

The City of
SAN DIEGO

**FISCAL YEAR 2019-2023
FIVE-YEAR CAPITAL INFRASTRUCTURE
PLANNING OUTLOOK**



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List of Abbreviations

1. ADA: Americans with Disabilities Act
 2. AMD: Asset-Managing Department
 3. AMP: Asset Management Planning
 4. CAP: Climate Action Plan
 5. CDBG: Community Development Block Grant
 6. CIP : Capital Improvement Program
 7. CIP Outlook: Fiscal Year 2019 – 2023 Five-Year
Capital Infrastructure Planning Outlook
 8. CIPRAC: Capital Improvement Program Review and
Advisory Committee
 9. City: City of San Diego
 10. CPC: Community Planners Committee
 11. CPG: Community Planning Group
 12. DIF: Development Impact Fees
 13. ELBE: Emerging Local Business Enterprise
 14. FBA: Facilities Benefits Assessment
 15. FCA: Facility Condition Assessment
 16. FCI: Facility Condition Index
 17. FY: Fiscal Year
 18. IAM: Infrastructure Asset Management
 19. IBA: Independent Budget Analyst
 20. ITS: Intelligent Transportation Systems
 21. JOC: Job Order Contract
 22. MACC: Multiple Award Construction Contract
 23. MAD: Maintenance Assessment District
 24. Metro: Metropolitan System (for wastewater)
 25. mgd: million gallons per day
 26. Muni: Municipal System (for wastewater)
 27. NPDES: National Pollutant Discharge Elimination
System
 28. OCI: Overall Condition Index (of pavement)
 29. PWD: Public Works Department
 30. RWQCB: Regional Water Quality Control Board
 31. SAMP: Strategic Asset Management Plan
 32. SLBE: Small Local Business Enterprise
 33. SLS: Service Level Standard
 34. WAMP: Watershed Asset Management Plan
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EXECUTIVE SUMMARY

The City of San Diego (City) Fiscal Year (FY) 2019-2023 Five-Year Capital Infrastructure Planning Outlook (CIP Outlook) models long-range fiscal and capital asset planning. This is the fourth CIP Outlook the City has published since January 2015, which aims to provide information on the basis for revenue projections, criteria to determine capital infrastructure needs, and present a broad overview of capital infrastructure needs and funding over the next five fiscal years. The CIP Outlook is developed to closely follow the annual release of the Five-Year Financial Outlook in an effort to accurately forecast future available funding for capital projects and drive long-term infrastructure planning.

The CIP Outlook is not a budget. The Outlook is a planning tool to assist in budget decisions and the allocation of resources required to meet the City's strategic goals that are critical to core services. By preparing the CIP Outlook, the City is able to monitor and evaluate funding availability while taking into account critical new needs. The CIP Outlook provides the City Council, key stakeholders, and the public with information in advance of the budget meetings to facilitate an informed discussion during development of the FY 2019 CIP Budget. The document does not include all departmental or public requests that may be considered in 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 a 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 Improvements Program \(CIP\)](#), this document will continue to be refined to better reflect the City's strategic initiatives, updated condition assessments and established service level standards.

A Focus on Infrastructure Investment

The City's CIP is expected to continue its growth over the next five years; the average estimated funded demand is \$552 million in revenue added to the CIP per fiscal year, compared to the FY 2018 Annual CIP Budget of \$476.0 million, and includes major infrastructure investments in streets, sidewalks, water quality, libraries, parks, public safety and other high-priority neighborhood projects. Projected revenues have declined from the previous CIP Outlook from \$3.0 billion to \$2.8 billion over the next five years, a decrease of approximately \$231 million. This decline is primarily attributed to three changes since the last Five-year CIP Outlook: winding down of Pure Water Phase 1 (**Table 26**), more conservative Facility Benefit Assessment (FBA) estimates (**Table 4**), and a reduction in expected grant revenue when compared to last year's CIP Outlook period (**Table 4**).

An estimated \$4.3 billion of capital infrastructure need exists over the next five fiscal years, which includes approximately \$3.95 billion in continuing expenditure needs of existing CIP projects from the [FY 2018 Adopted CIP Budget](#), as well as \$415 million in newly identified capital asset needs based on regulatory requirements or other specific criteria further explained in this report. An estimated additional \$1.58 billion would be required to meet all of the needs outlined. This projected funding gap has been increased by approximately \$310 million compared to \$1.27 billion presented in last

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

year’s CIP Outlook report. The growth in the gap is attributed to unfunded backlog of needs in Storm Water, Parks, Facilities, and Streets and Roads (excluding pavement) asset types.

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 a few others are in progress. **Table 1** exhibits current status of these efforts. These reforms build on previous measures to streamline processes to reduce contracting time by eliminating duplicative and redundant processes. Appendix C lists the completed CIP streaming measures.

Table 1 CIP Status of Streamlining Measures and Process Improvements

| Streamlining Measures | Description |
|---|---|
| Consultant Procurement Streamlining | Public Works Department (PWD) is in the process of implementing procedures to reduce the time required to procure consultant contracts. Initiatives include conducting a study to determine the time required to secure architectural and engineering contracts, reviewing the existing process to identify efficiencies, and updating consultant billing rate information. |
| Site Development Permits | PWD is collaborating with the Planning and Development Services Departments to develop a strategy that would exempt approved CIP Projects from the overall Site Development Permit Process, while still ensuring that all environmental and regulatory requirements are met. Once completed, this effort will result in fiscal and time savings in the project delivery timeline of impacted projects. This collaborative effort is expected to be initiated sometime during Fiscal Year 2018 |
| Electronic Contract Change Order Processing | PWD worked with the City’s Docket Liaison Office to route contract change orders through the newly implemented OnBase system. Routing is expedited by allowing for parallel approval of contract change orders, instead of sequential approval. This process has been recently implemented. |
| Consultant Performance Evaluations | PWD is in the process of amending procedures for performance evaluations of consultants providing architectural and engineering services. The evaluations will be used to improve subsequent consultant selection processes. Completion of this effort is expected in the third quarter FY 2018. |

To instill a higher level of confidence that City public works projects will be completed in a timely and professional manner, during the first half of FY 2017, improvements to the contractor prequalification program, contractor performance evaluations and procedures for debarment of non-performing contractors were implemented. Effective October 1, 2016, all firms seeking to become prequalified to bid as a prime contractor on City public works projects are required to demonstrate an enhanced level of experience and financial strength. For the first time ever, Small Local Business Enterprise

(SLBE)/Emerging Local Business Enterprise (ELBE)-certified firms were required to provide evidence of experience and financial viability prior to becoming prequalified to bid as a prime contractor.

PWD created processes to improve the ability to accurately and fairly evaluate contractors' performance on public works projects. In conjunction with the new evaluation procedures, the City Council approved the amendment of the Municipal Code to strengthen the debarment ordinance and to provide progressively stiffer penalties for contractors who receive "unsatisfactory" performance evaluations.

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 2019 CIP Budget.

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

The City's FY 2018 Adopted CIP Budget provided the baseline expenditure values as the starting point to formulate projections over the next five fiscal years. The Adopted CIP Budget allocates existing and anticipated funds to both new and continuing projects in the City's multi-year CIP. **Table 2** below displays the baseline expenditures referenced from the FY 2018 Adopted CIP Budget, currently totaling \$8.02 billion multi-year CIP.

Table 2 City of San Diego Multi-Year CIP²

| Multi-Year CIP | Prior Year for Existing CIP Projects | Fiscal Year 2018 Adopted Budget | Future Years for Existing CIP Projects | Total |
|---------------------|--------------------------------------|---------------------------------|--|-------------------------|
| CIP Project Expense | \$ 2,853,421,992 | \$ 475,643,273 | \$ 4,695,066,265 | \$ 8,024,131,530 |

² The data in this table is based on existing CIP projects in the FY 2018 Adopted CIP Budget. "Future Years" includes expenses through the life of existing CIP projects, which could extend beyond five fiscal years.

The 'Future Years for Existing CIP Projects' expenditure referenced in the table above displays approximately \$4.7 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 \$4.3 billion in capital infrastructure requests over the next five fiscal years, which includes continuing expenditure needs of existing CIP projects from the FY 2018 Adopted CIP Budget, as well as newly identified capital asset needs based

on regulatory requirements or other specific criteria further explained in this report. In addition, City departments that serve as revenue source administrators for certain funding sources eligible to fund capital needs also submitted growth projections over the next five fiscal years.

Report Assumptions

For the purpose of this report, information was collected from AMDs that primarily focused on the top ten infrastructure capital assets 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 3** below and also include additional assets AMDs submitted for this CIP Outlook.

Table 3 Top Ten Infrastructure Capital Assets and Additional Assets Included

| Top Ten Infrastructure Capital Assets (in alphabetical order) | Asset-Managing Department (AMD) |
|---|--|
| 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 (Pure Water) | Public Utilities |
| Water Infrastructure (Pure Water) | Public Utilities |
| Additional Infrastructure Capital Assets (in alphabetical order) | Asset-Managing Department (AMD) |
| Airports | Real Estate Assets |
| Bike Facilities | Transportation & Storm Water |
| Fleet Facilities | Fleet Operations |
| General Public Facilities³ | Public Works, Facilities Division |
| Landfills | Environmental Services |
| Libraries | Library |
| Lifeguard Stations | Fire-Rescue |
| Traffic Signals | Transportation & Storm Water |

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

While the CIP Outlook attempts to present a comprehensive inventory of citywide capital asset needs and identify potential future funding sources for those needs, some capital assets and revenue sources are either not included or are partially projected in the report. This is due to a variety of reasons outlined in **Table 4**. These assumptions collectively contribute to the complexity of developing a multi-billion capital plan and executing improvements of a heavily urbanized infrastructure system and are influenced by limited resources, competing priorities, changing demographics, performance capacity, and numerous other challenges.

Table 4 CIP Outlook Assumptions

| Subject | CIP Outlook Assumptions |
|--|--|
| 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 Climate Action Plan which was adopted in December 2015 is the only source available so far that addresses sea-rise level and identifies a projected need to restore or improve sea walls and piers to withhold climate elements. |
| New/Replacement Stadium (Capital Asset) | This asset category includes only funding that was previously approved by City Council for maintenance of the existing stadium asset. No other capital needs or funding projections were included in this report. |
| 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 of General Fund Facilities (Capital Asset) | Cost Estimates are based on the Condition Assessment Update City Council Report 16-014 presented to City Council on April 12, 2016 and draft Asset Management Plans which will be presented in 2018. In addition, assessment information of leased facilities was 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. |
| Community Development Block Grant (CDBG) (Revenue Source) | Included projected revenue based on the public infrastructure focus area under the City's CDBG Reinvestment Initiative. Report only includes estimated allotment that were included in the Fiscal Year 2018 Adopted Budget due to the uncertainty tied to the future of this funding source. |
| Grants (Revenue Source) | Included more recent budgeted projections which provide values through FY 2020 as there is too much uncertainty on what the actual available funding will be beyond that timeframe. |
| Facility Benefit Assessments (Revenue Source) | Included more recent budgeted projections through FY 2023. These revenues are tied to developer projects and are highly variable. |
| Development Impact Fees (Revenue Source) | Included more recent projections which provide values for FY 2019 only as there is too much uncertainty on what the actual available funding will be beyond the next fiscal year. |

CAPITAL IMPROVEMENT PROGRAM (CIP) OVERVIEW

The CIP is a compilation of individual capital improvement projects and annually adopted funding sources. [CIP projects](#) provide improvements, or additions, to the City's infrastructure systems and are designed to enhance overall quality of life. Executing the CIP portfolio is complex due to the volume and variety of funding sources, asset types, and project delivery methods. Capital improvement projects are prioritized according to [Council Policy 800-14](#). Projects are identified through coordination with participating City Departments, the Capital Improvement Program Review and Advisory Committee (CIPRAC), input from stakeholders; and funding is approved by the City Council.

