

CITY OF SAN DIEGO
Fiscal Year 2017 - 2021
Five-Year Capital Infrastructure Planning Outlook

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List of Abbreviations

- | | |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| 1. ADA: Americans with Disabilities Act | 13. FCI: Facility Condition Index |
| 2. AMD: Asset-Managing Department | 14. FY: Fiscal Year |
| 3. CIP Outlook: Five Year Fiscal Year 2017 – 2021
Capital Infrastructure Planning Outlook | 15. IAM: Infrastructure Asset Management |
| 4. CIP: Capital Improvement Program | 16. IBA: Office of the Independent Budget Analyst |
| 5. CIPRAC: Capital Improvements Program Review
and Advisory Committee | 17. JOC: Job Order Contract |
| 6. City: City of San Diego | 18. MACC: Multiple Award Construction Contract |
| 7. CNG: Compressed Natural Gas | 19. MADs: Maintenance Assessment Districts |
| 8. CPC: Community Planners Committee | 20. Metro: Metropolitan System (for wastewater) |
| 9. CPG: Community Planning Groups | 21. Muni: Municipal System (for wastewater) |
| 10. DIF: Developer Impact Fees | 22. OCI: Overall Condition Index (of pavement) |
| 11. FBA: Facilities Benefits Assessments | 23. PLWTP: Point Loma Wastewater Treatment Plant |
| 12. FCA: Facility Condition Assessment | 24. SLBE/ELBE: Small Local Business Enterprise/
Emerging Local Business Enterprise Program |
| | 25. SLS: Service Level Standard |

Executive Summary

The City of San Diego (City) Fiscal Year (FY) 2017-2021 Five-Year Capital Infrastructure Planning Outlook (CIP Outlook) models long-range fiscal and capital asset planning. This is the second CIP Outlook the City has published since January 2015 which aims to provide information on the basis for revenue projections, criteria to determine capital infrastructure needs, and present a broad overview of capital infrastructure needs and funding over the next five fiscal years. The CIP Outlook is developed to closely follow the annual release of the Five-Year Financial Outlook in an effort to accurately forecast future available funding for capital projects and drive long-term infrastructure planning.

This CIP Outlook provides the City Council and the public an informative capital needs setting to support an informed discussion formally held during development of the FY 2017 Annual Budget. This document is not a budget, and therefore does not include all departmental or public requests that may be considered in the preparation of future annual budgets¹.

Improved Long-Term Planning to Better Manage City Infrastructure

This report represents a positive shift in practice by providing a comprehensive evaluation and analysis of the planning that occurs across a wide array of City departments. San Diego's infrastructure backlog was created over several decades and further impacted by the lack of coordinated long-range planning. The compilation of infrastructure data citywide will allow for improved management of the City's capital assets. As part of the Mayor's initiative to improve the management of the City's [Capital Improvement Program \(CIP\)](#), this document will continue to be refined to better reflect the City's strategic initiatives, updated condition assessments and established service level standards.

A Focus on Infrastructure Investment

As the economy has improved, the Mayor and City Council have continued to prioritize infrastructure investment. Over the next five years, the City's CIP is expected to grow by an additional \$468.3 million from the FY 2016 Annual CIP Budget of \$367.6 million, and includes major infrastructure investments in streets, sidewalks, water quality, libraries, parks, public safety and other high priority neighborhood projects. Projected revenues have grown from the previous CIP Outlook from \$2.16 billion to \$2.85 billion over the next five years, an increase of approximately \$690 million to support the City's CIP.

Through the CIP Outlook period, an estimated \$2.85 billion in revenue will be available for capital projects and includes the commitment of at least 50 percent of new major General Fund revenue growth to be dedicated to fund infrastructure², totaling approximately \$203.6 million. The Mayor continues to pledge at least 50 percent of new major revenue growth from the General Fund to investments in infrastructure. The FY 2016 Adopted Budget

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

² The amounts do not only improve current infrastructure assets, but can also support bond payments, and new and existing infrastructure.

included a net \$43.9 million in new infrastructure expenditures of which \$34.2 million was allocated directly to the CIP and the remaining towards operational infrastructure expenditures.

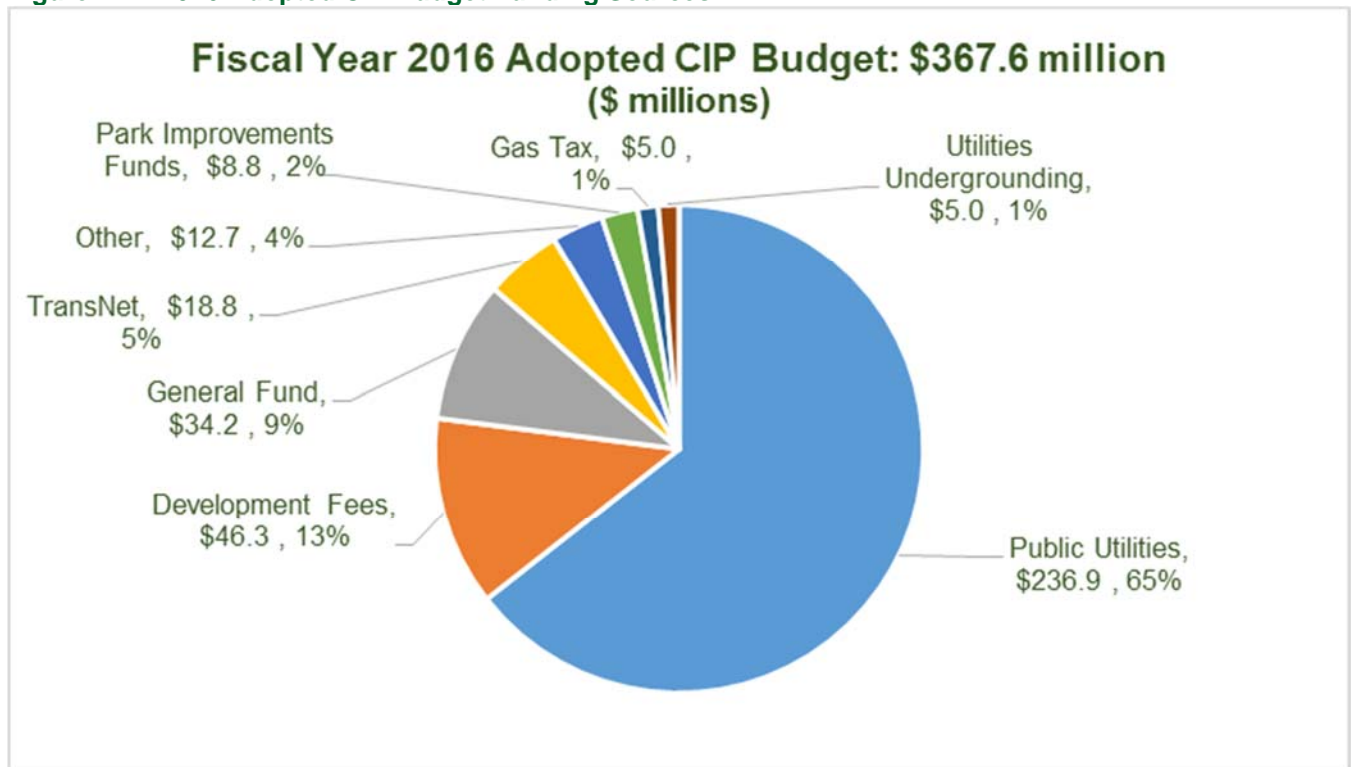
The FY 2016 total amount of \$34.2 million represents a significant shift in practice of funding the City’s CIP from the General Fund, demonstrating a strong commitment to infrastructure investment. **Table 1** below highlights the total General Fund projected investments referenced in the recently released [FY 2017 – 2021 Five-Year Financial Outlook](#) identified to address priority infrastructure needs.

Table 1 General Fund Infrastructure Investments: FY 2017 – FY 2021

Infrastructure Needs (in millions)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Expenses	\$ 21.7	\$ 32.6	\$ 43.2	\$ 49.6	\$ 56.6	\$ 203.6

The increased contribution of general funds are in addition to other major revenue sources for the CIP. **Figure 2** illustrates major CIP funding sources.

Figure 1 FY 2016 Adopted CIP Budget Funding Sources



An estimated \$4.24 billion capital infrastructure needs exist over the next five fiscal years, which includes continuing expenditure needs of existing CIP projects from the [FY 2016 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 \$1.4 billion would be required to meet all of the needs outlined. This projected funding gap has been reduced by approximately \$300 million due primarily to increases in projected funding and modifications to storm water regulations.

Building an Efficient Capital Improvement Program

As the CIP program grows it is critical to efficiently manage and deliver capital projects. To accommodate growth and build organizational capacity in the CIP, multiple process improvements have been recently implemented while many others are in progress. **Table 2** exhibits current status of these efforts.³ These reforms build on previous measures to streamline processes to reduce contracting time by eliminating duplicative and redundant processes.

Table 2 CIP Status of Streamlining Measures and Process Improvements

CIP Streamlining Measure and Process Improvement Description	Implemented	In Progress
<p><u>Expansion of the Multiple Award Construction Contract (MACC) Program</u> Increased task order limit to \$30.0 million and conversion to a permanent program, allowing construction to begin sooner than traditional delivery methods.</p>	X	
<p><u>Online Bidding and Award of Construction Contracts</u> Replaced hard copy bids for electronic submittals, allowing for reduced contract award periods.</p>	X	
<p><u>Streamlined Environmental Review</u> Delegated limited CEQA determinations authority to the Public Works Department and dedicated staff within Development Services to accelerate environmental review processes.</p>	X	
<p><u>Expanded Use of Job Order Contracts (JOC)</u> Use multiple JOCs for each type of work for improved reliability and increased capacity.</p>	X	
<p><u>Expanded Use of City Construction Crews for Small Projects</u> Use of City Forces to perform work on projects that do not require engineering plans for improved responsiveness to smaller CIP needs.</p>	X	
<p><u>Better Coordinate Paving Roads with Current Projects</u> Combines street resurfacing improvements with current underground infrastructure projects to accelerate implementation permanent paving and reduce community impacts.</p>	X	
<p><u>Community-Based Competitive Design</u> A fixed-price/fixed-schedule design-build approach for new building projects that involves the community at the early project stages for the input and ranking of the competing architects' proposed conceptual designs, reducing overall project duration and related costs.</p>	X	
<p><u>Agreed Contracting Out Protocols for Engineering Services</u> Agreed understanding with impacted labor organization for contracting specialty types of work to accelerate CIP project designs.</p>		X
<p><u>Park General Development Plan Reform</u> An amendment of Council Policy 600-33 - Public Notification and Input for City-Wide Park Development Projects, to improve process of final approval for parks project scopes.</p>		X
<p><u>Standardized Designs for Fire Stations, Comfort Stations, and Shade Structures</u> Establishment of standard design scoping templates and performance specifications for new fire stations, comfort stations, and shade structures, reducing overall duration and related costs.</p>		X
<p><u>Options (Batch) Contracting</u> Multiple similar facilities projects are grouped and issued as a single design-build contract with a fixed per project price over a set period. Individual projects within the contract can start construction as funding becomes available, reducing time associated with procurement.</p>		X
<p><u>Electronic Review Process for Mayoral Action Documents (PA 2625)</u> On-line system modeled after the existing e1472 system, which will accelerate the action approvals and the overall delivery of CIP projects.</p>		X
<p><u>Increased Size of Average Construction Contracts</u> Combines similar CIP needs or those in the same geographical area into larger projects.</p>		X
<p><u>Improved Cash Monitoring⁴</u> This effort involves monitoring of cash spending on CIP projects and moving funds if needed to support project execution.</p>		X
<p><u>Establish A Commercial Paper Program</u> This program, once finalized, is intended to serve as a short-term financing tool for CIP projects to improve the process for timely execution of large contracts and reduce negative arbitrage.</p>		X

³ [Report No 15-020 CIP Process Improvement and Streamlining](#) was presented to the City Council Infrastructure Committee on March 11, 2015.

