project delivery methods. Projects are identified through coordination with City's Asset Managing Departments (AMD), the [Capital Improvements Program Review and Advisory Committee \(CIPRAC\)](#), its

subcommittee the Project Control Committee (PCC), input from stakeholders, and funding approval from the City Council.

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

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.

LONG RANGE ASSET PLANNING

Asset Managing Departments receive input from Community, Community Planning Committee, Council Office, Service Providing Departments and Mayor's Office. Development is based on information from the following sources: Asset Condition Assessments, Community Plans, City Climate Initiative, Master Plans, Service Level Standards, Legal Mandates, and Asset Management Plans.

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. **Table 4** provides the status of the condition assessment program in the City.

Table 4 Status of Condition Assessments

Capital Asset Type	Status of Condition Assessments
Facilities - General Fund	FY14 to FY16 City-Occupied: Presented to Council April 12, 2016 Item 334 FY14 to FY16 Leased: Presented to Council March 14, 2017 Item 330
Facilities - Public Utilities	FY14 City-Occupied PUD Facilities. Presented to IROC November 13, 2018 Item 2 FY15 Leased PUD Facilities. Presented to IROC November 13, 2018 Item 2

Capital Asset Type	Status of Condition Assessments
Facilities - Parks and Recreation	Parks and Recreation facilities are included in the General Fund Facilities above. Facilities in Balboa Park: Presented to Infrastructure Committee in August 2, 2017 item 4 FY2016 Balboa Park Amenity Condition Assessment: Presented to City Council on July 20, 2017
Developed Park Amenities	FY 2022: Presented to Active Transportation and Infrastructure Committee Oct. 13, 2021 Item 4 FY2014 to FY2016 Interim: Presented to Infrastructure Committee Aug 2, 2017 Item 3 Balboa Park Amenities: Presented to Infrastructure Committee Aug 2, 2017 Item 4
Sidewalks	2014 to 2015 Sidewalks: Presented to Council September 22, 2015 Item 333
Streets	Pending procurement for condition assessment
Water and Wastewater	FY21 to FY26 Sewer mains CCTV and Assessment: Report anticipated to be completed by FY2026 FY22 to FY23 Trunk Sewer Condition Assessment: Report anticipated to be completed by FY2023 FY15 to FY22 Programmatic Water Pipelines: Report anticipated to be completed by FY2022 FY23 to FY27 Dams & Outlet Towers: Report anticipated to be completed by FY2027

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

CIP Projects extend the useful lives of existing facilities or establish new facilities to address growth and increases in service demands. Whereas improvements to existing facilities result in the reduction of the previously progressively increasing operation and maintenance expenses of aging facilities, the creation of new facilities introduces new operation and maintenance burdens.

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

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 disabilities who have an accessibility grievance against the municipality. The ADA Compliance Team located within the newly merged Sustainability & Mobility Department coordinates the City’s formal accessibility complaint process and procedures. 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 275 open and unfunded complaints with a projected remediation cost of approximately \$27.5 million. The City resolves complaints as efficiently and effectively as determined to be feasible.

ADA regulations also require that public entities with 50 or more employees complete a transition plan that identifies and schedules modifications needed to achieve accessibility in its facilities and public rights-of-way. The City's original Transition Plan, adopted in 1996, identified 212 high-use City-owned facilities needing architectural barrier removal to achieve accessibility; all original Transition Plan projects are complete. In 2009, the City updated its Transition Plan and identified 182 additional high-use public facilities requiring architectural barrier removal. Since the 2009 update the City has completed 37 of these facilities and an additional 43 facilities are funded. The remaining 102 facilities' approximate projected cost for barrier removal only, i.e. no additional improvements, is \$33 million. As transition plans are working, living documents, the City continues to evaluate and update its list of public facilities requiring modifications or barrier removals for compliance with current accessibility regulations. In addition to Transition Plan-specific and complaint-related projects, all City capital projects incorporate ADA components as required by federal, state, and local laws, building codes, and regulations.

Preservation of Public Safety

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

Community Input

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

Throughout the project lifecycle, the City gains public input and provides information on the activities that have the greatest potential impact on the community. CIPRAC has adopted goals to collect community input consistent with [Council Policy 000-32](#) by providing a public process to gain input on infrastructure suggestions through the City's [Community Planners Committee](#)² (CPC). There is an effort to update Council Policy 800-14 which addresses the prioritization of the CIP projects to promote equity among the communities. Engineering & Capital Projects Department, Office of the IBA, Department of Finance, and the CPC have provided training sessions for all the CPGs to encourage more community involvement in the development of the City's CIP. Every other year, E&CP works with the CPC to conduct an online survey to solicit a list of community-driven proposed CIP projects. This survey was conducted in June of 2021 and the compiled list from CPC was received in August of 2021 and was evaluated as part of this year's Five Year CIP Outlook. The City will continue to engage with

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

the CPC to continue to find ways to modify and improve public involvement in the development of the CIP.

For this report’s effort, the City also distributed an online survey to all Council Districts to solicit a list of community project needs in September 2021. Feedback was received and provided to the appropriate AMDs for consideration in preparation of the proposed FY 2023 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
Airports	Federal Aviation Administration and Industry Standards
Bicycle Facilities	San Diego Bicycle Master Plan
Bridges	CALTRANS inspection reports
Civic, Cultural and Community Centers	Facility Condition Index (FCI)
Disabled Access	Federal, State and Local Regulations and Laws
Fire Stations	General Plan, FCI, Fire Department Standard of Response Coverage
Golf Courses	Five-Year Golf Plan, 2012
Libraries	General Plan, Library Master Plan, FCI, and American Library Association Guidelines
Lifeguard Stations	General Plan, FCI and Department Standards
Parks	Parks Master Plan, Park Amenity Condition Assessment
Police Stations	General Plan, FCI, Industry Standards, and Department Standards
Recreation Centers	General Plan, FCI and Department Standards
Sidewalks	Community Plans, Mobility Plans, and Transportation Needs List

Capital Asset Type	Current Service Level Standard Source
Sporting Event Venues, Convention Center	Industry Standards and Contractual Obligations
Storm Water	Included in the Watershed Asset Management Plan – FY 2020
Streetlights	Community Plans, Mobility Plans, and Transportation Needs List
Streets and Roads	Overall Condition Index (OCI) and Pavement Condition
Traffic Signals and ITS	Traffic Signal Communication Master Plan
Water and Wastewater	State and Federal Regulations

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

Climate Action Plan (CAP)

The City of San Diego is a leader and pioneer in adopting a bold [Climate Action Plan](#) (CAP). The Climate Action Plan that has been adopted in 2015, also established 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 current plan is being developed, and the strategies previously adopted in 2015 are subject to modification.

Sustainability and Mobility Department

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

For the CIP, the Sustainability and Mobility Department is currently focused primarily on municipal assets that have emissions and cost savings opportunities. The Municipal Energy Strategy established

a goal of zero emissions municipal facilities by 2035, meaning all City-owned and operated buildings will be energy efficient and fueled by 100% renewable energy by 2035. The Municipal Energy Strategy also focuses on installation of building automation systems to better manage building energy consumption, and deployment of clean energy technologies such as solar photovoltaic systems and battery storage, microgrids, and electric vehicle charging infrastructure.

IDENTIFYING SOURCES TO FUND CAPITAL NEEDS

The following section details the most common funding sources used to support the City’s capital infrastructure needs. To fund CIP projects and meet capital needs, the City uses a variety of ongoing and one-time use funding sources, which are appropriated dependent upon specific fiscal year revenue forecasts. Funding source definitions, restrictions, and constraints are described in **Table 6**. Some funding sources identified in the table below may not realize anticipated revenues due to various unforeseen circumstances, such as economic downturns, lack of land sales (Capital Outlay Fund), and delays in the rate of development (Development Impact Fees [DIF] and Facilities Benefit Assessment [FBA] funds).

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

Funding Source	Restrictions	Contingencies/Risks
Financing	Projects limited to type of debt issuances and use of financing proceeds limited to specific asset classes	Contingent on the ability and option of the City to utilize financing mechanisms such as bonds, notes, or loans.
Capital Outlay	Uses limited to acquisition, construction, financing, and completion of permanent public improvements or real property acquisition and capital financing debt service.	Contingent upon land sales.
Climate Equity	Projects must have an impact on reducing greenhouse gas emissions, enhancing safety in the public right-of-way, relieving congestion, or achieve other climate equity concerns and be located in a disadvantaged community located within an area that scores between 0 and 60 on the Climate Equity Index.	Contingent upon gas and electric franchise fee revenues.
Development Impact Fees (DIF)	Limited to communities in which each fee was collected and the project list for the area.	Contingent upon development and developers submitting their fees.
Donations	Donations may be restricted by the donor for a particular purpose.	Donations must be received by the donor
Developer Funding	Developer Funding is restricted to certain projects (or asset types), in certain areas.	Developer Funding must be received by the developer.
Enterprise Funds (e.g. water, sewer, golf, airports)	Must be used for assets that support the services that provide the revenue.	Based on rate payer revenues and established user fee rates. Financing options include bonds, notes, and loans.
Facilities Benefit Assessments (FBA)	Limited to communities in which each fee was collected and the project list for the area.	Contingent upon development and developers submitting their fees.

Funding Source	Restrictions	Contingencies/Risks
City Infrastructure Fund	Limited by the City Charter to eligible infrastructure expenses including property acquisition and construction, reconstruction, rehabilitation, and repair and maintenance of infrastructure.	Contingent upon the General Fund revenue calculations outlined in the City Charter.
General Fund	Limited to General Fund-managed assets.	CIP projects compete with operating budgets for General Fund dollars. Allocations to one reduces the capacity of the other.
Grants	Used for purposes approved by granting agency.	Contingent upon grant being awarded
Mission Bay and Regional Park Improvement Funds	Mission Bay Improvements Funds must be used on specific projects listed in the City Charter. Regional Park Improvement Funds must be used in the City's regional parks and recommended by the Regional Park Improvements Fund Oversight Committee.	Based on annual lease revenue generated in Mission Bay Park as stated in the City Charter.
Special Revenue Funds (Gas Taxes, Environmental Growth Fund, etc.)	Must be used for the identified purpose of the fund.	Revenue must be received.
TransNet Funds	Limited to projects that provide congestion relief and transportation improvements.	Contingent on revenue from a one-half cent local sales tax.
Federal Infrastructure Investment and Jobs Act (IIJA)	Refer to the "Potential Funding, Infrastructure Investment and Jobs Act (IIJA)" section	Refer to the "Potential Funding, Infrastructure Investment and Jobs Act (IIJA)" section

Grant Funding is challenging to project because funding is contingent upon approved grant agreements that may include complex contingency requirements to maintain eligibility, which is why the CIP Outlook only includes grant-funded projects with approved agreements. Please refer to Appendix E for information on the percentage of Grant funding for projects to-date as well as a forecast of potential future grant opportunities based on historic data.

Overview of Infrastructure Financing Sources

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. Developer Impact Fees (DIFs) are assessed to mitigate the impacts of development within a specific community and must be used for expanded or new facilities within that same community.

The City's reliance on financing is an equitable and affordable means of funding capital projects and represents an important component of capital planning to address infrastructure needs. It is the City's goal to structure and implement financing to provide funding in a timely and cost-effective manner for priority capital projects that are consistent with the current [City's Debt Policy](#), which is updated with Council approval every two years, most recently in June 2021.

The City has a diverse tax base with recurring revenue capacity and a strong credit standing that it uses to raise capital at low interest rates to finance CIP projects. Financing sources, including municipal bonds and notes as well as state and federal loans and grants are utilized to fill significant city-wide capital improvement funding gaps. Lease Revenue Bonds are the primary financing vehicle for General Fund supported CIP, which are secured by the general operating revenues of the City. These obligations do not authorize the City to levy new taxes or fees to repay the bonds.

The City also has access to the General Fund Lease Revenue Commercial Paper Note program (CP Program). This is a short-term financing mechanism that allows for “just-in time” borrowing instead of issuing the full amount of the long-term bonds upfront. This allows the City to borrow when funds are required as capital project spending occurs, at low short-term interest rates. The General Fund CP Program is authorized in an amount not to exceed \$88.5 million. The frequency and size of CP note issuances is determined based on the actual rate of CIP expenditures. Long-term Lease Revenue Bonds are issued periodically to pay down outstanding notes to reset the CP Program.

In April 2021, the City issued \$145 million in Lease Revenue Bonds which generated \$56.5 million in bond proceeds to benefit the City’s ongoing CIP program as well as paydown \$88.5 million in Commercial Paper Notes which financed the General Fund CIP asset categories for fiscal years 2019 to 2022. In August 2021, City Council approved, in addition to the appropriation of the \$145 million described above, the appropriation of an additional \$148 million future bond/note authorizations for capital projects, including capital equipment and vehicle purchases (e.g., public safety radios, fire engines and refuse packers). The combined appropriation of \$293 million in projects will use existing and/or future bond/note proceeds.