CIP Review Advisory Committee (CIPRAC)

The City manages participation of several City Departments organized to prioritize capital projects and proposed allocations of available capital funds through the [Capital Improvements Program Review and Advisory Committee \(CIPRAC\)](#), which includes membership of the following City Departments:

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

INFRASTRUCTURE ASSET MANAGEMENT (IAM) PROGRAM

Infrastructure assets represent a major investment vital for maintaining quality of life for the City. This is why Infrastructure Asset Management (IAM) is so important. It is a best business practice to meet desired service levels for assets in the most cost effective way. In FY 2014, City Council approved [Council Policy 800-16](#) to provide guidance and support for Asset Management. In FY 2015, the City established the IAM Program. A key goal of the IAM Program is to implement IAM business practices citywide to more sustainably manage infrastructure assets at a desired level of service for the lowest lifecycle cost. To accomplish this goal, IAM is leading two important efforts:

- Developing a Strategic Asset Management Plan (SAMP) that will provide policy objectives, and strategy for citywide implementation of IAM as well as direction and guidance for a consistent framework and standards for departmental Asset Management Plans. This effort was kicked off in September 2017.
- Implementing a comprehensive IAM System to support IAM business practices— the IAM San Diego Project.

I AM San Diego Project

The I AM San Diego Project will develop a comprehensive, integrated IAM System to transform the way the City plans, prioritizes and delivers maintenance and capital projects. I AM San Diego is an investment in both technology and infrastructure.

Technology – I AM San Diego will replace 28 outdated, obsolete systems with one new integrated system to provide state-of-the-art technology. This includes automated, real-time work management and mobile, map-based capabilities being used in the field. The Project will integrate IAM business processes with existing SAP functions. This will transform maintenance management through more coordinated and efficient planning, scheduling, and execution.

Infrastructure – The IAM System will help the City address infrastructure-related challenges by transforming to proactive, condition-based maintenance and capital planning. IAM includes an Asset Management Planning (AMP) component, a current gap in the City, to identify optimal maintenance and capital investment strategies. AMP will enable developing Asset Management Plans that serve as proactive maintenance plans and budgets as well as identifying priorities in the Five-Year CIP Outlook and the Annual CIP Budget.

Key milestones include completion of the SAP Visual Enterprise Pilot in December 2015, development of the “as is” business process report by the business process consultant in May 2016, and launch of its proof of concept (POC) for the Asset Management Planning component of the system for right-of-way assets in February 2017.

The Systems Integrator came onboard the Project in May 2016 and conducted and completed design and integration workshops with City staff to develop the “to be” solution. The Project is currently in the testing phase, which began in April 2017. To most effectively roll out the system to Departments and based on the current Project status, such as the Geographic Information System (GIS) component, deployment is being planned in two releases. For the first go-live release occurred in December 2017 and included the Department of Information Technology/Wireless Technology Division and Public Works/Facilities Division with a non-GIS solution. The second release is planned for March 2018 to remaining Departments for which GIS is integral to the solution – Public Utilities, Public Works/Engineering & Capital Projects Branch, and Transportation & Storm Water. This approach will provide the opportunity to go-live with a simpler solution to fewer end users, identify and resolve issues, and apply lessons learned to the more complex second release. The phased deployment will also enable the team to fully test IAM integration with GIS, financials, and procurement and provide a more stable environment for the second release.

Phase 2 of I AM San Diego is currently being planned to include a phased rollout of the IAM System from FY 2019-2021 to six additional AMDs: Information Technology/Operations, Library, Police, Fire-Rescue, Environmental Services, and Park & Recreation.

Condition Assessments

Maintaining accurate and current data on the condition of infrastructure assets is a critical component of asset management. Condition assessment data allows the City to effectively plan for replacement, rehabilitation or improvement of assets to ensure their reliability and sustainability. The City has invested in condition assessments for various assets such as streets, bridges, parks, public facilities, and airports. Data is anticipated to be housed in the IAM System to prepare Asset Management Plans.

In FY 2017, the City invested in condition assessments some of which have been completed. Two of these are the latest Facilities Condition Assessment (FCA) for leased General Fund facilities and the Balboa Park condition assessment. The [Leased General Fund Facilities Condition Assessment \(FCA\) Update Report and Proposed Service Levels](#) was presented to City Council on March 14, 2017 and the [Balboa Park Condition Assessments: General Fund Facilities, Water & Sewer Assets, and Park Sites](#) was presented to Infrastructure Committee on August 2, 2017. **Table 5** provides the most current status of the condition assessment program in the City.

Table 5 Current Status of Condition Assessments

| Capital Asset Type | Current Status of Condition Assessments |
|---|---|
| Facilities - General Fund | FY2014 to FY2016 City-Occupied: Presented to Council April 12, 2016 Item 334 FY2014 to FY2016 Leased: Presented to Council March 14, 2017 Item 330 |
| Facilities - Public Utilities | FY14 City-Occupied PUD Facilities. FY15 Leased PUD Facilities. |
| Facilities - Park and Recreation | Park & Recreation facilities are included in the General Fund Facilities above. Facilities in Balboa Park: Presented to Infrastructure Committee in August 2, 2017 item 4. |
| Developed Park Amenities | Anticipated to be completed in FY 2020. FY2014 to FY2016 Interim: Presented to Infrastructure Committee Aug 2, 2017 Item 3 Balboa Park Amenities: Presented to Infrastructure Committee Aug 2, 2017 Item 4 |
| Sidewalks | 2014 to 2015 Sidewalks: Presented to Council September 22, 2015 Item 333 |
| Streets | 2015 to 2016 Pavement: Presented to Council October 17, 2016 Item 200 |
| Water and Wastewater | PUD assets in Balboa Park: Presented to Infrastructure Committee August 2, 2017 Item 4 FY14 to FY16 Potable AC Pipe: Report Available from PUD FY16 to FY21 Dams & Outlet Tower: Report anticipated to be completed in FY 2022 FY13 to FY18 Potable Water Reservoirs: Report anticipated to be completed in FY 2019 FY13 to FY18 Three Water Transmission PLs: Report anticipated to be completed in FY 2019 FY15 to FY20 Programmatic Water Pipelines: Report anticipated to be completed in FY 2021 FY13 to FY18 Programmatic Wastewater Pipelines: Report anticipated to be completed in FY 2019 |

The City increases its understanding of funding needs related to capital expenditures of depreciable assets as data becomes available from the ongoing condition assessments and Asset Management Plans are prepared.

Operations and Maintenance Impacts to Capital Renewal

Conducting ongoing planned preventative and predictive maintenance is vital for optimizing the life of capital assets in the most cost-effective manner. When ongoing maintenance is not fully funded, it contributes to deferred maintenance and capital needs, raises risks to the public, and increases repair and replacement costs. While capital repair, rehabilitation, or replacement are eligible to be in the CIP, maintenance is considered to be an operational cost typically funded by the AMD's operating budget,

PWD Facilities Division's operating budget, or other non-capital funding sources. Further, many available funding sources have restrictions on how much of the funds can be used for maintenance such as TransNet, which limits operational maintenance to 30 percent of the total funds the City receives.

IDENTIFYING CAPITAL NEEDS

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

Federal and State Mandated Requirements

The City faces a wide range of mandates from 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 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 has approximately 231 open and unfunded complaints with an approximate remediation cost of \$18 million. 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.

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. Nearly all Transition Plan projects are complete, the few remaining are fully funded and near completion. In 2009 the City hired a consultant to update its Transition Plan; that consultant identified 182 high-use public facilities requiring architectural barrier removal. Since 2009 the City has completed 22 of these facilities, an additional 41 facilities are funded, and 119 remain unfunded at a projected cost of approximately \$35 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 those used by City staff whose mission is to protect, preserve, and maintain safety of the community, its environment and property. Typical facilities include lifeguard, fire and police stations. Other types of projects may result in avoiding or reducing risk to public health, safety, and the environment, through improvements such as reducing traffic collisions, sewer spills, and emergency response times. The City has recognized the value of fire prevention and the need to prevent or limit the severity of fire, given the type of housing stock, commercial buildings, and the threat of wildland fires on the City's edges. To meet these challenges, the City has adopted safety codes more strenuous than those mandated by state minimums.

Community Input

The City is characterized by diverse topography and distinctive neighborhoods within 52 community planning areas. The Planning Department works extensively with 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 Development Impact Fee (DIF). DIF is one of several funding sources used in the CIP. With many plan updates currently underway, it is anticipated that new and revised projects will continue to be added to the CIP.

Throughout the project lifecycle, the City gains public input and also provides information on the activities that have the greatest potential impact on the community. CIPRAC has adopted goals to collect community input consistent with [Council Policy 000-32](#) by providing a public process to gain input on infrastructure suggestions through the City's [Community Planners Committee](#)² (CPC). PWD, Office of the IBA, Financial Management Department, and the CPC have provided training sessions in the past for all of the [Community Planning Groups](#) (CPG) to encourage more community involvement in the development of the City's CIP. PWD, working with the CPC, conducted an online survey to solicit a list of community-driven proposed CIP projects. This list compiled by the CPC was received in September 2017. These submitted projects were reviewed and categorized as proposed future CIP projects, current projects or not a CIP project. This list was provided to all AMDs for their review, consideration and inclusion in this Five-Year CIP Outlook. The City will continue to engage with the CPC to continue to find ways to modify and improve public involvement in development of the CIP.

Establishing and Evaluating Service Level Standards

Level of Service is the defined service quality for a particular activity against which service performance may be measured. Service Level Standards (SLS) set a threshold for public infrastructure needs and usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability, and cost. Many of the City's existing SLS were established by; federal, state, and regional regulations and laws; and industry standards. Additionally, General and Community Plans help to inform public infrastructure requirements and needs. These SLS reflect accepted infrastructure requirements such as increased park space, access to public safety, improved traffic patterns, and adding public safety

² 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](#).

facilities. **Table 6** below displays various plans that directly or indirectly address SLS and serve to guide the AMDs in determining a capital need.

Table 6 Service Level Standard Sources

| Capital Asset Type | Current Service Level Standard Source |
|---|---|
| Airports | Federal Aviation Administration and Industry Standards |
| Bicycle Mobility/Bike Facilities | San Diego Bicycle Master Plan |
| Bridges | CALTRANS inspection reports |
| Civic, Cultural and Community Centers | Facility Condition Index (FCI) |
| Disabled Access | Federal, State and Local Regulations and Laws |
| Fire Stations | FCI, Fire Department Standard of Response Coverage |
| Golf Courses | Five-Year Golf Plan, 2012 |
| Libraries | General Plan, FCI, and American Library Association Guidelines |
| Lifeguard Stations | General Plan, FCI and Department Standards |
| Recreation Centers | General Plan, FCI and Department Standards |
| Police Stations | General Plan, FCI, 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.

Climate Action Plan (CAP)

On [December 15, 2015](#), the Mayor's [Climate Action Plan](#) (CAP) was unanimously adopted by City Council. With the CAP, the City has established five bold strategies to achieve greenhouse gas (GHG) emissions reduction targets for 2020 (15% reduction) and 2035 (50% reduction) from a 2010 baseline.

These strategies are:

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

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

The City of San Diego is a leader and pioneer in adopting a bold Climate Action Plan. The efforts that support the CAP and help attain the goals mentioned above cross many departments and are embedded in many different projects and initiatives. The CIP benefits the CAP by implementing projects which focus on the five strategies listed above that will ultimately benefit all residents of the City of San Diego.

IDENTIFYING SOURCES TO FUND CAPITAL NEEDS

The following section provides details of the City’s funding sources that are most often used to support infrastructure capital needs. The City’s CIP uses a variety of ongoing and one-time funding sources to fund CIP projects. Appropriating funds to meet capital needs is 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 7**. 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 (Development Impact Fees (DIF) and Facilities Benefit Assessment funds (FBA)).

