

THE PUBLIC'S GUIDE TO

INFRASTRUCTURE

AND THE

FY 2026 ADOPTED CIP BUDGET

The City of

SAN DIEGO

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Table of Contents

Introduction...	1
What is Infrastructure?	2
The City's CIP Budget Process.....	3
The Five-Year Capital Infrastructure Planning Outlook.....	5
The Capital Improvements Program Budget.....	7
Highlights of the FY 2026 Adopted CIP Budget	10
How a Need Becomes a Capital Asset	12
<i>Identifying Needed Capital Projects.....</i>	<i>13</i>
<i>Prioritizing Capital Projects</i>	<i>15</i>
<i>Identifying Funding for Capital Projects</i>	<i>15</i>
<i>Implementing Capital Projects</i>	<i>16</i>
Monitoring and Oversight.....	18
Key Infrastructure-Related Plans, Reports, and Council Policies...	20
City Council.....	21
City Council Offices.....	22
City Council Districts	23
Other Important Resources.....	24
Frequently Asked Questions (FAQs).....	27
Glossary.....	32

Introduction

The mission of the Office of the Independent Budget Analyst (IBA) is to provide clear, objective, and unbiased analysis and advice to the City Council and the public regarding all legislative items bearing financial and policy impacts on the City of San Diego (City). Our Office developed this guide to assist the public in understanding the capital planning and budgeting process and the numerous infrastructure-related challenges facing the City. This foundation of knowledge on infrastructure will help residents become involved and to provide thoughtful input on the City's Five-Year Capital Infrastructure Planning Outlook (CIP Outlook) and annual Capital Improvement Program (CIP) Budget.

Note that this Guide can be used in conjunction with the [Public's Guide to the Budget Process and the FY 2026 Adopted Budget](#), which is designed by our Office to help interested residents gain a better understanding of the City's Fiscal Year (FY) 2026 Adopted Budget and the process by which the annual operating budget is developed each year. These documents are updated annually to reflect changes to the CIP Outlook as well as CIP and operating budget processes and are now being provided in English and [Spanish](#). For additional information regarding the City's annual budget and other important topics, contact our office at:



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Reporting Infrastructure Issues

The City's [Get It Done](#) app enables the public to report potholes, sidewalks, streetlights, and other issues, as well as to schedule appointments. Members of the public don't need to know which department handles issues, just use the app to make and track reports.

For more information, see our [FAQs](#) section.

Introduction

"What is Infrastructure?"



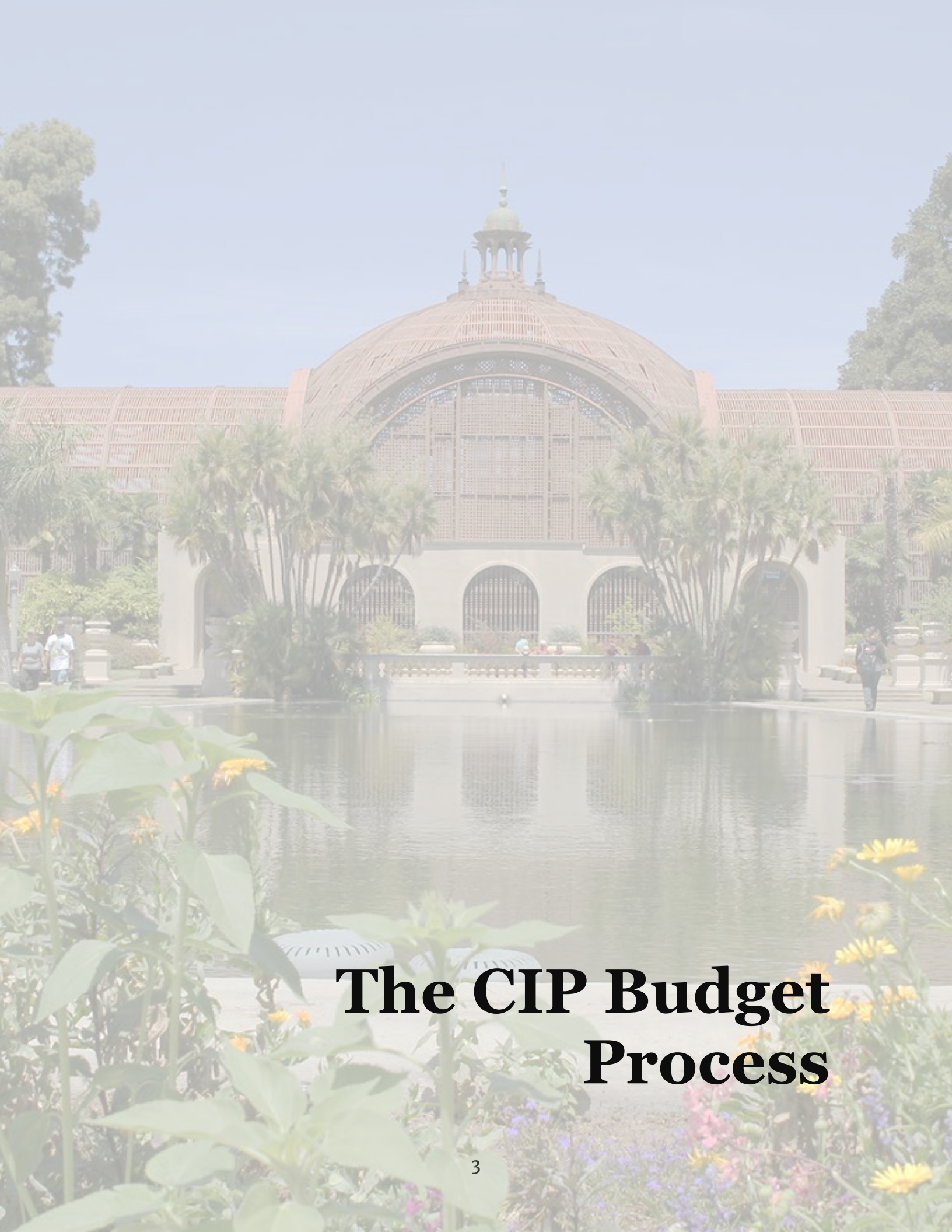
Public infrastructure in the United States is a complex network of public works such as roads, bridges, airports, parks, facilities, and water utilities. Much of the nation's infrastructure is owned and maintained by state and local governments, representing a significant investment vital to public health, quality of life, productivity, competitiveness, and the economy. State and local governments face many priorities competing for limited resources, often leading to underinvestment in maintaining and building infrastructure and a backlog of deferred projects.

Different entities are responsible for installing and maintaining the infrastructure that they own and operate within their boundaries or jurisdictions. The City owns and manages the basic physical structures, systems, and facilities needed to provide critical services to the community such as sidewalks, streets, fire stations, police facilities, parks, and water and wastewater systems. Infrastructure assets owned or managed by the City are shown above and the box to the right. Various City departments are considered *asset managing departments* (AMDs) – such as Transportation, Stormwater, and Public Utilities – and maintain and operate these assets.

Infrastructure Owned and/or Managed by the City of San Diego

- Municipal Airports
- Bikeways
- Bridges
- General Facilities
- Homeless Shelters
- Libraries
- Parks and Recreation Facilities
- Police Stations
- Fire Stations
- Lifeguard Facilities
- Sidewalks
- Storm Drains and Flood Control Structures
- Streets
- Streetlights and Traffic Signals
- Water and Sewer Facilities and Pipelines

Other entities in the San Diego region also own and manage infrastructure assets. For example, the trolley, local rail, and bus systems are owned, operated, and maintained by the Metropolitan Transit System (MTS). The County of San Diego, State of California, and United States federal governments also have responsibility for assets within the City of San Diego, including airports, facilities, bridges, roads, and highways.



