



QUANTIFICATION OF INFRASTRUCTURE NEEDS & PROJECT RANKING INTRODUCTION

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INFRASTRUCTURE NEEDS

Engineering – Capital Improvements

Projects

- Santa Fe Drive Corridor Improvements
- North Coast Highway 101 Drainage Improvements
- Leucadia Blvd Roundabout at Hygeia
- Leucadia Streetscape & Drainage
- Birmingham Dr Complete Streets
- Verdi Pedestrian Crossing
- Jason Street Drainage Improvements
- Citywide Rail Corridor Quiet Zone
- Recreational Trails Development
- Lake Drive Storm Drive Replacement
- La Costa Avenue Improvements
- S Coast Highway 101 Pedestrian Crossing & Mobility Enhancements at Solana Beach
- Leucadia Watershed Master Plan
- Rail Corridor Cross Connect Grant
- Beach Staircase Access Refurbishment (Swami's)
- 4th Street Storm Drain Project
- Vulcan Avenue Q3

Projects (continued)

- Coastal Rail Trail
- Leucadia At-Grade Crossings
- Rail Corridor Trenching
- 124 Corrugated Metal Pipe Storm Drain Lines
- Leucadia Blvd Bridge Repair
- San Elijo Bridge Replacement
- La Costa Bridge Replacement

Total Ask:
\$410 M + \$500k
Annually (10 yrs) =
\$415 M

Projects

- MAP Top 10 Projects
- General Mobility Improvements
- ADA Curb Ramp Project
- Storm Drain Repair
- Traffic Safety and Calming
- Innovative Bike Lanes
- Safe Routes to School Sidewalk Program
- Traffic Signal Modifications

Total Ask:
\$46 M + \$1.2 M
annually (10 yrs) =
\$58 M

Utilities (SDWD/Water/Sewer)

Projects

Water

- Replace 15.2 miles of pipeline approaching end of life

Sewer

- Replace 12.1 miles of pipeline approaching end of life

Funding

Water

- ~\$1.8M allocated to District Projects*
- ~\$650K to Joint Facilities projects with Santa Fe Irrigation District*

Sewer

- ~\$2.4M allocated to City Sewer projects**
- ~\$1.7 to SEJPA and Encina Wastewater Authority CIP projects**

Total Ask
\$71 M - \$111 M

*According to FY23/24 Water CIP. Total \$2.4M

**According to FY24 Wastewater CIP. Total \$4M

Information Technology

Projects

Fiber Infrastructure:

- Swami's Lifeguard Tower
- Fire Station 3
- Streetscape – B St. to La Costa

Cybersecurity Initiatives:

- Zero Trust Architecture
- Future Security Controls

Funding

- Not identified

Total Ask:
\$950k +
\$100k Annually (10
years) = \$2 M

Public Works

Projects

- Facilities condition assessment and implementation
- EV fleet infrastructure: (CAP plan support)
- EV fleet vehicles (CAP measure MCET-1)
- Solar infrastructure (CAP plan support)
- Fire stations 1, 4, 6
- Parks, recreation, & cultural arts facility projects

Additional funding needs

- Drainage infrastructure overtime
- Deferred maintenance needs deficit

Funding

- 403 Fund (transferred annually from General Fund): \$475K
- Facility Improvement Reserves: \$2.6M

Total Ask:
\$105 M

Projects

- Microtransit study
- Microtransit program
- 200-400 public EV charging stations
- 6 roundabouts
- Energy efficiency measures at city facilities
- Implement active transportation plan
- CAP Annual Reporting

Funding

- Not identified

Total Ask:
\$115 M + \$1.53 M
Annually =
\$130.5 M

Development Services – Sustainability – Coastal Management

Projects

- USACE 50-year Storm Damage Reduction Project
- SANDAG RBSP III
- Cardiff State Beach Living Shoreline Project
- San Elijo Lagoon Dredging
- Batiquitos Lagoon Dredging
- Swami's State marine Conservation Area (SMCA) Ambassador's Program

Funding

- \$25M Federal match for USACE project
- Transient Occupancy Tax

Total Ask:
\$300k– \$1.5 M +
\$5.5 M annually (10
years) = \$57 M

Projects

- Type 1 Fire Engine
- Full Time Employees
- Training Tower

Funding

- Not identified

Total Ask:

**\$2.2M +
\$428k Annually (10 years)
= \$6.5 M**

Parks, Recreation, and Cultural Arts

Projects

- Swami's Beach Access Refurbishment
- D Street Beach Access Refurbishment
- Playground Replacements
- Leo Mullen Turf Replacement
- Cardiff Sports Park Backstops
- Habitat Stewardship
- Trail 82 Construction
- Encinitas Sport Courts
- Leo Mullen Lights
- Park Monument Signs
- Community Center Renovation
- Encinitas Community Center Gym
- Encinitas Library Lighting Update
- Scout House Upgrade for ADA Accessibility

