

Infrastructure Task Force

Jill Bankston, City of Encinitas
Amy Restelli, Kimley-Horn

Kimley»Horn



MEETING AGENDA

1. Infrastructure Task Force (ITF) Background
2. Overview of Previous & Future Efforts
3. Development of Master Projects List
4. Development of Ranking Criteria and Rubric

INFRASTRUCTURE TASK FORCE BACKGROUND



OVERVIEW OF PREVIOUS EFFORTS

OVERVIEW OF PREVIOUS EFFORTS



OVERVIEW OF FUTURE EFFORTS

Nov

Obtain City Council feedback on rubric

Begin polling efforts

Dec

Draft ITF Report with recommendations

Jan 2024

Review polling results

Create Final ITF report

Feb 2024

Present Final ITF Report to City Council

Legend

Financials

Projects List

Prioritization

Procedural


DEVELOPMENT OF MASTER PROJECTS LIST

DEVELOPMENT OF MASTER PROJECTS LIST

- City staff members presented their ongoing and future desired projects from 9 different departments and subgroups:
 - Engineering (Capital Improvements, Traffic)
 - Development Services (Coastal Management, Climate Action and Mobility)
 - Public Works
 - Fire
 - Parks, Recreation, and Cultural Arts
 - Utilities
 - Information Technology (IT)

DEVELOPMENT OF MASTER PROJECTS LIST

Project Categories

 Bike and Pedestrian Mobility

 Climate Action Plan

 Coastal Management

 Information Technology

 Drainage

 Facility Improvements

 Railway

 Roadway

DEVELOPMENT OF MASTER PROJECTS LIST

Refinement Process

- ✓ Included future projects that are unfunded or partially unfunded
- ✓ Included substantial annual projects that need future funding (Ex. Annual paving, annual signal modifications, etc.)
- ✓ Clarified which projects should be combined with other related projects
- ✓ Clarified project descriptions and status
- ✓ Clarified costs to make sure all needs were accounted for and eliminate double counting

DEVELOPMENT OF MASTER PROJECTS LIST

Refinement Process

- ✘ Removed duplicate projects - projects listed by multiple departments or resources
- ✘ Removed projects that are already complete, scheduled for construction in 2023, or listed as fully funded
- ✘ Removed projects that are solely associated with existing staff time (Ex. Making updates to City GIS data)
- ✘ Removed all utility projects
 - » Utility projects are funded by user fees and enterprise funds
 - » The Final ITF Report will include a brief discussion of Utility needs

DEVELOPMENT OF MASTER PROJECT LIST



Departments provided a total of ~300 projects



At 3 minutes per project, the ranking process would take 15 hours



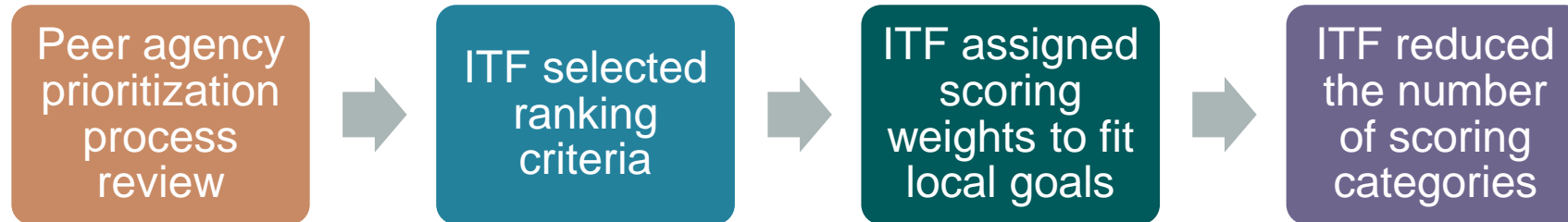
City departments provided a list of their priority projects



A reduced list of 71 projects could be ranked in under 4 hours

DEVELOPMENT OF RANKING CRITERIA AND RUBRIC

DEVELOPMENT OF RANKING CRITERIA AND RUBRIC



Peer agency samples

- City of San Diego, CA
- County of San Diego, CA
- Dallas County, TX
- City of Hollister, CA
- Loudoun County, VA
- Town of Wayland, MA