In addition to the use of bonds and notes for CIP funding, the City will, from time to time, apply for state and federal loans such as the CA State Revolving Fund (SRF) Loan Program and the Environmental Protection Agency’s Water Infrastructure and Innovation Act loan program (WIFIA). Both provide relatively low borrowing costs and flexible repayment terms and will be used to provide funding for the General Fund Stormwater CIP program.

Enterprise CIP: Among the Enterprise Funds, the Water and Wastewater Utilities each have large capital improvement programs that are fully supported by respective rate payer revenues and established rates. 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 CIP projects are traditionally funded through a combination of cash, grants, revenue bond financing, and State and Federal loans.

Long term revenue bonds have been the primary source of financing for Water and Wastewater infrastructure projects, with repayment solely derived from revenue generated by Water and Wastewater rate charges from respective customers. The Water Utility also has a \$250 million CP program, which, similar to the General Fund CP Program, allows for “just-in time” borrowing, with periodic pay down from Water utility’s revenue bond proceeds. State Revolving Fund (SRF) loans are an alternative low-cost financing source actively utilized to fund eligible Water and Wastewater projects.

The Pure Water Program Phase 1 costs, supported by both the Water and Wastewater Utilities, are projected at \$1.5 billion. Approximately 93% of the total project costs are expected to be financed

with State and Federal Loans. WIFIA loans up to \$733.5 million have been secured to finance the Water Utility's share and approximately \$667 million in SRF loans are expected to finance the Wastewater Utility's share. Remaining project costs are funded with a combination of cash, grants, and revenue bonds.

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.

Potential Funding, Infrastructure Investment and Jobs Act (IIJA)

The City of San Diego and the rest of the nation have the opportunity to compete for historic levels of investment for infrastructure through the Infrastructure Investment and Jobs Act (IIJA) signed into law on November 15, 2021. There is approximately \$1.2 trillion dollars available to fund a variety of projects. The infrastructure package includes provisions for highways, highway safety, roads, transit, motor carrier, research, hazardous materials, rail programs, broadband access, clean water and electric grid. Funding is available through Formula Funds and Competitive Funds. The State of California has been allocated the largest sum of Formula Funds at a total of \$44.6 billion. These Formula Funds will be managed by the State of California and made available to local governments. The funding breakdown by Asset Category for the State of California:

Highway Formula: \$25.3 billion
Public Transit: \$9.45 billion
Bridge Replacement: \$4.2 billion
Water – State Revolving Loan Funds (SRLF): \$3.5 billion
Airports: \$1.5 billion
EV Charging: \$384 million
Wildfires: \$84 million
Broadband Coverage & Cyberattacks: \$140 million

Additional funds will be available through a competitive process managed directly by various Federal Government Agencies. Local governments will have an opportunity to compete for these funds through grant and loan applications.

A key provision of the new IIJA is the “Build America, Buy America Act”, which imposes a domestic preference for construction materials on infrastructure projects that utilize federal financial assistance (grants), starting May 14, 2022. This new provision may raise costs and extend project

timelines due to the limitation of sourcing materials from American manufacturers only. However, the legislation provides for waivers if the provision would raise the cost of the project by a specified threshold, if it would be inconsistent with the public interest, or if the products are not sufficiently available or of a satisfactory quality.

The City of San Diego has organized a Citywide Taskforce for the purpose of pursuing the subject federal funds. The Taskforce members are the Mayor's Government Relations, City's Deputy Chief Operating Officers (DCOOs), Department of Finance and representatives from various City Departments. The Taskforce will investigate the various funding opportunities, develop a list competitive projects, and then aggressively pursue the funding.

COASTAL EROSION

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

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

The City has identified potential strategies to adapt to coastal erosion and other climate change related hazards in the Climate Resilient SD plan, which was adopted in December 2021. The Transportation, Stormwater, Public Utilities, and Parks and Recreation Departments are also inspecting and monitoring coastal assets identified in the CEA on an ongoing basis. Moving forward, as the City continues to plan for sea level rise and evaluate options for coastal assets, new capital improvement projects may be initiated to replace or modify existing coastal infrastructure. As future capital needs are identified, the costs will be included in future five-year forecasts.

PROJECTED CAPITAL ASSET NEEDS AND FUNDING: FY 2023-2027

This report further presents projected revenues³ for new and deferred capital priority and discretionary needs over the next 5 fiscal years.⁴ The projected capital priority needs through Fiscal Year 2027 are approximately \$6.54 billion, with approximately \$3.53 billion of projected funding for priority needs with an estimated funding gap of \$3.02 billion reflected in **Table 7. Table 8** shows a summary of discretionary needs, projected funding, and funding gap.

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

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

Table 7 Summary of Priority Infrastructure Needs, Funding, and Funding Gap Fiscal Years 2023-2027

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Capital Needs	\$ 1,635,985,311	\$ 1,717,186,201	\$ 1,341,614,671	\$ 1,202,637,970	\$ 939,391,427	\$ 6,836,815,580
Priority Funding	\$ 972,016,830	\$ 893,928,240	\$ 586,332,948	\$ 558,834,434	\$ 516,525,785	\$ 3,527,638,237
Priority Gap	\$ 663,968,481	\$ 823,257,961	\$ 755,281,723	\$ 643,803,536	\$ 422,865,642	\$ 3,309,177,343

Table 8 Summary of Discretionary Infrastructure Needs, Funding, and Funding Gap Fiscal Years 2023-2027

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Capital Needs	\$ 245,584,843	\$ 318,547,318	\$ 319,118,426	\$ 335,527,639	\$ 382,066,309	\$ 1,600,844,536
Discretionary Funding	\$ 79,532,859	\$ 106,831,514	\$ 133,787,123	\$ 142,887,138	\$ 130,546,160	\$ 593,584,794
Discretionary Gap	\$ 166,051,984	\$ 211,715,804	\$ 185,331,303	\$ 192,640,502	\$ 251,520,150	\$ 1,007,259,742

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

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

Table 9 Summary of Projected Priority Capital Asset Needs Fiscal Years 2023-2027

Asset Type	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Airports	1,000,000	4,285,000	8,409,040	7,471,000	6,130,000	27,295,040
Bike Facilities	30,428,435	29,910,000	20,816,000	21,441,000	22,084,000	124,679,435
Bridges	90,091,781	12,300,000	41,500,000	41,300,000	42,200,000	227,391,781
Emergency Shelters	24,500,000	24,500,000	24,500,000	24,500,000	24,500,000	122,500,000
Existing Facilities	70,791,400	64,256,100	57,725,000	69,225,000	109,062,500	371,060,000
New Fire Stations	12,345,534	13,047,508	34,047,508	220,050,000	26,370,347	305,860,897
Fleet	500,000	28,477,076	53,477,076	50,000,000	50,000,000	182,454,152
New Fleet Facilities	-	-	-	-	-	-
Golf	-	-	-	-	-	-
Landfills	9,300,000	13,900,000	200,000	200,000	200,000	23,800,000
New Libraries	-	-	-	-	-	-
New Lifeguard Stations	375,000	-	6,492,777	-	-	6,867,777
Parks	14,807,461	5,564,524	10,888,169	12,186,036	29,664,064	73,110,254
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	502,253,822	248,624,276	102,275,162	31,042,121	30,688,416	914,883,798
New Recreation Centers	-	-	-	-	-	-
Sidewalks	27,430,000	40,770,000	39,413,000	40,593,000	41,807,000	190,013,000
Stormwater	312,979,924	657,057,571	436,373,676	239,543,683	152,284,702	1,798,239,556
Streetlights	50,918,000	54,554,000	56,452,000	59,144,000	60,450,000	281,518,000
Streets and Roads - Modifications	44,968,096	28,049,900	15,641,000	26,425,702	17,644,298	132,728,996
Streets and Roads - Pavement	85,980,000	85,980,000	85,980,000	85,980,000	85,980,000	429,900,000
Traffic Signals and ITS	31,052,000	31,180,000	32,114,000	33,078,000	34,069,000	161,493,000
New Transportation Facilities	-	-	-	-	-	-
Wastewater	156,139,524	158,659,276	148,215,556	99,008,713	62,690,356	624,713,425
Water	170,124,334	216,070,970	167,094,708	141,449,714	143,566,743	838,306,469
Total Priority Need	\$ 1,635,985,311	\$ 1,717,186,201	\$ 1,341,614,671	\$ 1,202,637,970	\$ 939,391,427	\$ 6,836,815,580

Table 10 Summary of Projected Discretionary Capital Asset Needs Fiscal Years 2023-2027

Asset Type	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Airports	3,370,000	312,000	-	-	-	3,682,000
Bike Facilities	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Emergency Shelters	-	-	-	-	-	-
Existing Facilities	20,356,100	45,282,715	48,175,000	61,800,000	71,000,000	246,613,815
New Fire Stations	1,000,000	1,500,000	-	-	32,694,128	35,194,128
Fleet	-	-	-	-	-	-
New Fleet Facilities	-	-	-	-	-	-
Golf	500,000	-	-	-	-	500,000
Landfills	-	-	-	-	-	-
New Libraries	2,521,884	17,137,558	351,558	100,000	31,786,984	51,897,984
New Lifeguard Stations	-	-	-	-	-	-
Parks	140,634,524	145,132,407	151,847,816	138,411,614	152,075,320	728,101,681
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	863,512	712,346	316,068	-	-	1,891,925
New Recreation Centers	-	-	-	-	-	-
Sidewalks	-	-	-	-	-	-
Stormwater	-	-	-	-	-	-
Streetlights	-	-	-	-	-	-
Streets and Roads - Modifications	-	-	-	-	-	-
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	-	-	-	-	-	-
New Transportation Facilities	10,000,000	20,000,000	-	-	-	30,000,000
Wastewater	16,685,175	21,449,765	40,410,336	50,225,788	23,184,138	151,955,202
Water	49,653,648	67,020,528	78,017,649	84,990,238	71,325,739	351,007,802
Total Discretionary Need	\$ 245,584,843	\$ 318,547,318	\$ 319,118,426	\$ 335,527,639	\$ 382,066,309	\$ 1,600,844,536

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

⁵ Grant funded projects reflects approved grant agreements only.

Table 11 Summary of Priority Capital Funding Projections Fiscal Years 2023-2027

Asset Type	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Airports	1,000,000	4,285,000	8,409,040	7,471,000	6,130,000	27,295,040
Bike Facilities	10,651,232	17,700,000	8,000,000	11,660,172	22,084,000	70,095,404
Bridges	36,602,223	200,000	200,000	9,103,993	200,000	46,306,216
Emergency Shelters	-	-	-	-	-	-
Existing Facilities	4,882,500	14,870,000	3,725,000	-	-	23,477,500
New Fire Stations	8,210,034	9,647,508	19,047,508	40,196,989	25,370,347	102,472,386
Fleet	500,000	7,968,767	19,070,784	11,541,520	15,000,000	54,081,071
New Fleet Facilities	-	-	-	-	-	-
Golf	-	-	-	-	-	-
Landfills	9,300,000	13,900,000	200,000	200,000	200,000	23,800,000
New Libraries	-	-	-	-	-	-
New Lifeguard Stations	85,000	-	6,492,777	-	-	6,577,777
Parks	9,011,461	4,338,349	6,881,669	11,536,036	5,762,307	37,529,822
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	502,253,822	248,624,276	102,275,162	31,042,121	30,688,416	914,883,798
New Recreation Centers	-	-	-	-	-	-
Sidewalks	3,418,615	11,000,000	11,000,000	28,005,702	16,526,364	69,950,681
Stormwater	24,686,132	148,801,907	32,123,809	70,691,144	129,269,404	405,572,396
Streetlights	1,200,000	10,673,475	15,816,333	17,987,406	16,102,386	61,779,600
Streets and Roads - Modifications	23,961,019	13,690,000	13,690,000	13,990,000	14,712,000	80,043,019
Streets and Roads - Pavement	7,240,934	6,648,712	17,240,603	58,099,923	18,971,461	108,201,633
Traffic Signals and ITS	2,750,000	6,850,000	6,850,000	6,850,000	9,252,000	32,552,000
New Transportation Facilities	-	-	-	-	-	-
Wastewater	156,139,524	158,659,276	148,215,556	99,008,713	62,690,356	624,713,425
Water	170,124,334	216,070,970	167,094,708	141,449,714	143,566,743	838,306,469
Total Priority Funding	\$ 972,016,830	\$ 893,928,240	\$ 586,332,948	\$ 558,834,434	\$ 516,525,785	\$ 3,527,638,237

Table 12 Summary of Discretionary Capital Funding Projections Fiscal Years 2023-2027