Table 7 Capital Project Funding Sources, Restrictions, and CIP Constraints/Risks

| Funding Source | Restrictions | Constraints/Risks |
|---|---|---|
| Financing | Limited to infrastructure that was included in the debt issuance | Contingent on the ability and option of the City to utilize financing mechanisms such as bonds, notes or loans. |
| Capital Outlay | Used acquisition, construction, financing 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 and the project list for the area | Contingent upon development and developers submitting their fees |
| Donations and Developer Funding | Donations may be restricted by the donor for a particular purpose Developer Funding is restricted to certain projects (or types), in certain areas | Donations must be received by the donor Developer Funding must be received by the developer |
| Enterprise Funds (e.g. water, sewer, golf, airports) | Must be used for assets that support the services that provide the revenue | Based on user revenues and established user fee rates. Financing options include bonds, notes, and loans. |
| Facilities Benefit Assessments (FBA) | Limited to communities in which each fee was collected and the project list for the area | Contingent upon development and developers submitting their fees |

| Funding Source | Restrictions | Constraints/Risks |
|---|---|--|
| Infrastructure Fund | Limited by the City Charter to eligible infrastructure expenses including costs incurred in the acquisition of real property; the construction, reconstruction, rehabilitation, and repair and maintenance of infrastructure | Contingent upon the General Fund revenue calculations outlined in the City Charter |
| General Fund | Limited to General Fund-managed assets | Use of monies for CIP projects impacts the operational budgets of the departments requesting these funds. Financing is dependent on General Fund repayment of debt with general fund constraints of capacity for operations. |
| 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. |
| Special Revenue Funds (Gas Taxes, Environmental Growth Fund, etc.) | 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 outlying years of this report's projections due to complex contingency requirements to continue eligibility and receive additional grants. This is common for very large-scale projects, such as improvements to bridges. Additionally, DIF revenue is also not projected beyond FY 2019 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 within a specific community and must be used for expanded or new facilities for that same community. The City's reliance on financing is an equitable and affordable means of funding capital projects and represents an important component of capital planning to address infrastructure needs. It is the City's goal to structure and implement financings to provide funding in a timely and cost effective manner for priority capital projects consistent with the current [City's Debt Policy](#).

Most General Fund assets do not have the revenue capacity to finance many CIP projects through a pay-go model. An alternative to pay-go funding for General Fund capital assets are bond offerings. The City has primarily utilized Lease Revenue Bonds to finance General Fund capital improvements. The City anticipates implementing a Commercial Paper program, a short-term financing mechanism that will allow for "just-in time" borrowing instead of issuing the full amount of

the long term bonds upfront. Actual commercial paper note issuance will be determined based on the actual rate of CIP expenditures. The schedule for issuance of debt, as well as the type of debt financing, will be reevaluated each fiscal year as part of the budget development process and availability of other funding sources.

The City's existing general revenues are pledged to pay annual debt service. The obligations do not authorize the City to levy a new tax or a charge to repay the bonds. The water and wastewater infrastructure projects are financed with the proceeds from Water and Sewer debt, with repayment solely derived from revenue generated by water or sewer rate charges from respective customers.

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

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

The Fiscal Year 2019-2023 Five-Year Financial Outlook identified the issuance of \$270 million in debt financing, using both Commercial Paper and long-term bonds, over the Outlook period.

Among the Enterprise Funds, the water and wastewater utilities each have large CIP projects traditionally funded through a combination of cash, financing, grants, and State Revolving Fund loans, and supported by the respective system revenues. Additionally, in December 2016, the City Council authorized the Water Revenue Commercial Paper Notes Program in an amount not to exceed \$250 million. These water and wastewater capital projects are driven by a need to maintain or replace existing infrastructure and expand the systems to accommodate growth, and also to comply with federal and State regulations. 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, and [City Charter-Section 69](#). These limits include appropriations carried forward from prior years as authorized in the [City Charter-Section 84](#).

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

PROJECTED CAPITAL ASSET NEEDS AND FUNDING: FY 2019-2023

This report further presents projected revenues for new and deferred capital needs over the next five fiscal years.³ The projected capital needs through FY 2023 are approximately \$4.37 billion, with approximately \$2.79 billion of projected funding with an estimated funding gap of \$1.58 billion reflected in **Table 8**. **Table 9** provides projected expenditures of capital needs by asset type. This does not represent the entire value of all City infrastructure needs since not all capital needs could be reasonably addressed within the next five years. There are several asset types with needs fully funded by Enterprise Funds not related to the funding gap. Enterprise Funds account for specific services funded directly by fees and charges to users such as water and sewer services, intended to be self-supporting. Appendix D provides a break-out of the funding gap between Enterprise and non-Enterprise assets.

Table 8 Summary of Infrastructure Needs, Funding, and Funding Gap FY 2019 – FY 2023

| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|---------------|----------------|------------------|----------------|----------------|----------------|------------------|
| Capital Needs | \$ 925,412,482 | \$ 1,208,231,952 | \$ 930,946,993 | \$ 662,197,039 | \$ 644,736,414 | \$ 4,371,524,880 |
| Funding | 603,255,508 | 859,570,265 | 718,908,142 | 328,001,990 | 283,941,011 | 2,793,676,916 |
| Gap | \$ 322,156,974 | \$ 348,661,687 | \$ 212,038,851 | \$ 334,195,049 | \$ 360,795,403 | \$ 1,577,847,964 |

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

Table 9 Summary of Projected Capital Asset Needs FY 2019 - FY 2023

| Asset Type | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-----------------------------------|-----------------------|-------------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Airports | 2,500,000 | 2,666,667 | 4,444,444 | - | - | 9,611,111 |
| Bike Facilities | 45,040,037 | 19,426,010 | 18,680,000 | 19,050,000 | 19,431,000 | 121,627,047 |
| Bridges | 46,277,000 | 31,357,000 | 34,449,685 | 8,454,000 | 8,454,000 | 128,991,685 |
| Existing General Fund Facilities | 41,750,000 | 38,274,985 | 39,264,339 | 68,750,000 | 97,750,000 | 285,789,324 |
| New Fire Stations | 23,181,590 | 22,153,771 | 11,485,661 | - | 12,300,510 | 69,121,532 |
| Fleet | - | - | - | - | - | - |
| Golf | - | - | - | - | 4,000,000 | 4,000,000 |
| Landfills | 25,000,000 | 7,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 41,000,000 |
| New Libraries | 750,000 | 7,592,000 | - | - | - | 8,342,000 |
| New Lifeguard Stations | - | - | - | - | 6,319,967 | 6,319,967 |
| Parks | 75,513,309 | 54,631,591 | 24,962,156 | 32,226,076 | 55,183,216 | 242,516,348 |
| New Police Stations | - | - | - | - | - | - |
| Pure Water - Potable Reuse | 121,379,888 | 513,648,932 | 315,420,821 | 105,988,928 | 10,225,007 | 1,066,663,576 |
| Stadium | 750,000 | - | - | - | - | 750,000 |
| Sidewalks | 36,069,076 | 31,920,000 | 32,350,000 | 32,790,000 | 33,237,000 | 166,366,076 |
| Storm Water | 97,297,196 | 97,241,411 | 111,985,256 | 122,599,823 | 134,125,344 | 563,249,030 |
| Streetslights | 40,500,000 | 40,740,000 | 40,690,000 | 40,950,000 | 41,220,000 | 204,100,000 |
| Streets and Roads - Modifications | 23,950,389 | 40,655,498 | 13,020,000 | 8,486,000 | 27,882,106 | 113,993,993 |
| Streets and Roads - Pavement | 46,900,000 | 46,900,000 | 43,900,000 | 43,900,000 | 43,900,000 | 225,500,000 |
| Traffic Signals and ITS | 27,710,000 | 28,280,000 | 28,840,000 | 29,400,000 | 29,987,600 | 144,217,600 |
| Wastewater | 94,579,360 | 86,276,112 | 88,862,739 | 56,884,337 | 46,326,374 | 372,928,921 |
| Water | 176,264,638 | 139,467,975 | 119,591,892 | 89,717,875 | 71,394,291 | 596,436,670 |
| Total Need | \$ 925,412,482 | \$ 1,208,231,952 | \$ 930,946,993 | \$ 662,197,039 | \$ 644,736,414 | \$ 4,371,524,880 |

To effectively plan execution of capital programmed/planned projects, the City needs to provide reasonable projections of cash flows displayed in **Table 10** for the projected funding per asset type. As noted in the assumptions identified in **Table 4** earlier in this report, some funding sources are projected only for a portion of the CIP Outlook period, such as DIFs, FBAs and grants. While the needs that may be eligible for these funding sources are included, funding projections do not cover the full five-year period, due to the yearly variability of these funding sources. The following section beginning with **Table 11** provides additional detail of projected capital needs, funding sources, and additional information regarding unique needs for each asset type.

Table 10 Summary of Capital Funding Projections FY 2019 - FY 2023

| Asset Type | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Airports | 2,500,000 | 2,666,667 | 4,444,444 | - | - | 9,611,111 |
| Bike Facilities | 5,100,000 | 200,000 | 200,000 | 200,000 | 200,000 | 5,900,000 |
| Bridges | 5,409,000 | 500,000 | 21,195,658 | 500,000 | 500,000 | 28,104,658 |
| Existing General Fund Facilities | 24,425,000 | 1,714,898 | 27,778,678 | 3,248,265 | 63,480,120 | 120,646,961 |
| New Fire Stations | 22,256,830 | 5,937,425 | 11,485,661 | - | - | 39,679,916 |
| Fleet | - | - | - | - | - | - |
| Golf | - | - | - | - | 4,000,000 | 4,000,000 |
| Landfills | 25,000,000 | 7,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 41,000,000 |
| New Libraries | 750,000 | 3,462,410 | - | - | - | 4,212,410 |
| New Lifeguard Stations | - | - | - | - | - | - |
| Parks | 27,638,314 | 16,025,169 | 13,444,903 | 15,721,144 | 14,796,767 | 87,626,297 |
| New Police Stations | - | - | - | - | - | - |
| Pure Water - Potable Reuse | 121,379,888 | 513,648,932 | 315,420,821 | 105,988,928 | 10,225,007 | 1,066,663,576 |
| Stadium | 750,000 | - | - | - | - | 750,000 |
| Sidewalks | 10,350,900 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 14,350,900 |
| Storm Water | 18,882,090 | 13,405,497 | 47,811,059 | 7,507,728 | 16,778,452 | 104,384,826 |
| Streetlights | 619,100 | 200,000 | 200,000 | 200,000 | 200,000 | 1,419,100 |
| Streets and Roads - Modifications | 16,935,389 | 19,315,180 | 10,800,000 | 6,206,000 | 6,290,000 | 59,546,569 |
| Streets and Roads - Pavement | 46,900,000 | 46,900,000 | 51,822,287 | 35,977,713 | 43,900,000 | 225,500,000 |
| Traffic Signals and ITS | 3,515,000 | 1,850,000 | 1,850,000 | 1,850,000 | 1,850,000 | 10,915,000 |
| Wastewater | 94,579,360 | 86,276,112 | 88,862,739 | 56,884,337 | 46,326,374 | 372,928,921 |
| Water | 176,264,638 | 139,467,975 | 119,591,892 | 89,717,875 | 71,394,291 | 596,436,670 |
| Total Funding | \$ 603,255,508 | \$ 859,570,265 | \$ 718,908,142 | \$ 328,001,990 | \$ 283,941,011 | \$ 2,793,676,916 |

Airports, AMD: Real Estate Assets Department

Table 11 Airports

| Airports | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------------|--------------|--------------|--------------|---------|---------|--------------|
| Need | \$ 2,500,000 | \$ 2,666,667 | \$ 4,444,444 | \$ - | \$ - | \$ 9,611,111 |
| Funding Source | | | | | | |
| Airport Funds | 2,500,000 | 2,666,667 | 4,444,444 | - | - | 9,611,111 |
| Funding Source Total | \$ 2,500,000 | \$ 2,666,667 | \$ 4,444,444 | \$ - | \$ - | \$ 9,611,111 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

The Airports Division manages Montgomery-Gibbs Executive Airport in Kearny Mesa and Brown Field Airport in Otay Mesa. Both airports cover combined 1,330 acres and contain nearly eight miles of runways and taxiways, safely accommodating over 275,000 aircraft operations annually. Rehabilitation of runways and taxiways are necessary to maintain safety and to adhere to federal grant requirements.