PEER AGENCY PRIORITIZATION APPROACHES

	Scoring Criteria										Approach to Ranking	
Agency	Risk, Health, and Safety	Infrastructure Improvement & Needed Maintenance	Public Support	Environment, Climate, and Sustainability	Legal Mandate	Economic Contribution / Improved Access to Opportunity	Project Readiness	Equity	Consistency with Planning Documents / Local Goals	Funding Availability	Quantitative analysis (ex. GIS, V/C, crash, equity, density)	Variable scoring factors
City of San Diego	✓	✓	✗	✓	✓	✓	✓	✓	✗	✓	✓	✓
County of San Diego	✓	✓	✗	✓	✓	✓	✗	✓	✗	✓	✓	✗
Dallas County	✓	✓	✓	✓	✗	✓	✓	✓	✓	✗	✓	✓
Hollister	✓	✓	✗	✗	✓	✗	✗	✗	✓	✓	unknown	unknown
Loudoun County	✓	✓	✗	✗	✗	✓	✗	✓	✗	✗	✓	✗
Town of Wayland	✓	✓	✓	✓	✓	✓	✗	✗	✓	✗	✓	✗
City of Encinitas	✓	✓	✗	✓	✓	✓	✗	✓	✓	✓*	✓	✗

*ITF proposed that funding availability be considered as a tie-breaker



PEER AGENCY PRIORITIZATION APPROACHES

Common Themes

Public health and safety criteria consistently weighted highest

Infrastructure condition and longevity appeared on all rubrics

Scoring factor for public support varied

Economic contribution appeared often, but definitions varied

ENCINITAS RUBRIC SELECTION

City of San Diego Sample Rubric

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

Town of Wayland Sample Rubric

Exhibit III-B1 Capital Improvements – Project Evaluation Decision Criteria Prioritization Matrix

Capital Improvements – Decision Criteria Matrix

Project: _____

Worksheet 1

	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 =	

**DRAFT ENCINITAS
INFRASTRUCTURE RANKING
RUBRIC**

9/18 DRAFT ENCINITAS INFRASTRUCTURE RANKING RUBRIC

Criteria	Max Score Value	Criteria Description	Possible Scores (Low - Medium - High)		
			Low – 0 Points	Medium – Half Points	High – Full Points
1. Consistency with City Priorities	12	This goal seeks to prioritize projects that are consistent with the City's strategic goals. This includes 1) Environmental Health and Leadership, 2) Engagement and Education, 3) Mobility and Alternative Modes, 4) Fiscal Stewardship and Effective City Services, 5) Evolving and Preserving Community Character.	Project is not consistent with or is indirectly related to City priorities.	Project addresses one City priority.	Project addresses multiple City priorities.
2. Risk to Health, Safety, and Regulatory or Mandated Requirements	30	This goal seeks to prioritize projects that support a safe and healthy city and are legally required.	Project does not address existing healthy/safety issues and is not legally mandated.	Project increases public health/safety but is not an urgent need or hazard and is not legally mandated.	Project directly provides, and may be required to provide, an essential service or infrastructure to maintain a safe living environment, or is legally mandated.
3. Identified Infrastructure Need and Asset Longevity	28	This criteria serves to prioritize projects that are identified by City departments as critical infrastructure needs to prolong asset longevity.	Project is not an identified infrastructure need.	Project is indirectly related to an infrastructure need.	Project is identified as a priority City need.
4. Equitable Community Investment and Economic Prosperity	14	This goal seeks to prioritize projects that have improve the City's economic prosperity and address diversity, equity, and inclusion.	Project does not promote community equity nor economic prosperity.	Project indirectly improves equity and/or economic growth.	Project leads to high equitable improvements for underserved communities and/or helps to grow the City's economic prosperity.
5. Sustainability, Conservation, and Resilience	16	This goal seeks to prioritize projects that improve the city's climate resilience.	Project does not increase resilience or address sustainability.	Project indirectly improves resilience.	Project directly strengthens the City's resiliency against climate change and weather events.
Total	100				