The CIP Budget Process

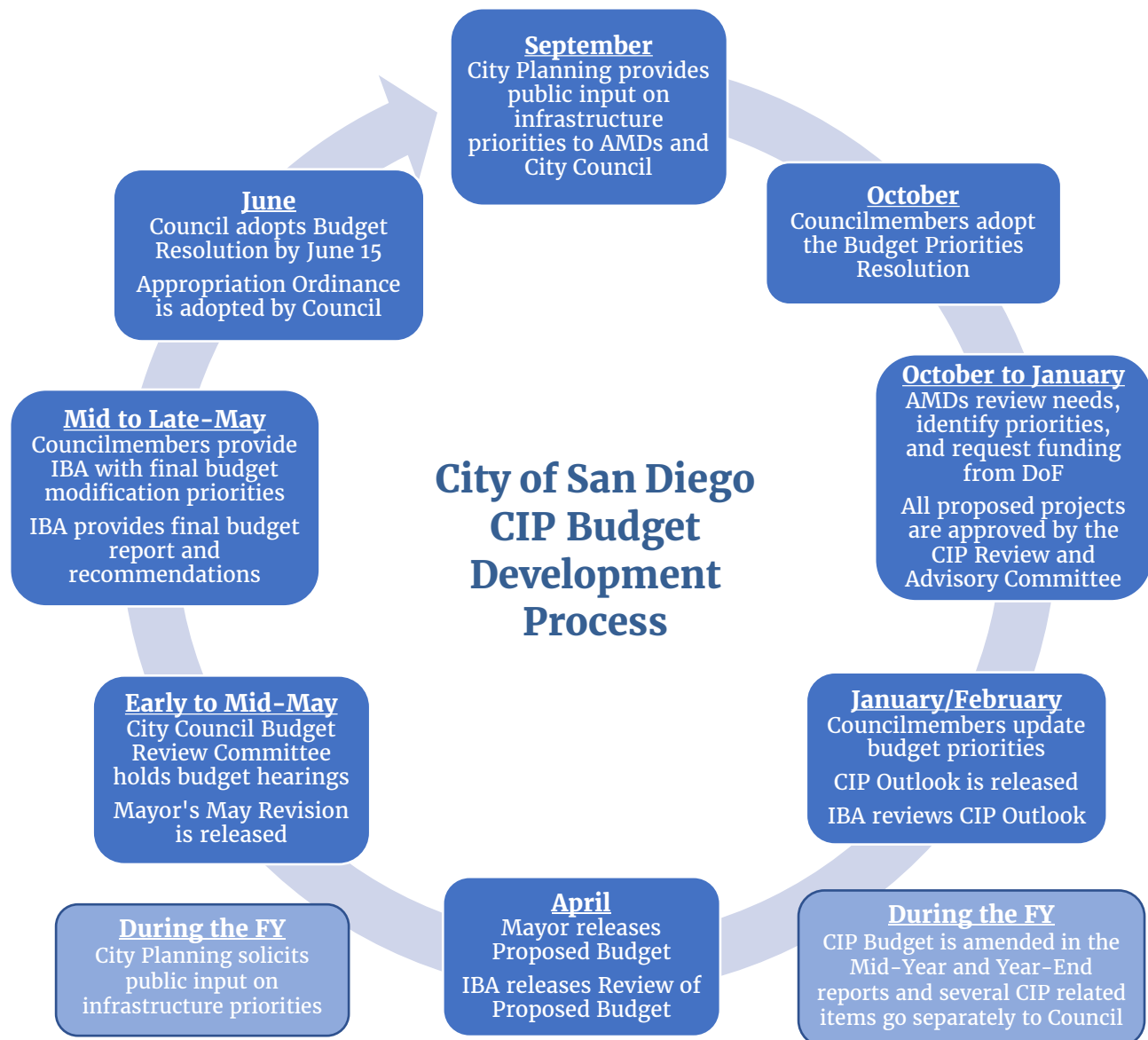
The CIP Budget Process

The City of San Diego's fiscal year (FY) runs from July 1 through June 30. As shown in the following figure, the budget process for *capital projects* typically begins in September with City Planning providing public input on infrastructure priorities to AMDs and City Council and concludes in June with the Council's adoption of the Budget Resolution and the Appropriation Ordinance. A CIP Outlook is also developed to closely follow the annual release of the City's [Five-Year Financial Outlook](#), and further assists in forecasting future available funding for capital projects. This is generally released in January. The Mayor, City Council, City staff, Office of the IBA, and residents of San Diego all play a significant role in the formation of the budget.

The City Must Have a Balanced Budget

The City is required by law to balance its budget each year. The budget is monitored throughout the year to determine whether the City is spending more or less than its revenues.

The City then adjusts its spending to ensure that at the end of the year there are sufficient resources to cover the expenditures and the budget is in balance.



The CIP Budget Process

The Five-Year Capital Infrastructure Planning Outlook

A capital improvement plan enables decision-makers and other stakeholders – including members of the public – to take a long-range view of future capital needs, projects, priorities, and available funding. The City’s long-range plan is called the CIP Outlook. It provides a five-year citywide assessment of infrastructure needs and outlines the proposed capital priorities in compliance with the City Charter. The first year of the CIP Outlook serves as the basis for development of the annual CIP budget.

However, the City’s capital needs far exceed available funding, and the Mayor and Council must therefore make strategic decisions regarding capital infrastructure investments during the annual CIP budget process. Without new resources, many needs identified in the CIP Outlook will remain unfunded.

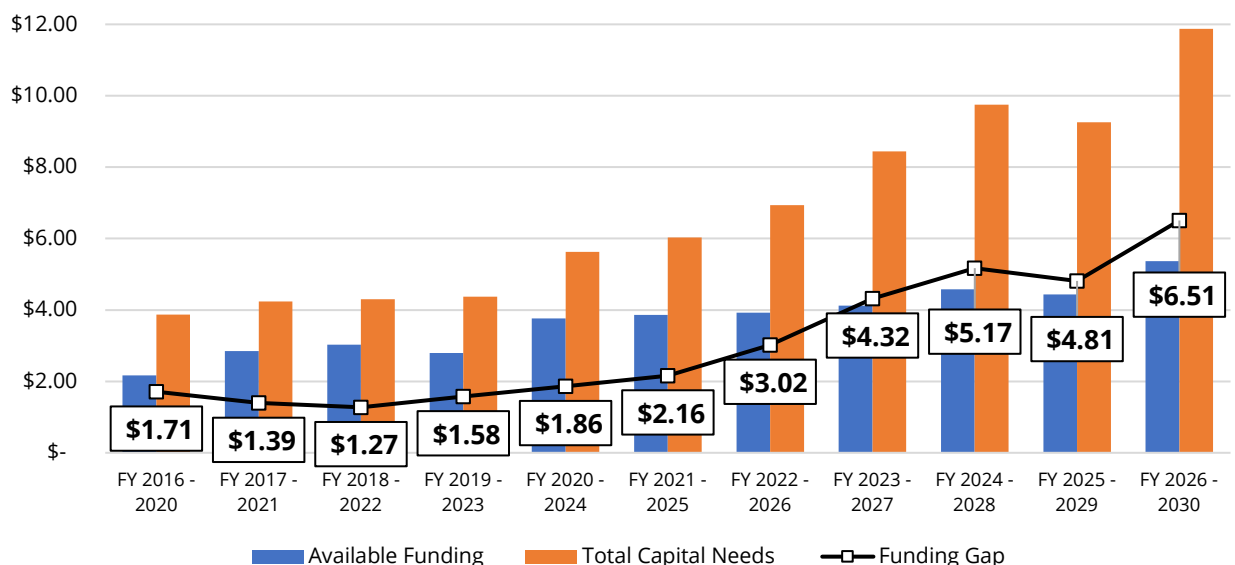
Government Financial Officers Association (GFOA)

Capital facilities and infrastructure are important legacies that serve current and future generations.

It is extremely difficult for governments to address the current and long-term needs of their citizens without a sound multi-year capital plan that clearly identifies capital needs, funding options, and operating budget impacts.

The [FY 2026–2030 CIP Outlook](#) (released in February 2025) anticipates total capital needs of \$11.87 billion through FY 2030, with only \$5.36 billion in available funding, reflecting a significant \$6.51 billion funding gap between identified needs and projected resources. The five years presented in the FY 2026–2030 CIP Outlook are intended to be a realistic view of what could be executed within that period, and additional longer-term needs of \$8.90 billion are reported in the “FY 2031 and Beyond” category. For a detailed analysis and our Office’s conclusions and recommendations, see [IBA Review of the FY 2026–2030 Five-Year CIP Outlook](#).

Year-Over-Year Total Capital Needs, Available Funding, and Funding Gap for Existing CIP Outlooks
(\$ in billions)



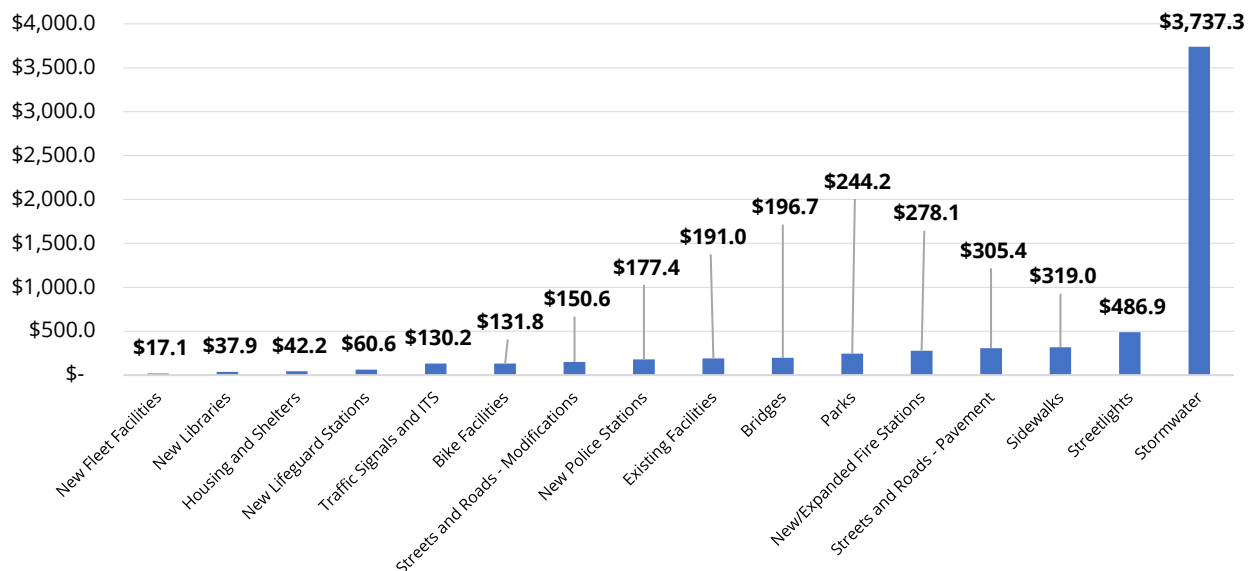
The CIP Budget Process

Funding Gap by Asset Type

When discussing the CIP funding gap, there are two important and related concepts: (1) whether an asset can be funded with special or enterprise funds or instead needs to rely on the General Fund; and (2) whether a funding source has use restrictions. An enterprise asset is self-supporting with a dedicated funding source generated from fees or rates charged to customers using the asset; as an example, water and wastewater rate revenue can only be used to support water and wastewater assets. In contrast, non-enterprise assets, or General Fund assets, such as stormwater and parks do not have a dedicated funding source and must compete for the City's limited General Fund resources.