⁴ Additional information is contained in Report No. 15-107 Semi-Annual CIP Budget Monitoring Report will be presented to the City Council Infrastructure Committee on December 9, 2015.

Report Overview and Methodology

The CIP Outlook is developed to closely follow the annual release of the Mayor’s Five-Year Financial Outlook to replace prior revenue growth projections eligible to fund possible future capital infrastructure asset needs. The preliminary funding analysis included in the CIP Outlook is also intended to support development of the Annual CIP Budget. This CIP Outlook report provides the City Council and the public an informative capital asset needs setting to support an informed discussion formally held during development of the FY 2017 Adopted CIP Budget.

The funding analysis portion of this report is separated into two primary segments: projected expenditures of identified infrastructure capital needs and forecasted eligible revenues to support those capital needs. The projected expenditure segment is further categorized by capital asset type. These segments consist of the City’s projections for the next five fiscal years of ongoing and one-time revenues and expenditures, including adjustments necessary to support current or anticipated service levels or conditions of specific capital assets. The forecasted revenue sources that are eligible to fund CIP projects include a significant portion of new major General Fund growth projections to support infrastructure priorities.

The City’s FY 2016 Adopted CIP Budget provided the baseline expenditure values as the starting point to formulate projections over the next five fiscal years. The adopted budget allocates existing and anticipated funds to both new and continuing projects in the City’s multi-year CIP. **Table 3** below displays the baseline expenditures referenced from the FY 2016 Adopted CIP Budget, currently totaling a \$7.57 billion multi-year CIP.

Table 3 City of San Diego Multi-Year CIP⁵

Multi-Year CIP	Pior Year for Existing CIP Projects	Fiscal Year 2016 Adopted Budget	Future Years for Existing CIP Projects	TOTAL
CIP Project Expense	\$ 2,302,429,835	\$ 367,636,374	\$ 4,897,001,289	\$ 7,567,067,498

The ‘Future Years for Existing CIP Projects’ expenditure referenced in the table above displays approximately \$4.9 billion of funding needed in future years to complete existing CIP projects and does not include all of the unfunded needs or include newly identified needs that could become CIP projects in the future.

In preparation for this report and to identify new capital asset needs to support infrastructure, [Asset-Managing Departments \(AMD\)](#) submitted a total of approximately \$4.13 billion in capital infrastructure requests over the next five fiscal years, which includes continuing expenditure needs of existing CIP projects from the FY 2016 Annual CIP Budget, as well as newly identified capital asset needs based on regulatory requirements or other specific criteria further explained in this report. In addition, City departments that serve as revenue source administrators for certain fund sources eligible to fund capital needs also submitted growth projections over the next five fiscal years.

⁵ The data in this table is based on existing CIP projects in the Adopted FY16 CIP Budget. “Future Years” includes expenses through the life of existing CIP projects, which could extend beyond five fiscal years.

Report Assumptions

For the purpose of this report, information was collected from AMDs that primarily focused on the top ten infrastructure capital assets based on 2013 survey data, and informed by the City Council’s Infrastructure Committee’s indication that these assets are the highest areas of public interest for investment. These assets are identified in **Table 4** below and also include additional assets AMDs submitted for this CIP Outlook.

Table 4 Top Ten Infrastructure Capital Assets and Additional Assets Included

Top Ten Infrastructure Capital Assets (in alphabetical order)	Asset-Managing Department (AMD)
Bridges	Transportation & Storm Water
Fire Stations	Fire-Rescue
Park and Recreation Sites	Park and Recreation
Police Stations	Police
Sidewalks	Transportation & Storm Water
Storm Water Infrastructure	Transportation & Storm Water
Streetlights	Transportation & Storm Water
Streets and Roads	Transportation & Storm Water
Wastewater Infrastructure	Public Utilities
Water Infrastructure	Public Utilities
Additional Infrastructure Capital Assets (in alphabetical order)	Asset-Managing Department (AMD)
Airports	Real Estate Assets
Americans with Disabilities Impacted Capital Assets	Office of ADA Accessibility and Compliance
Bike Paths	Transportation & Storm Water
General Public Facilities ⁶	Public Works, Facilities Division
Landfills	Environmental Services
Libraries	Library
Lifeguard Stations	Fire-Rescue
Traffic Signals	Transportation & Storm Water

While the CIP Outlook attempts to present a comprehensive inventory of citywide capital asset needs and identify potential future funding sources for those needs, some capital assets and revenue sources are either not included or are partially projected in report. This is due to a variety of reasons outlined in **Table 5**. These assumptions collectively contribute to the complexity of developing a multi-billion capital plan and executing improvements of a heavily urbanized infrastructure system and are influenced by limited resources, competing priorities, changing demographics, performance capacity, and numerous other challenges.

⁶ These facilities are in reference to structures maintained by the General Fund for operational use such as City Administration Building, Operations Yards, and other locations where City employees work or are available for public use.

Table 5 CIP Outlook Assumptions

Subject	CIP Outlook Assumptions
Sea Walls, Piers, and Coastal Assets- Rising Sea Levels: (Capital Asset)	This asset is not evaluated to date and not factored into the funding analysis. Without completed definitive studies, the draft Climate Action Plan is the only source available so far that addresses sea-rise level and identifies a projected need to restore or improve sea walls and piers to withhold climate elements.
New/Replacement Stadium (Capital Asset)	This asset includes only funding that was previously approved by City Council to prepare an Environmental Impact Report for a replacement stadium. No other capital needs or funding projections were included in this report. Only previously approved funding and formally adopted and upheld decisions for major civic infrastructure improvements were included.
Convention Center Expansion (Capital Asset)	Only previously approved funding and formally adopted and upheld decisions for major civic infrastructure improvements were included. Any preliminary cost estimates for the expansion of the Convention Center were not included in this report.
Facility Condition Assessments (Capital Asset)	Only completed cost estimates for condition assessments of capital assets are included. For this report, cost estimates are referenced from the most recent Facilities Condition Assessment Update Report dated May, 29, 2015, (Report No: 15-039) presented to City Council on July 13, 2015. In addition, assessment information of leased facilities/spaces was not included in the analysis.
Information Technology Improvements (Capital Asset)	While information technology improvements, such as communication systems, serve as an important tool in maintaining and enhancing government operations, these types of projects were not included in this report which is focused on certain identified asset types. Additional information about the City's information technology programs can be reviewed on the City's Information Technology website .
Deferred Maintenance and Repair of Capital Assets (Capital Asset)	This report includes needs that are capital in nature, which does not include the costs associated and necessary for general preventative maintenance and repairs of infrastructure assets. These are expenses generally incurred by operational budgets of the AMDs which are appropriated within their respective annual budgets.
Grants (Revenue Source)	Included more recent budgeted projections which provide values for FY 2017 only as there is too much uncertainty on what the actual available funding will be beyond the next fiscal year.
Facility Benefit Assessments (Revenue Source)	Included more recent budgeted projections through FY 2021.
Development Impact Fees (Revenue Source)	Included more recent CIPRAC approved projections which provide values for FY 2017 only as there is too much uncertainty on what the actual available funding will be beyond the next fiscal year.
General Fund Revenue Growth Projections (Revenue Source)	The Mayor has communicated his commitment to infrastructure growth by proposing 50 percent of new General Fund Revenue growth towards infrastructure. Since not all infrastructure needs are capital in nature, this report includes only the projected growth percentage proposed towards capital expenditures. This report does not include other sources of funding for capital investments (e.g. TransNet, Proposition 42 Replacement, Street Damage Fees, etc.).

Capital Improvement Program (CIP) Overview

The City’s CIP is a compilation of capital improvement projects and annually adopted funding sources. CIP projects provide improvements or additions to the City’s vast infrastructure systems designed to enhance overall quality of life. Executing the CIP portfolio is complex in nature due to the size and variety of funding sources, asset types, and project delivery methods. Implementation of the CIP is consistent with the City’s adopted [General Plan](#), community plans, and other applicable plans.

The City engages in many processes to establish an infrastructure project which includes identifying a proposed need, vetting that proposed need to established criteria, defining scope definition, estimating project costs, assigning prioritization, securing funding, and executing a quality project to completion safely and within budget and schedule.

A capital project is defined and based on construction, purchase, or major renovation of facilities, utility systems, roadway projects as well as land acquisition that adds significant life and value to the City’s assets. The [City’s State of the CIP Report](#) issued semi-annually covers activity status and performance data of current CIP projects and current trends impacting the CIP. Each AMD is responsible for operations and maintenance needs to maintain and repair its own infrastructure through condition assessments and maintenance schedules. A repair that extends the life of an asset is considered capital since it adds value to the asset. Infrastructure needs also include rehabilitation or major upgrades of existing infrastructure as well as which require capital investment. These latter types are referred to as [CIP projects](#).

CIP Review Advisory Committee (CIPRAC)

The City manages participation of several City departments organized through a process to move capital projects and proposed allocations of available capital funds forward. This process is currently coordinated by the [Capital Improvements Program Review and Advisory Committee \(CIPRAC\)](#) which includes membership of the following City Departments:

<u>Asset-Managing City Departments (AMD)</u>	<u>CIP Service-Providing City Departments</u>
Environmental Services	Office of ADA Compliance and Accessibility
Fire-Rescue	Office of the City Comptroller
Library	Planning
Park and Recreation	Debt Management
Police	Financial Management
Public Utilities	Public Works, Engineering and Capital Projects Branch
Real Estate Assets (including airports and stadiums)	Public Works, Facilities Division
Transportation and Storm Water	Public Works, Contracts Branch
Civic San Diego (agency)	Purchasing and Contracting

CIPRAC functions as a City-staffed advisory committee that reviews all proposed CIP projects with a preliminary scope of work and cost estimates from a citywide perspective, providing the Mayor with proposed CIP budget and project prioritization recommendations. Consistent with [Council Policy 800-14](#), CIPRAC evaluates all requested projects to assist decision-makers to compare costs and benefits to make best use of available funding resources.

Infrastructure Asset Management (IAM) Program

The City is responsible for maintaining a large and complex network of infrastructure assets. Effective maintenance and capital renewal strategies are necessary to ensure public health, safety, and quality of life for the public. Asset Management is an industry best business practice for managing infrastructure assets at a certain standard for the lowest life cycle cost. The Asset Management approach is based on having key data on infrastructure assets, such as current conditions, so that the City can make optimal maintenance and repair and capital investment decisions.

In FY 2014, City Council approved [Council Policy 800-16](#) to implement Asset Management and in FY 2015, the City established the IAM Program (formerly Enterprise Asset Management). The IAM Program core goals are to implement the Council Policy, coordinate standards for asset management programs, and lead implementation of a software solution for improving management of infrastructure assets—the I AM San Diego Project.

The I AM San Diego Project

The I AM San Diego Project is a citywide strategic initiative to develop and implement an integrated software solution to improve the City's management of infrastructure assets by managing maintenance along with capital asset management, condition assessments, renewal and replacement prioritization and planning, and needs forecasting. The project is a critical step toward full replacement of existing disparate, obsolete, and ineffective maintenance management systems now in use within several City Departments.

Included in the scope of the project is asset-based capital planning, projects, and portfolio management which will allow for staff to assess and measure lifecycle costs; forecast for condition, risk, cost, and failure. The system will enable the City to better prioritize, plan, and deliver needed maintenance and capital projects for infrastructure; and develop optimal maintenance and capital investment strategies.