Asset Type	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Airports	3,370,000	312,000	-	-	-	3,682,000
Bike Facilities	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Emergency Shelters	-	-	-	-	-	-
Existing Facilities	-	-	-	300,000	-	300,000
New Fire Stations	500,000	1,000,000	-	-	14,616,346	16,116,346
Fleet	-	-	-	-	-	-
New Fleet Facilities	-	-	-	-	-	-
Golf	500,000	-	-	-	-	500,000
Landfills	-	-	-	-	-	-
New Libraries	-	-	-	-	4,484,868	4,484,868
New Lifeguard Stations	-	-	-	-	-	-
Parks	7,960,524	16,336,876	15,043,071	7,371,112	16,935,069	63,646,652
New Police Stations	-	-	-	-	-	-
Pure Water - Potable Reuse	863,512	712,346	316,068	-	-	1,891,925
New Recreation Centers	-	-	-	-	-	-
Sidewalks	-	-	-	-	-	-
Stormwater	-	-	-	-	-	-
Streetlights	-	-	-	-	-	-
Streets and Roads - Modifications	-	-	-	-	-	-
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	-	-	-	-	-	-
New Transportation Facilities	-	-	-	-	-	-
Wastewater	16,685,175	21,449,765	40,410,336	50,225,788	23,184,138	151,955,202
Water	49,653,648	67,020,528	78,017,649	84,990,238	71,325,739	351,007,802
Total Discretionary Funding	\$ 79,532,859	\$ 106,831,514	\$ 133,787,123	\$ 142,887,138	\$ 130,546,160	\$ 593,584,794

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: Department of Real Estate & Airport Management

Table 13 Airports (Priority)

Airports	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 1,000,000	\$ 4,285,000	\$ 8,409,040	\$ 7,471,000	\$ 6,130,000	\$ 27,295,040
Funding Source						
Airport Funds	1,000,000	4,285,000	8,409,040	7,471,000	6,130,000	27,295,040
Funding Source Total	\$ 1,000,000	\$ 4,285,000	\$ 8,409,040	\$ 7,471,000	\$ 6,130,000	\$ 27,295,040
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 14 Airports (Discretionary)

Airports	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 3,370,000	\$ 312,000	\$ -	\$ -	\$ -	\$ 3,682,000
Funding Source						
Airport Funds	3,370,000	312,000	-	-	-	3,682,000
Funding Source Total	\$ 3,370,000	\$ 312,000	\$ -	\$ -	\$ -	\$ 3,682,000
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Bike Facilities, AMD: Transportation Department

Table 15 Bike Facilities (Priority)

Bike Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 30,428,435	\$ 29,910,000	\$ 20,816,000	\$ 21,441,000	\$ 22,084,000	\$ 124,679,435
Funding Source						
Climate Equity Fund	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Development Impact Fees	6,551,232	5,000,000	5,000,000	7,000,000	10,526,364	34,077,596
Facilities Benefit Assessments	-	-	-	1,660,172	8,557,636	10,217,808
TransNet Funds	2,100,000	11,700,000	2,000,000	2,000,000	2,000,000	19,800,000
Funding Source Total	\$ 10,651,232	\$ 17,700,000	\$ 8,000,000	\$ 11,660,172	\$ 22,084,000	\$ 70,095,404
Priority Gap	\$ 19,777,203	\$ 12,210,000	\$ 12,816,000	\$ 9,780,828	\$ -	\$ 54,584,031

Table 16 Bike Facilities (Discretionary)

Bike Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

implementation of the Bicycle Master Plan in 20 years by Fiscal Year 2042 depending on funding availability. Revenue to support some of this non-capital work, including the Safe and Sustainable Transportation All Ages and Abilities Team (STAT), is estimated at \$1.6 million annually and budgeted through the Transportation Department's operations and maintenance budget funded by TransNet and is not included in this Outlook. The total need included in the Outlook decreased by \$14.5 million over last year primarily due to a more gradual ramp-up of the program.

Bridges, AMD: Transportation Department
Table 17 Bridges (Priority)

Bridges	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 90,091,781	\$ 12,300,000	\$ 41,500,000	\$ 41,300,000	\$ 42,200,000	\$ 227,391,781
Funding Source						
Development Impact Fees	54,000	-	-	-	-	54,000
Grants	34,419,039	-	-	8,903,993	-	43,323,032
Infrastructure Fund	2,129,184	-	-	-	-	2,129,184
TransNet Funds	-	200,000	200,000	200,000	200,000	800,000
Funding Source Total	\$ 36,602,223	\$ 200,000	\$ 200,000	\$ 9,103,993	\$ 200,000	\$ 46,306,216
Priority Gap	\$ 53,489,558	\$ 12,100,000	\$ 41,300,000	\$ 32,196,007	\$ 42,000,000	\$ 181,085,565

Table 18 Bridges (Discretionary)

Bridges	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

There are 164 vehicular bridges and pedestrian bridges, which cross over roadways, owned and maintained by the City of San Diego. Caltrans inspects bridges that carry vehicular traffic once every two years and pedestrian bridges once every four 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 initiate one major bridge rehabilitation 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 2032. The total need included in the Outlook increased by \$136.4 million over last year due to increased estimated construction funding needs for the El Camino Real to Via de la Valle and Palm Avenue Interstate 805 Interchange projects, as well as increased cost estimates for bridge rehabilitation projects Citywide.

Emergency Shelters, AMD: Homeless Strategies and Solutions Department
Table 19 Emergency Shelters (Priority)

Emergency Shelters	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 122,500,000
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 122,500,000

Table 20 Emergency Shelters (Discretionary)

Emergency Shelters	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The estimated capital costs for new non-congregate and congregate emergency shelters over the next five years is \$122.5 million. This estimated capital cost helps to address the challenges detailed in the [City's Community Action Plan on Homelessness \(CAPH\)](#). Adopted by City Council in October 2019, the CAPH lays out a roadmap aimed to “prevent homelessness, and quickly create paths to safe and affordable housing and services for people who experience homelessness in our community.”

Congregate and Non-congregate Emergency Shelters (Temporary Solutions)

- A key recommendation in the CAPH is to invest in new housing and service options.
- This investment includes an increase in temporary crisis response solutions, which includes non-congregate and congregate emergency shelters for individuals and families experiencing homelessness. Non-congregate shelters are facilities with single room occupancy for a household.
- A mix of congregate and non-congregate emergency shelters is necessary to meet the varying levels of need across diverse populations (e.g. domestic violence victims, seniors, families, individuals with substance use disorders, youth, etc),
- In 2019, the estimated need for shelter beds was approximately 500; this planning document assumes a need of approximately 700 beds. This adjustment seeks to account for the COVID pandemic’s continued adverse impact on housing stability.
- For the FY2023-27 CIP Outlook the estimated capital costs for temporary solutions is \$122.5 million. This estimate assumes: residential space for 700 people scattered across congregate and non-congregate shelters; estimated average of \$350 capital costs per square foot; and estimated average of 500 square feet per person (bedroom, bathroom, common spaces, etc.).

Even though this CIP funding need is unmet, the Homelessness Strategies and Solutions Department continues to pursue state and federal government funding opportunities to implement the CAPH.

For this CIP planning document, estimated need is based on pre-pandemic circumstances; the need for housing solutions is greater than presented in this planning document. In the upcoming months, the federal HUD Continuum of Care for San Diego County will update numbers on the need for shelter beds.

City Facilities – General Fund, AMD: General Services, Facilities Services Division

Table 21 Existing General Fund Building Facilities (Priority)

Existing General Fund Building Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 70,791,400	\$ 64,256,100	\$ 57,725,000	\$ 69,225,000	\$ 109,062,500	\$ 371,060,000
Funding Source						
Infrastructure Fund	4,882,500	14,870,000	3,725,000	-	-	23,477,500
Funding Source Total	\$ 4,882,500	\$ 14,870,000	\$ 3,725,000	\$ -	\$ -	\$ 23,477,500
Priority Gap	\$ 65,908,900	\$ 49,386,100	\$ 54,000,000	\$ 69,225,000	\$ 109,062,500	\$ 347,582,500

Table 22 Existing General Fund Building Facilities (Discretionary)

Existing General Fund Building Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 20,356,100	\$ 45,282,715	\$ 48,175,000	\$ 61,800,000	\$ 71,000,000	\$ 246,613,815
Funding Source						
Financing	-	-	-	300,000	-	300,000
Funding Source Total	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000
Discretionary Gap	\$ 20,356,100	\$ 45,282,715	\$ 48,175,000	\$ 61,500,000	\$ 71,000,000	\$ 246,313,815

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

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

Table 23 New Fire Stations and New Lifeguard Stations (Priority)*

New Fire Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 12,345,534	\$ 13,047,508	\$ 34,047,508	\$ 220,050,000	\$ 26,370,347	\$ 305,860,897
Funding Source						
Development Impact Fees	2,614,500	-	-	-	-	2,614,500
Facilities Benefit Assessments	5,122,995	7,547,508	19,047,508	40,196,989	2,883,654	74,798,654
Infrastructure Fund	472,539	2,100,000	-	-	22,486,693	25,059,232
Funding Source Total	\$ 8,210,034	\$ 9,647,508	\$ 19,047,508	\$ 40,196,989	\$ 25,370,347	\$ 102,472,386
Priority Gap	\$ 4,135,500	\$ 3,400,000	\$ 15,000,000	\$ 179,853,011	\$ 1,000,000	\$ 203,388,511

New Lifeguard Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 375,000	\$ -	\$ 6,492,777	\$ -	\$ -	\$ 6,867,777
Funding Source						
Facilities Benefit Assessments	85,000	-	-	-	-	85,000
Infrastructure Fund	-	-	6,492,777	-	-	6,492,777
Funding Source Total	\$ 85,000	\$ -	\$ 6,492,777	\$ -	\$ -	\$ 6,577,777
Priority Gap	\$ 290,000	\$ -	\$ -	\$ -	\$ -	\$ 290,000

Table 24 New Fire Stations and New Lifeguard Stations (Discretionary)

New Fire Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 1,000,000	\$ 1,500,000	\$ -	\$ -	\$ 32,694,128	\$ 35,194,128
Funding Source						
Facilities Benefit Assessments	500,000	1,000,000	-	-	14,616,346	16,116,346
Funding Source Total	\$ 500,000	\$ 1,000,000	\$ -	\$ -	\$ 14,616,346	\$ 16,116,346
Discretionary Gap	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 18,077,782	\$ 19,077,782

New Lifeguard Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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 51 fire stations, two 911 communications centers, an air operations facility, a training facility, nine permanent lifeguard stations, and 35 seasonal lifeguard towers.

The table above summarizes the new fire stations and lifeguard stations planned through FY 2027 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: Fire Station 49 – Otay Mesa, Fire Station 54 – Paradise Hills, Fire Station 48 – Black Mountain Ranch, Fire Station 51 – Skyline Hills, Fairmount Avenue Fire Station, Fire-Rescue Air Operations Facility Phase II, Torrey Pines Fire Station, East Village Fire Station, Del Mar Mesa/Torrey Hills, Fire & Police Training Facility, North

Pacific Beach Lifeguard Station, Rancho Bernardo North East Fire Station, Sabre Springs South Fire Station, and Santa Clara Junior Lifeguard Facility. 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.

Fire needs also include a new Fire Training Facility off of Copley Drive. The existing Fire Training Facility needs to be vacated by 2027 for the new Public Utilities Water Reclamation Plant, the new Fire Training Facility will be built in phases over multiple year. Due to the cost, we are recommending to minimally grade the site, install utilities, and only construct the buildings necessary to relocate Fire from Liberty Station by 2027 to meet Pure Water Phase II schedule. The cost for that is estimated to be \$171.8M. All other assets/facilities to be built at the Copley site would be constructed sometime beyond 2027.

Fleet, AMD: General Services, Fleet Division

Table 25 Fleet (Priority)

Fleet	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 500,000	\$ 28,477,076	\$ 53,477,076	\$ 50,000,000	\$ 50,000,000	\$ 182,454,152
Funding Source						
Infrastructure Fund	500,000	7,968,767	19,070,784	11,541,520	15,000,000	54,081,071
Funding Source Total	\$ 500,000	\$ 7,968,767	\$ 19,070,784	\$ 11,541,520	\$ 15,000,000	\$ 54,081,071
Priority Gap	\$ -	\$ 20,508,309	\$ 34,406,292	\$ 38,458,480	\$ 35,000,000	\$ 128,373,081

* Fleet vehicle needs are not included in this report

Table 26 Fleet (Discretionary)

Fleet	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

The CAP sets targets for zero emission or electric vehicles (EVs) in the City's gasoline vehicle fleet: 50% of gasoline fleet vehicles by the end of FY 2020 and 90% by the end of FY 2035. The City currently has 21 EVs in the fleet, or approximately 2% of all gasoline fleet vehicles, and 46 EV charging stations. With over 975 vehicles to be converted to zero emission or EVs over the next 15 years, the City needs to begin installing EV charging infrastructure to meet the CAP goals.