Because enterprise assets have a dedicated funding source, the CIP Outlook projects that all enterprise assets will be fully funded, and the \$6.51 billion total funding gap is entirely attributed to General Fund assets. The following figure shows the projected funding gap by asset type.¹ Stormwater assets represent the largest funding gap with \$3.74 billion, followed by streetlights with \$486.9 million, and sidewalks with \$319.0 million.

FY 2026 - FY 2030 CIP Outlook Funding Gap by Asset Types
(\$ in millions)



The significant funding gap is largely due to a lack of sufficient dedicated funding sources for capital infrastructure resulting in several priorities competing for limited resources. This has led to the ongoing deferral of needed projects and resulted in continued aging and deterioration of existing assets, and emergency projects and repairs when assets fail that ultimately increase costs.

¹ Figure does not show asset types that do not have projected funding gaps within the Outlook period. These asset types include airports, emergency shelters, new fleet facilities, landfills, Pure Water assets, and water & wastewater infrastructure.

The CIP Budget Process

The Capital Improvements Program Budget



The City's budget represents the organization's forecast of the revenues it will receive and expenditures it will incur in the upcoming year. Since state and local governments are required to balance their budgets, the City's annual budget is used to match identified needs with available revenues. Like many large cities, the City of San Diego's budget includes an operating budget and a Capital Improvements Program (CIP) budget (included as Volume III in the annual budget release). The operating budget provides an outline of how the monies coming into the City will be spent to provide City functions and services, including public safety, parks and recreation, and *maintenance and repair* of existing assets.

In contrast, the CIP budget allocates available revenue for capital projects to *rehabilitate, enhance, or expand* existing infrastructure, as well as to *build new* public assets. The City separates the CIP budget from the operating budget because capital infrastructure projects are generally large and expensive, take multiple years to complete, and are supported by financing sources outside of direct allocations from the City's General Fund (the main funding source for core City functions and services included in the operating budget). The box to the right describes the differences between capital projects, which are funded through the CIP budget, and maintenance and repair projects, which are funded out of departments' operating budgets.

Because capital projects take multiple years to complete, the CIP is a rolling budget, meaning it includes funding from previous years, the current year's budget, and funds needed for future years (together referred to as the multi-year CIP). Because resources are limited, officials must determine which competing priorities will receive funding.

The [FY 2026 Adopted CIP Budget](#) allocates \$843.7 million of existing funds and anticipated revenues to both new and continuing projects in the City's \$22.67 billion multi-year CIP. The City Council previously approved \$7.76 billion towards projects continuing from previous fiscal years. An estimated \$14.06 billion of additional funding will be needed in future years to complete the projects currently in the CIP and to fund annual ongoing capital expenditures, such as road resurfacing and pipe replacements. The CIP budget includes a compilation of 1,388 projects, some of which are standalone projects and others that are grouped together into 'annual allocations,' which are composed of smaller projects that provide ongoing repair and replacements of certain asset types such as streets and traffic signals.

For detailed analysis of the City's CIP Budget, see the relevant sections of the [IBA Review of the FY 2026 Proposed Budget](#) and the [IBA Review of the Mayor's FY 2026 May Revision](#).

Capital Projects vs. Maintenance & Repair

Capital projects provide tangible, long-term improvements, such as constructing a new or expanding an existing library, replacing aging water pipes, or installing a new roof.

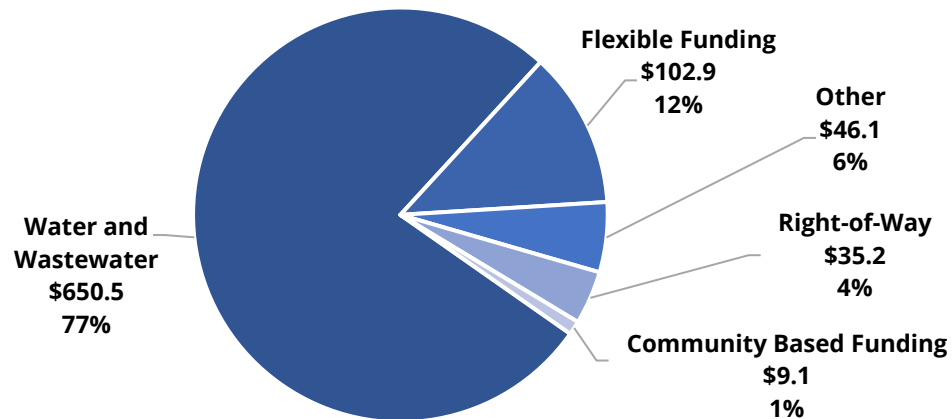
Maintenance includes ongoing upkeep and repairs such as patching a roof or painting a building. Maintenance is not part of the CIP budget, and many of the funding sources used for capital projects cannot be used for maintenance. Instead, maintenance is generally funded by the City's General Fund and other sources like the TransNet Fund for street maintenance projects.

The CIP Budget Process

The allocation of resources in the CIP budget is primarily driven by the availability of funds and the restrictions tied to those funds. As shown below, the Water and Wastewater funds account for \$650.5 million, or 77.1% of available revenues, and are used to support water and wastewater projects, including the Pure Water project.² Right-of-Way funding primarily includes TransNet and is \$35.2 million, or 4.2% of the total FY 2026 CIP budget. Other funding sources include landfill, airport, and golf projects revenues are restricted enterprise funds. Only 12.2% of the City's CIP funding sources can generally be used for any asset type. For example, parks, stormwater, and other building projects, such as police and fire stations, and recreation and library buildings, compete for these scarce resources.

FY 2026 Adopted CIP Budget: by Funding Source

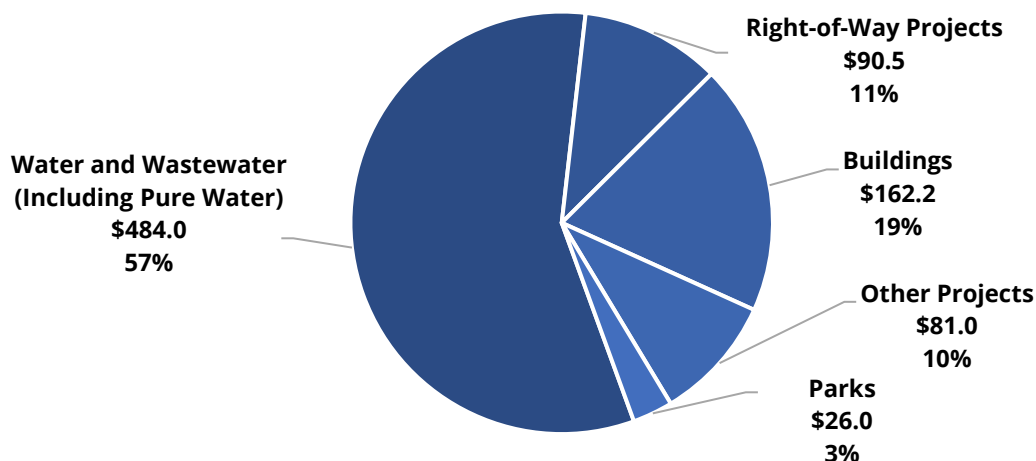
(Total: \$843.7 million; \$ in millions)



The figure below shows the FY 2026 CIP Budget by project type.