Key milestones include the initiation of business process consulting services in early December 2015 and the onboarding of the Systems Integrator, which will initiate the Project Preparation Phase in February 2016. In future years, the IAM system will support establishing stronger analysis of capital needs for the CIP Outlook.

Condition Assessments

The City owns and maintains depreciable capital assets such as streets, bridges, parks, public facilities, and airports. Due to tight financial constraints, the City has previously deferred maintenance and capital expenditures related to these assets, which resulted in deteriorated infrastructure. The Facility Conditions Assessments (FCA) are required for health and safety conditions of building occupants, code violations, energy saving opportunities, and project planning. Contents of the [FCA Update Report](#) that was presented to the City Council earlier this year has been included in the funding analysis basis for facilities' capital needs.

In FY 2015, the City made a substantial investment in funding condition assessments, some of which have been completed. One of these is the latest street condition assessment survey which is expected to conclude the data collection evaluation in December 2015 and final results are anticipated to be released in a report in early calendar year 2016. This will provide the City with updated information on the required repairs to meet the City's street condition goals. **Table 6** provides the most current status of condition assessments.

Table 6 Current Status of Condition Assessments

Capital Asset Type	Current Status of Condition Assessments
Facilities - General Fund	Planned to be completed in early December 2015 and results presented in early calendar year 2016. A partial report was provided in the FCA Update Report presented earlier this year.
Facilities - Public Utilities	85% near completion. Final results expected to be completed in FY 2016.
Facilities - Park and Recreation	Anticipated to be completed in FY 2016.
Developed Parks	Anticipated to be completed in FY 2020.
Sidewalks	Completed. Results report released in September 2015.
Streets	Completed. Results report planned to be released in early calendar year 2016.
Water and Wastewater	Part of Five-Year Condition Assessment Program (FY 2013-2017), although some survey portions might extend beyond FY 2017.

Conducting condition assessments to collect detailed and up-to-date information on infrastructure assets is a critical component of Asset Management so that the City can plan effective maintenance and repair and capital investment strategies to ensure the reliability and sustainability of capital assets. The City will have a better understanding of funding needs related to capital expenditures of its depreciable assets as data becomes available from the on-going condition assessments. At that time, the prioritization of scheduling and funding capital needs will be re-evaluated.

Operations and Maintenance Impacts to Capital Renewal

Conducting preventative maintenance and corrective repairs annually is vital for optimizing the life of capital assets at the lowest lifecycle cost. When on-going maintenance is not fully funded, it contributes to deferred maintenance and capital, raises risks to the public, and increases repair and replacement costs. While capital repair, rehabilitation, or replacement are eligible to be in the CIP, maintenance is considered to be an operational cost typically funded by the AMD’s operating budget, Facilities Division’s operating budget, or other non-capital funding sources. Further, many available funding sources have restrictions on how much of the funds can be used for maintenance such as TransNet, which limits operational maintenance to 30 percent of the total funds the City receives.

Identifying Capital Needs

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

Federal and State Mandated Requirements

The City faces a wide range of mandates and from various regulatory agencies regarding specific designs and attributes of an asset which have consequences if the mandate is unmet. Many of these legal mandates regulate a specific standard to preserve and maintain a public health standard to protect the environment, such as water and air quality rules, and also to provide a level of access to the public for services. Some CIP projects must be done to comply with these laws and regulations or may be mandated in legal agreements. Failure to meet these requirements could result in the City facing substantial fines or exposure to litigation. In addition to existing mandates that regulate capital assets related to water clarity for storm drains and laws that govern standards for sewer and water pipelines, the City also has requirements regarding the standards for the public's accessibility for persons with disabilities.

Americans with Disabilities Act (ADA) Requirements

The 1990 ADA Federal law mandates local governments create a complaint process for persons with a disability who have a grievance against the municipality. The City's formal ADA complaint process is through its [Office of ADA Compliance and Accessibility](#). The majority of complaints involve the public right-of-way, such as missing or inadequate curb ramps, missing sidewalks, and requests for accessible pedestrian signals at signalized roadway intersections. The City resolves all complaints in the most expeditious way feasible, though many public right-of-way complaints include complex design elements that may delay an immediate resolution. The City has more than 285 open and unfunded complaints with an approximate remediation cost of \$21 million.

ADA law also requires that public entities with 50 or more employees complete a transition plan that identifies and schedules structural changes to facilities and public rights-of-way needed to achieve accessibility. The City's Transition Plan, adopted in 1996, identified 212 high-use City-owned facilities needing architectural barrier removal to achieve full accessibility. The City has completed all but a small number of the projects on its Transition Plan; those few remaining are funded but not yet complete.

In 2009 the City hired a consultant to update the Transition Plan that identified 183 high-use public facilities requiring architectural barrier removal. Since 2009, several of those facilities have been funded and brought into compliance, though work remains, at an estimated cost of \$37 million. Transition Plans are working documents; as such, the City continues to evaluate its public facilities for compliance with current ADA regulations and update its list of projects needing barrier removal. In addition to Transition Plan-specific and complaint-related projects, all City capital projects incorporate ADA components as required by Federal, State, and local laws, building codes and regulations.

Preservation of Public Safety

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

In 2010, the City commissioned an expert consultant, Citygate, to examine the City's ability to meet response time benchmarks for the Fire-Rescue Department. The consultant's report, [Fire Services Standards of Response Coverage Deployment Study](#) included findings and recommendations. A working group produced a Five-Year Plan adopted by City Council in 2011 to implement significant recommendations. Portions of the study results and plan included recommending new safety infrastructure to improve or maintain response times to emergencies and to maintain appropriate fire station ratios to support population densities.

Community Input

The City is committed to involving the public in developing the CIP. Throughout the project life cycle, the City gains public input and also provides information on the activities that have the greatest potential impact on the community. CIPRAC has adopted goals to collect community input consistent with [Council Policy 000-32](#) by providing a public process to gain input on infrastructure suggestions through the City's [Community Planners Committee](#)⁷ (CPC).

The Public Works Department, the Office of the IBA, and the Financial Management Department, and the CPC have provided training sessions in the past for all the [Community Planning Groups](#) (CPG) to encourage more community involvement in the development of the City's CIP. As a result, a list of community driven proposed CIP projects were received in late 2013. These proposals have since been reviewed and categorized as a proposed future CIP projects, current projects or not a CIP project. Of the 374 requests received, 93 have become a CIP project or are scheduled to become a CIP project within the next 5 years, and, 193 requests have become new needs searching for additional funding. Details of these efforts are further outlined in the [City's review](#) to these requests.

The City is characterized by diverse topography and distinctive neighborhoods within 52 community planning areas. The Planning Department works extensively with CPGs 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 developer 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.

⁷ The Community Planners Committee was instituted to ensure communication and to solicit resident input on citywide issues among the various planning groups in the City under the direction of [Council Policy 600-09](#).

Establishing and Evaluating Service Level Standards

Level of Service is the defined service quality for a particular activity against which service performance may be measured. Service Level Standards (SLS) set a threshold for public infrastructure needs and usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability, and cost. Many of the City’s existing SLS were established as part of the General and community plans; federal, state, and regional regulations and laws; and industry standards. These SLS reflect accepted infrastructure requirements such as increased park space, access to public safety, improved traffic patterns, and adding public safety facilities. **Table 7** below displays various plans that directly or indirectly address SLS and serve to guide the AMDs in determining a capital need.

Table 7 Service Level Standard Sources

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

Identifying Sources to Fund Capital Needs

The following section provides details of the City’s funding sources that are most often used to support infrastructure capital needs. The City’s CIP uses a variety of on-going and one-time funding sources to fund CIP projects. Appropriating funds to meet capital needs is contingent upon forecasting revenues to be received for a specific year. Definitions, restrictions, and constraints of funding sources to support capital needs are described in **Table 8**. Some of the below identified funding sources in this table do not always realize revenue as planned due to various reasons such as economic down-turns, lack of land sales (Capital Outlay Fund), rate of development delays (Developer Impact Fees and Facilities Benefit Assessment funds).

Table 8 Capital Project Funding Sources, Restrictions, and CIP Constraints/Risks

Funding Source	Restrictions	Constraints/Risks
Bond Financing	Limited to infrastructure for which the bonds were intended	Contingent on the ability and option of the City to bond
Capital Outlay	Used exclusively for acquisition, construction, and completion of permanent public improvements or real property	Contingent upon land sales
Development Impact Fees (DIF)	Limited to communities in which each fee was collected	Contingent upon development and developers submitting their fees
Donations and Developer Funding	Donations may be restricted by the donor to a particular purpose Developer Funding is restricted to certain projects (or types), in certain areas	Donations must be received by the donor Developer Funding must be received by the developer
Enterprise Funds (e.g. water, sewer, golf, airports)	Must be used to support the services that provide the revenue	Based on user revenues and established user fee rates
Facilities Benefit Assessments	Limited to the designated area of benefit in the community planning area	Contingent upon development and developers submitting their fees
General Fund	Limited to General Fund-managed assets	Use of monies for CIP projects impacts the operational budgets of the departments requesting these funds
Grants	Used for purposes approved by granting agency	Contingent upon grant being awarded
Maintenance Assessment Districts (MADs)	Limited to projects within MAD boundaries	Based upon the amount of assessments charged to each property owner in the district
Mission Bay and Regional Park Improvement Funds	Mission Bay Improvements Funds must be used on specific projects listed in the City Charter. Regional Park Improvement Funds must be used in the City’s regional parks and recommended by the Regional Park Improvements Fund Oversight Committee.	Based on annual lease revenue generated in Mission Bay Park.
Park Service District Funds	Limited to park and recreational facilities within the district areas from which the funds were collected	These funds no longer collect revenue and have been replaced by a park component of FBAs and DIFs
Special Revenue Funds	Must be used for the specifically identified purpose of the fund	Revenue must be received
TransNet Funds	Limited to projects that provide congestion relief and transportation improvements	Contingent on revenue from a one-half cent local sales tax

Grant funding is difficult to predict for the outlying years of this report’s projections due to complex contingency requirements in order to continue eligibility to receive additional grants. This is common for very large scale projects, such as improvements to bridges, as well for Community Development Block Grants. Additionally, DIF revenue is also not projected beyond FY 2017 since this revenue is contingent upon private development activity which is also difficult to predict for outlying years.

Review of Infrastructure Financing

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

Most General Fund assets do not have the revenue capacity to finance many CIP projects through a pay-go model. Therefore, the City leverages the General Fund’s assets through the issue of long-term bonds. An alternative to pay go funding for General Fund capital assets are bond offerings. The City primarily utilizes Lease Revenue Bonds to finance General Fund capital improvements. The City’s existing general operating revenues are pledged to pay annual debt service on these bonds. The bond obligations do not authorize the City to levy a new tax or a charge to repay the bonds. The water and wastewater infrastructure projects are financed with the proceeds from Water and Sewer Revenue Bonds, with repayment solely derived from revenue generated by water or sewer rate charges from respective customers.

Capital funding for General Fund asset classes such as streets, facilities, and storm drains have been deferred resulting in a major capital backlog. To begin to address capital needs within the existing infrastructure, the City issued bonds for approximately \$333 million between 2009 and 2014. These funds were allocated to address important capital improvements to existing assets and new facilities across the City:

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

Among the Enterprise Funds, the water and wastewater utilities each have large CIP projects traditionally funded through a combination of cash, bond proceeds, grants, and State Revolving Fund loans, and supported by the respective system revenues. These capital projects are driven by a need to maintain or replace existing infrastructure, increase capacity, expand the systems to accommodate growth, and also to comply with federal and State regulations. These utilities are primarily supported by revenues generated by charges to customers.