UPDATED DRAFT ENCINITAS INFRASTRUCTURE RANKING RUBRIC

Criteria	Max Score Value	Criteria Description	Possible Scores (Low - Medium - High)		
			Low – 0 Points	Medium – Half Points	High – Full Points
1. Consistency with City Priorities	12	This goal seeks to prioritize projects that are consistent with the City's strategic goals. This includes 1) Environmental Health and Leadership, 2) Engagement and Education, 3) Mobility and Alternative Modes, 4) Fiscal Stewardship and Effective City Services, 5) Evolving and Preserving Community Character.	Project is not consistent with or is indirectly related to City priorities.	Project addresses one City priority.	Project addresses multiple City priorities.
2. Risk to Health, Safety, and Regulatory or Mandated Requirements	30	This goal seeks to prioritize projects that support a safe and healthy city and are legally required.	Project does not address existing health/safety issues and is not legally mandated.	Project maintains or improves public health/safety. Project may be deferred without impacting existing health/safety and project is not legally mandated.	Project provides an essential service or infrastructure to correct, maintain, or improve an existing deficiency that may directly affect public health/safety; and/or project is legally mandated.
3. Identified Infrastructure Need and Asset Longevity	28	This criteria serves to prioritize projects that are identified by City departments as critical infrastructure needs to prolong asset longevity.	Project is not an identified infrastructure need and does not improve longevity or reliability of infrastructure.	Project is indirectly related to an identified infrastructure need or maintains assets nearing the end of their useful lives.	Project is identified as a priority City need or corrects existing deficiencies to maintain critical functioning of the asset.
4. Equitable Community Investment and/or Economic Prosperity	14	This goal seeks to prioritize projects that have improve the City's economic prosperity and address diversity, equity, and inclusion.	Project does not improve community equity, existing disparities, or economic prosperity.	Project indirectly improves equity by addressing disparities in infrastructure, and/or indirectly supports economic prosperity. Project does not directly address the needs of underserved communities or user groups.	Project directly promotes equity for underserved communities, accessibility for users of all ages and abilities, and/or directly contributes to economic prosperity.
5. Sustainability, Environmental Conservation, and Resilience	16	This goal seeks to prioritize projects that improve the city's climate resilience.	Project does not improve sustainability, environmental conservation, or resilience, as defined in the scoring guidance.	Project promotes one of the goals of sustainability, environmental conservation, or resilience, as defined in the scoring guidance.	Project directly strengthens multiple goals of sustainability, environmental conservation, or resilience, as defined in the scoring guidance.
Total	100				

SCORING CONSIDERATIONS

Low – Zero Points

Projects that are not related to the criteria or do not address the criteria

Medium – Half Points

Projects that indirectly address the criteria, or for select instances only address one sub-topic (city goals)

High – Full Points

Projects directly address and work towards improving the criteria, or address multiple sub-topics

1. CONSISTENCY WITH CITY PRIORITIES

Criteria	Max Score Value	Criteria Description	Possible Scores (Low - Medium - High)		
			Low – 0 Points	Medium – Half Points	High – Full Points
Consistency with City Priorities	12	This goal seeks to prioritize projects that are consistent with the City's strategic goals. This includes 1) Environmental Health and Leadership, 2) Engagement and Education, 3) Mobility and Alternative Modes, 4) Fiscal Stewardship and Effective City Services, 5) Evolving and Preserving Community Character.	Project is not consistent with or is indirectly related to City priorities.	Project addresses one City priority.	Project addresses multiple City priorities.

- **Environmental Health & Leadership:** commitment to good stewardship of our natural resources, including decarbonization, mobility mode shift, clean air and water, responsible solid waste disposal, storm and wastewater reuse, shoreline, and open space preservation.
- **Engagement and Education:** listen and learn from the community using diverse and inclusive communication tools that continually adapt and build relationships with our community stakeholders. Communication and engagement are characterized as fair, civil, timely and transparent.
- **Fiscal Stewardship:** use resources in a prudent and efficient manner consistent with City goals. Effective City Services means services are provided respectfully, responsibly, timely and predictably.
- **Mobility and Alternative Modes:** strive to be a nation-wide leader in mode shift by providing data driven solutions to create a safe transportation network along with programs that educate and empower people to reach destinations by active transportation and micro-mobility.
- **Evolving & Preserving Community Character:** managing growth while maintaining an accessible, innovative, and welcoming unique beach city; ensuring that diversity of the community includes a great mix of businesses, people, housing and open space that results in a high quality of life.