Bike Facilities, AMD: Transportation and Storm Water Department

Table 12 Bike Facilities

| Bike Facilities | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Need | \$ 45,040,037 | \$ 19,426,010 | \$ 18,680,000 | \$ 19,050,000 | \$ 19,431,000 | \$ 121,627,047 |
| Funding Source | | | | | | |
| Development Impact Fees | 5,000,000 | - | - | - | - | 5,000,000 |
| TransNet Funds | 100,000 | 200,000 | 200,000 | 200,000 | 200,000 | 900,000 |
| Funding Source Total | \$ 5,100,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 5,900,000 |
| Gap | \$ 39,940,037 | \$ 19,226,010 | \$ 18,480,000 | \$ 18,850,000 | \$ 19,231,000 | \$ 115,727,047 |

The City's Bike Program continues to implement the Bike Master Plan by taking advantage of opportunities provided by the City's Street Maintenance Program, Utilities Undergrounding Program, and Public Utilities water and sewer pipeline replacement projects. The Bike Program is committed to improving and/or installing a minimum of 50 bike lane miles per year. This has proven to be an

efficient and cost-effective strategy for creating new and/or improving existing bike lanes throughout the City. In addition, available bike lane improvement funding is used for specific street repurposing projects to enhance safety of existing bike lanes, and install new bike lanes and traffic improvements along major corridors.

Bridges, AMD: Transportation and Storm Water Department

Table 13 Bridges

| Bridges | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------------|---------------|---------------|---------------|--------------|--------------|----------------|
| Need | \$ 46,277,000 | \$ 31,357,000 | \$ 34,449,685 | \$ 8,454,000 | \$ 8,454,000 | \$ 128,991,685 |
| Funding Source | | | | | | |
| Grants | - | - | 20,695,658 | - | - | 20,695,658 |
| TransNet Funds | 5,409,000 | 500,000 | 500,000 | 500,000 | 500,000 | 7,409,000 |
| Funding Source Total | \$ 5,409,000 | \$ 500,000 | \$ 21,195,658 | \$ 500,000 | \$ 500,000 | \$ 28,104,658 |
| Gap | \$ 40,868,000 | \$ 30,857,000 | \$ 13,254,027 | \$ 7,954,000 | \$ 7,954,000 | \$ 100,887,027 |

There are approximately 150 vehicular and pedestrian bridges crossing City streets. Vehicular bridges are inspected by Caltrans once every two years. Caltrans prepares a bridge inspection report detailing the condition of the bridge and needed repairs. City staff works closely with Caltrans to pursue State/Federal grant funds to address bridge repair needs. The City applies yearly for two major grants; the Local Highway Bridge Program (HBP) for major bridge rehabilitation and Bridge Preventive Maintenance Program (BPMP) for minor bridge rehabilitation. The Federal reimbursement rate is 88.53% of the project costs. The City contributes the remaining 11.47%. Based on the data gathered from Caltrans' inspection reports, the City goal is to plan and design one major bridge project and provide minor bridge rehabilitation work for 15 bridges per year.

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

Table 14 Facilities- General Fund

| Existing Facilities - General Funds | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Need | \$ 41,750,000 | \$ 38,274,985 | \$ 39,264,339 | \$ 68,750,000 | \$ 97,750,000 | \$ 285,789,324 |
| Funding Source | | | | | | |
| Financing | 12,875,000 | 1,114,898 | 26,778,678 | - | 63,480,120 | 104,248,696 |
| Prior Year Continuing Appropriations | 9,100,000 | - | - | - | - | 9,100,000 |
| Regional Park Improvements Fund | 2,450,000 | 600,000 | 1,000,000 | 3,248,265 | - | 7,298,265 |
| Funding Source Total | \$ 24,425,000 | \$ 1,714,898 | \$ 27,778,678 | \$ 3,248,265 | \$ 63,480,120 | \$ 120,646,961 |
| Gap | \$ 17,325,000 | \$ 36,560,087 | \$ 11,485,661 | \$ 65,501,735 | \$ 34,269,880 | \$ 165,142,363 |

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

Fire Stations and Lifeguard Stations, AMD: Fire-Rescue Department
Table 15 Fire Stations and Lifeguard Stations

| New Fire Stations | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|--------------------------------------|---------------|---------------|---------------|---------|---------------|---------------|
| Need | \$ 23,181,590 | \$ 22,153,771 | \$ 11,485,661 | \$ - | \$ 12,300,510 | \$ 69,121,532 |
| Funding Source | | | | | | |
| Facilities Benefit Assessments | 8,556,830 | 3,462,410 | - | - | - | 12,019,240 |
| Financing | - | 2,475,015 | 11,485,661 | - | - | 13,960,676 |
| Prior Year Continuing Appropriations | 13,700,000 | - | - | - | - | 13,700,000 |
| Funding Source Total | \$ 22,256,830 | \$ 5,937,425 | \$ 11,485,661 | \$ - | \$ - | \$ 39,679,916 |
| Gap | \$ 924,760 | \$ 16,216,346 | \$ - | \$ - | \$ 12,300,510 | \$ 29,441,616 |
| New Lifeguard Stations | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ - | \$ - | \$ - | \$ - | \$ 6,319,967 | \$ 6,319,967 |
| Funding Source | | | | | | |
| Funding Source Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ 6,319,967 | \$ 6,319,967 |

The Fire-Rescue Department is committed to the rehabilitation, teardown/rebuild or new construction of Fire-Rescue facilities to serve a population of 1.3 million within a 325-square mile area. The Department operates 48 fire stations, two 911 communications centers, an air operations facility, a training facility, nine permanent lifeguard stations, and 43 seasonal lifeguard towers.

The table above summarizes the new fire stations and lifeguard stations planned through FY 2023 to improve time response standards to emergencies. The needs in the Fire Stations and Lifeguard Stations table above includes construction of the following new Fire Rescue facilities: FS 49, FS 54, FS 48, FS 51, Fairmount Avenue FS, Fire Rescue Air Operations Facility, and North PB Lifeguard Station. Some fire stations identified in the updated Citygate Standards of Coverage report previously adopted by City Council are included in this Five-Year CIP Outlook report. Projected amounts for existing fire stations and lifeguard stations are captured under the Facilities – General Fund needs derived from the draft Fire-Rescue Asset Management Plan. For this Five-Year CIP Outlook, existing Fire-Rescue facilities projections were developed based on the inventory square footage, estimated expansion of the inventory square footage and estimated costs per square foot.

Landfills, AMD: Environmental Services Department

Table 16 Landfills

| Landfills | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------------|---------------|--------------|--------------|--------------|--------------|---------------|
| Need | \$ 25,000,000 | \$ 7,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 41,000,000 |
| Funding Source | | | | | | |
| Refuse Disposal Fund | 25,000,000 | 7,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 41,000,000 |
| Funding Source Total | \$ 25,000,000 | \$ 7,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 41,000,000 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

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. Funding is needed for development of several significant projects at the Miramar Landfill, including: an Aerated Static Pile Composting System for processing clean separated food scraps that come to the Greenery; a resource recovery facility to increase diversion of recyclable materials from the landfill; improvements to storm water control infrastructure; construction of a new central blower/flare station to increase capacity for collection of landfill gas; replacement of existing office trailers that have exceeded their service life; and ongoing planning for a possible vertical expansion to increase operational lifespan of the landfill.

Libraries, AMD: Library Department
Table 17 Libraries

| New Libraries | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|--------------------------------|------------|--------------|---------|---------|---------|--------------|
| Need | \$ 750,000 | \$ 7,592,000 | \$ - | \$ - | \$ - | \$ 8,342,000 |
| Funding Source | | | | | | |
| Donations | 750,000 | - | - | - | - | 750,000 |
| Facilities Benefit Assessments | - | 3,462,410 | - | - | - | 3,462,410 |
| Funding Source Total | \$ 750,000 | \$ 3,462,410 | \$ - | \$ - | \$ - | \$ 4,212,410 |
| Gap | \$ - | \$ 4,129,590 | \$ - | \$ - | \$ - | \$ 4,129,590 |

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

All projects for existing library facilities are captured under the Facilities – General Fund needs and are derived from the draft Library Asset Management Plan. During this Five-Year CIP Outlook, Library facilities projects include; expansion of the existing Tierrasanta Library to increase meeting and study rooms; expansion of the existing Kensington / Normal Heights Library to increase space by 2,000 square feet; expansion of the existing Ocean Beach Branch Library to 15,000 square feet; expansion of Rancho Bernardo Library to increase 2,500 square feet; complete rebuild of San Carlos Branch Library; complete rebuild of the Mission Hills Library to include computer lab and improved community spaces; rebuild of the San Ysidro Library to include meeting rooms, computer lab, on-site parking, and separation of the children's area and quiet study areas; and, expansion of the Scripps Miramar Ranch Library parking lot.

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

Table 18 Parks, Golf Courses, and Mission Bay Improvements

| Parks | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| Need | \$ 67,778,523 | \$ 46,482,109 | \$ 16,389,684 | \$ 23,222,155 | \$ 41,739,216 | \$ 195,611,687 |
| Funding Source | | | | | | |
| CDBG | 1,643,695 | 3,756,305 | - | - | - | 5,400,000 |
| Development Impact Fees | 4,831,100 | - | - | - | - | 4,831,100 |
| Facilities Benefit Assessments | 9,957,781 | - | 1,000,000 | 4,705,294 | - | 15,663,075 |
| Mission Trails Regional Park Fund | 171,067 | 176,199 | 181,485 | 186,929 | 192,537 | 908,217 |
| Other Park Funds | 1,505,000 | 75,000 | 75,000 | 225,000 | 75,000 | 1,955,000 |
| Regional Park Improvements Fund | 1,714,885 | 3,788,183 | 3,615,946 | 1,600,000 | 5,085,230 | 15,804,244 |
| Sunset Cliffs Natural Park Fund | 80,000 | 80,000 | - | - | - | 160,000 |
| Funding Source Total | \$ 19,903,528 | \$ 7,875,687 | \$ 4,872,431 | \$ 6,717,223 | \$ 5,352,767 | \$ 44,721,636 |
| Gap | \$ 47,874,995 | \$ 38,606,422 | \$ 11,517,253 | \$ 16,504,932 | \$ 36,386,449 | \$ 150,890,051 |
| Parks - Golf Courses | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ - | \$ - | \$ - | \$ - | \$ 4,000,000 | \$ 4,000,000 |
| Funding Source | | | | | | |
| Golf Course Enterprise Fund | - | - | - | - | 4,000,000 | 4,000,000 |
| Funding Source Total | \$ - | \$ - | \$ - | \$ - | \$ 4,000,000 | \$ 4,000,000 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Parks - Mission Bay Improvements | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 7,734,786 | \$ 8,149,482 | \$ 8,572,472 | \$ 9,003,921 | \$ 9,444,000 | \$ 42,904,661 |
| Funding Source | | | | | | |
| Mission Bay Improvements Fund | 7,734,786 | 8,149,482 | 8,572,472 | 9,003,921 | 9,444,000 | 42,904,661 |
| Funding Source Total | \$ 7,734,786 | \$ 8,149,482 | \$ 8,572,472 | \$ 9,003,921 | \$ 9,444,000 | \$ 42,904,661 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

The Park and Recreation Department oversees more than 41,000 acres of developed parks, open space, underwater park, and golf courses including 57 recreation centers, 13 aquatic centers, approximately 260 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. All projects pertaining to existing park facility buildings (comfort stations, recreation centers, museum space, etc.) are captured under the Facilities – General Fund needs. Funding to begin developing a Park System Master Plan is included in the most recent Five-Year Financial Outlook and will take approximately three to four years to complete. The plan will begin to address park acreage deficits and associated costs not identified until FY 2020 with estimates projected over a 25-year period.