Funding Capacity

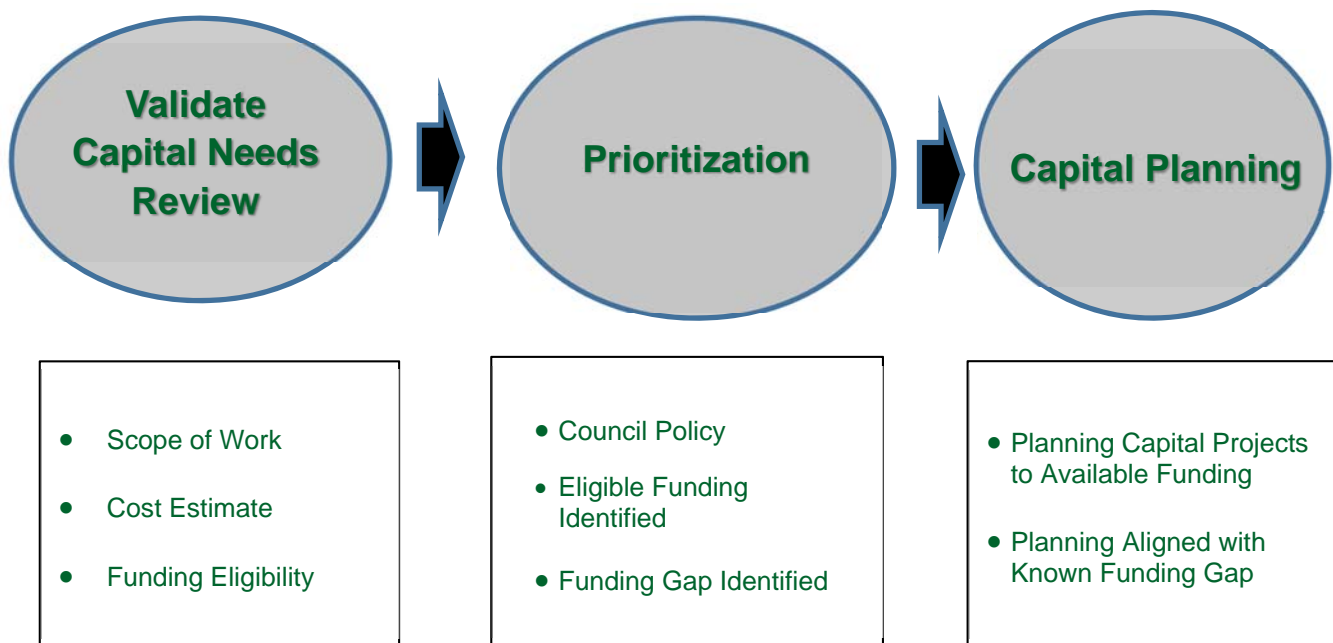
When developing the annual budget, City staff evaluates trends in revenue activity and other general economic factors that impact changes to CIP project costs and supporting revenue sources. All project costs that are projected to be incurred upon completion of a project, ramifications of not implementing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

The CIP budget is the mechanism that implements the CIP and fulfills a requirement of the [City Charter-Section 69](#). The City Council annually approves the CIP budget and the allocation of funds for the included projects via the [Appropriations Ordinance](#), which establishes the legal spending authority for each budgeted fund, department, or both based upon the adopted budget, [City Charter-Section 71](#). 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. This is further illustrated in **Figure 1** below.

Figure 2 Capital Improvement Planning Model

Capital Improvement Planning



Major General Fund Revenue Growth

The General Fund is the City's principal operating fund and pays for core City services such as public safety, parks, transportation and storm water, and library services. These critical services require the use of the majority of City tax revenue on an annual basis. However, in addition to supporting operational activities, General Fund revenues also serve as one of the many funding sources for the CIP.

As reflected in the Mayor's FY 2017 - 2021 Five-Year Financial Outlook, a commitment of at least 50 percent of new major General Fund revenue growth is dedicated to funding infrastructure. **Table 9** provides the most recent growth projections identified to fund infrastructure through FY 2021.

Table 9 New Major General Fund Revenues to Fund Infrastructure

New Major General Fund Revenues to Fund Infrastructure	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
50% Projected Major General Fund Revenues	\$15,577,268	\$21,844,754	\$19,967,771	\$19,754,951	\$16,991,450	\$94,136,193

Based on the Mayor's recently updated Priority Initiatives, expenditures for infrastructure are projected to more than double the 50 percent pledge of Major Revenue growth over the next five years. The table below displays a more detailed overview of those identified goals of pledged funding for infrastructure as referenced in **Table 1** earlier in this report.

Table 10 General Fund Infrastructure Investment Priorities

Infrastructure Needs (in millions)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTAL
Deferred Capital Debt Service	\$ 2.0	\$ 7.7	\$ 13.4	\$ 17.1	\$ 16.6	\$ 56.8
Industry Standard/CIP Infrastructure Maintenance	\$ 2.2	\$ 4.0	\$ 5.7	\$ 7.5	\$ 9.3	\$ 28.7
Infrastructure Asset Management (IAM)	\$ 7.0	\$ 3.5	\$ -	\$ -	\$ -	\$ 10.5
Compressed Natural Gas Fueling Station	\$ 0.6	\$ 0.4	\$ 0.2	\$ (0.2)	\$ (0.3)	\$ 0.7
Playground Outlay and Rubberized Surfacing	\$ 0.2	\$ 0.2	\$ 0.2	\$ 0.2	\$ 0.2	\$ 1.0
Pershing Joint Use Synthetic Turf Replacement	\$ 0.5	\$ 0.7	\$ -	\$ -	\$ -	\$ 1.2
Storm Water-Flood Risk Management	\$ 2.3	\$ 2.8	\$ 2.5	\$ 2.3	\$ 2.3	\$ 12.3
Storm Water-Water Quality Projects	\$ 0.4	\$ 0.6	\$ 0.7	\$ 0.7	\$ 0.7	\$ 2.9
Streets, Sidewalks, and Active & Other Transportation	\$ 6.2	\$ 10.3	\$ 20.5	\$ 22.0	\$ 27.9	\$ 86.9
Police Headquarters Facility Improvements & Feasibility Study	\$ 0.3	\$ 2.5	\$ -	\$ -	\$ -	\$ 2.8
Total	\$ 21.7	\$ 32.6	\$ 43.2	\$ 49.6	\$ 56.6	\$ 203.6

Projected Capital Asset Needs and Funding: FY 2017 - 2021

This report further presents projected revenues for new and deferred capital needs over the next five fiscal years.⁸ The projected capital needs through FY 2021 are approximately \$4.24 billion, with approximately \$2.85 billion of projected funding with an estimated funding gap of \$1.4 billion reflected in **Table 11**. **Table 12** provides projected expenditures of capital needs by asset type. This does not represent the entire value of all City infrastructure needs since not all capital needs could be reasonably addressed within the next five years. There are several asset types with needs fully funded by enterprise funds not related to the funding gap. Enterprise Funds account for specific services funded directly by fees and charges to users such as water and sewer services intended to be self-supporting.

Table 11 Summary of Infrastructure Needs, Funding, and Funding Gap FY 2017 – FY 2021

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Capital Needs	\$ 780,099,919	\$ 685,406,145	\$ 638,867,996	\$ 912,170,099	\$ 1,225,416,497	\$ 4,241,960,655
Funding	633,954,622	457,575,325	398,821,948	522,044,264	835,932,515	2,848,328,673
Gap	\$ 146,145,297	\$ 227,830,820	\$ 240,046,048	\$ 390,125,835	\$ 389,483,982	\$ 1,393,631,982

Table 12 Summary of Projected Capital Asset Needs FY 2017 - FY 2021

Asset Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
ADA	\$ 6,400,000	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000	\$ 40,400,000
Airports	7,000,000	6,566,667	7,750,000	4,500,000	4,000,000	29,816,667
Bike Paths	5,250,000	17,610,000	19,391,468	18,310,000	18,680,000	79,241,468
Bridges	140,099,330	5,956,000	3,542,000	29,357,000	8,454,000	187,408,330
Facilities	14,735,914	38,000,000	52,590,554	60,000,000	60,000,000	225,326,468
Fire Stations	850,000	10,913,688	12,774,864	18,226,099	42,726,919	85,491,570
Landfills	6,000,000	9,900,000	19,000,000	-	-	34,900,000
Libraries	11,774,505	-	18,304,201	37,395,842	15,150,860	82,625,408
Lifeguard Stations	-	-	-	-	10,735,444	10,735,444
Parks	27,096,778	89,113,571	31,401,196	32,935,282	32,724,804	213,271,630
Police Stations	10,353,460	3,788,076	-	-	-	14,141,536
QUALCOMM Stadium	750,000	750,000	750,000	750,000	750,000	3,750,000
Sidewalks	9,010,000	20,770,000	21,100,000	21,450,000	21,800,000	94,130,000
Storm Water	70,191,534	77,512,844	83,800,697	89,272,166	95,411,929	416,189,170
Streetlights	31,210,000	39,470,000	39,700,000	39,940,000	40,190,000	190,510,000
Streets and Roads - Modifications	59,716,000	10,565,000	14,845,676	26,310,100	3,280,000	114,716,776
Streets and Roads - Pavement	83,100,000	83,100,000	83,100,000	83,100,000	83,100,000	415,500,000
Traffic Signals	11,750,000	11,160,000	27,510,000	28,080,000	28,490,000	106,990,000
Wastewater	112,558,588	113,604,077	73,939,334	78,587,181	239,335,334	618,024,513
Water	172,253,811	138,126,221	120,868,006	335,456,429	512,087,208	1,278,791,675
Total Capital Needs	\$ 780,099,919	\$ 685,406,145	\$ 638,867,996	\$ 912,170,099	\$ 1,225,416,497	\$ 4,241,960,655

In order to effectively plan the execution of capital needs, the City needs to provide reasonable projections of cash flows displayed in **Table 13** for the projected funding per asset type. As noted in the assumptions identified in **Table 5** earlier in this report, some funding sources are projected only on an annual basis such as DIFs and grants. While the needs may be eligible for these funding sources are included, projections beyond FY 2017 for these fund sources is not included in this report. The following section beginning with **Table 14** provides additional detail of projected capital needs, funding sources, and additional information regarding unique needs for each asset type.

⁸ Projections displayed in this report are not a part of the annual Appropriations Ordinance adopted by City Council.