Funding

- Not identified

Total Ask:

**\$21.7 M +
\$100k Annually (10 years)
= \$22.7 M**

City Total Infrastructure Need

Department	Need (10 Years)
Engineering – Capital Improvements	\$415,000,000
Engineering – Traffic – Mobility	\$58,000,000
Utilities – (SDWD/Water/Sewer)	\$111,000,000
City Manager – Information Technology	\$2,000,000
Public Works	\$105,000,000
Development Services – Sustainability – Climate Action	\$130,500,000
Development Services - Sustainability - Coastal Management	\$57,000,000
Public Safety – Fire & Marine	\$6,500,000
Parks, Recreation, and Cultural Arts	\$22,700,000
GRAND TOTAL	\$907,700,000

QUESTIONS?

PROJECT RANKING INTRODUCTION

Jurisdictions Reviewed



City of San
Diego, California



Town of
Wayland,
Massachusetts



San Diego
County,
California



City of Hollister,
California



Dallas County,
Texas

Table 1: Scoring Weights

Factors	Enterprise-Funded Assets and Mandated Programs	Mobility Assets	Public Safety Assets	Neighborhood Assets
Risk to Health, Safety and Environment and Regulatory or Mandated Requirements	25	20	15	10
Asset Condition, Annual Recurring Costs and Asset Longevity	20	20	20	15
Community Investment and Economic Prosperity	20	20	10	25
Level and Quality of Service	10	20	30	20
Sustainability and Conservation	10	5	5	10
Funding Availability	5	5	10	5
Project Readiness	5	5	5	5
Multiple Category Benefit and Bundling Opportunities	5	5	5	10
Total	100	100	100	100

Prioritization Matrix Example

Categories are listed in order of importance

City of San Diego

Factors	Parks & Rec and Golf Assets	Library Assets	Mobility Assets	Public Safety & General Service Assets	Enterprise & Fee-Funded Assets	Flood Resiliency & Water Quality Assets
1. Legal Compliance and Risk to Health, Safety and Environment	18	13	25	25	25	25
2. Asset Condition and Level of Service	25	25	25	28	25	25
3. Equal and Equitable Community Investment	20	20	20	20	20	20
4. Sustainability and Conservation	25	25	15	15	15	15
5. Funding Availability	5	10	5	5	5	5
6. Project Readiness	5	5	5	5	5	5
7. Multi Asset Benefit	2	2	5	2	5	5
Total	100	100	100	100	100	100

Wayland, Massachusetts

Prioritization Matrix Example

	Factors	Applicable to Project?	Factor weighting
1. Public Health & Safety	a. Project addresses an immediate, continual safety hazard or public health and/or safety need		4 x ____ = ____
2. Compliance with Mandates or Other Legal Requirements	a. Project required for compliance with local, state, or federal laws/regulations b. Project required by court order, judgment, [or inter-municipal agreement]		3 x ____ = ____
3. Stated Community Goals & Policies	a. Project conforms to adopted program, policy, or plan b. Asset preservation c. Required to maintain acceptable standard of service d. More efficient/improved standard of service		2 x ____ = ____
4. Public Perception of Need	a. Sustained change in demographics b. Improve sustainability of the environment c. Does it make the community desirable?		1 x ____ = ____
		Total =	

Wayland, Massachusetts

Exhibit III-B2 Capital Improvements – Project Evaluation Decision Criteria Characterization Matrix

Instructions to Preparer– Decision Criteria Worksheet 2

Decision Criteria Worksheet 2 is the place to provide information about the project’s characteristics – needs vs wants – and costs. The responses are in narrative form and tend to be subjective in interpretation.

Describe any relationships, synergies, complementary uses, or impacts to other projects.	Does the proposed project have a relationship to another planned or existing use or project? Would you characterize the relationship as weak, medium, or strong? Are any synergies anticipated between this project and other planned or existing projects? Are they able to be quantified?
Does the project address multiple needs / multiple stakeholders?	Please describe any multiple needs or stakeholders that may be addressed and/or benefited by your proposed project.
Are there alternatives to the project?	Please list any alternatives including no-action. What would the impact be of selecting the no-action option?
Year requested to be on-line	Please identify the Fiscal Year in which you anticipate the project being complete for the proposed use. (Note: our Fiscal Year runs from July 1 to June 30)
Projected capital cost of project	Please provide an estimate of the capital cost to complete the project. How was this cost developed?
Availability of grants / other funding	Please describe the estimated amount and source of grants or funds. Is the availability dependent on any specific actions to be taken by the Town (land taking, easement, vote of Town Meeting, etc.)?
Annual fiscal O&M impact (increase / decrease including staffing)	What are the estimated annual Operation & Maintenance Costs? Describe the methodology used to calculate the O&M costs. Describe the source of funds (Town taxation, revolving fund, user fees, etc.). If this is a replacement project, please describe how O&M will differ from existing conditions.
Projected tax impact of capital expenditure (on a per \$1,000 valuation basis)	Please consult and discuss your estimate and assumptions with the Town’s Finance Director.