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

Police Stations, AMD: Police Department

Table 19 Police Stations

| New Police Stations | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------------|---------|---------|---------|---------|---------|-------|
| Need | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Funding Source | | | | | | - |
| Funding Source Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

The Police Department serves the community from ten area commands located throughout the City. Currently, the Police Department does not have any new facilities planned within the window of the Five-Year CIP Outlook. All projects for existing police stations are captured under the Facilities – General Fund needs from the draft Police Asset Management Plan. During this Five-Year CIP Outlook, existing Police facilities projects include Police Range Refurbishment – Phase II construction; Police Headquarters Elevators modernization; Police Headquarters Energy Management System construction; Police Roof Repairs at three locations; and Police Exterior Lighting Improvements at nine locations. Police Traffic Division feasibility study is anticipated to be completed in late Fall 2019 with a recommendation for design and construction and associated estimated expenses. Police and Fire-Rescue Training Facility joint feasibility study is anticipated to be conducted in FY 2019.

SDCCU Stadium, AMD: Real Estate Assets

Table 20 SDCCU Stadium

| Stadium | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------------|------------|---------|---------|---------|---------|------------|
| Need | \$ 750,000 | | | | | \$ 750,000 |
| Funding Source | | | | | | - |
| Stadium Fund | \$ 750,000 | | | | | \$ 750,000 |
| Funding Source Total | \$ 750,000 | | | | | \$ 750,000 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

SDCCU Stadium is a 70,500-seat multipurpose stadium that hosts the San Diego State University Aztecs, annual Holiday Bowls, plus concerts, international soccer games, major cultural events, and hosts over one million visitors every year. The 166-acre stadium site opened in 1967, now in its 50th 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 estimates the facility has \$79.5 million in deferred capital costs, which in present dollars is approximately \$85 million.

Sidewalks, AMD: Transportation and Storm Water Department

Table 21 Sidewalks

| Sidewalks | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-----------------------------|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Need | \$ 36,069,076 | \$ 31,920,000 | \$ 32,350,000 | \$ 32,790,000 | \$ 33,237,000 | \$ 166,366,076 |
| Funding Source | | | | | | - |
| Development Impact Fees | 9,168,900 | - | - | - | - | 9,168,900 |
| TransNet Funds | 1,182,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,182,000 |
| Funding Source Total | \$ 10,350,900 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 14,350,900 |
| Gap | \$ 25,718,176 | \$ 30,920,000 | \$ 31,350,000 | \$ 31,790,000 | \$ 32,237,000 | \$ 152,015,176 |

The Transportation & Storm Water Department has identified long-term goals of repair and replacement of all damaged sidewalks which fall under the City's maintenance responsibility by the end of FY 2024. Additionally, the goal is to install 330,000 linear feet of new sidewalks by the end of FY 2028, which equates to 33,000 linear feet per year, pending availability of funding. This assumption will address the top 10 percent of projects on the City's current sidewalks needs list. In addition, the Department will program upgrades, including curb ramps and sidewalks, to facilities in the public right-of-way to meet obligations under the ADA.

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

Table 22 Storm Water Infrastructure (Drainage)

| Storm Water | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-----------------------------|----------------------|----------------------|----------------------|---------------------|----------------------|-----------------------|
| Need | \$ 97,297,196 | \$ 97,241,411 | \$ 111,985,256 | \$ 122,599,823 | \$ 134,125,344 | \$ 563,249,030 |
| Funding Source | | | | | | - |
| Financing | 1,982,090 | - | 27,111,059 | - | 16,778,452 | 45,871,601 |
| Infrastructure Fund | 16,900,000 | 13,405,497 | 20,700,000 | 7,507,728 | - | 58,513,225 |
| Funding Source Total | \$ 18,882,090 | \$ 13,405,497 | \$ 47,811,059 | \$ 7,507,728 | \$ 16,778,452 | \$ 104,384,826 |
| Gap | \$ 78,415,106 | \$ 83,835,914 | \$ 64,174,197 | \$ 115,092,095 | \$ 117,346,892 | \$ 458,864,204 |

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

The California Regional Water Quality Control Board (RWQCB) is the State agency charged with implementing the federal Clean Water Act and issues National Pollutant Discharge Elimination System (NPDES) permits as required by the Clean Water Act. Under the Municipal Storm Water NPDES Permit, the City must comply with water quality requirements established by the RWQCB by eliminating dry weather flows and reducing pollutants in storm water runoff. The Transportation & Storm Water Department developed a comprehensive Watershed Asset Management Plan (WAMP) to quantify needs and costs in order to remain in compliance with the Municipal Storm Water Permit. Per the WAMP, the total storm water infrastructure need of approximately \$563 million over the next five years is approximately \$125 million higher than the \$438 million in storm water infrastructure needs identified in the FY 2018-2022 Five-Year CIP Outlook. The increase in capital funding needs is primarily due to carrying forward unfunded needs from the previous fiscal year.

Streetlights, AMD: Transportation and Storm Water Department

Table 23 Street Lights

| Streetlights | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Need | \$ 40,500,000 | \$ 40,740,000 | \$ 40,690,000 | \$ 40,950,000 | \$ 41,220,000 | \$ 204,100,000 |
| Funding Source | | | | | | - |
| TransNet Funds | 619,100 | 200,000 | 200,000 | 200,000 | 200,000 | 1,419,100 |
| Funding Source Total | \$ 619,100 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 1,419,100 |
| Gap | \$ 39,880,900 | \$ 40,540,000 | \$ 40,490,000 | \$ 40,750,000 | \$ 41,020,000 | \$ 202,680,900 |

The Transportation & Storm Water Department's long-term goal is to install 7,500 new streetlights by the end of FY 2028, which equates to 750 streetlights per year, 100 of which are installed annually through the Utilities Undergrounding Program. This is projected to result in the completion of the top 10 percent of identified needs over 10 years.

The Department's goal also includes the replacement of all 52 obsolete streetlight series circuits to meet modern electrical standards over a 25-year period, 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.

Street Improvements

AMD: Transportation and Storm Water Department

Table 24 Street Improvements

| Streets and Roads - Modifications | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|--|---------------|---------------|----------------|---------------|---------------|----------------|
| Need | \$ 23,950,389 | \$ 40,655,498 | \$ 13,020,000 | \$ 8,486,000 | \$ 27,882,106 | \$ 113,993,993 |
| Funding Source | | | | | | - |
| Bus Stop Capital Improvement Fund | - | - | - | 106,000 | 190,000 | 296,000 |
| Facilities Benefit Assessments | 7,485,389 | 9,075,180 | - | - | - | 16,560,569 |
| TransNet Funds | 4,450,000 | 5,240,000 | 5,800,000 | 1,100,000 | 1,100,000 | 17,690,000 |
| Undergrounding Utilities Fund | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 25,000,000 |
| Funding Source Total | \$ 16,935,389 | \$ 19,315,180 | \$ 10,800,000 | \$ 6,206,000 | \$ 6,290,000 | \$ 59,546,569 |
| Gap | \$ 7,015,000 | \$ 21,340,318 | \$ 2,220,000 | \$ 2,280,000 | \$ 21,592,106 | \$ 54,447,424 |
| Streets and Roads - Pavement | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 46,900,000 | \$ 46,900,000 | \$ 43,900,000 | \$ 43,900,000 | \$ 43,900,000 | \$ 225,500,000 |
| Funding Source | | | | | | - |
| Financing | 29,142,910 | 25,210,087 | 34,424,602 | - | 17,241,428 | 106,019,027 |
| Infrastructure Fund | - | 4,294,503 | - | 11,692,272 | - | 15,986,775 |
| Prior Year Continuing Appropriations | 1,182,136 | - | - | - | - | 1,182,136 |
| Road Maintenance & Rehabilitation Fund | 9,745,413 | 3,336,903 | 2,902,644 | 4,063,374 | 5,247,317 | 25,295,651 |
| TransNet Funds | 4,829,541 | 12,058,507 | 12,495,041 | 18,222,067 | 19,411,255 | 67,016,411 |
| Trench Cut/Excavation Fee Fund | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 10,000,000 |
| Funding Source Total | \$ 46,900,000 | \$ 46,900,000 | \$ 51,822,287 | \$ 35,977,713 | \$ 43,900,000 | \$ 225,500,000 |
| Gap | \$ - | \$ - | \$ (7,922,287) | \$ 7,922,287 | \$ - | \$ - |

The Transportation & Storm Water Department manages the City's roadway infrastructure of approximately 2,662 centerline miles of asphalt streets, 120 centerline miles of concrete streets, and 204 miles of paved alleys. The City completed a pavement condition assessment survey in 2016 which showed an average roadway network Overall Condition Index (OCI) of 72. One of the Mayor's top initiatives is to repair 1,000 miles of City streets in five years or less. The City completed 594 miles of street repair in the last two fiscal years towards that goal and plans to repair nearly 350 miles in Fiscal Year 2018 through asphalt overlay, slurry seal, and concrete street repairs.

The Department's long-term goal is to maintain the City's street network in good condition which equates to an average pavement OCI of 70 or above. The funding need includes the repair of asphalt streets, concrete streets, and paved alleys. Capital needs for street infrastructure do not include slurry sealing, which is funded by the Department's operational budget. The Department estimates it will

take approximately 100 miles of asphalt overlay or concrete street reconstruction, as well as 290 miles of slurry seal for FY 2019, progressively increasing on an annual basis to 468 total miles in FY 2021, to maintain an average OCI rating of 70. The following table displays the annual street repair mileage goals to maintain an average OCI of 70 as well as the required funding needed to support the plan.

| Street Repair Mileage Goals to Maintain OCI 70 | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|
| Activity | FY19 | FY20 | FY21 | FY22 | FY23 |
| Slurry Seal | 290 | 330 | 370 | 370 | 370 |
| Overlay | 91 | 91 | 91 | 91 | 91 |
| Concrete Streets | 6 | 6 | 6 | 6 | 6 |
| Reconstruction | 3 | 3 | 1 | 1 | 1 |
| Total | 390 | 430 | 468 | 468 | 468 |
| Required Funding (O&M/CIP) | \$75.9M | \$79.9M | \$80.9M | \$80.9M | \$80.9M |

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

Table 25 Traffic Signals and Intelligent Transportation Systems (ITS)

| Traffic Signals and ITS | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Need | \$ 27,710,000 | \$ 28,280,000 | \$ 28,840,000 | \$ 29,400,000 | \$ 29,987,600 | \$ 144,217,600 |
| Funding Source | | | | | | |
| TransNet Funds | 3,515,000 | 1,850,000 | 1,850,000 | 1,850,000 | 1,850,000 | 10,915,000 |
| Funding Source Total | \$ 3,515,000 | \$ 1,850,000 | \$ 1,850,000 | \$ 1,850,000 | \$ 1,850,000 | \$ 10,915,000 |
| Gap | \$ 24,195,000 | \$ 26,430,000 | \$ 26,990,000 | \$ 27,550,000 | \$ 28,137,600 | \$ 133,302,600 |

The Transportation & Storm Water Department is implementing the Traffic Signal Communication Master Plan which provides the framework of traffic signal needs. The goal is to upgrade all traffic signal communication components and technology and install all signals identified on the current needs list by FY 2028. In addition, the Department has programed the installation of Accessible Pedestrian Signals at intersections where a disability request have been made.