Table 13 Summary of Capital Funding Projections FY 2017 - FY 2021

Asset Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
ADA	\$ 759,600	\$ -	\$ -	\$ -	\$ -	\$ 759,600
Airports	7,000,000	6,566,667	7,750,000	4,500,000	4,000,000	29,816,667
Bike Paths	750,000	750,000	2,181,468	750,000	750,000	5,181,468
Bridges	117,588,260	500,000	500,000	500,000	500,000	119,588,260
Facilities	12,000,000	12,000,000	12,000,000	-	-	36,000,000
Fire Stations	850,000	-	1,861,176	6,462,410	-	9,173,586
Landfills	6,000,000	9,000,000	19,000,000	-	-	34,000,000
Libraries	11,655,605	-	-	8,372,000	7,286,000	27,313,605
Lifeguard Stations	-	-	-	-	-	-
Parks	20,120,680	45,080,283	22,416,288	14,254,282	15,720,269	117,591,801
Police Stations	1,453,460	3,788,076	-	-	-	5,241,536
QUALCOMM Stadium	750,000	750,000	750,000	750,000	750,000	3,750,000
Sidewalks	4,128,619	6,650,000	9,100,000	6,600,000	6,600,000	33,078,619
Storm Water	24,575,000	24,675,000	24,475,000	6,275,000	6,275,000	86,275,000
Streetlights	1,350,000	2,450,000	6,300,000	3,800,000	3,800,000	17,700,000
Streets and Roads - Modifications	57,061,000	8,635,000	12,680,676	24,250,100	1,160,000	103,786,776
Streets and Roads - Pavement	83,100,000	83,100,000	83,100,000	29,586,862	35,768,705	314,655,567
Traffic Signals	-	1,900,000	1,900,000	1,900,000	1,900,000	7,600,000
Wastewater	112,558,588	113,604,077	73,939,334	78,587,181	239,335,334	618,024,513
Water	172,253,811	138,126,221	120,868,006	335,456,429	512,087,208	1,278,791,675
Total Funding	\$ 633,954,622	\$ 457,575,325	\$ 398,821,948	\$ 522,044,264	\$ 835,932,515	\$ 2,848,328,673

Accessibility- ADA Transition Plan, AMD: Various depending on asset type

Table 14 Accessibility - ADA Asset Type

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 6,400,000	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000	\$ 40,400,000
Funding Source						-
Development Impact Fees	759,600	-	-	-	-	759,600
Funding Source Total	\$ 759,600	\$ -	\$ -	\$ -	\$ -	\$ 759,600
Gap	\$ 5,640,400	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000	\$ 39,640,400

Disability access improvements are an integral part of several various asset types. DIF funding identified are for complaint-based curb ramp installations. Many other complaints require additional funding, such as requests for missing sidewalks, accessible pedestrian signals, and missing or non-compliant curb ramps. The City has over 285 open and unfunded complaints with an approximate remediation cost of \$21 million. Costs for Transition Plan and complaint remediation projects is currently estimated at \$52 million. Since FY 2008, the City has invested an average of \$6.6 million annually in barrier removal projects. In addition, all facility improvements include ADA requirements and other projects such as street resurfacing or pipeline replacement install ADA curb ramps annually.

Airports, AMD: Real Estate Assets Department

Table 15 Airports

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 7,000,000	\$ 6,566,667	\$ 7,750,000	\$ 4,500,000	\$ 4,000,000	\$ 29,816,667
Funding Source						-
Airport Funds	7,000,000	6,566,667	7,750,000	4,500,000	4,000,000	29,816,667
Funding Source Total	\$ 7,000,000	\$ 6,566,667	\$ 7,750,000	\$ 4,500,000	\$ 4,000,000	\$ 29,816,667
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Airports Division manages Brown and Montgomery Air Fields with a combined 1,330 acres. These two general aviation airports contain nearly eight miles of runways and taxiways which safely accommodate over 275,000 annual aircraft operations. Rehabilitation of roadways and taxiways are necessary to maintain safety and to adhere to federal grant requirements.

Bike Paths, AMD: Transportation and Storm Water Department**Table 16 Bike Paths**

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 5,250,000	\$ 17,610,000	\$ 19,391,468	\$ 18,310,000	\$ 18,680,000	\$ 79,241,468
Funding Source						-
Facilities Benefit Assessments	-	-	1,431,468	-	-	1,431,468
TransNet Funds	750,000	750,000	750,000	750,000	750,000	3,750,000
Funding Source Total	\$ 750,000	\$ 750,000	\$ 2,181,468	\$ 750,000	\$ 750,000	\$ 5,181,468
Gap	\$ 4,500,000	\$ 16,860,000	\$ 17,210,000	\$ 17,560,000	\$ 17,930,000	\$ 74,060,000

The City's bike improvement priorities continue to take advantage of opportunities for "repurposing operational conditions" on roadways that are resurfaced, which coincides with the Street Preservation Program, the Undergrounding Utility Program, and the Group Projects that replace the City's water and wastewater systems. This strategy has been an efficient and cost effective delivery method for creating new and improved existing bikeways throughout the City. By addressing the delivery of projects in this manner, the Bike Program has achieved approximately 21 percent of the high priority projects identified in the Bike Master Plan in a relatively short amount of time. The \$750,000 in TransNet funding will be used for additional repurposing and other projects to improve existing, and to create new, bikeways. The assumption is to complete all projects in the Bicycle Master Plan in 20 years. As the Bicycle Advisory Committee finishes the Bicycle Master Plan Strategic Implementation Plan further cost analysis will be performed and projected funding will be added to meet the Climate Action Plan priorities.

Bridges, AMD: Transportation and Storm Water Department**Table 17 Bridges**

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 140,099,330	\$ 5,956,000	\$ 3,542,000	\$ 29,357,000	\$ 8,454,000	\$ 187,408,330
Funding Source						-
Grants	117,588,260	-	-	-	-	117,588,260
TransNet Funds	-	500,000	500,000	500,000	500,000	2,000,000
Funding Source Total	\$ 117,588,260	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 119,588,260
Gap	\$ 22,511,070	\$ 5,456,000	\$ 3,042,000	\$ 28,857,000	\$ 7,954,000	\$ 67,820,070

Within the next 10 years approximately 150 bridges will be inspected jointly with Caltrans to evaluate, plan and make any necessary repairs to the City's bridges with the goal to plan and design one large and 15 small bridge rehabilitation project per year. Large and complex bridges, include Morena Boulevard over the San Diego River and two Fairmont Avenue bridges over Aldine Drive.

City Facilities- General Fund, AMD: Public Works Department, Facilities Division**Table 18 Facilities- General Fund**

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 14,735,914	\$ 38,000,000	\$ 52,590,554	\$ 60,000,000	\$ 60,000,000	\$ 225,326,468
Funding Source						-
Bond Funds	12,000,000	12,000,000	12,000,000	-	-	36,000,000
Funding Source Total	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	\$ -	\$ -	\$ 36,000,000
Gap	\$ 2,735,914	\$ 26,000,000	\$ 40,590,554	\$ 60,000,000	\$ 60,000,000	\$ 189,326,468

The Facilities Division provides repair, modernization, and improvement services to over 1,650 municipal facilities incorporating 6.5 million square feet of floor space, however, the table above reflects City facilities maintained in the General Fund. Projects are construction of new City structures and major improvements to existing buildings, including the backlog of General Fund deferred capital requirements. Capital needs include the City's deferred capital needs, which were recently estimated at \$177 million, as well as capital renewal investment of \$55 million to meet an adequate level of occupancy per the FCI. In FY 2016, \$5.3 million was allocated towards this effort.

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

Table 19 Fire Stations and Lifeguard Stations

Fire Stations	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 850,000	\$ 10,913,688	\$ 12,774,864	\$ 18,226,099	\$ 42,726,919	\$ 85,491,570
Funding Source						
Development Impact Fees	850,000	-	-	-	-	850,000
Facilities Benefit Assessments	-	-	1,861,176	6,462,410	-	8,323,586
Funding Source Total	\$ 850,000	\$ -	\$ 1,861,176	\$ 6,462,410	\$ -	\$ 9,173,586
Gap	\$ -	\$ 10,913,688	\$ 10,913,688	\$ 11,763,689	\$ 42,726,919	\$ 76,317,984
Lifeguard Stations	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ -	\$ -	\$ -	\$ -	\$ 10,735,444	\$ 10,735,444
Funding Source						
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gap	\$ -	\$ -	\$ -	\$ -	\$ 10,735,444	\$ 10,735,444

The Department operates 48 fire stations, two 911 communications centers, an air operations facility, a training facility, nine lifeguard stations, a boat dock, and 48 seasonal lifeguard towers to serve a population of 1.3 million within a 343 square mile area. The table above summarizes capital needs through FY 2021 only intended to improve time response standards to emergencies outlined in the Implementation Plan for the Citygate’s Standards of Coverage report adopted by City Council in 2011.

Additional recommendations to improve infrastructure outlined in the Citygate report that will continue to be addressed for future planning as additional funding becomes available. FY 2017 includes replacement of the existing fire station in Tierrasanta. Additional projects include improvements to existing fire stations or the development of new fire stations such as Otay Mesa, Paradise Hills, Barrio Logan, College Area, Black Mountain Ranch, Skyline Hills, and Home Avenue, as well as the Air Operations Facility. The lifeguard stations anticipated to need funding beginning in FY 2021 are in North Pacific Beach and Ocean Beach.

Landfills, AMD: Environmental Services Department

Table 20 Landfills

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 6,000,000	\$ 9,900,000	\$ 19,000,000	\$ -	\$ -	\$ 34,900,000
Funding Source						
Refuse Disposal Fund	6,000,000	9,000,000	19,000,000	-	-	34,000,000
Funding Source Total	\$ 6,000,000	\$ 9,000,000	\$ 19,000,000	\$ -	\$ -	\$ 34,000,000
Gap	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ 900,000

The Environmental Services Department operates a full-service landfill and maintains eight closed landfills and eight inactive burn sites, all of which require sustained improvements. The funding needed is to support the Aerated Stat Pile which better processes clean separated food scraps that would come to the Greenery in addition to the need for vertical expansion with mitigation in order to increase capacity and landfill life of the Miramar Landfill. Another significant capital need is to build a resource recovery facility at the Miramar Landfill to source separate and divert materials.

The Department is constructing a Compressed Natural Gas (CNG) Fueling Station at the Miramar Operations Center. The CNG Fueling Station will allow for the conversion of the City’s fleet of refuse and recycling vehicles from diesel to natural gas, consistent with the strategies of the City’s Climate Action Plan. The amount requested includes the estimated General Fund share to construct and operate the CNG fueling station. Once operational, the General Fund will directly benefit from this facility in the form of fuel cost savings.

Libraries, AMD: Library Department

Table 21 Libraries

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 11,774,505	\$ -	\$ 18,304,201	\$ 37,395,842	\$ 15,150,860	\$ 82,625,408
Funding Source						
Donations	11,500,000	-	-	-	-	11,500,000
Facilities Benefit Assessments	-	-	-	8,372,000	7,286,000	15,658,000
Library System Improvement Fund	155,605	-	-	-	-	155,605
Funding Source Total	\$ 11,655,605	\$ -	\$ -	\$ 8,372,000	\$ 7,286,000	\$ 27,313,605
Gap	\$ 118,900	\$ -	\$ 18,304,201	\$ 29,023,842	\$ 7,864,860	\$ 55,311,803

The Library System includes the Central Library and 35 branch libraries located throughout the City. The table above reflects goals included in the 21st Century System/Library Facility Improvements Program including several branch locations: Kensington/ Normal Heights, North Park, Ocean Beach, Paradise Hills, Scripps Miramar Ranch, Rancho Bernardo, Pacific Highlands Ranch, Mission Hills-Hillcrest, San Ysidro, and San Carlos.