2. RISK TO HEALTH, SAFETY, AND REGULATORY OR MANDATED REQUIREMENTS

Criteria	Max Score Value	Criteria Description	Possible Scores (Low - Medium - High)		
			Low – 0 Points	Medium – Half Points	High – Full Points
Risk to Health, Safety, and Regulatory or Mandated Requirements	30	This goal seeks to prioritize projects that support a safe and healthy city and are legally required.	Project does not address existing health/safety issues and is not legally mandated.	Project maintains or improves public health/safety. Project may be deferred without impacting existing health/safety and project is not legally mandated.	Project provides an essential service or infrastructure to correct, maintain, or improve an existing deficiency that may directly affect public health/safety; and/or project is legally mandated.

- Project reduces the risk to health and safety associated with the infrastructure based on a condition assessment of the asset, through:
 - Reduction in main breaks, sewer spills, or flooding
 - Improved structural integrity and reliability of infrastructure
 - Mitigation of health and environmental hazards
 - Safety improvements that reduce fatalities and severe injuries
 - Reduced emergency response times
- Project increases compliance with state or federal law.
- Project reduces liability associated with assets that are not consistent with newer regulations, policies, and building standards.

3. IDENTIFIED INFRASTRUCTURE NEED AND ASSET LONGEVITY

Criteria	Max Score Value	Criteria Description	Possible Scores (Low - Medium - High)		
			Low – 0 Points	Medium – Half Points	High – Full Points
Identified Infrastructure Need and Asset Longevity	28	This criteria serves to prioritize projects that are identified by City departments as critical infrastructure needs to prolong asset longevity.	Project is not an identified infrastructure need and does not improve longevity or reliability of infrastructure.	Project is indirectly related to an identified infrastructure need or maintains assets nearing the end of their useful lives.	Project is identified as a priority City need or corrects existing deficiencies to maintain critical functioning of the asset.

- Project addresses substandard asset conditions.
- Project improves the overall reliability of the capital asset and infrastructure system and extends the useful life of the asset.
- Project reduces maintenance expenditures.
- Project addresses an infrastructure or facility deficiency **that was identified as a priority by** City departments.
- Project serves areas with higher population densities and areas experiencing the most growth.

4. EQUITABLE COMMUNITY INVESTMENT AND/OR ECONOMIC PROSPERITY

Criteria	Max Score Value	Criteria Description	Possible Scores (Low - Medium - High)		
			Low – 0 Points	Medium – Half Points	High – Full Points
Equitable Community Investment and Economic Prosperity	14	This goal seeks to prioritize projects that have improve the City's economic prosperity and address diversity, equity, and inclusion.	Project does not improve community equity, existing disparities, or economic prosperity.	Project indirectly improves equity by addressing disparities in infrastructure, and/or indirectly supports economic prosperity. Project does not directly address the needs of underserved communities or user groups.	Project directly promotes equity for underserved communities, accessibility for users of all ages and abilities, and/or directly contributes to economic prosperity.

- Project contributes to economic prosperity through community development and revitalization efforts.
- Project contributes to economic prosperity through accessibility to employment opportunities, schools, community services, or recreation.
- Project addresses disparities in infrastructure or improves neglected assets.
- Project promotes diversity, equity, and inclusion by providing new and/or improved services and amenities to underserved communities.
- Project improves access for people of all ages and abilities.

5. SUSTAINABILITY, ENVIRONMENTAL CONSERVATION, AND RESILIENCE

Criteria	Max Score Value	Criteria Description	Possible Scores (Low - Medium - High)		
			Low – 0 Points	Medium – Half Points	High – Full Points
Sustainability, Environmental Conservation, and Resilience	16	This goal seeks to prioritize projects that improve the city's climate resilience.	Project does not improve sustainability, environmental conservation, or resilience, as defined in the scoring guidance.	Project promotes one of the goals of sustainability, environmental conservation, or resilience, as defined in the scoring guidance.	Project directly strengthens multiple goals of sustainability, environmental conservation, or resilience, as defined in the scoring guidance.