Landfills, AMD: Environmental Services Department

Table 27 Landfills (Priority)

Landfills	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 9,300,000	\$ 13,900,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 23,800,000
Funding Source						
Recycling Fund	6,200,000	10,000,000	-	-	-	16,200,000
Refuse Disposal Fund	3,100,000	3,900,000	200,000	200,000	200,000	7,600,000
Funding Source Total	\$ 9,300,000	\$ 13,900,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 23,800,000
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 28 Landfills (Discretionary)

Landfills	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Libraries, AMD: Library Department

Table 29 New Libraries (Priority)

New Libraries	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 30 New Libraries (Discretionary)

New Libraries	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 2,521,884	\$ 17,137,558	\$ 351,558	\$ 100,000	\$ 31,786,984	\$ 51,897,984
Funding Source						
Development Impact Fees	-	-	-	-	1,484,868	1,484,868
Donations	-	-	-	-	3,000,000	3,000,000
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ 4,484,868	\$ 4,484,868
Discretionary Gap	\$ 2,521,884	\$ 17,137,558	\$ 351,558	\$ 100,000	\$ 27,302,116	\$ 47,413,116

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

All projects for existing library facilities are captured under the Facilities – General Fund needs and are derived from the draft Library Asset Management Plan. During this Five-Year CIP Outlook, Library facilities projects include the expansion of the existing Ocean Beach Branch Library (currently in the design phase); a complete rebuild of the San Carlos Branch Library (the project is on hold until additional funding is identified); and an expansion of the Scripps Miramar Ranch Library parking lot (currently in the design phase). A feasibility study for a new library in Oak Park was completed in FY 2021; design is anticipated to begin in FY 2023.

In 2019, the framework for a new Library Master Plan was commissioned to review and update the 21st Century Library Plan from 2002, which previously guided capital investment in the City's libraries for the last two decades. Phase I of the Library Master Plan report was completed in 2021 creating a comprehensive vision and guiding principles for future development and improvement of San Diego's library network. The process combined analysis of internally and externally sourced data with robust engagement of community members, stakeholders, and leadership and staff of the San Diego Public Library (SDPL) and the City of San Diego. Phase 2 of the Master Plan will assess each SDPL facility and make recommendations for capital improvements to meet the vision and principles established in the Phase 1 Master Plan Framework. Each facility will be assessed for current facility condition, alignment with SDPL's service vision and operating model, capacity to serve current and future community needs, and potential for improvement. Phase 2 will include a more detailed study of each library building, use of services and spaces, compliance with modern codes, and the age and condition of its systems, and it will identify the recommended scope of improvements for each facility (e.g., renovate, expand, replace, or relocate) and the priorities for near-term and long-term projects.

Parks, Golf Courses, and Mission Bay improvements, AMD: Parks and Recreation Department
Table 31 Parks, Golf Courses, and Mission Bay Improvements (Priority)

Parks	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 14,807,461	\$ 5,564,524	\$ 10,888,169	\$ 12,186,036	\$ 29,664,064	\$ 73,110,254
Funding Source						
Development Impact Fees	1,204,000	73,500	993,500	306,000	69,000	2,646,000
Facilities Benefit Assessments	1,142,331	-	-	-	-	1,142,331
Financing	-	-	512,757	-	-	512,757
Infrastructure Fund	3,027,461	1,649,549	3,711,439	6,527,778	5,613,307	20,529,534
Regional Park Improvements Fund	3,557,669	2,535,300	1,583,973	4,622,258	-	12,299,200
Sunset Cliffs Natural Park Fund	80,000	80,000	80,000	80,000	80,000	400,000
Funding Source Total	\$ 9,011,461	\$ 4,338,349	\$ 6,881,669	\$ 11,536,036	\$ 5,762,307	\$ 37,529,822
Priority Gap	\$ 5,796,000	\$ 1,226,175	\$ 4,006,500	\$ 650,000	\$ 23,901,757	\$ 35,580,432
Parks - Golf Courses	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Mission Bay Improvements	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 32 Parks, Golf Courses, and Mission Bay Improvements (Discretionary)

Parks	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 140,634,524	\$ 145,132,407	\$ 151,847,816	\$ 138,411,614	\$ 152,075,320	\$ 728,101,681
Funding Source						
Development Impact Fees	1,138,500	3,624,593	6,199,828	-	-	10,962,921
Facilities Benefit Assessments	-	7,639,861	-	-	-	7,639,861
Financing	-	-	-	-	5,714,310	5,714,310
Mission Trails Regional Park Fund	214,925	221,373	228,014	234,854	241,900	1,141,066
Regional Park Improvements Fund	-	964,700	1,478,970	-	3,842,601	6,286,271
Funding Source Total	\$ 1,353,425	\$ 12,450,527	\$ 7,906,812	\$ 234,854	\$ 9,798,811	\$ 31,744,429
Discretionary Gap	\$ 139,281,099	\$ 132,681,880	\$ 143,941,004	\$ 138,176,760	\$ 142,276,510	\$ 696,357,252
Parks - Golf Courses	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Funding Source						
Golf Course Enterprise Fund	500,000	-	-	-	-	500,000
Funding Source Total	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Mission Bay Improvements	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 6,607,099	\$ 3,886,349	\$ 7,136,258	\$ 7,136,258	\$ 7,136,258	\$ 31,902,223
Funding Source						
Mission Bay Improvements Fund	6,607,099	3,886,349	7,136,258	7,136,258	7,136,258	31,902,223
Funding Source Total	\$ 6,607,099	\$ 3,886,349	\$ 7,136,258	\$ 7,136,258	\$ 7,136,258	\$ 31,902,223
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Parks and Recreation Department oversees more than 42,400 acres of developed parks, open space, underwater parks, and golf courses including 59 recreation centers, 13 aquatic centers, approximately 286 playgrounds in 9,314 acres of developed parks, as well as over 27,109 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.

On August 3, 2021, the City Council approved a new Parks Master Plan. While the City's current park system has resulted in many beautiful and enjoyable parks for some, it has also resulted in corresponding disinvestments for many; overall resulting in an inequitable park system. The lack of funding tools and land constraints have widened park shortfalls in these typically older, more densely populated neighborhoods, particularly adversely affecting Communities of Concern. The Parks Master Plan addresses these inequities so that everyone has equal access to safe, clean, and thriving park spaces. The initiative will create a new system for all that prioritizes the greatest needs and allows us to plan holistically for the future. To facilitate specific projects consistent with the Parks Master Plan, the Parks and Recreation Department compiles project information from community plans, the unfunded park improvements list, priorities from the City Council and community planning groups, and input from stakeholder organizations.

Police Stations, AMD: Police Department

Table 33 New Police Stations (Priority)

New Police Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 34 New Police Stations (Discretionary)

New Police Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Police Department serves the community from a headquarter building, nine area commands located throughout the City, one Traffic Division and the Police Plaza. The Police Department has no new facility projects planned during this CIP Outlook. During this CIP Outlook, existing priority Police facilities projects include Police Range Refurbishment – Phase IIB and IIC construction, and the Police Plaza improvement project that includes design and construction of tenant improvements. Also included in this CIP Outlook as a priority project is, Police Headquarter Energy Management System construction. Discretionary projects included in this CIP Outlook are Police Exterior Lighting Improvements at nine locations, Police Northern Division Parking Lot Replacement, and Police Roof Repairs at four locations. A Police and Fire-Rescue Training Facility joint feasibility study is ongoing, and the estimated costs for design and construction are captured under the Fire-Rescue Department needs. All projects for existing police stations are captured under the Facilities – General Fund needs from the draft Police Asset Management Plan.

Sidewalks, AMD: Transportation Department**Table 35 Sidewalks (Priority)**

Sidewalks	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 27,430,000	\$ 40,770,000	\$ 39,413,000	\$ 40,593,000	\$ 41,807,000	\$ 190,013,000
Funding Source						
Climate Equity Fund	2,330,615	2,500,000	2,500,000	2,500,000	2,500,000	12,330,615
Development Impact Fees	438,000	5,000,000	7,500,000	9,502,856	13,026,364	35,467,220
Financing	-	-	-	4,372,144	-	4,372,144
Infrastructure Fund	150,000	2,500,000	-	10,630,702	-	13,280,702
TransNet Funds	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Funding Source Total	\$ 3,418,615	\$ 11,000,000	\$ 11,000,000	\$ 28,005,702	\$ 16,526,364	\$ 69,950,681
Priority Gap	\$ 24,011,385	\$ 29,770,000	\$ 28,413,000	\$ 12,587,298	\$ 25,280,636	\$ 120,062,319

Table 36 Sidewalks (Discretionary)

Sidewalks	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Transportation Department has identified long-term goals of repair and replacement of all damaged sidewalks which fall under the City's maintenance responsibility by the end of Fiscal Year 2032. An assessment of the condition of the City's sidewalks was conducted in Fiscal Years 2014 and 2015. At that time, approximately 86,000 locations were found to be deficient at a total replacement cost of approximately \$52.7 million. Since the assessment, an additional 23,000 damaged locations have been identified and approximately 60,000 locations have been funded for repair. The Department estimates the total number of known remaining sidewalk deficiencies to be approximately 60,000. Approximately 20,000 of these deficiencies are sidewalk uplifts of 1.5 inches or less which require a sidewalk slice as the permanent repair and requires funding of approximately \$1.6 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 40,000 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 \$120.0 million in current dollars to address the deficiencies. These deficiencies are repaired by utilizing the Department's Sidewalk Repair and Replacement CIP. The cost to address all current CIP sidewalk deficiencies within 10 years is \$12.0 million annually, in current year dollars.

Additionally, the goal is to install 330,000 linear feet of new sidewalks by the end of Fiscal Year 2032, 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 \$7.1 million, in current dollars, is included in the Outlook to support ADA sidewalk and curb ramp installations. The total need included in the Outlook increased by \$32.6 million over last year due to lower needs in Fiscal Year 2022 removed from the Outlook and higher needs in Fiscal Year 2027 added to the Outlook, and an increase in cost for sidewalk replacement projects.

Storm Water Infrastructure (Drainage), AMD: Storm Water Department

Table 37 Storm Water Infrastructure (Priority Drainage)

Stormwater	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 312,979,924	\$ 657,057,571	\$ 436,373,676	\$ 239,543,683	\$ 152,284,702	\$ 1,798,239,556
Funding Source						-
Development Impact Fees	11,636,132	15,801,907	17,123,809	14,691,144	2,969,404	62,222,396
Financing	4,700,000	132,000,000	14,000,000	45,000,000	125,300,000	321,000,000
Grants	3,100,000	-	-	-	-	3,100,000
Infrastructure Fund	4,250,000	-	-	10,000,000	-	14,250,000
TransNet Funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Funding Source Total	\$ 24,686,132	\$ 148,801,907	\$ 32,123,809	\$ 70,691,144	\$ 129,269,404	\$ 405,572,396
Priority Gap	\$ 288,293,792	\$ 508,255,664	\$ 404,249,867	\$ 168,852,539	\$ 23,015,298	\$ 1,392,667,160

Table 38 Storm Water Infrastructure (Discretionary Drainage)

Stormwater	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Stormwater Department's (SWD) mission is to build and maintain effective stormwater infrastructure to ensure that all San Diegans have safe, clean water. SWD's primary goals are to reduce the City's flood risk and to protect and improve water quality. The City is proposing a significant investment in the planning, design, and construction of stormwater infrastructure facilities to reduce costs and speed progress toward meeting those goals. Integrating water quality and flood resiliency projects will allow the City to address storm water infrastructure needs more efficiently.

The City's stormwater infrastructure, most of which was built in the 20th Century, is past its useful life, resulting in system deterioration and failure. Age combined with deferred maintenance due to historic underfunding of the storm drain system has resulted in an increasing amount of damaged, unmaintained, and failed stormwater infrastructure that can lead to flooding and catastrophic failure, as described in the Community Flood Assessment (Appendix F) and demonstrated by the number of emergency drainage repairs that have occurred over the last three rainy seasons. Emergencies are not predictable and require diverting a portion of the limited funding available to the SWD to address them. As a result, nearly 40% of SWD's current capital projects (e.g., green infrastructure and flood resilience projects) have been delayed due to lack of funding. In the last three years (FY2019 – FY2021) costs to address emergencies totaled nearly \$65 million and were primarily funded through reallocation from other priority projects.

Increasing and evolving clean water regulations have enormously expanded the City's compliance obligations and associated costs. The dramatic increase in regulatory requirements over time coupled with years of underfunding will continue to adversely impact San Diego's natural resources and local water quality. Nearly all the City's rivers and streams are considered impaired under the federal Clean Water Act, and more than 99% of the City's stormwater drains to, and therefore contributes to, an

impaired water body, as described in the Environmental Water Quality Status Fact Sheet (Appendix F).

To address its compounding capital needs, the department developed a Funding Strategy to identify a funding mechanism for a dedicated funding source for stormwater. Additionally, SWD has made significant progress pursuing supplemental Federal and State funding sources and successfully secured a \$27 million State Revolving Fund (SRF) loan for South Mission Beach Storm Drain and Green Infrastructure Project and another \$27 million for Los Penasquitos Lagoon Restoration Project (pending Council Approval). Furthermore, SWD is negotiating with the Federal Environmental Protection Agency to obtain a Water Infrastructure Finance and Innovation Act (WIFIA) loan agreement for an estimated \$294 million, for which the City will provide matching funds of \$306 million. To implement the WIFIA loan, SWD will require additional resources for the CIP Program to execute an average of \$120 million annually of CIP projects.

The Department updated its comprehensive Watershed Asset Management Plan (WAMP) in 2020 to quantify needs and costs of operating the stormwater system and complying with the California Regional Water Quality Control Board (RWQCB) Municipal Storm Water Permit. Per the WAMP, the total stormwater infrastructure funding need of approximately \$1.80 billion over the next five fiscal years is approximately \$323 million higher than the \$1.48 billion in storm water infrastructure needs identified in last year’s Outlook due to the rollover of unfunded needs. Despite the potential sizable WIFIA loan of \$294 million over 5 years, the funding gap is in excess of \$1.5 billion from FY23-27.