FY 2026 Adopted CIP Budget: by Asset Type

(Total: \$843.7 million; \$ in millions)

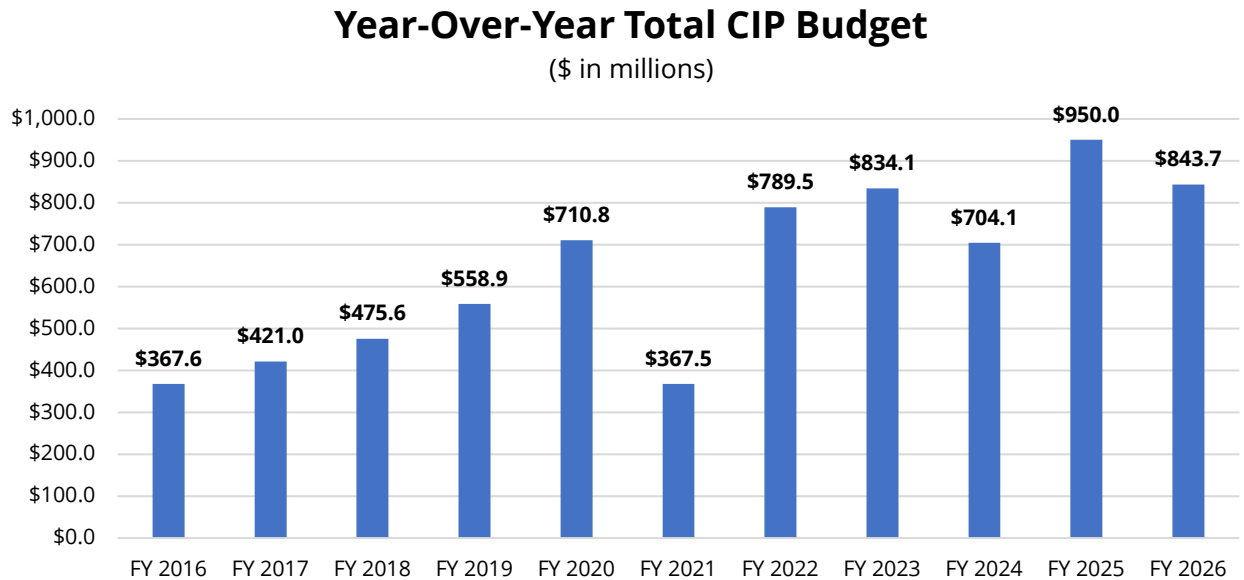


² The Pure Water project uses water purification technology to clean recycled water and produce safe, high-quality drinking water, anticipated to provide 50% of San Diego's water supply locally by the end of 2035. Phase 1 (North City) is under construction and is designed to deliver 30 million gallons per day of purified water into the City's potable (drinking) water system by FY 2027. Phase 2 is in planning.

The CIP Budget Process

CIP Budget Growth

The size of the City's annual CIP portfolio has grown significantly over previous years, as shown in the figure below. Since 2016 (the first year of the CIP Outlook), the City's CIP budget has increased by 77%, from \$367.6 million in FY 2016 to \$843.7 million in FY 2026.³



³ The budget reduction from FY 2025 to FY 2026 was primarily driven by lower appropriations for General Fund debt and Citywide Development Impact Fees (DIF). The decrease from FY 2023 to FY 2024 was mainly due to reduced funding for the Pure Water Program. Similarly, the decline from FY 2020 to FY 2021 was largely the result of litigation that delayed progress on the Pure Water Project.

The CIP Budget Process

Highlights of the FY 2026 Adopted CIP Budget

The FY 2026 CIP Budget allotted funds to a number of capital projects, some of which are highlighted in the following sections. For more information about a specific project, please see [Volume 3](#) of the FY 2026 Adopted Budget and the City's [CIP Projects webpage](#).

Public Safety Projects

In addition to San Diego Police Department' Headquarters building, the Department works out of nine area commands, a Traffic Division and the Police Plaza. For FY 2026, the Police Department anticipates the completion of their Headquarters' security fencing.

The San Diego Fire-Rescue Department has 51 fire stations, two 9-1-1 communication centers, one Air Operations facility, one training facility, ten lifeguard stations, a boat dock, and 35 seasonal lifeguard towers. The FY 2026 CIP Budget allocated a total of \$2.0 million for the Mission Beach Lifeguard Station project.



Environmental and Stormwater Projects

The Environmental Services Department (ESD) is responsible for residential refuse collection and waste management strategies that emphasize waste reduction, recycling, and environmentally sound landfill management. The FY 2026 CIP Budget allocated \$4.8 million to ESD for landfill improvements.



The Stormwater Department's CIP provides for the installation and improvements of stormwater drainage infrastructure and systems. The Department plans and programs improvements to stormwater infrastructure, including the installation of green infrastructure. The FY 2026 CIP Budget allocated \$51.2 million to the department, largely for reconstruction or replacing failed or undersized drainage facilities citywide.

Parks & Recreation and Library Projects

The Parks & Recreation Department oversees over 42,400 acres of developed parks, open space, the La Jolla Underwater Park, golf courses, beaches, and two cemeteries. The park system provides a wide range of recreational opportunities for San Diego citizens and visitors alike. The FY 2026 CIP Budget allocated a total of \$26.5 million for Parks projects, with \$11.2 million going to Mission Bay improvement projects, \$2.5 million for improvements with the City Heights Urban Village/Henwood Park, and \$2.1 million for drainage improvements at Sunset Cliffs.

The Library prioritizes creating and maintaining libraries that are valued for accessibility, comfort, and community amenities. The Library System includes the Central Library and 36 branch libraries. The FY 2026 CIP Budget includes a \$6.5 million allocation for the Library Department, primarily to support the design and construction of the new Oak Park Branch Library, with construction expected to begin within the current fiscal year.



The CIP Budget Process

Public Utilities Projects



The Public Utilities Department (PUD) provides water, wastewater, and recycled water services to approximately 1.4 million water customers and 2.4 million wastewater customers within the San Diego region. The Department's CIP supports the infrastructure for reliable water supply, and wastewater collection and treatment. The FY 2026 CIP Budget allocated a total \$644.2 million to PUD, with \$258.7 million for the installation and replacement of water and sewer mains at various locations throughout the City.

Homelessness Strategies and Solutions Projects

The Homeless Strategies and Solutions CIP plays an important role in delivering new shelter facilities and addressing the capital needs of existing facilities. The Homelessness Strategies and Housing Department anticipates the completion of the Rose Canyon Safe Parking improvement project this fiscal year.



Right-of-Way Projects

The Transportation Department plans and programs right-of-way capital improvement projects including resurfacing of asphalt streets, reconstruction of concrete streets and sidewalks, rehabilitation of bridges, construction of pedestrian, bicycle, and vehicular improvements, and upgrading obsolete streetlight circuits. The FY 2026 CIP Budget allocate \$90.5 million to the Transportation Department, largely for Citywide street resurfacing and reconstruction.



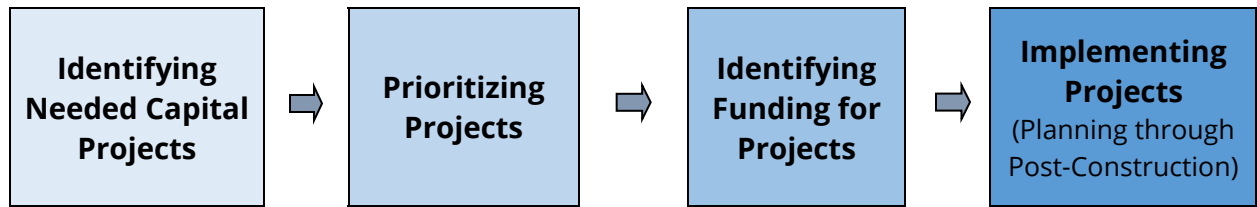
Additionally, the FY 2026 CIP Budget allocated \$36.5 to implement the City's Vision Zero goals to eliminate all traffic fatalities and severe injuries in San Diego. This allocation includes \$1.2 million for bicycle facilities, \$13.6 million for sidewalks, \$1.3 million for streetlights, \$3.5 million for traffic calming measures, \$8.0 million for traffic signals, \$2.1 million for median installation, and \$6.8 million for street and road modifications.



How a Need Becomes a Capital Asset

How a Need Becomes a Capital Asset

The City's process for how an infrastructure need becomes a CIP project, and ultimately a capital asset, is complex and involves various departments, funding sources, and asset types. The process generally includes the following key steps:



Each step of this process is briefly discussed in the next few sections.

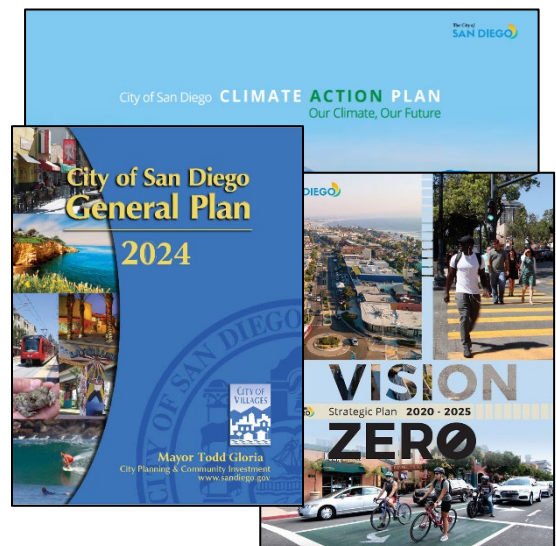
Identifying Needed Capital Projects

City staff from AMDs that operate, manage, or maintain infrastructure assets—such as Public Utilities, Transportation, Stormwater, and Parks & Recreation—have knowledge, experience, and expertise to identify capital needs, as well as an understanding of related legal requirements. Therefore, AMD staff are responsible for identifying needed capital projects to be included in the CIP Outlook and budget in coordination with input from various stakeholders and the City's Capital Improvements Program Review and Advisory Committee (CIPRAC), an internal decision-making body largely made up of senior-level AMD staff. AMD staff generally identify needed CIP projects based on one or more of the following factors and inputs:

CIPRAC

CIPRAC is an internal decision-making body largely made up of senior-level AMD staff. It reviews projects and priority ranking scores submitted by AMDs during the budget process and makes project recommendations to the Mayor for inclusion in the CIP budget.