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

Table 22 Parks, Golf Courses, and Mission Bay Improvements

Parks	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 20,009,189	\$ 72,044,230	\$ 19,604,151	\$ 24,784,295	\$ 23,610,797	\$ 160,052,662
Funding Source						
Antenna Fund	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 875,000
Developer Funding	1,430,000	-	-	-	-	1,430,000
Development Impact Fees	1,063,900	-	-	-	-	1,063,900
Environmental Growth Funds	2,631,373	2,389,423	2,724,511	3,066,299	3,414,926	14,226,532
Facilities Benefit Assessments	4,514,912	22,130,799	5,009,050	-	-	31,654,761
General Fund	500,000	670,720	-	-	-	1,170,720
Mission Trails Regional Park Fund	145,000	145,000	145,000	145,000	145,000	725,000
Regional Park Improvements Fund	2,500,000	2,500,000	2,565,682	2,716,996	2,871,336	13,154,014
Sunset Cliffs Natural Park Fund	72,906	-	-	-	-	72,906
Funding Source Total	\$ 13,033,091	\$ 28,010,942	\$ 10,619,243	\$ 6,103,295	\$ 6,606,262	\$ 64,372,833
Gap	\$ 6,976,098	\$ 44,033,288	\$ 8,984,908	\$ 18,681,000	\$ 17,004,535	\$ 95,679,829
Parks - Golf Courses	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 500,000	\$ 9,900,000	\$ 4,100,000	\$ -	\$ 500,000	\$ 15,000,000
Funding Source						
Golf Course Enterprise Fund	500,000	9,900,000	4,100,000	-	500,000	15,000,000
Funding Source Total	\$ 500,000	\$ 9,900,000	\$ 4,100,000	\$ -	\$ 500,000	\$ 15,000,000
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Mission Bay Improvements	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 6,587,589	\$ 7,169,341	\$ 7,697,045	\$ 8,150,987	\$ 8,614,007	\$ 38,218,968
Funding Source						
Mission Bay Improvements Fund	6,587,589	7,169,341	7,697,045	8,150,987	8,614,007	38,218,968
Funding Source Total	\$ 6,587,589	\$ 7,169,341	\$ 7,697,045	\$ 8,150,987	\$ 8,614,007	\$ 38,218,968
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Park and Recreation Department oversees more than 41,000 acres of developed parks, open space, underwater park, and golf courses including 56 recreation centers, 13 aquatic centers, approximately 256 playgrounds in 8,700 acres of developed parks, as well as over 26,000 acres of open space, and the 110 acre Mount Hope Cemetery. The General Plan sets a standard of 2.8 useable acres per 1,000 population. Recreation centers serve a population of 25,000 or within three miles, whichever is less. Certain improvements that expand a building or increase usage may be considered park equivalencies. Funding to begin developing a Park System Master Plan is included in the most recent Five-Year Financial Outlook and will take approximately three to four years to complete. The plan will begin to address park acreage deficits and associated costs not be identified until FY 2020 with estimates projected over a 25-year period.

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

Police Stations, AMD: Police Department

Table 23 Police Stations

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 10,353,460	\$ 3,788,076	\$ -	\$ -	\$ -	\$ 14,141,536
Funding Source						-
General Fund	1,453,460	3,788,076	-	-	-	5,241,536
Funding Source Total	\$ 1,453,460	\$ 3,788,076	\$ -	\$ -	\$ -	\$ 5,241,536
Gap	\$ 8,900,000	\$ -	\$ -	\$ -	\$ -	\$ 8,900,000

The Police Department serves the community from ten area commands located throughout the City. In addition to the existing CIP projects are improvements for the Police Headquarters facility and a feasibility study.

Qualcomm Stadium, AMD: Real Estate Assets

Table 24 Qualcomm Stadium

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,750,000
Funding Source						-
QUALCOMM Stadium Fund	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,750,000
Funding Source Total	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,750,000
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Qualcomm Stadium is a 70,500 seat multipurpose stadium that hosts the San Diego Chargers, San Diego State University Aztecs, annual Holiday and Poinsettia Bowls, plus concerts, international soccer games, major cultural events, and hosts over one million visitors every year. The 166-acre stadium site opened in 1967 now in its 49th year of operation. The annual allocation provides for improvements, repairs or replacement, including the emergency back-up lighting system, training center HVAC and roof, parking lot, and stadium seating areas. The \$750,000 reflects the needed minimum annual investment to maintain the facility at its current condition. A 2011 facility condition assessment prepared by AECOM estimates the facility has \$79.5 million in deferred capital costs, which in present dollars is approximately \$85 million. These numbers are not captured in the City's total infrastructure need due to ongoing discussions with the National Football League on a proposal for replacing the existing stadium with ongoing maintenance and capital improvements for the new stadium funded by non-City resources.

Sidewalks, AMD: Transportation and Storm Water Department

Table 25 Sidewalks

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 9,010,000	\$ 20,770,000	\$ 21,100,000	\$ 21,450,000	\$ 21,800,000	\$ 94,130,000
Funding Source						-
General Fund	3,400,000	5,450,000	7,900,000	5,400,000	5,400,000	27,550,000
TransNet Funds	728,619	1,200,000	1,200,000	1,200,000	1,200,000	5,528,619
Funding Source Total	\$ 4,128,619	\$ 6,650,000	\$ 9,100,000	\$ 6,600,000	\$ 6,600,000	\$ 33,078,619
Gap	\$ 4,881,381	\$ 14,120,000	\$ 12,000,000	\$ 14,850,000	\$ 15,200,000	\$ 61,051,381

The Transportation and Storm Water Department has identified long-term goals of repair and replacement of all damaged City sidewalks in the next 10 years. Additionally, the department will install 330,000 linear feet of new walkways by the end of FY 2026, which is approximately 3,300 linear feet of sidewalk per year, pending available funding. This assumption will address the top 10 percent of projects on the City's new sidewalks needs list.

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

Table 26 Storm Water Infrastructure (Drainage)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 70,191,534	\$ 77,512,844	\$ 83,800,697	\$ 89,272,166	\$ 95,411,929	\$ 416,189,170
Funding Source						-
Bond Funds	18,000,000	18,000,000	18,000,000	-	-	54,000,000
General Fund	6,575,000	6,675,000	6,475,000	6,275,000	6,275,000	32,275,000
Funding Source Total	\$ 24,575,000	\$ 24,675,000	\$ 24,475,000	\$ 6,275,000	\$ 6,275,000	\$ 86,275,000
Gap	\$ 45,616,534	\$ 52,837,844	\$ 59,325,697	\$ 82,997,166	\$ 89,136,929	\$ 329,914,170

The Transportation and Storm Water Department's long term goal is to make a significant investment in the planning, design, and construction of Storm Water Capital Infrastructure Facilities and is actively working to reduce costs by discussing with regulatory agencies ways to refine compliance regulations that address storm water quality issues. The projected capital needs will improve storm water discharge quality to comply with storm water regulations as well as serve to reduce flood risk during rain events.

The total Storm Water Infrastructure need of approximately \$416 million over the next five year period is approximately \$361 million lower than the \$777 million in Storm Water Infrastructure needs identified over the five year period (FY 2016 to FY 2020) in the prior year CIP Outlook. This reduction in capital funding need is primarily due to amendments the Regional Water Quality Control Board is processing to the Chollas Creek Dissolved Copper, Lead and Zinc Total Maximum Daily Load regulations (Dissolved Metals TMDL).

Streetlights, AMD: Transportation and Storm Water Department

Table 27 Streetlights

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 31,210,000	\$ 39,470,000	\$ 39,700,000	\$ 39,940,000	\$ 40,190,000	\$ 190,510,000
Funding Source						-
General Fund	1,350,000	2,350,000	6,200,000	3,700,000	3,700,000	17,300,000
TransNet Funds	-	100,000	100,000	100,000	100,000	400,000
Funding Source Total	\$ 1,350,000	\$ 2,450,000	\$ 6,300,000	\$ 3,800,000	\$ 3,800,000	\$ 17,700,000
Gap	\$ 29,860,000	\$ 37,020,000	\$ 33,400,000	\$ 36,140,000	\$ 36,390,000	\$ 172,810,000

The Transportation and Storm Water Department's long-term goal is to install 7,500 new streetlights by the end of FY 2026, which equates to 750 streetlights per year, 100 of which are installed annually through the Utilities Underground Program. This is projected to result in the completion of the top 10 percent of identified needs over 10 years.

The Department's goal also includes the replacement of all 30 streetlight series circuits to meet modern electrical standards over the next 15 years, as well as replacing approximately 2,500 streetlight poles and fixtures per year, which represents the replacement of 5 percent of the City's total street light poles per fiscal year over a 20-year period.

**Streets- Modifications and Pavement
AMD: Transportation and Storm Water Department**

Table 28 Streets- Modifications and Pavement

Streets and Roads - Modifications	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 59,716,000	\$ 10,565,000	\$ 14,845,676	\$ 26,310,100	\$ 3,280,000	\$ 114,716,776
Funding Source						-
Bus Stop Capital Improvement Fund	60,000	60,000	60,000	60,000	60,000	300,000
Developer Funding	15,629,000	-	-	-	-	15,629,000
Facilities Benefit Assessments	24,975,000	7,475,000	11,520,676	23,090,100	-	67,060,776
Grants	1,172,000	-	-	-	-	1,172,000
Maintenance Assessment Districts	25,000	-	-	-	-	25,000
TransNet Funds	15,200,000	1,100,000	1,100,000	1,100,000	1,100,000	19,600,000
Funding Source Total	\$ 57,061,000	\$ 8,635,000	\$ 12,680,676	\$ 24,250,100	\$ 1,160,000	\$ 103,786,776
Gap	\$ 2,655,000	\$ 1,930,000	\$ 2,165,000	\$ 2,060,000	\$ 2,120,000	\$ 10,930,000
Streets and Roads - Pavement	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 83,100,000	\$ 83,100,000	\$ 83,100,000	\$ 83,100,000	\$ 83,100,000	\$ 415,500,000
Funding Source						-
Bond Funds	60,000,000	60,000,000	60,000,000	-	-	180,000,000
General Fund	-	-	4,000,000	10,000,000	15,000,000	29,000,000
Prior Year Continuing Appropriations	18,350,000	6,021,798	785,486	-	-	25,157,284
TransNet Funds	3,250,000	15,578,202	16,814,514	18,086,862	19,268,705	72,998,283
Trench Cut/Excavation Fee Fund	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Funding Source Total	\$ 83,100,000	\$ 83,100,000	\$ 83,100,000	\$ 29,586,862	\$ 35,768,705	\$ 314,655,567
Gap	\$ -	\$ -	\$ -	\$ 53,513,138	\$ 47,331,295	\$ 100,844,433

The Transportation and Storm Water Department manages the City's roadway infrastructure of approximately 2,659 centerline miles of asphalt streets and 115 centerline miles of concrete streets. The City is nearly complete with a condition assessment survey and expects to release a report in early calendar year 2016.

The Department's long-term goal is to reach an average pavement OCI of 70 ("Good") for asphalt and concrete streets in 10 years. This will be a significant increase from the 2011 condition assessment average OCI of 54.6 ("Fair"). The funding need includes the replacement of concrete streets and other street right-of-way infrastructure needs. Capital needs for street infrastructure do not include slurry sealing, which is funded by the Department's operational budget. Last year, the Department estimated it would take approximately 140 miles of overlay and 250 miles of slurry seal per year to achieve an OCI rating of 70 by FY 2025. The Department is currently completing the 2015 condition assessment, which will allow for an update on annual repair estimates and also tracking road repair performed by other CIP projects (i.e. water, wastewater, utility undergrounding), which also result in street repair when completed.

Traffic Signals/Signal Communication, AMD: Transportation and Storm Water Department

Table 29 Traffic Signals/Signal Communication

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 11,750,000	\$ 11,160,000	\$ 27,510,000	\$ 28,080,000	\$ 28,490,000	\$ 106,990,000
Funding Source						-
TransNet Funds	-	1,900,000	1,900,000	1,900,000	1,900,000	7,600,000
Funding Source Total	\$ -	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 7,600,000
Gap	\$ 11,750,000	\$ 9,260,000	\$ 25,610,000	\$ 26,180,000	\$ 26,590,000	\$ 99,390,000

The Transportation and Storm Water Department completed a Traffic Signal Communication Master Plan which provides the framework of needs. The department's long-term goal is to replace all existing signals that have reached the end of their useful life by FY 2021 and the installation of all new signals that have been identified by FY 2026. The department plans to complete all identified projects in the Traffic Signal Communications Master Plan by FY 2025.