Streetlights, AMD: Transportation Department

Table 39 Street Lights (Priority)

Streetlights	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 50,918,000	\$ 54,554,000	\$ 56,452,000	\$ 59,144,000	\$ 60,450,000	\$ 281,518,000
Funding Source						
Climate Equity Fund	1,000,000	473,475	616,333	759,550	902,386	3,751,744
Development Impact Fees	-	10,000,000	15,000,000	15,000,000	15,000,000	55,000,000
Financing	-	-	-	2,027,856	-	2,027,856
TransNet Funds	200,000	200,000	200,000	200,000	200,000	1,000,000
Funding Source Total	\$ 1,200,000	\$ 10,673,475	\$ 15,816,333	\$ 17,987,406	\$ 16,102,386	\$ 61,779,600
Priority Gap	\$ 49,718,000	\$ 43,880,525	\$ 40,635,667	\$ 41,156,594	\$ 44,347,614	\$ 219,738,400

Table 40 Street Lights (Discretionary)

Streetlights	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Transportation Department’s long-term goal is to install 4,966 new streetlights by the end of Fiscal Year 2032, which equates to approximately 500 streetlights per year. This is projected to result in the completion of all identified needs in 10 years by Fiscal Year 2032. Additionally, approximately 150 streetlights are installed annually through the Utilities Undergrounding Program.

The Department’s goal also includes the replacement of all 49 remaining obsolete streetlight series circuits to meet modern electrical standards over a 25-year period, through Fiscal Year 2046, as well as replacing approximately 2,500 streetlight poles and fixtures per year, which represents the replacement of approximately five percent of the City’s total street light poles per fiscal year over a 20-year period, through Fiscal Year 2042. The total need included in the Outlook increased by \$17.9 million over last year primarily due to an increase to the number of new streetlights added to the needs list.

Street Improvements, AMD: Transportation Department

Table 41 Street Improvements (Priority)

Streets and Roads - Modifications	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 44,968,096	\$ 28,049,900	\$ 15,641,000	\$ 26,425,702	\$ 17,644,298	\$ 132,728,996
Funding Source						
Bus Stop Capital Improvement Fund	190,000	190,000	190,000	190,000	190,000	950,000
Climate Equity Fund	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Development Impact Fees	3,036,500	500,000	500,000	500,000	1,522,000	6,058,500
Financing	1,359,519	-	-	300,000	-	1,659,519
Regional Transportation Congestion Improve	5,000,000	-	-	-	-	5,000,000
TransNet Funds	9,375,000	1,500,000	1,500,000	1,500,000	1,500,000	15,375,000
Undergrounding Utilities Fund	5,000,000	10,000,000	10,000,000	10,000,000	10,000,000	45,000,000
Funding Source Total	\$ 23,961,019	\$ 13,690,000	\$ 13,690,000	\$ 13,990,000	\$ 14,712,000	\$ 80,043,019
Priority Gap	\$ 21,007,077	\$ 14,359,900	\$ 1,951,000	\$ 12,435,702	\$ 2,932,298	\$ 52,685,977
Streets and Roads - Pavement	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 429,900,000
Funding Source						
Financing	-	-	-	40,000,000	-	40,000,000
TransNet Funds	5,240,934	4,648,712	15,240,603	16,099,923	16,971,461	58,201,633
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	\$ 7,240,934	\$ 6,648,712	\$ 17,240,603	\$ 58,099,923	\$ 18,971,461	\$ 108,201,633
Priority Gap	\$ 78,739,066	\$ 79,331,288	\$ 68,739,397	\$ 27,880,077	\$ 67,008,539	\$ 321,698,367

Table 42 Street Improvements (Discretionary)

Streets and Roads - Modifications	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Streets and Roads - Pavement	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Transportation Department manages the City's roadway infrastructure of approximately 2,662 centerline miles of asphalt streets, 120 centerline miles of concrete streets, and 204 miles of paved alleys. The City completed a pavement condition assessment survey in 2016 which showed an average roadway network Overall Condition Index (OCI) of 72. The Department's long-term goal is to maintain the City's street network in good condition which equates to an average network pavement OCI of 70 or above. The funding need includes the repair of asphalt streets, concrete streets, and paved alleys. Capital needs for street infrastructure do not include slurry seal maintenance, which is funded by the Department's operational budget. The Department estimates it will take approximately 98 miles of asphalt overlay or concrete street reconstruction, as well as 370 miles of slurry seal annually, to maintain an average network 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.

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

Street Repair Mileage Goals to Maintain Average Pavement OCI 70					
Activity	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Slurry Seal	370	370	370	370	370
Overlay	91	91	91	91	91
Concrete Streets	6	6	6	6	6
Reconstruction	1	1	1	1	1
Total	468	468	468	468	468
Required Funding (O&M/CIP)	\$134.1M	\$134.1M	\$134.1M	\$134.1M	\$134.1M

Traffic Signals and Intelligent Transportation Systems (ITS), AMD: Transportation Department
Table 43 Traffic Signals and Intelligent Transportation Systems (Priority)

Traffic Signals and ITS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 31,052,000	\$ 31,180,000	\$ 32,114,000	\$ 33,078,000	\$ 34,069,000	\$ 161,493,000
Funding Source						
Development Impact Fees	-	-	-	-	2,402,000	2,402,000
Regional Transportation Congestion Improve	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
TransNet Funds	2,750,000	1,850,000	1,850,000	1,850,000	1,850,000	10,150,000
Funding Source Total	\$ 2,750,000	\$ 6,850,000	\$ 6,850,000	\$ 6,850,000	\$ 9,252,000	\$ 32,552,000
Priority Gap	\$ 28,302,000	\$ 24,330,000	\$ 25,264,000	\$ 26,228,000	\$ 24,817,000	\$ 128,941,000

Table 44 Traffic Signals and Intelligent Transportation Systems (Discretionary)

Traffic Signals and ITS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Transportation Department is implementing the Traffic Signal Communication Master Plan which provides the framework of traffic signal needs. The goal is to upgrade all traffic signal communication components, technology, and install all signals identified on the current needs list by Fiscal Year 2032, in addition to the establishment for the Traffic Management Center in Fiscal Year 2023. Revenue to support the installation of Accessible Pedestrian Signals, estimated at \$300,000 annually, is budgeted through the Department's operations and maintenance budget funded by TransNet and is not included in this Outlook. The total need included in the Outlook increased by \$5.5 million over last year primarily due to lower needs in Fiscal Year 2022 removed from the Outlook and higher needs in Fiscal Year 2027 added to the Outlook.

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

Table 45 Wastewater, Water Infrastructure and Pure Water - Potable Reuse (Priority) *

Wastewater	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 156,139,524	\$ 158,659,276	\$ 148,215,556	\$ 99,008,713	\$ 62,690,356	\$ 624,713,425
Funding Source						
Sewer Funds	156,139,524	158,659,276	148,215,556	99,008,713	62,690,356	624,713,425
Funding Source Total	\$ 156,139,524	\$ 158,659,276	\$ 148,215,556	\$ 99,008,713	\$ 62,690,356	\$ 624,713,425
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 170,124,334	\$ 216,070,970	\$ 167,094,708	\$ 141,449,714	\$ 143,566,743	\$ 838,306,469
Funding Source						
Water Fund	170,124,334	216,070,970	167,094,708	141,449,714	143,566,743	838,306,469
Funding Source Total	\$ 170,124,334	\$ 216,070,970	\$ 167,094,708	\$ 141,449,714	\$ 143,566,743	\$ 838,306,469
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pure Water - Potable Reuse	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 502,253,822	\$ 248,624,276	\$ 102,275,162	\$ 31,042,121	\$ 30,688,416	\$ 914,883,798
Funding Source						
Sewer Funds	242,757,165	109,813,129	42,616,305	11,371,137	16,246,763	422,804,499
Water Fund	259,496,657	138,811,148	59,658,857	19,670,984	14,441,653	492,079,299
Funding Source Total	\$ 502,253,822	\$ 248,624,276	\$ 102,275,162	\$ 31,042,121	\$ 30,688,416	\$ 914,883,798
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Table 46 Wastewater, Water Infrastructure and Pure Water - Potable Reuse (Discretionary) *

Wastewater	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 16,685,175	\$ 21,449,765	\$ 40,410,336	\$ 50,225,788	\$ 23,184,138	\$ 151,955,202
Funding Source						
Sewer Funds	16,685,175	21,449,765	40,410,336	50,225,788	23,184,138	151,955,202
Funding Source Total	\$ 16,685,175	\$ 21,449,765	\$ 40,410,336	\$ 50,225,788	\$ 23,184,138	\$ 151,955,202
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 49,653,648	\$ 67,020,528	\$ 78,017,649	\$ 84,990,238	\$ 71,325,739	\$ 351,007,802
Funding Source						
Water Fund	49,653,648	67,020,528	78,017,649	84,990,238	71,325,739	351,007,802
Funding Source Total	\$ 49,653,648	\$ 67,020,528	\$ 78,017,649	\$ 84,990,238	\$ 71,325,739	\$ 351,007,802
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pure Water - Potable Reuse	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 863,512	\$ 712,346	\$ 316,068	\$ -	\$ -	\$ 1,891,925
Funding Source						
Water Fund	863,512	712,346	316,068	-	-	1,891,925
Funding Source Total	\$ 863,512	\$ 712,346	\$ 316,068	\$ -	\$ -	\$ 1,891,925
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

*Note: The Cost of Service Studies and on-going projections show that projected revenue provides enough rate capacity through FY 2020. However, beyond FY 2020, it is currently projected that additional rate capacity will be needed to continue to meet all financial obligations associated with capital improvement projects, operation, and repayment of debt. There are various funding sources such as Revenue Bonds, Water Commercial Paper program, SRF funding for both Water and Wastewater projects including Pure Water costs funded by the Wastewater System, and WIFIA for Pure Water costs funded by the Water System.

The Public Utilities Department provides water, wastewater, and recycled water services to approximately 1.4 million water customers and 3 million wastewater customers within the San Diego region. The CIP supports the infrastructure for reliable water supply and wastewater collection and treatment. To keep up with the replacement of aging infrastructure, the City continues to award the replacement and/or rehabilitation of 45 sewer miles and to award 35 water miles annually.

The water system extends over 404 square miles with historical deliveries of approximately 175,000 acre feet per year of potable water. This system includes 49 water pump stations, 29 treated water storage facilities, nine surface reservoirs, 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 9.5 mgd for irrigation, manufacturing, and other non-potable uses. The wastewater system consists of the Municipal (Muni) System and Metropolitan (Metro) System. The Muni System consists of approximately 3,000 miles of pipelines and 77 sewer pump stations and collects and conveys wastewater from residences and businesses. The Metro System consists of three wastewater treatment plants, one bio-solids processing facility, four pump

stations, and two outfalls, and provides treatment and disposal services for the City and 12 other agencies and districts (collectively referred to as the “Participating Agencies”) within a 450-square mile area.

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

Pure Water San Diego

[Pure Water San Diego](#) is the City’s phased, multi-year program, that uses proven water purification technology to provide a safe, secure, and sustainable local water supply by turning recycled water into drinkable water through water purification technology. The Five-Year CIP Outlook includes the needs for construction, construction support, 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. 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 Phase 2 small scale facility and the start of design for the Phase 2 infrastructure. Phase 2 of the Pure Water Program is expected to be fully implemented by 2035.

CIP CAPACITY

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

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

The City of San Diego’s Engineering & Capital Projects Department (E&CP), charged with implementing the CIP, has struggled over the past fiscal year with filling staffing vacancies and currently sits on an almost 15% vacancy rate. To drive down its vacancy rate, E&CP is increasing its outreach, recruitment events and participations in job fairs at a variety of colleges and universities. Recent pay raises to engineering and surveying classifications has helped with recruitment and now retention. The desire is to reduce the annual vacancy rate to 5% which is directly tied to the capacity to deliver the CIP. This current fiscal year, total CIP expenditures are anticipated to exceed \$700 million. Much of this is due to the execution of Pure Water Phase I Program.

As noted earlier, City staffing is not the only variable in the capacity to implement the CIP. Another regional resource challenge for most all participating cities in the RCPC and SBM is the limited availability of contractors, consultants and 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.