Wastewater, Water Infrastructure and Pure Water, AMD: Public Utilities Department
Table 26 Wastewater, Water Infrastructure and Pure Water - Potable Reuse *

| Wastewater | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Need | \$ 94,579,360 | \$ 86,276,112 | \$ 88,862,739 | \$ 56,884,337 | \$ 46,326,374 | \$ 372,928,921 |
| Funding Source | | | | | | |
| Sewer Funds | 94,579,360 | 86,276,112 | 88,862,739 | 56,884,337 | 46,326,374 | 372,928,921 |
| Funding Source Total | \$ 94,579,360 | \$ 86,276,112 | \$ 88,862,739 | \$ 56,884,337 | \$ 46,326,374 | \$ 372,928,921 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| Water | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------------|----------------|----------------|----------------|---------------|---------------|----------------|
| Need | \$ 176,264,638 | \$ 139,467,975 | \$ 119,591,892 | \$ 89,717,875 | \$ 71,394,291 | \$ 596,436,670 |
| Funding Source | | | | | | |
| Water Fund | \$ 176,264,638 | \$ 139,467,975 | \$ 119,591,892 | \$ 89,717,875 | \$ 71,394,291 | \$ 596,436,670 |
| Funding Source Total | \$ 176,264,638 | \$ 139,467,975 | \$ 119,591,892 | \$ 89,717,875 | \$ 71,394,291 | \$ 596,436,670 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| Pure Water - Potable Reuse | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------------------|----------------|----------------|----------------|----------------|---------------|------------------|
| Need | \$ 121,379,888 | \$ 513,648,932 | \$ 315,420,821 | \$ 105,988,928 | \$ 10,225,007 | \$ 1,066,663,576 |
| Funding Source | | | | | | |
| Sewer Funds | 66,823,574 | 182,527,174 | 110,652,092 | 59,670,765 | 5,592,569 | 425,266,174 |
| Water Fund | \$ 54,556,314 | \$ 331,121,758 | \$ 204,768,729 | \$ 46,318,163 | \$ 4,632,438 | \$ 641,397,402 |
| Funding Source Total | \$ 121,379,888 | \$ 513,648,932 | \$ 315,420,821 | \$ 105,988,928 | \$ 10,225,007 | \$ 1,066,663,576 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

*Note: The Cost of Service Study and on-going projections show that projected revenue provides enough rate capacity through fiscal year 2020. However, beyond FY 2020, it is currently projected that additional rate capacity will be needed to continue to meet all financial obligations associated with capital improvement projects, operation and repayment of debt.

The Public Utilities Department provides water, wastewater, and recycled water services to approximately 1.4 million water customers and 2.5 million wastewater customers within the San Diego region. The CIP supports the infrastructure for reliable water supply and wastewater collection and treatment. The Department has an on-going condition assessment program to include inspection of 40-60 miles of sewer mains per year. To keep up with replacement of aging infrastructure, the City continues to replace approximately 45 sewer miles annually and award contracts to replace approximately 35 water miles annually.

The water system extends over 404 square miles with historical demands of approximately 171 million gallons per day (mgd). This system includes 49 water pump stations, 29 treated water storage facilities, three water treatment plants, and 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 bio-solids processing facility, four pump stations, and two outfalls, and provides treatment and disposal services for the City and 12 other agencies and districts 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.

Pure Water San Diego

Pure Water San Diego is the City's phased, multi-year program that uses proven water purification technology to provide a safe, secure, and sustainable local water supply by turning recycled water into drinkable water through water purification technology. The Five-Year CIP Outlook includes needs for continued design, construction, and completion of Phase 1 of the Pure Water Program by late

2021. Phase 1 will provide 30 mgd of the Pure Water Program's total 83 mgd. Pure Water Program completion is expected by 2035.

CONCLUSION

The CIP Outlook focuses on collecting, analyzing, and summarizing the currently known inventory of capital needs and forecasts possible funding sources for these capital expenditures over the next five fiscal years. This effort continues the increased commitment to invest and allocate resources to address the City's current and future capital needs to maintain and develop the City's complex infrastructure systems. Providing adequate public infrastructure involves a continuous review of the City's capital needs.

To progressively support neighborhoods with reliable infrastructure, the City prepared this report to address capital asset needs and provide a more comprehensive view of capital assets, their purpose, the need to preserve an asset's lifecycle, and guide in preparing to renew, replace or add an asset. The continuation of creating or revising service level standards will shape future needs to meet the City's commitment to communities, user groups, visitors, local business, and other stakeholders.

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

Appendix A: CIP Funding Source Projections

| Airport Funds | | | | | | |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 2,500,000 | \$ 2,666,667 | \$ 4,444,444 | \$ - | \$ - | \$ 9,611,111 |
| Airports | 2,500,000 | 2,666,667 | 4,444,444 | - | - | 9,611,111 |
| Bus Stop Capital Improvement Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ - | \$ - | \$ - | \$ 106,000 | \$ 190,000 | \$ 296,000 |
| Streets and Roads - Modifications | - | - | - | 106,000 | 190,000 | 296,000 |
| CDBG | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 1,643,695 | \$ 3,756,305 | \$ - | \$ - | \$ - | \$ 5,400,000 |
| Parks | 1,643,695 | 3,756,305 | - | - | - | 5,400,000 |
| Development Impact Fees | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 19,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 19,000,000 |
| Bike Facilities | 5,000,000 | - | - | - | - | 5,000,000 |
| Parks | 4,831,100 | - | - | - | - | 4,831,100 |
| Sidewalks | 9,168,900 | - | - | - | - | 9,168,900 |
| Donations | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 750,000 | \$ - | \$ - | \$ - | \$ - | \$ 750,000 |
| New Libraries | 750,000 | - | - | - | - | 750,000 |
| Facilities Benefit Assessments | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 26,000,000 | \$ 16,000,000 | \$ 1,000,000 | \$ 4,705,294 | \$ - | \$ 47,705,294 |
| Fire Stations | 8,556,830 | 3,462,410 | - | - | - | 12,019,240 |
| Libraries | - | 3,462,410 | - | - | - | 3,462,410 |
| Parks | 9,957,781 | - | 1,000,000 | 4,705,294 | - | 15,663,075 |
| Streets and Roads - Modifications | 7,485,389 | 9,075,180 | - | - | - | 16,560,569 |
| Financing | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 44,000,000 | \$ 28,800,000 | \$ 99,800,000 | \$ - | \$ 97,500,000 | \$ 270,100,000 |
| Existing General Fund Facilities | 12,875,000 | 1,114,898 | 26,778,678 | - | 63,480,120 | 104,248,696 |
| New Fire Stations | - | 2,475,015 | 11,485,661 | - | - | 13,960,676 |
| Storm Water | 1,982,090 | - | 27,111,059 | - | 16,778,452 | 45,871,601 |
| Streets and Roads - Pavement | 29,142,910 | 25,210,087 | 34,424,602 | - | 17,241,428 | 106,019,027 |
| Golf Course Enterprise Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ - | \$ - | \$ - | \$ - | \$ 4,000,000 | \$ 4,000,000 |
| Golf | - | - | - | - | 4,000,000 | 4,000,000 |
| Grants | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ - | \$ 20,695,658 | \$ - | \$ - | \$ - | \$ 20,695,658 |
| Infrastructure Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 16,900,000 | \$ 17,700,000 | \$ 20,700,000 | \$ 19,200,000 | \$ - | \$ 74,500,000 |
| Storm Water | 16,900,000 | 13,405,497 | 20,700,000 | 7,507,728 | - | 58,513,225 |
| Streets and Roads - Pavement | - | 4,294,503 | - | 11,692,272 | - | 15,986,775 |
| Mission Bay Improvements Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 7,734,786 | \$ 8,149,482 | \$ 8,572,472 | \$ 9,003,921 | \$ 9,444,000 | \$ 42,904,661 |
| Parks | 7,734,786 | 8,149,482 | 8,572,472 | 9,003,921 | 9,444,000 | 42,904,661 |
| Mission Trails Regional Park Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 171,067 | \$ 176,199 | \$ 181,485 | \$ 186,929 | \$ 192,537 | \$ 908,217 |
| Parks | 171,067 | 176,199 | 181,485 | 186,929 | 192,537 | 908,217 |
| Other Park Funds | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 1,505,000 | \$ 75,000 | \$ 75,000 | \$ 225,000 | \$ 75,000 | \$ 1,955,000 |
| Parks | 1,505,000 | 75,000 | 75,000 | 225,000 | 75,000 | 1,955,000 |

| Prior Year Continuing Appropriations | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|-------------------------|
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 23,982,136 | \$ - | \$ - | \$ - | \$ - | \$ 23,982,136 |
| Facilities | 9,100,000 | - | - | - | - | 9,100,000 |
| Fire Stations | 13,700,000 | - | - | - | - | 13,700,000 |
| Streets and Roads - Pavement | 1,182,136 | - | - | - | - | 1,182,136 |
| Refuse Disposal Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 25,000,000 | \$ 7,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 41,000,000 |
| Landfills | 25,000,000 | 7,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 41,000,000 |
| Regional Park Improvements Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 4,164,885 | \$ 4,388,183 | \$ 4,615,946 | \$ 4,848,265 | \$ 5,085,230 | \$ 23,102,509 |
| Facilities | 2,450,000 | 600,000 | 1,000,000 | 3,248,265 | - | 7,298,265 |
| Parks | 1,714,885 | 3,788,183 | 3,615,946 | 1,600,000 | 5,085,230 | 15,804,244 |
| Sewer Funds | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 161,402,934 | \$ 268,803,286 | \$ 199,514,831 | \$ 116,555,102 | \$ 51,918,943 | \$ 798,195,095 |
| Pure Water - Potable Reuse | 66,823,574 | 182,527,174 | 110,652,092 | 59,670,765 | 5,592,569 | 425,266,174 |
| Wastewater | 94,579,360 | 86,276,112 | 88,862,739 | 56,884,337 | 46,326,374 | 372,928,921 |
| Road Maintenance & Rehabilitation Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 9,745,413 | \$ 3,336,903 | \$ 2,902,644 | \$ 4,063,374 | \$ 5,247,317 | \$ 25,295,651 |
| Streets and Roads - Pavement | 9,745,413 | 3,336,903 | 2,902,644 | 4,063,374 | 5,247,317 | 25,295,651 |
| Stadium Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 750,000 | \$ - | \$ - | \$ - | \$ - | \$ 750,000 |
| Stadium | 750,000 | - | - | - | - | 750,000 |
| Sunset Cliffs Natural Park Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 80,000 | \$ 80,000 | \$ - | \$ - | \$ - | \$ 160,000 |
| Parks | 80,000 | 80,000 | - | - | - | 160,000 |
| TransNet Funds | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 20,104,641 | \$ 21,048,507 | \$ 22,045,041 | \$ 23,072,067 | \$ 24,261,255 | \$ 110,531,511 |
| Bike Facilities | 100,000 | 200,000 | 200,000 | 200,000 | 200,000 | 900,000 |
| Bridges | 5,409,000 | 500,000 | 500,000 | 500,000 | 500,000 | 7,409,000 |
| Sidewalks | 1,182,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,182,000 |
| Streetlights | 619,100 | 200,000 | 200,000 | 200,000 | 200,000 | 1,419,100 |
| Streets and Roads - Modifications | 4,450,000 | 5,240,000 | 5,800,000 | 1,100,000 | 1,100,000 | 17,690,000 |
| Streets and Roads - Pavement | 4,829,541 | 12,058,507 | 12,495,041 | 18,222,067 | 19,411,255 | 67,016,411 |
| Traffic Signals and ITS | 3,515,000 | 1,850,000 | 1,850,000 | 1,850,000 | 1,850,000 | 10,915,000 |
| Trench Cut/Excavation Fee Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 10,000,000 |
| Streets and Roads - Pavement | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 10,000,000 |
| Undergrounding Utilities Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 | \$ 25,000,000 |
| Streets and Roads - Modifications | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 25,000,000 |
| Water Fund | | | | | | |
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Projected | \$ 230,820,952 | \$ 470,589,733 | \$ 324,360,621 | \$ 136,036,038 | \$ 76,026,729 | \$ 1,237,834,072 |
| Pure Water - Potable Reuse | 54,556,314 | 331,121,758 | 204,768,729 | 46,318,163 | 4,632,438 | 641,397,402 |
| Water | 176,264,638 | 139,467,975 | 119,591,892 | 89,717,875 | 71,394,291 | 596,436,670 |