Wastewater and Water Infrastructure, AMD: Public Utilities Department**Table 30 Wastewater and Water Infrastructure**

Wastewater	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 112,558,588	\$ 113,604,077	\$ 73,939,334	\$ 78,587,181	\$ 239,335,334	\$ 618,024,513
Funding Source						-
Sewer Funds	112,558,588	113,604,077	73,939,334	78,587,181	239,335,334	618,024,513
Funding Source Total	\$ 112,558,588	\$ 113,604,077	\$ 73,939,334	\$ 78,587,181	\$ 239,335,334	\$ 618,024,513
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 172,253,811	\$ 138,126,221	\$ 120,868,006	\$ 335,456,429	\$ 512,087,208	\$ 1,278,791,675
Funding Source						-
Water Fund	\$ 172,253,811	\$ 138,126,221	\$ 120,868,006	\$ 335,456,429	\$ 512,087,208	\$ 1,278,791,675
Funding Source Total	\$ 172,253,811	\$ 138,126,221	\$ 120,868,006	\$ 335,456,429	\$ 512,087,208	\$ 1,278,791,675
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Public Utilities Department provides water, wastewater, and recycled water services to approximately 1.3 million water customers and 2.5 million wastewater customers within the San Diego region. The CIP supports the infrastructure for reliable water supply and wastewater collection and treatment. The Department has an on-going condition assessment program to include inspection of 40-60 miles of sewer mains per year. In order to keep up with the replacement of aging infrastructure, the City continues to replace approximately 45 sewer miles and approximately 35 water miles annually.

The water system extends over 404 square miles with demands of approximately 171 million gallons per day (mgd). This system includes 49 water pump stations, 29 treated water storage facilities, three water treatment plants, and over 3,000 miles of pipelines. 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 biosolids processing facility, four pump stations, and two outfalls, and provides treatment and disposal services for the City and 12 other agencies and districts within a 450 square mile area. The recycled water system, which includes three pump stations and over 80 miles of purple pipe delivering an annual average of over 10 mgd for irrigation, manufacturing, and other non-potable uses.

The City faces significant issues with water supply and wastewater treatment. Historically approximately 85 percent of the City's water supply is imported. Reliance on imported water causes vulnerability to impacts from shortages and price increases beyond the City's control. At the same time, a decision must be made regarding the future treatment process at the Point Loma Wastewater Treatment Plant (PLWTP). This plant operates with a modified National Pollutant Elimination Discharge System permit which expired in July 2015; however, a renewal application was submitted in January 2015 and is under review. There is an opportunity to integrate these two issues into a comprehensive solution, referred to as Pure Water San Diego.

Pure Water San Diego

[Pure Water San Diego](#) is a 20-year cost effective, integrated water and wastewater CIP to provide a safe, secure, and sustainable local water supply by turning recycled water into drinkable water through water purification technology. Pure Water San Diego benefits the City by increasing water independence, significantly reducing reliance on the already stressed Bay Delta, and combating climate change and drought conditions. Diverting more water for recycling would also reduce the amount of highly treated wastewater discharged to the ocean. Additionally, Pure Water San Diego eliminates the need for nearly \$2 billion of upgrades to the PLWTP and associated facilities.

Conclusion

The CIP Outlook focuses on collecting, analyzing, and summarizing the currently known inventory of capital needs and forecast 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.

In order to progressively support neighborhoods with reliable infrastructure, this report addresses the City's capital asset needs to provide a more comprehensive understanding of capital assets, their purpose, the need to preserve an asset's life cycle, and guide in preparing to renew or replace an asset and also planning to provide a determined missing 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 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 7,000,000	\$ 6,566,667	\$ 7,750,000	\$ 4,500,000	\$ 4,000,000	\$ 29,816,667
Airports	7,000,000	6,566,667	7,750,000	4,500,000	4,000,000	29,816,667
Antenna Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 875,000
Parks	175,000	175,000	175,000	175,000	175,000	875,000
Bond Funds	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 90,000,000	\$ 90,000,000	\$ 90,000,000	\$ -	\$ -	\$ 270,000,000
Facilities	12,000,000	12,000,000	12,000,000	-	-	36,000,000
Storm Water	18,000,000	18,000,000	18,000,000	-	-	54,000,000
Streets and Roads - Pavement	60,000,000	60,000,000	60,000,000	-	-	180,000,000
Bus Stop Capital Improvement Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 300,000
Streets and Roads - Modifications	60,000	60,000	60,000	60,000	60,000	300,000
Developer Funding	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 17,059,000	\$ -	\$ -	\$ -	\$ -	\$ 17,059,000
Parks	1,430,000	-	-	-	-	1,430,000
Streets and Roads - Modifications	15,629,000	-	-	-	-	15,629,000
Development Impact Fees	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 2,673,500	\$ -	\$ -	\$ -	\$ -	\$ 2,673,500
ADA	759,600	-	-	-	-	759,600
Fire Stations	850,000	-	-	-	-	850,000
Parks	1,063,900	-	-	-	-	1,063,900
Donations	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 11,500,000	\$ -	\$ -	\$ -	\$ -	\$ 11,500,000
Libraries	11,500,000	-	-	-	-	11,500,000
Environmental Growth Funds	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 2,631,373	\$ 2,389,423	\$ 2,724,511	\$ 3,066,299	\$ 3,414,926	\$ 14,226,532
Parks	2,631,373	2,389,423	2,724,511	3,066,299	3,414,926	14,226,532
Facilities Benefit Assessments	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 29,489,912	\$ 29,605,799	\$ 19,822,370	\$ 37,924,510	\$ 7,286,000	\$ 124,128,591
Bike Paths	-	-	1,431,468	-	-	1,431,468
Fire Stations	-	-	1,861,176	6,462,410	-	8,323,586
Libraries	-	-	-	8,372,000	7,286,000	15,658,000
Parks	4,514,912	22,130,799	5,009,050	-	-	31,654,761
Streets and Roads - Modifications	24,975,000	7,475,000	11,520,676	23,090,100	-	67,060,776
General Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 13,278,460	\$ 18,933,796	\$ 24,575,000	\$ 25,375,000	\$ 30,375,000	\$ 112,537,256
Parks	500,000	670,720	-	-	-	1,170,720
Police Stations	1,453,460	3,788,076	-	-	-	5,241,536
Sidewalks	3,400,000	5,450,000	7,900,000	5,400,000	5,400,000	27,550,000
Storm Water	6,575,000	6,675,000	6,475,000	6,275,000	6,275,000	32,275,000
Streetlights	1,350,000	2,350,000	6,200,000	3,700,000	3,700,000	17,300,000
Streets and Roads - Pavement	-	-	4,000,000	10,000,000	15,000,000	29,000,000
Golf Course Enterprise Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 500,000	\$ 9,900,000	\$ 4,100,000	\$ -	\$ 500,000	\$ 15,000,000
Parks	500,000	9,900,000	4,100,000	-	500,000	15,000,000
Grants	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 118,760,260	\$ -	\$ -	\$ -	\$ -	\$ 118,760,260
Bridges	117,588,260	-	-	-	-	117,588,260
Streets and Roads - Modifications	1,172,000	-	-	-	-	1,172,000

Library System Improvement Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 155,605	\$ -	\$ -	\$ -	\$ -	\$ 155,605
Libraries	155,605	-	-	-	-	155,605
Maintenance Assessment Districts	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Streets and Roads - Modifications	25,000	-	-	-	-	25,000
Mission Bay Improvements Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 6,587,589	\$ 7,169,341	\$ 7,697,045	\$ 8,150,987	\$ 8,614,007	\$ 38,218,968
Parks	6,587,589	7,169,341	7,697,045	8,150,987	8,614,007	38,218,968
Mission Trails Regional Park Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 725,000
Parks	145,000	145,000	145,000	145,000	145,000	725,000
Prior Year Continuing Appropriations	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 18,350,000	\$ 6,021,798	\$ 785,486	\$ -	\$ -	\$ 25,157,284
Streets and Roads - Pavement	18,350,000	6,021,798	785,486	-	-	25,157,284
QUALCOMM Stadium Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,750,000
QUALCOMM Stadium	750,000	750,000	750,000	750,000	750,000	3,750,000
Refuse Disposal Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 6,000,000	\$ 9,000,000	\$ 19,000,000	\$ -	\$ -	\$ 34,000,000
Landfills	6,000,000	9,000,000	19,000,000	-	-	34,000,000
Regional Park Improvements Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 2,500,000	\$ 2,500,000	\$ 2,565,682	\$ 2,716,996	\$ 2,871,336	\$ 13,154,014
Parks	2,500,000	2,500,000	2,565,682	2,716,996	2,871,336	13,154,014
Sewer Funds	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 112,558,588	\$ 113,604,077	\$ 73,939,334	\$ 78,587,181	\$ 239,335,334	\$ 618,024,513
Wastewater	112,558,588	113,604,077	73,939,334	78,587,181	239,335,334	618,024,513
Sunset Cliffs Natural Park Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 72,906	\$ -	\$ -	\$ -	\$ -	\$ 72,906
Parks	72,906	-	-	-	-	72,906
TransNet Funds	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 19,928,619	\$ 21,128,202	\$ 22,364,514	\$ 23,636,862	\$ 24,818,705	\$ 111,876,902
Bike Paths	750,000	750,000	750,000	750,000	750,000	3,750,000
Bridges	-	500,000	500,000	500,000	500,000	2,000,000
Sidewalks	728,619	1,200,000	1,200,000	1,200,000	1,200,000	5,528,619
Streelights	-	100,000	100,000	100,000	100,000	400,000
Streets and Roads - Modifications	15,200,000	1,100,000	1,100,000	1,100,000	1,100,000	19,600,000
Streets and Roads - Pavement	3,250,000	15,578,202	16,814,514	18,086,862	19,268,705	72,998,283
Traffic Signals	-	1,900,000	1,900,000	1,900,000	1,900,000	7,600,000
Trench Cut/Excavation Fee Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 7,500,000
Streets and Roads - Pavement	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Water Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Projected	\$ 172,253,811	\$ 138,126,221	\$ 120,868,006	\$ 335,456,429	\$ 512,087,208	\$ 1,278,791,675
Water	172,253,811	138,126,221	120,868,006	335,456,429	512,087,208	1,278,791,675