Based on projected funding for Capital Infrastructure over the next five years and the possibility of getting additional Federal Funding from the Infrastructure Investment and Jobs Act (IIJA), demand for project execution could exceed \$1 billion annually. To address this rapid increase in demand another city department is being established – the Strategic Capital Projects Department (SCPD). SCPD is being established with a focus on managing specialized, complex, and large projects such as the City's Pure Water Program. Engineering and Capital Projects Department (ECPD) will continue to focus on the mainstream infrastructure improvements. Both departments will work together to pursue streamlining efforts to increase project delivery efficiencies. They will coordinate directly with neighboring cities, the County of San Diego, local school districts, SANDAG, Navy, Airport Authority, and CALTRANS concerning regional resources. Finally, the departments will outreach and recruit local, national, and possibly international construction and consulting firms to build the necessary capacity to deliver the City's growing infrastructure demands.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 4,370,000	\$ 4,597,000	\$ 8,409,040	\$ 7,471,000	\$ 6,130,000	\$ 30,977,040
Airports	4,370,000	4,597,000	8,409,040	7,471,000	6,130,000	30,977,040
Bus Stop Capital Improvement Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 190,000	\$ 190,000	\$ 190,000	\$ 190,000	\$ 190,000	\$ 950,000
Streets and Roads - Modifications	190,000	190,000	190,000	190,000	190,000	950,000
Climate Equity Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 5,330,615	\$ 5,473,475	\$ 5,616,333	\$ 5,759,550	\$ 5,902,386	\$ 28,082,359
Bike Facilities	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Sidewalks	2,330,615	2,500,000	2,500,000	2,500,000	2,500,000	12,330,615
Streetlights	1,000,000	473,475	616,333	759,550	902,386	3,751,744
Streets and Roads - Modifications	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Development Impact Fees						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 26,682,863	\$ 40,000,000	\$ 52,317,137	\$ 47,000,000	\$ 47,000,000	\$ 213,000,000
Bike Facilities	6,551,232	5,000,000	5,000,000	7,000,000	10,526,364	34,077,596
Bridges	54,000	-	-	-	-	54,000
New Fire Stations	2,614,500	-	-	-	-	2,614,500
New Libraries	-	-	-	-	1,484,868	1,484,868
Parks	2,342,500	3,698,093	7,193,328	306,000	69,000	13,608,921
Sidewalks	438,000	5,000,000	7,500,000	9,502,856	13,026,364	35,467,220
Stormwater	11,636,132	15,801,907	17,123,809	14,691,144	2,969,404	62,222,396
Streetlights	-	10,000,000	15,000,000	15,000,000	15,000,000	55,000,000
Streets and Roads - Modifications	3,036,500	500,000	500,000	500,000	1,522,000	6,058,500
Traffic Signals and ITS	-	-	-	-	2,402,000	2,402,000
Donations						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
New Libraries	-	-	-	-	3,000,000	3,000,000
Facilities Benefit Assessments						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 6,850,326	\$ 16,187,369	\$ 19,047,508	\$ 41,857,161	\$ 26,057,636	\$ 110,000,000
Bike Facilities	-	-	-	1,660,172	8,557,636	10,217,808
New Fire Stations	5,622,995	8,547,508	19,047,508	40,196,989	17,500,000	90,915,000
New Lifeguard Stations	85,000	-	-	-	-	85,000
Parks	1,142,331	7,639,861	-	-	-	8,782,192
Financing						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 6,059,519	\$ 132,000,000	\$ 14,512,757	\$ 92,000,000	\$ 131,014,310	\$ 375,586,586
Existing Facilities	-	-	-	300,000	-	300,000
Parks	-	-	512,757	-	5,714,310	6,227,067
Sidewalks	-	-	-	4,372,144	-	4,372,144
Stormwater	4,700,000	132,000,000	14,000,000	45,000,000	125,300,000	321,000,000
Streetlights	-	-	-	2,027,856	-	2,027,856
Streets and Roads - Modifications	1,359,519	-	-	300,000	-	1,659,519
Streets and Roads - Pavement	-	-	-	40,000,000	-	40,000,000
Golf Course Enterprise Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Golf	500,000	-	-	-	-	500,000
Grants						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 37,519,039	\$ -	\$ -	\$ 8,903,993	\$ -	\$ 46,423,032
Bridges	34,419,039	-	-	8,903,993	-	43,323,032
Stormwater	3,100,000	-	-	-	-	3,100,000

Infrastructure Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 15,411,684	\$ 29,088,316	\$ 33,000,000	\$ 38,700,000	\$ 43,100,000	\$ 159,300,000
Bridges	2,129,184	-	-	-	-	2,129,184
Existing Facilities	4,882,500	14,870,000	3,725,000	-	-	23,477,500
Fleet	500,000	7,968,767	19,070,784	11,541,520	15,000,000	54,081,071
New Fire Stations	472,539	2,100,000	-	-	22,486,693	25,059,232
New Lifeguard Stations	-	-	6,492,777	-	-	6,492,777
Parks	3,027,461	1,649,549	3,711,439	6,527,778	5,613,307	20,529,534
Sidewalks	150,000	2,500,000	-	10,630,702	-	13,280,702
Stormwater	4,250,000	-	-	10,000,000	-	14,250,000
Mission Bay Improvements Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 6,607,099	\$ 3,886,349	\$ 7,136,258	\$ 7,136,258	\$ 7,136,258	\$ 31,902,223
Parks	\$ 6,607,099	\$ 3,886,349	\$ 7,136,258	\$ 7,136,258	\$ 7,136,258	\$ 31,902,223
Mission Trails Regional Park Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 214,925	\$ 221,373	\$ 228,014	\$ 234,854	\$ 241,900	\$ 1,141,066
Parks	\$ 214,925	\$ 221,373	\$ 228,014	\$ 234,854	\$ 241,900	\$ 1,141,066
Recycling Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 6,200,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ 16,200,000
Landfills	6,200,000	10,000,000	-	-	-	16,200,000
Refuse Disposal Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 3,100,000	\$ 3,900,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 7,600,000
Landfills	3,100,000	3,900,000	200,000	200,000	200,000	7,600,000
Regional Park Improvements Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 3,557,669	\$ 3,500,000	\$ 3,062,943	\$ 4,622,258	\$ 3,842,601	\$ 18,585,471
Parks	3,557,669	3,500,000	3,062,943	4,622,258	3,842,601	18,585,471
Regional Transportation Congestion Improvement Program						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 25,000,000
Streets and Roads - Modifications	5,000,000	-	-	-	-	5,000,000
Traffic Signals and ITS	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
Sewer Funds						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 415,581,864	\$ 289,922,169	\$ 231,242,196	\$ 160,605,638	\$ 102,121,258	\$ 1,199,473,126
Pure Water - Potable Reuse	242,757,165	109,813,129	42,616,305	11,371,137	16,246,763	422,804,499
Wastewater	172,824,699	180,109,041	188,625,891	149,234,501	85,874,495	776,668,627
Sunset Cliffs Natural Park Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000
Parks	80,000	80,000	80,000	80,000	80,000	400,000
TransNet Funds						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 21,165,934	\$ 22,098,712	\$ 22,990,603	\$ 23,849,923	\$ 24,721,461	\$ 114,826,633
Bike Facilities	2,100,000	11,700,000	2,000,000	2,000,000	2,000,000	19,800,000
Bridges	-	200,000	200,000	200,000	200,000	800,000
Sidewalks	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Stormwater	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	9,375,000	1,500,000	1,500,000	1,500,000	1,500,000	15,375,000
Streets and Roads - Pavement	5,240,934	4,648,712	15,240,603	16,099,923	16,971,461	58,201,633
Traffic Signals and ITS	2,750,000	1,850,000	1,850,000	1,850,000	1,850,000	10,150,000
Trench Cut/Excavation Fee Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000
Streets and Roads - Pavement	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Undergrounding Utilities Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 5,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 45,000,000
Streets and Roads - Modifications	5,000,000	10,000,000	10,000,000	10,000,000	10,000,000	45,000,000

Water Fund						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Projected	\$ 480,138,151	\$ 422,614,991	\$ 305,087,282	\$ 246,110,936	\$ 229,334,135	\$ 1,683,285,495
Pure Water - Potable Reuse	260,360,169	139,523,493	59,974,925	19,670,984	14,441,653	493,971,224
Water	219,777,982	283,091,497	245,112,357	226,439,952	214,892,482	1,189,314,271

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

Airports	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 1,000,000	\$ 4,285,000	\$ 8,409,040	\$ 7,471,000	\$ 6,130,000	\$ 27,295,040
Funding Source						
Airport Funds	1,000,000	4,285,000	8,409,040	7,471,000	6,130,000	27,295,040
Funding Source Total	\$ 1,000,000	\$ 4,285,000	\$ 8,409,040	\$ 7,471,000	\$ 6,130,000	\$ 27,295,040
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bike Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 30,428,435	\$ 29,910,000	\$ 20,816,000	\$ 21,441,000	\$ 22,084,000	\$ 124,679,435
Funding Source						
Climate Equity Fund	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Development Impact Fees	6,551,232	5,000,000	5,000,000	7,000,000	10,526,364	34,077,596
Facilities Benefit Assessments	-	-	-	1,660,172	8,557,636	10,217,808
TransNet Funds	2,100,000	11,700,000	2,000,000	2,000,000	2,000,000	19,800,000
Funding Source Total	\$ 10,651,232	\$ 17,700,000	\$ 8,000,000	\$ 11,660,172	\$ 22,084,000	\$ 70,095,404
Priority Gap	\$ 19,777,203	\$ 12,210,000	\$ 12,816,000	\$ 9,780,828	\$ -	\$ 54,584,031
Bridges	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 90,091,781	\$ 12,300,000	\$ 41,500,000	\$ 41,300,000	\$ 42,200,000	\$ 227,391,781
Funding Source						
Development Impact Fees	54,000	-	-	-	-	54,000
Grants	34,419,039	-	-	8,903,993	-	43,323,032
Infrastructure Fund	2,129,184	-	-	-	-	2,129,184
TransNet Funds	-	200,000	200,000	200,000	200,000	800,000
Funding Source Total	\$ 36,602,223	\$ 200,000	\$ 200,000	\$ 9,103,993	\$ 200,000	\$ 46,306,216
Priority Gap	\$ 53,489,558	\$ 12,100,000	\$ 41,300,000	\$ 32,196,007	\$ 42,000,000	\$ 181,085,565
Emergency Shelters	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 122,500,000
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 24,500,000	\$ 122,500,000
Existing Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Existing General Fund Building Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 70,791,400	\$ 64,256,100	\$ 57,725,000	\$ 69,225,000	\$ 109,062,500	\$ 371,060,000
Funding Source						
Infrastructure Fund	4,882,500	14,870,000	3,725,000	-	-	23,477,500
Funding Source Total	\$ 4,882,500	\$ 14,870,000	\$ 3,725,000	\$ -	\$ -	\$ 23,477,500
Priority Gap	\$ 65,908,900	\$ 49,386,100	\$ 54,000,000	\$ 69,225,000	\$ 109,062,500	\$ 347,582,500
Fleet	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 500,000	\$ 28,477,076	\$ 53,477,076	\$ 50,000,000	\$ 50,000,000	\$ 182,454,152
Funding Source						
Infrastructure Fund	500,000	7,968,767	19,070,784	11,541,520	15,000,000	54,081,071
Funding Source Total	\$ 500,000	\$ 7,968,767	\$ 19,070,784	\$ 11,541,520	\$ 15,000,000	\$ 54,081,071
Priority Gap	\$ -	\$ 20,508,309	\$ 34,406,292	\$ 38,458,480	\$ 35,000,000	\$ 128,373,081
Landfills	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 9,300,000	\$ 13,900,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 23,800,000
Funding Source						
Recycling Fund	6,200,000	10,000,000	-	-	-	16,200,000
Refuse Disposal Fund	3,100,000	3,900,000	200,000	200,000	200,000	7,600,000
Funding Source Total	\$ 9,300,000	\$ 13,900,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 23,800,000
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Fire Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 12,345,534	\$ 13,047,508	\$ 34,047,508	\$ 220,050,000	\$ 26,370,347	\$ 305,860,897
Funding Source						
Development Impact Fees	2,614,500	-	-	-	-	2,614,500
Facilities Benefit Assessments	5,122,995	7,547,508	19,047,508	40,196,989	2,883,654	74,798,654
Infrastructure Fund	472,539	2,100,000	-	-	22,486,693	25,059,232
Funding Source Total	\$ 8,210,034	\$ 9,647,508	\$ 19,047,508	\$ 40,196,989	\$ 25,370,347	\$ 102,472,386
Priority Gap	\$ 4,135,500	\$ 3,400,000	\$ 15,000,000	\$ 179,853,011	\$ 1,000,000	\$ 203,388,511
New Lifeguard Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 375,000	\$ -	\$ 6,492,777	\$ -	\$ -	\$ 6,867,777
Funding Source						
Facilities Benefit Assessments	85,000	-	-	-	-	85,000
Infrastructure Fund	-	-	6,492,777	-	-	6,492,777
Funding Source Total	\$ 85,000	\$ -	\$ 6,492,777	\$ -	\$ -	\$ 6,577,777
Priority Gap	\$ 290,000	\$ -	\$ -	\$ -	\$ -	\$ 290,000