- Direction from the Mayor and City Council
- Preservation of public safety
- Legal requirements or mandates, such as air and water quality rules, and the Americans with Disability Act (ADA)
- Data-driven Asset Management practices (see more information on the next page)
- Public input
- City plans, including, but not limited to:
 - The City's [Strategic Plan](#)
 - The [General Plan](#)
 - [Community plans](#)
 - The [Climate Action Plan \(CAP\)](#)
 - [Vision Zero Strategic Plan](#)
 - The [Mobility Master Plan](#)



How a Need Becomes a Capital Asset

Data-Driven Asset Management Practices




Asset Management is a recommended best business practice for effectively and sustainably managing assets at a desired level of service for the lowest lifecycle cost.

Infrastructure assets have predictive and preventive maintenance strategies to support effective lifecycle management from acquisition to disposition, similar to how regular maintenance on a car – like changing the oil every 5,000–10,000 miles, replacing tires every 30,000–50,000 miles, and periodic engine tune-ups – keep cars operational and avoid the need for larger and more costly repairs down the line.

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.

A goal of asset management is to achieve service level standards (SLS) for assets in the most effective and efficient way. Conducting condition assessments is a critical tool to provide information on the state of assets, such as age and type, and frequency of usage, to provide a rating and determine remaining useful life. By having an inventory of assets and information on those assets' current condition and remaining useful life, AMD staff can make data-supported decisions on the maintenance and capital projects needed to achieve established SLS.

For more information on the City's asset management practices and plans, see [IBA 23-05 Review of Citywide Asset Management Practices and Use of the Enterprise Asset Management \(EAM\) System](#).



How members of the public can provide input on the needed infrastructure projects:

- Respond to City Planning's [Infrastructure Priorities Survey](#) and/or attend public hearings/events with City Planning. Public meeting and event dates and the year-round survey can be found at: <https://www.sandiego.gov/planning/public-hearings-meetings>
- Report infrastructure issues through the [Get It Done](#) app.
- Reach out to your [City Councilmember Council offices](#). Councilmembers submit their Budget Priorities Memos to the IBA in September and January.
- Attend meetings or contact representatives from community planning, recreation committees, and other groups www.sandiego.gov/planning/involved/. Giving them your feedback helps them to decide and prioritize which projects to request.
- Attend budget hearings to speak or submit public comments. The City Council hosts Budget Review hearings each year in May following the release of the Mayors Proposed Budget in April. These hearings represent the opportunity to revise the proposed budget, and the City Council makes recommendations based on public comments.
- Contact staff from the applicable AMDs (see page 25 for more information).

How a Need Becomes a Capital Asset

Prioritizing Capital Projects

In the current environment where the City's infrastructure needs far exceed available funding, AMD staff must prioritize capital projects. [City Council Policy 800-14: Prioritizing Capital Improvement Program Projects](#) provides seven weighted prioritization factors that are used by AMD staff to rank capital projects based on different asset types. These seven prioritization factors are:

1. Legal Compliance and Risk to Health, Safety and Environment
2. Asset Condition and Level of Service
3. Equal and Equitable Community Investment
4. Sustainability and Conservation
5. Funding Availability
6. Project Readiness
7. Multiple Category Benefit and Bundling Opportunities

As part of the approval process to fund projects, CIPRAC reviews projects and the priority ranking scores that were submitted by AMDs. CIPRAC tries to prioritize providing available funding to projects that will allow a partially funded or existing project to be completed. Restrictions with many available funding sources limit competition for funding in some categories, such as enterprise-funded water and wastewater revenue which can only be spent on those infrastructure assets. Engineering and Capital Projects (E&CP) Department staff refine priority scores during the preliminary stage of project implementation and may refine scores further into implementation when needed.

Identifying Funding for Capital Projects

Once priority projects are identified, AMD staff work with the Department of Finance (DOF) and other appropriate departments, as well as the Mayor and City Council, to identify funding. However, they must do so within two major constraints. First, the City's infrastructure needs greatly exceed available resources, as evidenced by the \$6.51 billion funding gap identified in the [FY 2026-2030 CIP Outlook](#), as discussed in this Guide on page 5. As a result, there are competing priorities for limited funds.

Second, the funding that is available comes from various sources, many of which have restrictions on how they can be spent. The use-restricted categories are generally based on the type of project and geographic locations. For example, enterprise funds (like airports, golf course, and water and sewer) can only be spent on projects to improve or maintain the condition of the assets for which the fees were collected; and Mission Bay Park Improvement Funds or San Diego Regional Parks Improvement Funds can only be used for improvements within those parks. The [FY 2026 Adopted CIP Budget](#) provides a [complete list of CIP funding sources](#).

How a Need Becomes a Capital Asset

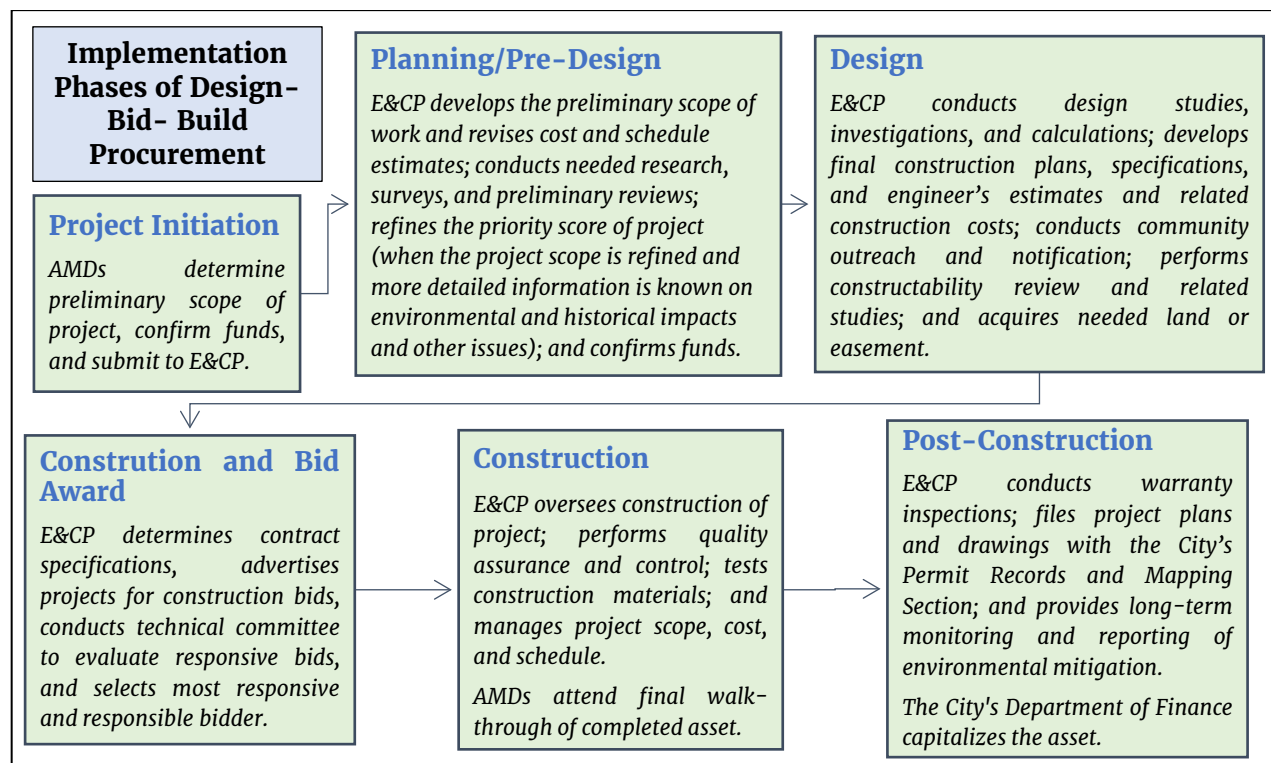
Implementing Capital Projects

Project implementation includes management and oversight of projects from initiation through project completion when the infrastructure asset become operational. Following approval of the budget, project implementation moves to the next phase for ongoing projects, and new projects are initiated. Planning, design, and construction activities are carried out either by City staff or through contracted consultants and contractors, depending on the nature of the project. Procurement methods used by the City are shown in the box on the right.

Choosing the right procurement process depends on several factors, such as the complexity of the project, schedule, and available cash flow. The project implementation phases generally depend on the contracting method used. Phases for implementing the design-bid-build procurement type, most commonly used by the City, are below.

Procurement Types

- **Design-Bid-Build**
The process generally entails either designing the project in house or hiring a consultant for design, and then going through a bid-and-award process for the construction contract.
This is the City's most commonly used method for most of its capital projects.
- **Design Build**
A design and contract team are hired to design and construct a project under one contract.
- **Emergency Contracting**
In case of an emergency, prequalified contractors are awarded contracts without advertisement and competition to enable staff to respond quickly in urgent situation.
- **Job Order Contracting**
These are used for as-needed construction-only projects not contemplated at the time of contract award.
- **Multiple Award Construction Contracts**
These are used for as-needed design and construction projects where a shortlist of pre-qualified design-build teams compete and bid on projects that are similar in scope or asset type without the need to conduct a full open



How a Need Becomes a Capital Asset

Executing the CIP portfolio is complex due to the volume and variety of funding sources, asset types, and project delivery methods. For efficiency, the implementation and management of approved CIP projects is centralized in E&CP. E&CP works with various AMDs throughout the implementation process to effectively complete and deliver capital assets. The AMDs are then responsible for operating and maintaining newly completed assets.