Example Questions



Describe any relationships, synergies, complementary uses, or impacts to other projects.



Does the project address multiple needs / multiple stakeholders?



Are there alternatives to the project?

San Diego County, California

Prioritization Criteria



Equity



City of Hollister, California

City of Hollister
5-Year
CAPITAL IMPROVEMENT PROJECTS PROGRAM
FY 2016/2017 to 2020/2021

Prioritizing Capital Improvement Projects

Often the number of CIP projects exceeds the immediate resources required to proceed. Proposed CIP projects are measured against an established set of criteria, which helps to determine project order in the five-year program. They include:

- 1) Health/Safety issues
- 2) Mandated projects
- 3) City Council goals
- 4) Identified in Master Plans
- 5) Funding availability/constraints
- 6) Asset condition/Upgrades increasing longevity
- 7) Project readiness and opportunities to 'bundle' improvements.
- 8) Identified opportunities for ongoing service enhancements, operational efficiencies or future reduced costs resulting in long term savings after short term payback (less than 3 years, less than 5 years, less than 10 years).

Prioritization Criteria



Health/Safety
Issues



Mandated
Projects



Identified in
Master Plans



Funding
Availability /
Constraints



Asset
Condition /
Upgrades



City Council
Goals

Prioritization Criteria



Regional
Mobility

Prioritize projects that increase access to regional travel demand generators.



Congestion &
Traffic Impacts

Prioritize projects that maximize the efficiency of vehicular travel within the roadway network.



Multimodal
Connectivity

Prioritize projects that enhance access and connectivity across multiple modes of transportation.



Economic
Vitality

Prioritize projects that strengthen and increase economic opportunity and provide benefit to historically underutilized areas.



Environmental
Stewardship

Seeks to protect environmental resources and prioritize projects that are compatible with the natural environment.



Safety

Prioritize projects that support a safe transportation system for all users.



Feasibility &
Ease of
Implementation

Prioritizes projects that are shovel-ready and have demonstrated support among all project sponsors.

Relevant Category

Recurring Themes Across Prioritization Systems

- Public Health and Safety projects are assigned the highest weighted scores by all jurisdictions
- Legally mandated projects that address immediate public safety needs are assigned high priority
- Priority is given to completing existing projects and to leveraging projects in development
- Incorporate criteria for projects that create operational efficiencies or reduce future costs
- Public perception of project need is weighted very differently for each jurisdiction

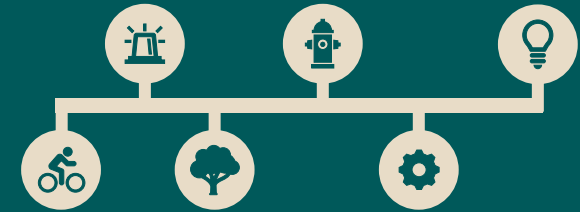
Considerations in Developing a Ranking Matrix



Prioritize City projects across departments to comprehensively visualize the City's existing capacity demands.



Incorporate findings from existing City prioritization studies to rank projects within each asset category.



Organize projects onto a timeline to align with existing resources and City goals to project future funding needs for cost estimating.

Example Project Ranking Matrix

Goal/Factors	Goal Value	Goal Description	Scoring Category	Scoring Value
Consistency with Community Goals and Plans	10%	This goal seeks to prioritize projects that are consistent with the City's strategic goals.	Community Priority	6
			City Department Priority	4
Risk to Public Health and Safety, and Legal or Mandated Requirements	20%	This goal seeks to prioritize projects that support a safe city and are legally required.	Safety Mitigation	10
			Legal Requirements	10
Maintains or Improves Standard of Service	10%	This goal seeks to prioritize projects that improve gaps in City services.	Efficiency of Service	6
			Creation of Service	4
Targeted Benefit	10%	This goal seeks to prioritize projects that maximize where benefits are most needed.	Project Benefits	6
			Underserved Communities	4
Related to Other Projects	15%	This goal seeks to prioritize related projects and projects that maximize the benefits of other city projects.	Project Affiliation	10
			Phased Benefits	5
Efficiency of Service	5%	This goal seeks to prioritize projects that optimize the benefits of existing city projects and services.	Project performance	5
Feasibility & Public Support	20%	This goal seeks to prioritize projects that are shovel-ready and are supported by project stakeholders.	Project Readiness	12
			Public Perception of Need	8
Supports Economic Development	5%	This goal seeks to prioritize projects that contribute to the City's economic stability.	Economic Impact	5
Environmental Quality	5%	This goal seeks to protect environmental resources and prioritize projects that are compatible with and preserve, the natural environment.	Climate and Environmental Stewardship	5
Total	100%			

QUESTIONS?