New Libraries	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 14,807,461	\$ 5,564,524	\$ 10,888,169	\$ 12,186,036	\$ 29,664,064	\$ 73,110,254
Funding Source						
Development Impact Fees	1,204,000	73,500	993,500	306,000	69,000	2,646,000
Facilities Benefit Assessments	1,142,331	-	-	-	-	1,142,331
Financing	-	-	512,757	-	-	512,757
Infrastructure Fund	3,027,461	1,649,549	3,711,439	6,527,778	5,613,307	20,529,534
Regional Park Improvements Fund	3,557,669	2,535,300	1,583,973	4,622,258	-	12,299,200
Sunset Cliffs Natural Park Fund	80,000	80,000	80,000	80,000	80,000	400,000
Funding Source Total	\$ 9,011,461	\$ 4,338,349	\$ 6,881,669	\$ 11,536,036	\$ 5,762,307	\$ 37,529,822
Priority Gap	\$ 5,796,000	\$ 1,226,175	\$ 4,006,500	\$ 650,000	\$ 23,901,757	\$ 35,580,432
Parks - Golf Courses	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Mission Bay Improvements	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Police Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pure Water - Potable Reuse	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 502,253,822	\$ 248,624,276	\$ 102,275,162	\$ 31,042,121	\$ 30,688,416	\$ 914,883,798
Funding Source						
Sewer Funds	242,757,165	109,813,129	42,616,305	11,371,137	16,246,763	422,804,499
Water Fund	259,496,657	138,811,148	59,658,857	19,670,984	14,441,653	492,079,299
Funding Source Total	\$ 502,253,822	\$ 248,624,276	\$ 102,275,162	\$ 31,042,121	\$ 30,688,416	\$ 914,883,798
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 156,139,524	\$ 158,659,276	\$ 148,215,556	\$ 99,008,713	\$ 62,690,356	\$ 624,713,425
Funding Source						
Sewer Funds	156,139,524	158,659,276	148,215,556	99,008,713	62,690,356	624,713,425
Funding Source Total	\$ 156,139,524	\$ 158,659,276	\$ 148,215,556	\$ 99,008,713	\$ 62,690,356	\$ 624,713,425
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 170,124,334	\$ 216,070,970	\$ 167,094,708	\$ 141,449,714	\$ 143,566,743	\$ 838,306,469
Funding Source						
Water Fund	170,124,334	216,070,970	167,094,708	141,449,714	143,566,743	838,306,469
Funding Source Total	\$ 170,124,334	\$ 216,070,970	\$ 167,094,708	\$ 141,449,714	\$ 143,566,743	\$ 838,306,469
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalks	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 27,430,000	\$ 40,770,000	\$ 39,413,000	\$ 40,593,000	\$ 41,807,000	\$ 190,013,000
Funding Source						
Climate Equity Fund	2,330,615	2,500,000	2,500,000	2,500,000	2,500,000	12,330,615
Development Impact Fees	438,000	5,000,000	7,500,000	9,502,856	13,026,364	35,467,220
Financing	-	-	-	4,372,144	-	4,372,144
Infrastructure Fund	150,000	2,500,000	-	10,630,702	-	13,280,702
TransNet Funds	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Funding Source Total	\$ 3,418,615	\$ 11,000,000	\$ 11,000,000	\$ 28,005,702	\$ 16,526,364	\$ 69,950,681
Priority Gap	\$ 24,011,385	\$ 29,770,000	\$ 28,413,000	\$ 12,587,298	\$ 25,280,636	\$ 120,062,319
Stormwater	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 312,979,924	\$ 657,057,571	\$ 436,373,676	\$ 239,543,683	\$ 152,284,702	\$ 1,798,239,556
Funding Source						
Development Impact Fees	11,636,132	15,801,907	17,123,809	14,691,144	2,969,404	62,222,396
Financing	4,700,000	132,000,000	14,000,000	45,000,000	125,300,000	321,000,000
Grants	3,100,000	-	-	-	-	3,100,000
Infrastructure Fund	4,250,000	-	-	10,000,000	-	14,250,000
TransNet Funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Funding Source Total	\$ 24,686,132	\$ 148,801,907	\$ 32,123,809	\$ 70,691,144	\$ 129,269,404	\$ 405,572,396
Priority Gap	\$ 288,293,792	\$ 508,255,664	\$ 404,249,867	\$ 168,852,539	\$ 23,015,298	\$ 1,392,667,160

Streetslights	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 50,918,000	\$ 54,554,000	\$ 56,452,000	\$ 59,144,000	\$ 60,450,000	\$ 281,518,000
Funding Source						
Climate Equity Fund	1,000,000	473,475	616,333	759,550	902,386	3,751,744
Development Impact Fees	-	10,000,000	15,000,000	15,000,000	15,000,000	55,000,000
Financing	-	-	-	2,027,856	-	2,027,856
TransNet Funds	200,000	200,000	200,000	200,000	200,000	1,000,000
Funding Source Total	\$ 1,200,000	\$ 10,673,475	\$ 15,816,333	\$ 17,987,406	\$ 16,102,386	\$ 61,779,600
Priority Gap	\$ 49,718,000	\$ 43,880,525	\$ 40,635,667	\$ 41,156,594	\$ 44,347,614	\$ 219,738,400
Streets and Roads - Modifications	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 44,968,096	\$ 28,049,900	\$ 15,641,000	\$ 26,425,702	\$ 17,644,298	\$ 132,728,996
Funding Source						
Bus Stop Capital Improvement Fund	190,000	190,000	190,000	190,000	190,000	950,000
Climate Equity Fund	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Development Impact Fees	3,036,500	500,000	500,000	500,000	1,522,000	6,058,500
Financing	1,359,519	-	-	300,000	-	1,659,519
Regional Transportation Congestion Improve	5,000,000	-	-	-	-	5,000,000
TransNet Funds	9,375,000	1,500,000	1,500,000	1,500,000	1,500,000	15,375,000
Undergrounding Utilities Fund	5,000,000	10,000,000	10,000,000	10,000,000	10,000,000	45,000,000
Funding Source Total	\$ 23,961,019	\$ 13,690,000	\$ 13,690,000	\$ 13,990,000	\$ 14,712,000	\$ 80,043,019
Priority Gap	\$ 21,007,077	\$ 14,359,900	\$ 1,951,000	\$ 12,435,702	\$ 2,932,298	\$ 52,685,977
Streets and Roads - Pavement	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 85,980,000	\$ 429,900,000
Funding Source						
Financing	-	-	-	40,000,000	-	40,000,000
TransNet Funds	5,240,934	4,648,712	15,240,603	16,099,923	16,971,461	58,201,633
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	\$ 7,240,934	\$ 6,648,712	\$ 17,240,603	\$ 58,099,923	\$ 18,971,461	\$ 108,201,633
Priority Gap	\$ 78,739,066	\$ 79,331,288	\$ 68,739,397	\$ 27,880,077	\$ 67,008,539	\$ 321,698,367
Traffic Signals and ITS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ 31,052,000	\$ 31,180,000	\$ 32,114,000	\$ 33,078,000	\$ 34,069,000	\$ 161,493,000
Funding Source						
Development Impact Fees	-	-	-	-	2,402,000	2,402,000
Regional Transportation Congestion Improve	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
TransNet Funds	2,750,000	1,850,000	1,850,000	1,850,000	1,850,000	10,150,000
Funding Source Total	\$ 2,750,000	\$ 6,850,000	\$ 6,850,000	\$ 6,850,000	\$ 9,252,000	\$ 32,552,000
Priority Gap	\$ 28,302,000	\$ 24,330,000	\$ 25,264,000	\$ 26,228,000	\$ 24,817,000	\$ 128,941,000
New Transportation Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Priority Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Priority Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Airports	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 3,370,000	\$ 312,000	\$ -	\$ -	\$ -	\$ 3,682,000
Funding Source						
Airport Funds	3,370,000	312,000	-	-	-	3,682,000
Funding Source Total	\$ 3,370,000	\$ 312,000	\$ -	\$ -	\$ -	\$ 3,682,000
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bike Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bridges	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Emergency Shelters	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing General Fund Building Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 20,356,100	\$ 45,282,715	\$ 48,175,000	\$ 61,800,000	\$ 71,000,000	\$ 246,613,815
Funding Source						
Financing	-	-	-	300,000	-	300,000
Funding Source Total	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000
Discretionary Gap	\$ 20,356,100	\$ 45,282,715	\$ 48,175,000	\$ 61,500,000	\$ 71,000,000	\$ 246,313,815
Fleet	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landfills	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Fire Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 1,000,000	\$ 1,500,000	\$ -	\$ -	\$ 32,694,128	\$ 35,194,128
Funding Source						
Facilities Benefit Assessments	500,000	1,000,000	-	-	14,616,346	16,116,346
Funding Source Total	\$ 500,000	\$ 1,000,000	\$ -	\$ -	\$ 14,616,346	\$ 16,116,346
Discretionary Gap	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 18,077,782	\$ 19,077,782
New Lifeguard Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Libraries	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 2,521,884	\$ 17,137,558	\$ 351,558	\$ 100,000	\$ 31,786,984	\$ 51,897,984
Funding Source						
Development Impact Fees	-	-	-	-	1,484,868	1,484,868
Donations	-	-	-	-	3,000,000	3,000,000
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ 4,484,868	\$ 4,484,868
Discretionary Gap	\$ 2,521,884	\$ 17,137,558	\$ 351,558	\$ 100,000	\$ 27,302,116	\$ 47,413,116

Parks	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 140,634,524	\$ 145,132,407	\$ 151,847,816	\$ 138,411,614	\$ 152,075,320	\$ 728,101,681
Funding Source						
Development Impact Fees	1,138,500	3,624,593	6,199,828	-	-	10,962,921
Facilities Benefit Assessments	-	7,639,861	-	-	-	7,639,861
Financing	-	-	-	-	5,714,310	5,714,310
Mission Trails Regional Park Fund	214,925	221,373	228,014	234,854	241,900	1,141,066
Regional Park Improvements Fund	-	964,700	1,478,970	-	3,842,601	6,286,271
Funding Source Total	\$ 1,353,425	\$ 12,450,527	\$ 7,906,812	\$ 234,854	\$ 9,798,811	\$ 31,744,429
Discretionary Gap	\$ 139,281,099	\$ 132,681,880	\$ 143,941,004	\$ 138,176,760	\$ 142,276,510	\$ 696,357,252
Parks - Golf Courses	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Funding Source						
Golf Course Enterprise Fund	500,000	-	-	-	-	500,000
Funding Source Total	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Mission Bay Improvements	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 6,607,099	\$ 3,886,349	\$ 7,136,258	\$ 7,136,258	\$ 7,136,258	\$ 31,902,223
Funding Source						
Mission Bay Improvements Fund	6,607,099	3,886,349	7,136,258	7,136,258	7,136,258	31,902,223
Funding Source Total	\$ 6,607,099	\$ 3,886,349	\$ 7,136,258	\$ 7,136,258	\$ 7,136,258	\$ 31,902,223
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Police Stations	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pure Water - Potable Reuse	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 863,512	\$ 712,346	\$ 316,068	\$ -	\$ -	\$ 1,891,925
Funding Source						
Water Fund	863,512	712,346	316,068	-	-	1,891,925
Funding Source Total	\$ 863,512	\$ 712,346	\$ 316,068	\$ -	\$ -	\$ 1,891,925
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 16,685,175	\$ 21,449,765	\$ 40,410,336	\$ 50,225,788	\$ 23,184,138	\$ 151,955,202
Funding Source						
Sewer Funds	16,685,175	21,449,765	40,410,336	50,225,788	23,184,138	151,955,202
Funding Source Total	\$ 16,685,175	\$ 21,449,765	\$ 40,410,336	\$ 50,225,788	\$ 23,184,138	\$ 151,955,202
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ 49,653,648	\$ 67,020,528	\$ 78,017,649	\$ 84,990,238	\$ 71,325,739	\$ 351,007,802
Funding Source						
Water Fund	49,653,648	67,020,528	78,017,649	84,990,238	71,325,739	351,007,802
Funding Source Total	\$ 49,653,648	\$ 67,020,528	\$ 78,017,649	\$ 84,990,238	\$ 71,325,739	\$ 351,007,802
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalks	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Streetlights	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Streets and Roads - Modifications	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Streets and Roads - Pavement	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Traffic Signals and ITS	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Discretionary Need	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Transportation Facilities	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	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

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

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

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

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

Measure	Description
Consultant Performance Evaluations	E&CP is establishing procedures of performance evaluations for A&E consultants to improve subsequent consultant selection processes. E&CP has produced a draft update of AR 25.75 / Consultant Performance Evaluation intended to enhance its ability to evaluate consultant performance. E&CP leadership is in the process of determining if the updated AR can be implemented without restricting its ability to select consultants in the most efficient manner possible.
Insurance Requirements	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.
Charter and Charter Amendment Routing Improvements	At the commencement of every CIP project, a Project Charter is routed. This effort will update the standard Charter and Charter Amendment form for better use on all asset types. Routing of these documents will take place digitally for easier tracking and faster implementation.
Consultant Procurement Streamlining	<p>Consultant Procurement Streamlining (CPS) is an effort to reduce the time required to secure consultant services. The effort consists of four initiatives:</p> <ol style="list-style-type: none"> 1. Early Input Worksheet: Developing a checklist to assist with identifying best procurement methods to deliver the CIP project. 2. Billing Rate Database: Creating a database of consultant billing rates to compare and evaluate fees during consultant negotiations. 3. Scope of Services Template: Establishing a library for a range of asset types to serve as a reference when soliciting services for new projects. 4. Updating and Simplifying SOPs: Clear and concise SOPs will help simplify the process for each consultant procurement method.
Site Development Permits	E&CP continues to collaborate with the Planning and Development Services Departments to develop a strategy to exempt CIP projects from the Site Development Permit Process and streamline the submittal requirements and permit issuance process, while ensuring all environmental and regulatory requirements are met. This effort will result in efficiencies in the project delivery timeline and cost savings. This measure will include developing a submittal checklist for CIP projects.
Private Development Process Improvement	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.