Challenges in the Construction Bid Environment

The City faces significant challenges in the current construction bid environment. Rising material costs and inflation have increased overall project costs, while fewer contractors are bidding on certain project types. As a result, many bids exceed engineers' estimates, and some projects are delayed when limited bidder participation or funding constraints require rebidding.

To address these issues, City staff are continuing efforts to streamline CIP delivery processes and improve transparency in project decision-making. These initiatives aim to expand organizational capacity, support growth, and improve the efficient delivery of capital projects.

For more information on the construction bid environment, see [IBA Report 25-27 Assessment of the City's Current Construction Bid Environment](#)

How a Need Becomes a Capital Asset

Monitoring and Oversight

In order to maintain a high level of transparency and accountability in government, the City of San Diego has multiple ways to ensure that taxpayer dollars are being used to achieve the best results from the resources available. A brief description of contributions from several City offices and departments are highlighted below, beginning with the City Council.

City Council

As the legislative branch of government, the City Council is responsible for setting policy direction; enacting, reviewing, and modifying legislation as appropriate; and adopting the annual budget. City Council provides a check and balance to the City's executive branch, with the Mayor serving as the Chief Executive Officer. As you can see on the [City Council Committee website](#), Council has ten standing committees to help members review, discuss and approve legislative matters in a focused and efficient manner. This site also includes information on committee membership, meeting dates/times, agendas, and actions. The ATI Committee (see below) has the lead on many infrastructures related items, but several other committees also cover infrastructure-related issues and provide oversight for financial operations.

Active Transportation and Infrastructure (ATI) Committee

The ATI Committee's area of responsibility includes the CIP Outlook, CIP budget and budget monitoring, oversight of CIP streamlining, infrastructure finance, Regional Transportation Improvement Program, Asset Management, condition assessment monitoring and implementation, neighborhood input on infrastructure needs and priorities, as well as ADA compliance and accessibility, walkability, and bicycle programs. More information is available in the [2025 ATI Committee Work Plan](#).

Environment Committee

The Environment Committee's area of responsibility includes programmatic policy matters related to water, wastewater, stormwater, and parks. Several of these are also related to infrastructure and capital projects, including water management and policy, Pure Water program, energy, multiple species conservation program, regional parks, open space, public utilities, golf, utility undergrounding, franchise agreements, and stormwater management and policy. More information is available in the [2025 Environment Committee Work Plan](#).

Budget and Government Efficiency (B&GE) Committee

The B&GE Committee's responsibilities include the annual budget and budget monitoring, financial reports, purchasing and contracting, and equal opportunity contracting, among other issues. More information is available in the [2025 B&GE Committee Work Plan](#).

Budget Review Committee

The Budget Review Committee is responsible for the annual budget development process. During public budget hearings held in May each year, Councilmembers may request that specific projects be brought back to Council prior to awarding contracts. These committee meetings also allow members of the public to ask questions of City staff, provide input to committee members relating to the annual budget, and provide an opportunity for the Council to thoroughly analyze any issues.

How a Need Becomes a Capital Asset

Office of the Independent Budget Analyst

The mission of the IBA is to provide clear, objective, and unbiased analysis and advice to the City Council and the public regarding all legislative items bearing financial and policy impacts to the City of San Diego. IBA reports are made available to the public and are presented to the City Council during Council meetings, budget hearings, and committee meetings.

To contact the Office of the IBA, please call (619)236-6555, email sdiba@sandiego.gov, or visit the Office's website at www.sandiego.gov/iba. For IBA Infrastructure-Related Reports, visit: www.sandiego.gov/iba/reports/infrastructure.

Office of the City Auditor

The City Auditor's mission is to advance open and accountable government through independent and objective audits and investigations that seek to improve the efficiency, effectiveness, and equity of City operations and programs, including the CIP. Reports are available to the public on its website: www.sandiego.gov/auditor/reports.

To contact the Office of City Auditor, call (619)533-3165 or email: cityauditor@sandiego.gov.

The Mayor

The Mayor serves as the City's Chief Executive Officer. The Mayor oversees the City's daily operations, and implements programs and initiatives to carry out the City's policy objectives. The Mayor is also responsible for proposing the City's annual budget by April 15th of each year, revising it as appropriate after input from the public and City Council through the May budget hearings, and producing the final adopted budget that is approved by the City Council in June.



To contact the Office of the Mayor, call (619)236-6330, email: MayorToddGloria@sandiego.gov or visit the Office's website at www.sandiego.gov/mayor.

Engineering and Capital Projects

As the department that implements, manages, and oversees the CIP, E&CP staff report on the state of the CIP to the ATI Committee twice per year and are available to present to other committees or the full Council upon request. For more information on State of the CIP and State of Construction, see: www.sandiego.gov/cip/reports.

Department of Finance

During the fiscal year, DOF monitors the City's expenditures and revenue receipts, oversees budget transfers and adjustments, and reviews requests for City Council and Mayoral actions for both the operating budget and CIP. DOF staff provide CIP budget monitoring reports twice per year (mid-year and year-end) including updates on expenditures for projects, the spend down of bond proceeds, as well as adjustments of funds among projects as needed to support effective cash management.

Annual budget documents, including the Proposed Budget and Adopted Budgets for current and prior fiscal years, can be found on the Department of Finance's website: www.sandiego.gov/finance.

How a Need Becomes a Capital Asset

Key Infrastructure-Related Plans, Reports, and Council Policies

[City Council Budget Policy 000-02](#): This policy establishes guidelines and standards relating to the operating and CIP budgets, budgetary controls, and revenues and expenditures.

[City Council Transparency Policy 000-31](#): This policy enhances transparency by improving access to information related to the CIP. It also establishes a framework to make information about the CIP readily available to interested parties.

[City Council Policy on Neighborhood Input on Infrastructure Needs and Priorities 000-032](#): This policy formalizes the role and process for neighborhood input on infrastructure needs and priorities, for consideration in the City's CIP budget and the Capital Outlook.

[City Council Community Planners Committee Policy 600-09](#): This policy establishes a citizens' organization that serves in an advisory capacity to the City regarding matters related to the General Plan and the various community plans.

[City Council Community Planning Groups Policy 600-24](#): This policy identifies responsibilities and establishes minimum operating procedures governing the conduct of planning groups when they operate in their officially recognized capacity.

[City Council Policy on Community Development Block Grant Program 700-02](#): This policy establishes the general guidelines by which the City will select and implement activities utilizing CDBG funds.

[City Council Project Prioritization Policy 800-14](#): This policy establishes an objective process for ranking CIP projects. Asset managing departments utilize this policy when ranking their needs lists before submitting them to CIPRAC.



[City Council Asset Management Policy 800-16](#): This Council Policy establishes the overall guidelines and plan steps for Asset Management planning in the City of San Diego.

[City Council Policy on Prioritizing Actions for Climate Action Plan Implementation 900-22](#): This policy sets forth a comprehensive set of strategies, measures, targets, and actions to achieve the City's interim 2030 fair share reduction goal and 2035 goal of net zero greenhouse.



City Council

City Council

City Council Offices

City Council offices are located on the 10th floor of the City Administration Building at: 202 C Street, San Diego, CA 92101. For more information about the City Council, or to find your Council District, please visit <https://www.sandiego.gov/citycouncil>.