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

| Airports | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Need | \$ 2,500,000 | \$ 2,666,667 | \$ 4,444,444 | \$ - | \$ - | \$ 9,611,111 |
| Funding Source | | | | | | |
| Airport Funds | 2,500,000 | 2,666,667 | 4,444,444 | - | - | 9,611,111 |
| Funding Source Total | \$ 2,500,000 | \$ 2,666,667 | \$ 4,444,444 | \$ - | \$ - | \$ 9,611,111 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Bike Facilities | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 45,040,037 | \$ 19,426,010 | \$ 18,680,000 | \$ 19,050,000 | \$ 19,431,000 | \$ 121,627,047 |
| Funding Source | | | | | | |
| Development Impact Fees | 5,000,000 | - | - | - | - | 5,000,000 |
| TransNet Funds | 100,000 | 200,000 | 200,000 | 200,000 | 200,000 | 900,000 |
| Funding Source Total | \$ 5,100,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 5,900,000 |
| Gap | \$ 39,940,037 | \$ 19,226,010 | \$ 18,480,000 | \$ 18,850,000 | \$ 19,231,000 | \$ 115,727,047 |
| Bridges | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 46,277,000 | \$ 31,357,000 | \$ 34,449,685 | \$ 8,454,000 | \$ 8,454,000 | \$ 128,991,685 |
| Funding Source | | | | | | |
| Grants | - | - | 20,695,658 | - | - | 20,695,658 |
| TransNet Funds | 5,409,000 | 500,000 | 500,000 | 500,000 | 500,000 | 7,409,000 |
| Funding Source Total | \$ 5,409,000 | \$ 500,000 | \$ 21,195,658 | \$ 500,000 | \$ 500,000 | \$ 28,104,658 |
| Gap | \$ 40,868,000 | \$ 30,857,000 | \$ 13,254,027 | \$ 7,954,000 | \$ 7,954,000 | \$ 100,887,027 |
| Existing Facilities - General Funds | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 41,750,000 | \$ 38,274,985 | \$ 39,264,339 | \$ 68,750,000 | \$ 97,750,000 | \$ 285,789,324 |
| Funding Source | | | | | | |
| Financing | 12,875,000 | 1,114,898 | 26,778,678 | - | 63,480,120 | 104,248,696 |
| Prior Year Continuing Appropriations | 9,100,000 | - | - | - | - | 9,100,000 |
| Regional Park Improvements Fund | 2,450,000 | 600,000 | 1,000,000 | 3,248,265 | - | 7,298,265 |
| Funding Source Total | \$ 24,425,000 | \$ 1,714,898 | \$ 27,778,678 | \$ 3,248,265 | \$ 63,480,120 | \$ 120,646,961 |
| Gap | \$ 17,325,000 | \$ 36,560,087 | \$ 11,485,661 | \$ 65,501,735 | \$ 34,269,880 | \$ 165,142,363 |
| New Fire Stations | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 23,181,590 | \$ 22,153,771 | \$ 11,485,661 | \$ - | \$ 12,300,510 | \$ 69,121,532 |
| Funding Source | | | | | | |
| Facilities Benefit Assessments | 8,556,830 | 3,462,410 | - | - | - | 12,019,240 |
| Financing | - | 2,475,015 | 11,485,661 | - | - | 13,960,676 |
| Prior Year Continuing Appropriations | 13,700,000 | - | - | - | - | 13,700,000 |
| Funding Source Total | \$ 22,256,830 | \$ 5,937,425 | \$ 11,485,661 | \$ - | \$ - | \$ 39,679,916 |
| Gap | \$ 924,760 | \$ 16,216,346 | \$ - | \$ - | \$ 12,300,510 | \$ 29,441,616 |
| Landfills | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 25,000,000 | \$ 7,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 41,000,000 |
| Funding Source | | | | | | |
| Refuse Disposal Fund | 25,000,000 | 7,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 41,000,000 |
| Funding Source Total | \$ 25,000,000 | \$ 7,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 41,000,000 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Libraries | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 750,000 | \$ 7,592,000 | \$ - | \$ - | \$ - | \$ 8,342,000 |
| Funding Source | | | | | | |
| Donations | 750,000 | - | - | - | - | 750,000 |
| Facilities Benefit Assessments | - | 3,462,410 | - | - | - | 3,462,410 |
| Funding Source Total | \$ 750,000 | \$ 3,462,410 | \$ - | \$ - | \$ - | \$ 4,212,410 |
| Gap | \$ - | \$ 4,129,590 | \$ - | \$ - | \$ - | \$ 4,129,590 |
| New Lifeguard Stations | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ - | \$ - | \$ - | \$ - | \$ 6,319,967 | \$ 6,319,967 |
| Funding Source | | | | | | |
| Funding Source Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ 6,319,967 | \$ 6,319,967 |

| Parks | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Need | \$ 67,778,523 | \$ 46,482,109 | \$ 16,389,684 | \$ 23,222,155 | \$ 41,739,216 | \$ 195,611,687 |
| Funding Source | | | | | | |
| CDBG | 1,643,695 | 3,756,305 | - | - | - | 5,400,000 |
| Development Impact Fees | 4,831,100 | - | - | - | - | 4,831,100 |
| Facilities Benefit Assessments | 9,957,781 | - | 1,000,000 | 4,705,294 | - | 15,663,075 |
| Mission Trails Regional Park Fund | 171,067 | 176,199 | 181,485 | 186,929 | 192,537 | 908,217 |
| Other Park Funds | 1,505,000 | 75,000 | 75,000 | 225,000 | 75,000 | 1,955,000 |
| Regional Park Improvements Fund | 1,714,885 | 3,788,183 | 3,615,946 | 1,600,000 | 5,085,230 | 15,804,244 |
| Sunset Cliffs Natural Park Fund | 80,000 | 80,000 | - | - | - | 160,000 |
| Funding Source Total | \$ 19,903,528 | \$ 7,875,687 | \$ 4,872,431 | \$ 6,717,223 | \$ 5,352,767 | \$ 44,721,636 |
| Gap | \$ 47,874,995 | \$ 38,606,422 | \$ 11,517,253 | \$ 16,504,932 | \$ 36,386,449 | \$ 150,890,051 |
| Parks - Golf Courses | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ - | \$ - | \$ - | \$ - | \$ 4,000,000 | \$ 4,000,000 |
| Funding Source | | | | | | |
| Golf Course Enterprise Fund | - | - | - | - | 4,000,000 | 4,000,000 |
| Funding Source Total | \$ - | \$ - | \$ - | \$ - | \$ 4,000,000 | \$ 4,000,000 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Parks - Mission Bay Improvements | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 7,734,786 | \$ 8,149,482 | \$ 8,572,472 | \$ 9,003,921 | \$ 9,444,000 | \$ 42,904,661 |
| Funding Source | | | | | | |
| Mission Bay Improvements Fund | 7,734,786 | 8,149,482 | 8,572,472 | 9,003,921 | 9,444,000 | 42,904,661 |
| Funding Source Total | \$ 7,734,786 | \$ 8,149,482 | \$ 8,572,472 | \$ 9,003,921 | \$ 9,444,000 | \$ 42,904,661 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Stadium | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 750,000 | | | | | \$ 750,000 |
| Funding Source | | | | | | |
| Stadium Fund | \$ 750,000 | | | | | \$ 750,000 |
| Funding Source Total | \$ 750,000 | | | | | \$ 750,000 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Pure Water - Potable Reuse | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 121,379,888 | \$ 513,648,932 | \$ 315,420,821 | \$ 105,988,928 | \$ 10,225,007 | \$ 1,066,663,576 |
| Funding Source | | | | | | |
| Sewer Funds | 66,823,574 | 182,527,174 | 110,652,092 | 59,670,765 | 5,592,569 | 425,266,174 |
| Water Fund | \$ 54,556,314 | \$ 331,121,758 | \$ 204,768,729 | \$ 46,318,163 | \$ 4,632,438 | \$ 641,397,402 |
| Funding Source Total | \$ 121,379,888 | \$ 513,648,932 | \$ 315,420,821 | \$ 105,988,928 | \$ 10,225,007 | \$ 1,066,663,576 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Sidewalks | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 36,069,076 | \$ 31,920,000 | \$ 32,350,000 | \$ 32,790,000 | \$ 33,237,000 | \$ 166,366,076 |
| Funding Source | | | | | | |
| Development Impact Fees | 9,168,900 | - | - | - | - | 9,168,900 |
| TransNet Funds | 1,182,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,182,000 |
| Funding Source Total | \$ 10,350,900 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 14,350,900 |
| Gap | \$ 25,718,176 | \$ 30,920,000 | \$ 31,350,000 | \$ 31,790,000 | \$ 32,237,000 | \$ 152,015,176 |
| Storm Water | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 97,297,196 | \$ 97,241,411 | \$ 111,985,256 | \$ 122,599,823 | \$ 134,125,344 | \$ 563,249,030 |
| Funding Source | | | | | | |
| Financing | 1,982,090 | - | 27,111,059 | - | 16,778,452 | 45,871,601 |
| Infrastructure Fund | 16,900,000 | 13,405,497 | 20,700,000 | 7,507,728 | - | 58,513,225 |
| Funding Source Total | \$ 18,882,090 | \$ 13,405,497 | \$ 47,811,059 | \$ 7,507,728 | \$ 16,778,452 | \$ 104,384,826 |
| Gap | \$ 78,415,106 | \$ 83,835,914 | \$ 64,174,197 | \$ 115,092,095 | \$ 117,346,892 | \$ 458,864,204 |
| Streetslights | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 40,500,000 | \$ 40,740,000 | \$ 40,690,000 | \$ 40,950,000 | \$ 41,220,000 | \$ 204,100,000 |
| Funding Source | | | | | | |
| TransNet Funds | 619,100 | 200,000 | 200,000 | 200,000 | 200,000 | 1,419,100 |
| Funding Source Total | \$ 619,100 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 1,419,100 |
| Gap | \$ 39,880,900 | \$ 40,540,000 | \$ 40,490,000 | \$ 40,750,000 | \$ 41,020,000 | \$ 202,680,900 |

| Streets and Roads - Modifications | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|--|----------------|----------------|----------------|---------------|---------------|----------------|
| Need | \$ 23,950,389 | \$ 40,655,498 | \$ 13,020,000 | \$ 8,486,000 | \$ 27,882,106 | \$ 113,993,993 |
| Funding Source | | | | | | |
| Bus Stop Capital Improvement Fund | - | - | - | 106,000 | 190,000 | 296,000 |
| Facilities Benefit Assessments | 7,485,389 | 9,075,180 | - | - | - | 16,560,569 |
| TransNet Funds | 4,450,000 | 5,240,000 | 5,800,000 | 1,100,000 | 1,100,000 | 17,690,000 |
| Undergrounding Utilities Fund | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 25,000,000 |
| Funding Source Total | \$ 16,935,389 | \$ 19,315,180 | \$ 10,800,000 | \$ 6,206,000 | \$ 6,290,000 | \$ 59,546,569 |
| Gap | \$ 7,015,000 | \$ 21,340,318 | \$ 2,220,000 | \$ 2,280,000 | \$ 21,592,106 | \$ 54,447,424 |
| Streets and Roads - Pavement | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 46,900,000 | \$ 46,900,000 | \$ 43,900,000 | \$ 43,900,000 | \$ 43,900,000 | \$ 225,500,000 |
| Funding Source | | | | | | |
| Financing | 29,142,910 | 25,210,087 | 34,424,602 | - | 17,241,428 | 106,019,027 |
| Infrastructure Fund | - | 4,294,503 | - | 11,692,272 | - | 15,986,775 |
| Prior Year Continuing Appropriations | 1,182,136 | - | - | - | - | 1,182,136 |
| Road Maintenance & Rehabilitation Fund | 9,745,413 | 3,336,903 | 2,902,644 | 4,063,374 | 5,247,317 | 25,295,651 |
| TransNet Funds | 4,829,541 | 12,058,507 | 12,495,041 | 18,222,067 | 19,411,255 | 67,016,411 |
| Trench Cut/Excavation Fee Fund | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 10,000,000 |
| Funding Source Total | \$ 46,900,000 | \$ 46,900,000 | \$ 51,822,287 | \$ 35,977,713 | \$ 43,900,000 | \$ 225,500,000 |
| Gap | \$ - | \$ - | \$ (7,922,287) | \$ 7,922,287 | \$ - | \$ - |
| Traffic Signals and ITS | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 27,710,000 | \$ 28,280,000 | \$ 28,840,000 | \$ 29,400,000 | \$ 29,987,600 | \$ 144,217,600 |
| Funding Source | | | | | | |
| TransNet Funds | 3,515,000 | 1,850,000 | 1,850,000 | 1,850,000 | 1,850,000 | 10,915,000 |
| Funding Source Total | \$ 3,515,000 | \$ 1,850,000 | \$ 1,850,000 | \$ 1,850,000 | \$ 1,850,000 | \$ 10,915,000 |
| Gap | \$ 24,195,000 | \$ 26,430,000 | \$ 26,990,000 | \$ 27,550,000 | \$ 28,137,600 | \$ 133,302,600 |
| Wastewater | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 94,579,360 | \$ 86,276,112 | \$ 88,862,739 | \$ 56,884,337 | \$ 46,326,374 | \$ 372,928,921 |
| Funding Source | | | | | | |
| Sewer Funds | 94,579,360 | 86,276,112 | 88,862,739 | 56,884,337 | 46,326,374 | 372,928,921 |
| Funding Source Total | \$ 94,579,360 | \$ 86,276,112 | \$ 88,862,739 | \$ 56,884,337 | \$ 46,326,374 | \$ 372,928,921 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Water | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
| Need | \$ 176,264,638 | \$ 139,467,975 | \$ 119,591,892 | \$ 89,717,875 | \$ 71,394,291 | \$ 596,436,670 |
| Funding Source | | | | | | |
| Water Fund | 176,264,638 | 139,467,975 | 119,591,892 | 89,717,875 | 71,394,291 | 596,436,670 |
| Funding Source Total | \$ 176,264,638 | \$ 139,467,975 | \$ 119,591,892 | \$ 89,717,875 | \$ 71,394,291 | \$ 596,436,670 |
| Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