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

ADA	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 6,400,000	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000	\$ 40,400,000
Funding Source						-
Development Impact Fees	759,600	-	-	-	-	759,600
Funding Source Total	\$ 759,600	\$ -	\$ -	\$ -	\$ -	\$ 759,600
Gap	\$ 5,640,400	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000	\$ 8,500,000	\$ 39,640,400
Airports	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 7,000,000	\$ 6,566,667	\$ 7,750,000	\$ 4,500,000	\$ 4,000,000	\$ 29,816,667
Funding Source						-
Airport Funds	7,000,000	6,566,667	7,750,000	4,500,000	4,000,000	29,816,667
Funding Source Total	\$ 7,000,000	\$ 6,566,667	\$ 7,750,000	\$ 4,500,000	\$ 4,000,000	\$ 29,816,667
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bike Paths	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 5,250,000	\$ 17,610,000	\$ 19,391,468	\$ 18,310,000	\$ 18,680,000	\$ 79,241,468
Funding Source						-
Facilities Benefit Assessments	-	-	1,431,468	-	-	1,431,468
TransNet Funds	750,000	750,000	750,000	750,000	750,000	3,750,000
Funding Source Total	\$ 750,000	\$ 750,000	\$ 2,181,468	\$ 750,000	\$ 750,000	\$ 5,181,468
Gap	\$ 4,500,000	\$ 16,860,000	\$ 17,210,000	\$ 17,560,000	\$ 17,930,000	\$ 74,060,000
Birdges	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 140,099,330	\$ 5,956,000	\$ 3,542,000	\$ 29,357,000	\$ 8,454,000	\$ 187,408,330
Funding Source						-
Grants	117,588,260	-	-	-	-	117,588,260
TransNet Funds	-	500,000	500,000	500,000	500,000	2,000,000
Funding Source Total	\$ 117,588,260	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 119,588,260
Gap	\$ 22,511,070	\$ 5,456,000	\$ 3,042,000	\$ 28,857,000	\$ 7,954,000	\$ 67,820,070
Facilities- General Fund	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 14,735,914	\$ 38,000,000	\$ 52,590,554	\$ 60,000,000	\$ 60,000,000	\$ 225,326,468
Funding Source						-
Bond Funds	12,000,000	12,000,000	12,000,000	-	-	36,000,000
Funding Source Total	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	\$ -	\$ -	\$ 36,000,000
Gap	\$ 2,735,914	\$ 26,000,000	\$ 40,590,554	\$ 60,000,000	\$ 60,000,000	\$ 189,326,468
Fire Stations	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 850,000	\$ 10,913,688	\$ 12,774,864	\$ 18,226,099	\$ 42,726,919	\$ 85,491,570
Funding Source						-
Development Impact Fees	850,000	-	-	-	-	850,000
Facilities Benefit Assessments	-	-	1,861,176	6,462,410	-	8,323,586
Funding Source Total	\$ 850,000	\$ -	\$ 1,861,176	\$ 6,462,410	\$ -	\$ 9,173,586
Gap	\$ -	\$ 10,913,688	\$ 10,913,688	\$ 11,763,689	\$ 42,726,919	\$ 76,317,984
Lifeguard Stations	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ -	\$ -	\$ -	\$ -	\$ 10,735,444	\$ 10,735,444
Funding Source						-
Funding Source Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gap	\$ -	\$ -	\$ -	\$ -	\$ 10,735,444	\$ 10,735,444
Landfills	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 6,000,000	\$ 9,900,000	\$ 19,000,000	\$ -	\$ -	\$ 34,900,000
Funding Source						-
Refuse Disposal Fund	6,000,000	9,000,000	19,000,000	-	-	34,000,000
Funding Source Total	\$ 6,000,000	\$ 9,000,000	\$ 19,000,000	\$ -	\$ -	\$ 34,000,000
Gap	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ 900,000

Libraries	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 11,774,505	\$ -	\$ 18,304,201	\$ 37,395,842	\$ 15,150,860	\$ 82,625,408
Funding Source						-
Donations	11,500,000	-	-	-	-	11,500,000
Facilities Benefit Assessments	-	-	-	8,372,000	7,286,000	15,658,000
Library System Improvement Fund	155,605	-	-	-	-	155,605
Funding Source Total	\$ 11,655,605	\$ -	\$ -	\$ 8,372,000	\$ 7,286,000	\$ 27,313,605
Gap	\$ 118,900	\$ -	\$ 18,304,201	\$ 29,023,842	\$ 7,864,860	\$ 55,311,803
Parks	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 20,009,189	\$ 72,044,230	\$ 19,604,151	\$ 24,784,295	\$ 23,610,797	\$ 160,052,662
Funding Source						
Antenna Fund	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 875,000
Developer Funding	1,430,000	-	-	-	-	1,430,000
Development Impact Fees	1,063,900	-	-	-	-	1,063,900
Environmental Growth Funds	2,631,373	2,389,423	2,724,511	3,066,299	3,414,926	14,226,532
Facilities Benefit Assessments	4,514,912	22,130,799	5,009,050	-	-	31,654,761
General Fund	500,000	670,720	-	-	-	1,170,720
Mission Trails Regional Park Fund	145,000	145,000	145,000	145,000	145,000	725,000
Regional Park Improvements Fund	2,500,000	2,500,000	2,565,682	2,716,996	2,871,336	13,154,014
Sunset Cliffs Natural Park Fund	72,906	-	-	-	-	72,906
Funding Source Total	\$ 13,033,091	\$ 28,010,942	\$ 10,619,243	\$ 6,103,295	\$ 6,606,262	\$ 64,372,833
Gap	\$ 6,976,098	\$ 44,033,288	\$ 8,984,908	\$ 18,681,000	\$ 17,004,535	\$ 95,679,829
Parks - Golf Courses	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 500,000	\$ 9,900,000	\$ 4,100,000	\$ -	\$ 500,000	\$ 15,000,000
Funding Source						
Golf Course Enterprise Fund	500,000	9,900,000	4,100,000	-	500,000	15,000,000
Funding Source Total	\$ 500,000	\$ 9,900,000	\$ 4,100,000	\$ -	\$ 500,000	\$ 15,000,000
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks - Mission Bay Improvements	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 6,587,589	\$ 7,169,341	\$ 7,697,045	\$ 8,150,987	\$ 8,614,007	\$ 38,218,968
Funding Source						
Mission Bay Improvements Fund	6,587,589	7,169,341	7,697,045	8,150,987	8,614,007	38,218,968
Funding Source Total	\$ 6,587,589	\$ 7,169,341	\$ 7,697,045	\$ 8,150,987	\$ 8,614,007	\$ 38,218,968
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police Stations	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 10,353,460	\$ 3,788,076	\$ -	\$ -	\$ -	\$ 14,141,536
Funding Source						
General Fund	1,453,460	3,788,076	-	-	-	5,241,536
Funding Source Total	\$ 1,453,460	\$ 3,788,076	\$ -	\$ -	\$ -	\$ 5,241,536
Gap	\$ 8,900,000	\$ -	\$ -	\$ -	\$ -	\$ 8,900,000
QUALCOMM Stadium	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,750,000
Funding Source						
QUALCOMM Stadium Fund	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,750,000
Funding Source Total	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,750,000
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalks	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 9,010,000	\$ 20,770,000	\$ 21,100,000	\$ 21,450,000	\$ 21,800,000	\$ 94,130,000
Funding Source						
General Fund	3,400,000	5,450,000	7,900,000	5,400,000	5,400,000	27,550,000
TransNet Funds	728,619	1,200,000	1,200,000	1,200,000	1,200,000	5,528,619
Funding Source Total	\$ 4,128,619	\$ 6,650,000	\$ 9,100,000	\$ 6,600,000	\$ 6,600,000	\$ 33,078,619
Gap	\$ 4,881,381	\$ 14,120,000	\$ 12,000,000	\$ 14,850,000	\$ 15,200,000	\$ 61,051,381
Storm Water	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 70,191,534	\$ 77,512,844	\$ 83,800,697	\$ 89,272,166	\$ 95,411,929	\$ 416,189,170
Funding Source						
Bond Funds	18,000,000	18,000,000	18,000,000	-	-	54,000,000
General Fund	6,575,000	6,675,000	6,475,000	6,275,000	6,275,000	32,275,000
Funding Source Total	\$ 24,575,000	\$ 24,675,000	\$ 24,475,000	\$ 6,275,000	\$ 6,275,000	\$ 86,275,000
Gap	\$ 45,616,534	\$ 52,837,844	\$ 59,325,697	\$ 82,997,166	\$ 89,136,929	\$ 329,914,170

Streetlights	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 31,210,000	\$ 39,470,000	\$ 39,700,000	\$ 39,940,000	\$ 40,190,000	\$ 190,510,000
Funding Source						-
General Fund	1,350,000	2,350,000	6,200,000	3,700,000	3,700,000	17,300,000
TransNet Funds	-	100,000	100,000	100,000	100,000	400,000
Funding Source Total	\$ 1,350,000	\$ 2,450,000	\$ 6,300,000	\$ 3,800,000	\$ 3,800,000	\$ 17,700,000
Gap	\$ 29,860,000	\$ 37,020,000	\$ 33,400,000	\$ 36,140,000	\$ 36,390,000	\$ 172,810,000
Streets and Roads - Modifications	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 59,716,000	\$ 10,565,000	\$ 14,845,676	\$ 26,310,100	\$ 3,280,000	\$ 114,716,776
Funding Source						-
Bus Stop Capital Improvement Fund	60,000	60,000	60,000	60,000	60,000	300,000
Developer Funding	15,629,000	-	-	-	-	15,629,000
Facilities Benefit Assessments	24,975,000	7,475,000	11,520,676	23,090,100	-	67,060,776
Grants	1,172,000	-	-	-	-	1,172,000
Maintenance Assessment Districts	25,000	-	-	-	-	25,000
TransNet Funds	15,200,000	1,100,000	1,100,000	1,100,000	1,100,000	19,600,000
Funding Source Total	\$ 57,061,000	\$ 8,635,000	\$ 12,680,676	\$ 24,250,100	\$ 1,160,000	\$ 103,786,776
Gap	\$ 2,655,000	\$ 1,930,000	\$ 2,165,000	\$ 2,060,000	\$ 2,120,000	\$ 10,930,000
Streets and Roads - Pavement	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 83,100,000	\$ 83,100,000	\$ 83,100,000	\$ 83,100,000	\$ 83,100,000	\$ 415,500,000
Funding Source						-
Bond Funds	60,000,000	60,000,000	60,000,000	-	-	180,000,000
General Fund	-	-	4,000,000	10,000,000	15,000,000	29,000,000
Prior Year Continuing Appropriations	18,350,000	6,021,798	785,486	-	-	25,157,284
TransNet Funds	3,250,000	15,578,202	16,814,514	18,086,862	19,268,705	72,998,283
Trench Cut/Excavation Fee Fund	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Funding Source Total	\$ 83,100,000	\$ 83,100,000	\$ 83,100,000	\$ 29,586,862	\$ 35,768,705	\$ 314,655,567
Gap	\$ -	\$ -	\$ -	\$ 53,513,138	\$ 47,331,295	\$ 100,844,433
Traffic Signals	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 11,750,000	\$ 11,160,000	\$ 27,510,000	\$ 28,080,000	\$ 28,490,000	\$ 106,990,000
Funding Source						-
TransNet Funds	-	1,900,000	1,900,000	1,900,000	1,900,000	7,600,000
Funding Source Total	\$ -	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 7,600,000
Gap	\$ 11,750,000	\$ 9,260,000	\$ 25,610,000	\$ 26,180,000	\$ 26,590,000	\$ 99,390,000
Wastewater	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 112,558,588	\$ 113,604,077	\$ 73,939,334	\$ 78,587,181	\$ 239,335,334	\$ 618,024,513
Funding Source						-
Sewer Funds	112,558,588	113,604,077	73,939,334	78,587,181	239,335,334	618,024,513
Funding Source Total	\$ 112,558,588	\$ 113,604,077	\$ 73,939,334	\$ 78,587,181	\$ 239,335,334	\$ 618,024,513
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Need	\$ 172,253,811	\$ 138,126,221	\$ 120,868,006	\$ 335,456,429	\$ 512,087,208	\$ 1,278,791,675
Funding Source						-
Water Fund	\$ 172,253,811	\$ 138,126,221	\$ 120,868,006	\$ 335,456,429	\$ 512,087,208	\$ 1,278,791,675
Funding Source Total	\$ 172,253,811	\$ 138,126,221	\$ 120,868,006	\$ 335,456,429	\$ 512,087,208	\$ 1,278,791,675
Gap	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Hyperlinked References

1. Capital Improvement Program (CIP): <http://www.sandiego.gov/cip/about/index.shtml>
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4. FY 2017 – 2021 Five-Year Financial Outlook: http://www.sandiego.gov/fm/pdf/fy17_5year.pdf
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6. Report No 15-020 CIP Process Improvement and Streamlining:
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19. Community Planners Committee: <http://www.sandiego.gov/planning/community/cpc/>
20. City's review (to community requests):
<http://www.sandiego.gov/planning/community/pdf/cpc/agendas/attachments/master.pdf>
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22. City Charter -Section 69, 71, and 84: <http://docs.sandiego.gov/citycharter/Article%20VII.pdf>
23. Appropriations Ordinance: <http://www.sandiego.gov/fm/policies/>
24. Pure Water San Diego: <http://www.sandiego.gov/water/purewater/>