**Council President
Joe LaCava**

District 1
(619) 236-6611



**Councilmember
Jennifer Campbell**

District 2
(619) 236-6622



**Councilmember
Stephen Whitburn**

District 3
(619) 236-6633



**Councilmember
Henry Foster III**

District 4
(619) 236-6644



**Councilmember
Marni von Wilpert**

District 5
(619) 236-6655



**Council President Pro Tem
Kent Lee**

District 6
(619) 236-6616



**Councilmember
Raul Campillo**

District 7
(619) 236-6677



**Councilmember
Vivian Moreno**

District 8
(619) 236-6688

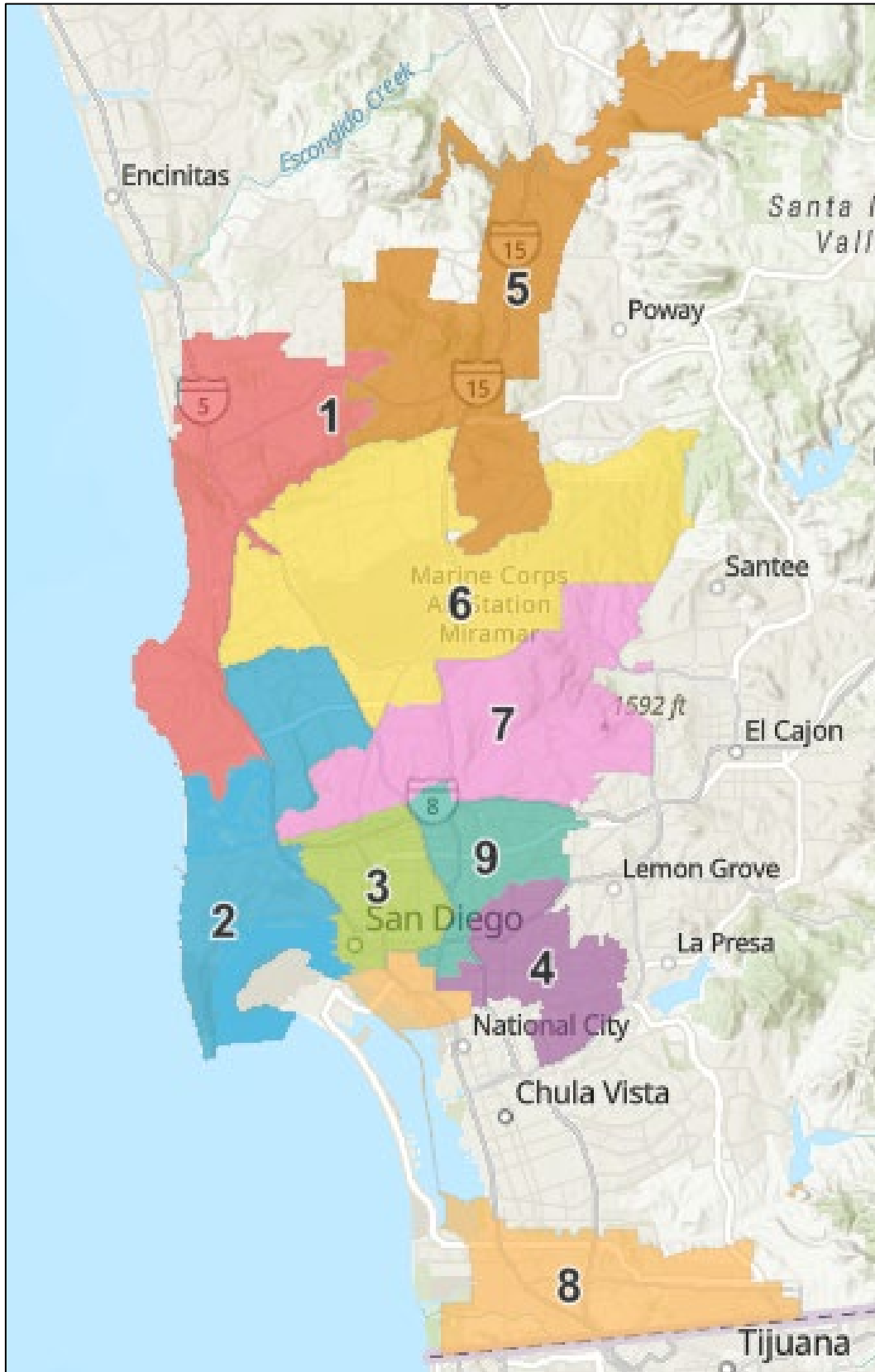


**Councilmember
Sean Elo-Rivera**

District 9
(619) 236-6699

City Council

City Council Districts



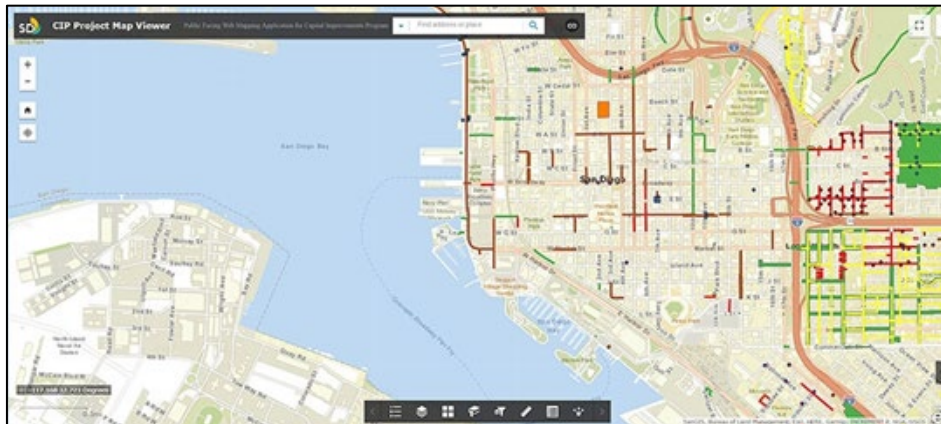
An aerial photograph of a city, likely Atlanta, Georgia, showing a mix of residential neighborhoods, a major highway (I-75), and commercial buildings. The foreground shows a dense residential area with many houses and a swimming pool. The middle ground features a large parking lot and a highway. The background shows a city skyline with various buildings and green spaces.

Other Important Resources

Other Important Resources

CIP Websites

- E&CP maintains a website that includes information about the Capital Improvements Program (CIP), including project information, and bid and contracting opportunities. Visit www.sandiego.gov/cip for more information.
- The Department of Finance maintains a website that includes the current fiscal year Adopted Budget, and previous budgets. Visit www.sandiego.gov/finance/annual for more information.



Engineering & Capital Projects Department

Once a capital project is approved, E&CP is the department that implements, manages, and oversees the project throughout the process.

To learn more about specific capital projects, please call (619)533-4207, email engineering@sandiego.gov, or visit <https://www.sandiego.gov/cip>.

Asset Managing Departments Contacts

In addition to the Public Information Officers who are assigned to some of the departments to provide information about CIP projects, AMDs may also be contacted by interested parties with questions or project input. The following table includes contact information for these specific departments and divisions.

Responsible Department or Division	Capital Infrastructure Assets	Website
Office of ADA Compliance & Accessibility (Engineering & Capital Projects)	ADA & accessibility infrastructure	www.sandiego.gov/adacompliance/
City Planning	Developer built projects (and DIF)	www.sandiego.gov/planning/

Other Important Resources

Real Estate Assets & Airport Management (Economic Development)	City-owned real estate, such as the City Concourse & Parkade, and Brown Field Municipal Airport & Montgomery-Gibbs Executive Airport	www.sandiego.gov/economic-development
Environmental Services	Landfills (Active & Inactive); Energy Efficient Programs for City Facilities	www.sandiego.gov/environmental-services
Fire-Rescue	Fire and lifeguard stations and related facilities	www.sandiego.gov/fire
Library	Central Library and 36 branch libraries	www.sandiego.gov/public-library
Parks & Recreation	Golf courses, parks, playgrounds, recreation centers, and swimming pools	www.sandiego.gov/park-and-recreation
Police	Police stations, firing ranges, and related facilities	www.sandiego.gov/police
Public Utilities	Water and sewer pipelines, pump stations, treatment centers, reservoirs, and related facilities	www.sandiego.gov/publicutilities
Storm Water	Storm drains, pipes, and outfalls	www.sandiego.gov/stormwater
Transportation	Bikeways, Streets, Sidewalks, Street Lights, and Traffic Signals	www.sandiego.gov/transportation/

City Planning Department

The City Planning Department develops land use policies and plans for the City, including updating Community Plans and Development Impact Fees (DIFs). In addition, the Department conducts Infrastructure Priorities Engagement to facilitate community input on infrastructure priorities through an online survey and in-person engagement events. With the community input collected, the Department develops a [community map](#) and [summary report that includes feedback on community requests from AMDs](#). See the [Infrastructure Priorities Engagement](#) website for more information and email questions to PublicSpaces@sandiego.gov.

Community Planners Committee (CPC) and Community Planning Groups

The CPC was created to ensure communication between the various Community Planning Groups, and to solicit public input on Citywide issues. The chairperson of each Community Planning Group is designated to act as their community's representative to the CPC.

Community Planning Groups act as a formal mechanism for community input in the CIP decision-making process. They give citizens an opportunity to suggest projects to the City Council, the Planning Commission, AMDs, and other decision makers.

To access CPC meeting agendas, minutes, and additional information please visit: www.sandiego.gov/planning/community/cpc. For more information about the City's Community Planning Groups, visit: www.sandiego.gov/planning/community/cpg.



Frequently Asked Questions (FAQs)

Frequently Asked Questions (FAQs)

What is the difference between the City's Operating Budget and the Capital Improvements Program budget?

The operating budget provides an outline of how money coming into the City will be spent to operate and maintain City functions and services, including public safety and parks and recreation. The operating budget is primarily supported by the General Fund and is used for day-to-day recurring expenses for City services and functions. In contrast, the CIP budget allocates available revenue for capital projects to rehabilitate, improve, or build new public infrastructure, such as streets, libraries, and parks. The CIP is funded by various sources that often have restrictions on how they can be spent.

Is the CIP budget a multi-year plan?

The annual CIP budget provides one year of funding for the City's multi-year program. However, the budget document shows the budget for the previous fiscal years and estimated future costs for completing projects. The Five-Year Capital Infrastructure Planning Outlook (CIP Outlook) is the City's long-term planning tool that identifies known capital needs and funding sources over the next five years. It is released annually and is used as a guide in developing the City's annual CIP budget.

Can the City use more funds from the General Fund for CIP projects?