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

| Measure | Description |
|--|---|
| P Projects | P Projects are a new cost and accounting structure in OneSD for projects in the preliminary engineering phase. The implementation benefits include: <ul style="list-style-type: none"> - Improved cash management tracking of projects by phase - Increased transparency of the budget document by distinguishing between projects that are in preliminary engineering and projects that are in design or construction - Improved consistency and standardization of CIP project accounting The FY 2018 CIP Budget document separately lists P projects. |
| Property Acquisition | An ordinance amending the Municipal Code to allow the Chief Operating Officer to acquire property without additional City Council approval under certain circumstances been approved by the City Council. |
| Portfolio Approach for Consultant Authorizations | The process has been streamlined through an agreed understanding with the impacted labor groups for contracting specialty types of work to accelerate CIP project designs to avoid having outside consultant contracts approved individually, which causes delays. |
| Analysis of Project Durations - Advertising Phase to Award Phase | This project evaluated the actual project Advertising to Award phase durations by asset type. The intent was to determine actual durations of the process and to ensure delays are minimized. |
| Public Works Department SOP/SME Update List | PWD established a roster of Subject Matter Experts (SME) for all topics of interest to the Department staff. The roster will serve as resource for procedures and methods consistency in project delivery. Information will be accessible via the Cityhub intranet site. |
| Primavera Scheduling Interface | This initiative is a review of Primavera, a scheduling tool available to Project Managers. The Primavera user interface was reviewed with the goal of improving its effectiveness, flexibility, and ease of use for monitoring project schedules. |
| Workload Capacity Management | Public Works evaluated the classified positions required to meet its project delivery and budget goals. The process included data collection and a comparison to state benchmarking data. The data was utilized to determine the appropriate staffing levels required to meet the projected workload. |
| Developer Contribution Appropriation Authority | The Fiscal Year 2017 Appropriation Ordinance added authority to appropriate Developer Contributions Fund in accordance with Council policy. This will allow projects to proceed without specific appropriation authority. |

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

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| Implement Batch/Options Contracting | This approach batches several different projects of similar scope together under one construction contract. Work would be initiated at each location as funding becomes available. The prices for all projects listed in the options contract would be fixed for a set period. The City can opt out of the remainder of work if funding is determined insufficient to complete all of the listed projects in the contract. |
| Community-Based Competitive Design | Design-build teams develop competing design concepts and a selection is made based on community input, within a fixed budget limit. Community input is focused at the earlier conceptual stage of a project, rather than during a later design development stage, to prevent potential cost overruns and schedule delays. Both the conceptual design and design team would be selected based on community input, technical qualifications, Public Contracting Law Compliance, and Equal Opportunity Contracting Program Compliance. |
| Semi-Annual CIP Budget Review | In prior years, asset-managing departments identified capital projects with excess budget at project closures, and then individually prepared and routed a Council Action to request approval of project budget amendments. Financial Management (FM) Department worked with other departments on streamlining measures. Wherever possible, FM will compile all needed CIP council actions and prepare two semi-annual reports to secure budget approval, saving time and resources citywide. |
| Internal CIP Monitoring Process | FM presented the first update of the Semi-Annual CIP Monitoring Report to the Infrastructure Committee on December 9, 2015. FM also introduced a consolidated request for Council action on behalf of City departments with CIP programs detailing \$74.7 million in project savings and reallocations. |
| New Appropriation Ordinance Language – Reallocation of Funding from Technically Completed Projects | The Fiscal Year 2016 Annual Appropriation Ordinance (AO), section 2.C.3, included the authority to transfer unexpended balances not needed in technically completed (TECO) projects and transfer those released funds to eligible projects on the underfunded projects list (waterfall list) approved by City Council as part of the Fiscal Year 2016 Adopted Budget if eligible, or to fund balance. |

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| <p>Encumbrance Process Improvements</p> | <p>FM and the Office of the City Comptroller have developed an improved encumbrance process which allows for certification of funds in current and future years for large contracts funded by stable and predictable revenues sources, such as TransNet. This new process will reduce the dollar amount required to be encumbered in the current fiscal year, which will allow for funds to be re-allocated to other priority projects that are ready to move forward. With these process improvements in place, the encumbrance will better match the current year contract cash flows and should ensure a timelier spend of available cash without unnecessarily encumbering cash in projects if the cash is not needed until later fiscal years.</p> <p>This process will be expanded to other large construction contracts using stable and predictable revenues sources in the future. PUD is identifying a project for this process and is exploring with the finance departments the possibility of using the revised encumbrance process to replace the phase funded contract process.</p> |
| <p>Design Standardization</p> | <p>PWD has completed a proposed set of standard design concepts for fire stations, comfort stations, and shade structures. Design standardization will reduce the time required to scope new facilities and allow for more rapid project completion. Fire Station, Comfort Station and Shade Structure Standardization has been completed and was presented to infrastructure in October 2017.</p> |

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

| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Asset Type | | | | | | |
| Bike Facilities | 39,940,037 | 19,226,010 | 18,480,000 | 18,850,000 | 19,231,000 | 115,727,047 |
| Bridges | 40,868,000 | 30,857,000 | 13,254,027 | 7,954,000 | 7,954,000 | 100,887,027 |
| Existing General Fund Facilities | 17,325,000 | 36,560,087 | 11,485,661 | 65,501,735 | 34,269,880 | 165,142,363 |
| New Fire Stations | 924,760 | 16,216,346 | - | - | 12,300,510 | 29,441,616 |
| New Libraries | - | 4,129,590 | - | - | - | 4,129,590 |
| New Lifeguard Stations | - | - | - | - | 6,319,967 | 6,319,967 |
| Parks | 47,874,995 | 38,606,422 | 11,517,253 | 16,504,932 | 40,386,449 | 154,890,051 |
| New Police Stations | - | - | - | - | - | - |
| Stadium | - | - | - | - | - | - |
| Sidewalks | 25,718,176 | 30,920,000 | 31,350,000 | 31,790,000 | 32,237,000 | 152,015,176 |
| Storm Water | 78,415,106 | 83,835,914 | 64,174,197 | 115,092,095 | 117,346,892 | 458,864,204 |
| Streetlights | 39,880,900 | 40,540,000 | 40,490,000 | 40,750,000 | 41,020,000 | 202,680,900 |
| Streets and Roads - Modifications | 7,015,000 | 21,340,318 | 2,220,000 | 2,280,000 | 21,592,106 | 54,447,424 |
| Streets and Roads - Pavement | - | - | (7,922,287) | 7,922,287 | - | - |
| Traffic Signals and ITS | 24,195,000 | 26,430,000 | 26,990,000 | 27,550,000 | 28,137,600 | 133,302,600 |
| Total Gap | \$ 322,156,974 | \$ 348,661,687 | \$ 212,038,851 | \$ 334,195,049 | \$ 360,795,403 | \$ 1,577,847,964 |
| | | | | | | |
| Asset Type | | | | | | |
| Airports | - | - | - | - | - | - |
| Fleet | - | - | - | - | - | - |
| Golf | - | - | - | - | - | - |
| Landfills | - | - | - | - | - | - |
| Pure Water - Potable Reuse* | - | - | - | - | - | - |
| Wastewater* | - | - | - | - | - | - |
| Water* | - | - | - | - | - | - |
| Total Gap | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

*Note: The Cost of Service Study and on-going projections show that projected revenue provides enough rate capacity through fiscal year 2020. However, beyond FY 2020, it is currently projected that additional rate capacity will be needed to continue to meet all financial obligations associated with capital improvement projects, operation and repayment of debt.

Hyperlinked References

- 1- Capital Improvements Program (CIP) <https://www.sandiego.gov/cip/about>
- 2- Council Policy 800-14 http://docs.sandiego.gov/councilpolicies/cpd_800-14.pdf
- 3- FY 2018 Annual CIP Budget <https://www.sandiego.gov/fm/annual>
- 4- The Citizen’s Guide to the Capital Improvement Program
<https://www.sandiego.gov/sites/default/files/iba-citizens-guide-to-infrastructure.pdf>
- 5- Asset-Managing Departments (AMDs) <https://www.sandiego.gov/cip/about/assettypes>
- 6- City’s Information Technology website <https://www.sandiego.gov/it/services>
- 7- Capital Improvements Program Review Advisory Committee (CIPRAC)
<https://www.sandiego.gov/cip/about/ciprac>
- 8- Council Policy 800-16 http://docs.sandiego.gov/councilpolicies/cpd_800-16.pdf
- 9- Leased General Fund Facilities Condition Assessment (FCA) Update Report
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=3418&doctype=Agenda>
- 10- Balboa Park Condition Assessments
http://docs.sandiego.gov/councilcomm_agendas_attach/2017/Infra_170802_4.pdf
- 11- City-Occupied General Fund Facilities Condition Assessment (FCA)
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=3074&doctype=Agenda>
- 12- Sidewalks Assessment Report
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=2808&doctype=Agenda>
- 13- Streets FCA
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=3127&doctype=Agenda>
- 14- Office of the ADA Compliance and Accessibility <https://www.sandiego.gov/adacompliance/>
- 15- Council Policy 000-32 http://docs.sandiego.gov/councilpolicies/cpd_000-32.pdf
- 16- Community Planning Committee (CPC) <https://www.sandiego.gov/planning/community/cpc/>
- 17- Community Planning Groups (CPG) <https://www.sandiego.gov/planning/community/cpg>
- 18- Council Policy 600-09 http://docs.sandiego.gov/councilpolicies/cpd_600-09.pdf
- 19- City of San Diego Council Docket December 15, 2015
<http://dockets.sandiego.gov/sirepub/pubmtgframe.aspx?meetid=2914&doctype=Agenda>
- 20- Climate Action Plan <https://www.sandiego.gov/sustainability/climate-action-plan>
- 21- City’s Debt Policy
<https://www.sandiego.gov/sites/default/files/legacy/fm/pdf/debtpolicy2015.pdf>
- 22- City’s Charter-Section 69 <http://docs.sandiego.gov/citycharter/Article%20VII.pdf>
- 23- Appropriations Ordinance <https://www.sandiego.gov/fm/policies/>
- 24- City’s Charter-Section 84 <http://docs.sandiego.gov/citycharter/Article%20VII.pdf>