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

General Fund Asset Non-Enterprise Gap						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Asset Type						
Bike Facilities	19,777,203	12,210,000	12,816,000	9,780,828	-	54,584,031
Bridges	53,489,558	12,100,000	41,300,000	32,196,007	42,000,000	181,085,565
Emergency Shelters	24,500,000	24,500,000	24,500,000	24,500,000	24,500,000	122,500,000
Existing Facilities	65,908,900	49,386,100	54,000,000	69,225,000	109,062,500	347,582,500
New Fire Stations	4,135,500	3,400,000	15,000,000	179,853,011	1,000,000	203,388,511
New Fleet Facilities	-	-	-	-	-	-
New Libraries	-	-	-	-	-	-
New Lifeguard Stations	290,000	-	-	-	-	290,000
Parks	5,796,000	1,226,175	4,006,500	650,000	23,901,757	35,580,432
New Police Stations	-	-	-	-	-	-
New Recreation Centers	-	-	-	-	-	-
Sidewalks	24,011,385	29,770,000	28,413,000	12,587,298	25,280,636	120,062,319
Stormwater	288,293,792	508,255,664	404,249,867	168,852,539	23,015,298	1,392,667,160
Streetlights	49,718,000	43,880,525	40,635,667	41,156,594	44,347,614	219,738,400
Streets and Roads - Modifications	21,007,077	14,359,900	1,951,000	12,435,702	2,932,298	52,685,977
Streets and Roads - Pavement	78,739,066	79,331,288	68,739,397	27,880,077	67,008,539	321,698,367
Traffic Signals and ITS	28,302,000	24,330,000	25,264,000	26,228,000	24,817,000	128,941,000
New Transportation Facilities	-	-	-	-	-	-
Total Priority Gap	\$ 663,968,481	\$ 802,749,652	\$ 720,875,431	\$ 605,345,056	\$ 387,865,642	\$ 3,180,804,262
Non-General Fund Asset Enterprise Gap						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Asset Type						
Airports	-	-	-	-	-	-
Fleet	-	20,508,309	34,406,292	38,458,480	35,000,000	128,373,081
Golf	-	-	-	-	-	-
Landfills	-	-	-	-	-	-
Pure Water - Potable Reuse*	-	-	-	-	-	-
Wastewater*	-	-	-	-	-	-
Water*	-	-	-	-	-	-
Total Priority Gap	\$ -	\$ 20,508,309	\$ 34,406,292	\$ 38,458,480	\$ 35,000,000	\$ 128,373,081

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

General Fund Asset Non-Enterprise Gap						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Asset Type						
Bike Facilities	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Emergency Shelters	-	-	-	-	-	-
Existing Facilities	20,356,100	45,282,715	48,175,000	61,500,000	71,000,000	246,313,815
New Fire Stations	500,000	500,000	-	-	18,077,782	19,077,782
New Fleet Facilities	-	-	-	-	-	-
New Libraries	2,521,884	17,137,558	351,558	100,000	27,302,116	47,413,116
New Lifeguard Stations	-	-	-	-	-	-
Parks	132,674,000	128,795,531	136,804,745	131,040,502	135,140,251	664,455,029
New Police Stations	-	-	-	-	-	-
New Recreation Centers	-	-	-	-	-	-
Sidewalks	-	-	-	-	-	-
Stormwater	-	-	-	-	-	-
Streetlights	-	-	-	-	-	-
Streets and Roads - Modifications	-	-	-	-	-	-
Streets and Roads - Pavement	-	-	-	-	-	-
Traffic Signals and ITS	-	-	-	-	-	-
New Transportation Facilities	10,000,000	20,000,000	-	-	-	30,000,000
Total Discretionary Gap	\$ 166,051,984	\$ 211,715,804	\$ 185,331,303	\$ 192,640,502	\$ 251,520,150	\$ 1,007,259,742
Non-General Fund Asset Enterprise Gap						
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Asset Type						
Airports	-	-	-	-	-	-
Fleet	-	-	-	-	-	-
Golf	-	-	-	-	-	-
Landfills	-	-	-	-	-	-
Pure Water - Potable Reuse*	-	-	-	-	-	-
Wastewater*	-	-	-	-	-	-
Water*	-	-	-	-	-	-
Total Discretionary Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Since Fiscal Year 2010, the City of San Diego has spent approximately \$380.5 million, or 6 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 \$2 billion in expenditures to Transportation projects of which 13.0 percent of these expenditures were grant funded.

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

Asset Type (5 Year)	Project-to-Date Actuals	Grant Expenditures	% of Grant
Airports	\$35,385,185	\$23,773,180	67%
Bike Facilities	\$45,544,995	\$10,581,707	23%
Bridges	\$366,837,638	\$148,345,131	40%
Facilities ¹	\$238,915,173	\$12,934,607	5%
Fire Stations	\$108,005,418	\$292,841	0%
Golf	\$45,553,914	\$0	0%
IT	\$65,807,117	\$174,541	0%
Landfills	\$90,503,449	\$2,668,802	3%
Libraries	\$290,664,870	\$21,055,589	7%
Lifeguard Stations	\$27,048,374	\$0	0%
Parks	\$487,437,251	\$56,595,941	12%
Police Stations	\$43,607,279	\$1,140,156	3%
Pure Water - Potable Reuse	\$0	\$0	0%
Reclaimed Water	\$30,264,673	\$0	0%
Sidewalks	\$96,364,244	\$6,532,885	7%
Stadium	\$4,167,805	\$0	0%
Storm Water	\$226,714,409	\$11,681,850	5%
Streets and Roads - Modifications	\$143,904,330	\$18,258,643	13%
Streets and Roads - Pavement	\$1,095,916,145	\$57,714,906	5%
Traffic Signals and ITS	\$49,089,721	\$5,371,792	11%
Wastewater ²	\$1,419,530,775	\$0	0%
Water ³	\$1,872,064,763	\$3,337,093	0%
Grand Total	\$6,783,327,528	\$380,459,663	6%

¹ Facilities include general funded buildings.

² Wastewater assets include Wastewater buildings.

³ Water assets include Water buildings.

Currently, approximately \$173 million, or 7 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 (5 Year)	Project-to-Date Actuals	Grant Expenditures	% of Grant
Airports	\$1,284,178	\$0	0%
Bike Facilities	\$20,789,387	\$4,344,099	21%
Bridges	\$324,503,023	\$124,897,739	38%
Facilities ¹	\$105,639,194	\$313,641	0%
Fire Stations	\$21,446,558	\$0	0%
Golf	\$20,616,632	\$0	0%
IT	\$7,431,401	\$0	0%
Landfills	\$14,764,430	\$2,895,471	20%
Libraries	\$9,406,993	\$0	0%
Lifeguard Stations	\$760,487	\$0	0%
Parks	\$136,701,842	\$24,880,674	18%
Police Stations	\$9,465,596	\$0	0%
Pure Water - Potable Reuse	\$13,939	\$0	0%
Reclaimed Water	\$325,492	\$0	0%
Sidewalks	\$24,192,956	\$536,853	2%
Storm Water	\$119,146,302	\$630,500	1%
Streets and Roads - Modifications	\$34,171,361	\$4,028,114	12%
Streets and Roads - Pavement	\$215,730,598	\$7,093,621	3%
Traffic Signals and ITS	\$19,361,380	\$780,398	4%
Wastewater ²	\$551,212,830	\$0	0%
Water ³	\$942,013,668	\$2,534,851	0%
Not Available	\$10,130	\$0	0%
Grand Total	\$2,578,988,380	\$172,935,962	7%

¹ Facilities include general funded buildings.

² Wastewater assets include Wastewater buildings.

³ Water assets include Water buildings.

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

- Active Transportation Program (ATP): \$15M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications, Sidewalks)
- Highway Bridge Program (HBP): \$50M (Eligible Asset Types: Bridges)
- Bridge Preventive Maintenance Program (BPMP): \$5M (Eligible Asset Types: Bridges)
- Highway Safety Improvement Program (HSIP): \$5M (Eligible Asset Types: Streets and Roads-Modifications, Traffic Signals and ITS)
- Infrastructure for Rebuilding America (INFRA): \$50M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications, Sidewalks)
- SANDAG Active Transportation Grant Program (ATGP) and Smart Growth Incentive Program (SGIP): \$14M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications, Sidewalks)

- Trade Corridor Enhancement Program (TCEP): \$17M (Eligible Asset Types: Streets and Roads-Modifications)
- Community Development Block Grant (CDBG): \$5M (Eligible Asset Types: Streets and Roads-Modifications, Sidewalks)
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE): \$40M (Eligible Asset Types: Bicycle Facilities, Streets and Roads-Modifications, Sidewalks)

This list is not all inclusive but represents the majority of the transportation grants program. Transportation is actively searching and applying for grants as they become available.

Additionally, the following grants will be pursued by the Stormwater Department:


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

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

Appendix F: Community Flood Assessment

COMMUNITY FLOOD ASSESSMENT

WHAT IS AT RISK IN FISCAL YEAR 2021?



STORMWATER INFRASTRUCTURE

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

Total value of the stormwater system = \$5.8B

PRE-STORM COMMUNITY FLOOD ASSESSMENT

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

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

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

STORMWATER DIVISION FUNDING GAP

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

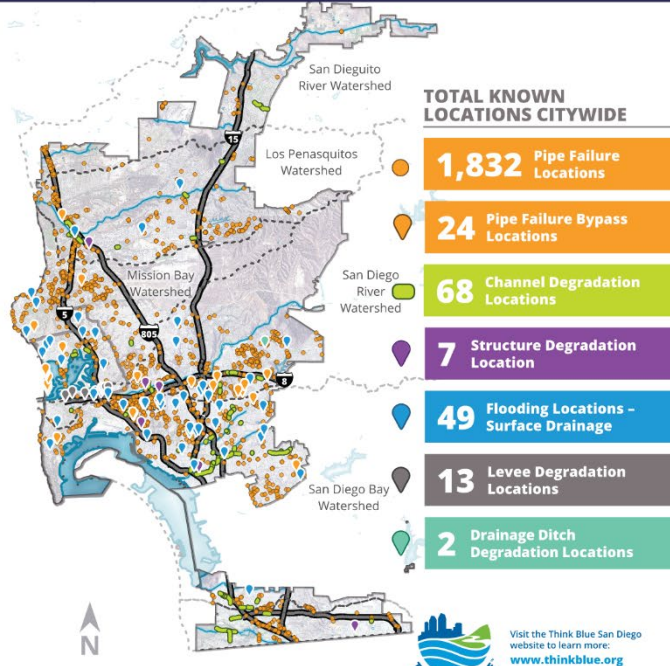
\$47.9M


STORMWATER DIVISION
FY2021 BUDGET

\$274M

AVERAGE ANNUAL
FUNDING NEEDED


November 2020






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


COMMUNITY FLOOD ASSESSMENT TYPES






1,832 Pipe Failures Locations

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




49 Flooding Locations - Surface Drainage

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




7 Stormwater Structure Degradation Locations

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




13 Levee Degradation Locations

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




24 Pipe Failure Bypass Locations

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




68 Channel Degradation Locations

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



2 Drainage Ditch Degradation Locations

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



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

Hyperlinked References

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3. FY 2022 Annual CIP Budget <https://www.sandiego.gov/finance/annual>
4. The Citizen's Guide to the Capital Improvement Program
<https://www.sandiego.gov/sites/default/files/legacy/planning/community/pdf/cpc/cipguidequickversion.pdf>
5. Asset-Managing Departments (AMDs) <https://www.sandiego.gov/cip/about/assettypes>
6. City's Information Technology website <https://www.sandiego.gov/it/services>
7. Capital Improvements Program Review Advisory Committee (CIPRAC)
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8. Council Policy 800-16 http://docs.sandiego.gov/councilpolicies/cpd_800-16.pdf
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10. Council Policy 000-32 http://docs.sandiego.gov/councilpolicies/cpd_000-32.pdf
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12. Community Planning Groups (CPG) <https://www.sandiego.gov/planning/community/cpg>
13. Council Policy 600-09 http://docs.sandiego.gov/councilpolicies/cpd_600-09.pdf
14. Climate Action Plan <https://www.sandiego.gov/sustainability/climate-action-plan>
15. City's Debt Policy <https://www.sandiego.gov/sites/default/files/dm-debtpolicy.pdf>
16. City's Charter-Section 69 <http://docs.sandiego.gov/citycharter/Article%20VII.pdf>
17. Appropriations Ordinance https://www.sandiego.gov/sites/default/files/ao21206_0.pdf
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