Because the General Fund is the primary funding source for basic City services, and those funds are limited, the General Fund has historically only been used for a small portion of the most urgent capital projects that do not have any other available funding sources. However, voters approved Proposition H in June 2016, which diverts revenue that would have otherwise gone into the General Fund to the Infrastructure Fund. This is a flexible funding source to support infrastructure needs – both maintenance and new capital projects – that do not have a dedicated funding source. Given limited General Fund revenues, additional General Fund dollars appropriated to CIP projects could result in a decrease in funding for other basic City services.

How can I determine if a project is capital in nature?

Capital improvement projects provide tangible long-term improvements or additions of a fixed or permanent nature; have value; and can be depreciated, such as a new or expanded library, replacement of aging water pipes, or a new streetlight. In contrast, maintenance includes ongoing upkeep and repairs with a short lifecycle, such as patching a roof, planting trees, painting a building, or replacing carpeting. AMD staff can provide additional clarification, if needed (see website information on page 25).

Why do certain projects with lower priority scores make it into the budget and receive funding over projects with higher scores?

Generally, this occurs because of funding availability, and related limitations associated with those funding sources. For example, Water and Sewer Funds can only be expended for water and sewer projects, thus creating a situation where a low scored water or sewer project may be funded before a higher priority scored park or street project. While projects are prioritized within project types, funding sources also may be constrained by other factors, such as geographic region or specific contractual agreements. Therefore, projects with low priority

Frequently Asked Questions (FAQs)

scores may receive funding because they are the highest scoring projects that meet the requirements of a particular funding source.

How many projects were funded in FY 2026, and how many of those were new projects?

The FY 2026 Adopted CIP Budget includes funding for 71 CIP projects, of which 15 are new this year. Many of the projects are standalones, limited to a single asset or set of assets with a clear scope for project completion, while others are annual allocation projects which receive funding each year to provide for ongoing repair and replacement of a certain asset type. Generally, capital projects will be completed over multiple years.

How will I know if a project I am interested in is actually funded?

Projects that are proposed to be funded for the next fiscal year will be released in the Mayor's proposed budget by April 15th of the current fiscal year. Also, City Planning intends to provide information on [public infrastructure priorities submitted via the online survey](#) after the CIP Outlook is finalized in February.

What happens to projects that do not make it into the CIP Budget?

AMDs keep track of their unfunded needs, and any feasible project not selected for implementation will remain on a department's unfunded needs list to be considered for future funding when available.

How can I follow the progress of an approved capital project?

The CIP website, www.sandiego.gov/cip/projectinfo, provides an updated interactive map and tools for public use that displays information on current capital projects. You may also contact the corresponding project manager listed in Volume 3 of the City's FY 2024 Adopted Budget – Capital Improvements Program found on the Department of Finance's website www.sandiego.gov/finance/annual, contact your Council District's office (see page 22), or contact the AMD (see page 25).

Why would an approved project not have any funding identified for the current fiscal year even though it was identified for funding in previous fiscal years?

Different variables including but not limited to environmental risks, permitting processes, and schedule delays are considered when determining and identifying the funding needs for projects each fiscal year which attributes to the shifting of funds within the CIP. In some cases, funding cannot be identified when needed, which can cause projects to be put on hold. The projects are generally shown in the CIP budget as "unfunded" or "underfunded." These projects remain in their current implementation phase until more funding can be identified, or they are removed from the CIP budget. Note, when design is funded but funding for construction is not, designs and estimated budgets may need to be redone to reflect current requirements and costs when funding becomes available.

How is a capital project removed from the CIP budget?

A project is removed from the capital project list (and CIP budget) once it is completed, or through Council approval.

Frequently Asked Questions (FAQs)

Why do some projects languish without receiving money even though they have been approved as a capital project?

A common cause for this stems from a lack of available or eligible funding. Other issues could include legal or environmental requirements, lack of community support.

Who do I contact regarding questions about a project that is unfunded?

If a project has already been approved and initiated, call (619)533-4207, email engineering@sandiego.gov, or submit an inquiry online at <https://www.sandiego.gov/cip-questions>. Additionally, [Volume 3](#) of the City's Adopted Budget has a project page on each approved CIP project, including the project manager and his or her contact information.

Is there available funding throughout the year that is not part of the regular budget to do small capital projects?

No additional planned funding is set aside throughout the fiscal year, but state and federal grants or other opportunities may become available. In addition, the CIP budget includes annual allocations which are essentially pots of monies that can be used to fund smaller CIP projects throughout the fiscal year. Some of these have an annual monetary threshold, and these vary by asset type.

Does the age of a community affect the investments it receives from the City?

It is important to note that older and more established communities often have older assets that may require improvements or replacement. This will increase the priority ranking score of the project.

What qualifies a capital project as an emergency project?

A capital project becomes an emergency project when there is a threat to lives and the safety of the public. For example, the replacement of a failed water main, or the repair of sidewalks, streets, and other public property damaged by the resultant flooding, would qualify as emergency projects.

How and when can I provide input into the projects that are selected for next year's CIP process?

A key way to provide input on infrastructure projects is via [City Planning's online survey](#) which is open year round. Also, see our list of ways to provide input on page 14 of this Guide.

To provide input for the *following* fiscal year, it is most effective to become involved early in the CIP budget process *before* the AMDs begin to compile and prioritize their needs lists in September. After the Mayor releases the proposed budget by April 15th, the public also has an opportunity for input through budget hearings that are held in May.

How do I report potholes, graffiti, and other issues with public infrastructure?

The City's [Get It Done](#) app enables the public to report potholes, streetlights, graffiti, and other issues, as well as to schedule appointments. Users don't need to know which department handles issues, and can just use the app to make and track reports. For graffiti specifically, the Get It Done team also sends images to the regional Graffiti Tracker system, which can assist with prosecuting offenders.

Frequently Asked Questions (FAQs)

The [Get It Done FAQ](#) also includes useful information. Articles are available in English and Spanish, and includes guidance for reporting issues on assets not owned by the City, such as:

- [How do I report an issue with the trolley or bus?](#)
- [How do I report an issue with \(or contact\) the San Diego International Airport?](#)
- [How do I report an issue to the Port of San Diego?](#)
- [How do I report litter or another issue with a freeway?](#)
- [Out of San Diego Area](#) (links to Caltrans, nearby Cities, San Diego Bay/Port, and Trolley/Bus Stops)



Glossary

Glossary

Asset Management

A recommended best practice for effectively and sustainably managing assets at a desired level of service for the lowest life cycle cost. Asset Management provides needed information on existing assets so that City staff can develop data-driven strategies for repair, rehabilitation or replacement.

Asset Managing Departments (AMDs)

These departments and divisions identify needs, prioritize projects, and identify funding for needed capital projects. AMDs include the following departments/divisions: Department of Real Estate and Airport Management, Environmental Services, Fire-Rescue, General Services/Facilities, Library, Parks & Recreation, Police, Public Utilities, Stormwater, and Transportation.

Capital Asset

Land, structures, equipment, and intellectual property with an estimated life of one year or more.

Capital Project

A capital project is a long-term, capital-intensive investment project with a purpose to build upon, add to, or improve a capital asset. Capital projects are defined by their large scale and large cost relative to other investments that involve less planning and resources.

Capital Infrastructure Planning Outlook (CIP Outlook)

The City's long-range capital plan is called the [CIP Outlook](#). It provides a five-year assessment of citywide infrastructure needs and outlines proposed capital priorities in compliance with the City Charter. The first year of the CIP Outlook is the basis for development of the annual CIP budget.

Capital Improvements Program (CIP) Budget

The CIP budget allocates available revenue for capital projects to rehabilitate, enhance, or expand existing infrastructure as well as to build new assets. The City separates the CIP budget from the operating budget because capital projects are generally large and expensive, take multiple years to complete, and are supported by financing sources outside of the City's General Fund.

Capital Improvements Program Review and Advisory Committee (CIPRAC)

A committee comprised of senior-level officials from City departments that reviews proposed CIP projects from a Citywide perspective and forwards proposed budget recommendations for the Mayor's approval and, during the annual budget process, City Council's approval.

Development Impact Fees (DIF)

DIFs are collected by communities to mitigate the impact of new development. The City recently transitioned to asset-based Citywide DIF where funds can be spent for certain assets including parks, fire stations, libraries, and transportation.

Enterprise Funds

Funds established to account for specific services, which are funded directly by fees and charges to users such as water and sewer services. These funds are intended to be self-supporting.

General Fund

The City's main operating fund that pays for basic City services, like police, fire, parks, and library.

Glossary

Infrastructure

The basic structures and underlying facilities needed for the functioning of a community and its economy, such as public facilities, streets, roads, parks, storm drains, and water and sewer systems.

Maintenance & Repair

The care and upkeep of existing assets, such as resurfacing streets, cleaning sewer pipes, fixing plumbing leaks, and patching leaking roofs.

Operating Budget

Authorized expenditures for ongoing municipal services such as public safety, street maintenance, parks, and libraries. Details can be found in [Volume 2](#) of the City's annual budget document.

Proposed Budget

The Mayor's recommendation for the City's financial operations, which includes an estimate of proposed expenditures and revenues for a given fiscal year.

Unfunded Needs List

A summary of projects with insufficient funding for completion in the City's CIP budget.