- Project promotes climate resiliency by reducing heat island effect, **increasing tree canopy and green space, reducing effects of sea level rise**, or increasing local energy or water resource **independence**.
- Project **promotes environmental conservation by protecting natural habitats**, improving air quality, improving water quality and runoff management, and reducing greenhouse gas emissions.
- Project **promotes sustainability by promoting** multi-modal transportation, or results in and/or facilitates decarbonization of facilities and assets such as city-owned fleet vehicles.

TEST RUNS

TEST RUN RESULTS – DRAFT ENCINITAS PRIORITIZATION MATRIX

Criteria	Max Score Value	Annual Street Overlay and Slurry Seal	Leucadia Streetscape Segment A South & Drainage (A Street to Marcheta)	Safe Routes to School	Fire Station #1	Encinitas Community Center Gym
Consistency with City Priorities	12	Medium	High	High	Medium	Low
Risk to Health, Safety, and Environment, and Regulatory or Mandated Requirements	30	Medium	Medium	High	High	Low
Identified Infrastructure Need and Asset Longevity	28	High	High	Medium	High	High
Equitable Community Investment and Economic Prosperity	14	Medium	High	Medium	Low	Medium
Sustainability, Conservation, and Resilience	16	Low	High	High	Low	Medium
Total	100	56	85	79	64	43

OPEN DISCUSSION & COMMENTS

PEER AGENCY PRIORITIZATION APPROACHES

City of San Diego

Factors	Enterprise-Funded Assets and Mandated Programs			
	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

Source: City of San Diego Fiscal Year 2017 Adopted Budget

PEER AGENCY PRIORITIZATION APPROACHES

County of San Diego Department of Public Works CIP

Capital Improvement Plan Prioritization Score Sheet					
Weighted Value	Criteria	Score			
		3	2	1	0
5	Strategic Plan Linkage	Project clearly supports a County Strategic Initiative	There is a CAO approved goal that includes the project	There is a department approved goal or plan that includes the project	There is no plan linkage
5	Critical Need: Life, Safety, Emergency	Project needed to correct an existing deficiency	Project needed to correct a potential deficiency	Project promotes or maintains health/safety	No health or safety impacts
5	Quality of Life	Project provides a measurable benefit to the Quality of Life for all county residents	Project provides a measurable benefit to the Quality of Life for a majority of county residents	Project provides a minimal benefit to the Quality of Life for all county residents	No measurable Quality of Life Benefits
4	State/Federal Mandate-Legally Binding Commitment	Projects that satisfy a funded mandate with enforceable sanctions/ Projects with a legal binding commitment to complete work	Projects that have an agreement by the Board of Supervisors to complete work / Projects in partnership with other jurisdictions	Projects that satisfy an unfunded mandate, or a mandate without enforceable sanctions/ Projects with an understanding between jurisdictions to complete work	No mandate or commitment
3	Operating Budget Impacts	Project results in quantifiable reduced operating costs	Project has minimal or no new operating costs	Project has minor added operating costs	Project requires significant added operating costs
3	Maintenance Budget Impacts	Project results in quantifiable reduced maintenance costs	Project has minimal or no new maintenance costs	Project has minor added maintenance costs	Project requires significant added maintenance costs
3	Customer Service Benefits	Customer service level is significantly increased	Customer service level is moderately increased	Customer service level is maintained	Customer service level is decreased

Source: CAO Recommended Operational Plan Fiscal Years 2016–17 and 2017–18

PEER AGENCY PRIORITIZATION APPROACHES

Dallas County Major Capital Improvement Program

Safety	10%	This goal seeks to prioritize projects that support a safe transportation system for all users.	Accident Rate/Mitigation	Projects with significant crash history or other known major safety issues and project proposes measures to mitigate safety issues	5
				Projects with moderate/minor crash history or other known safety issues and project proposes measures to mitigate safety issues	3
				Projects with no known safety issues or does not propose measures to mitigate safety issues	0
			Motorist/Bicycle/Pedestrian Safety	Project enhances motorist, pedestrian, or bicycle safety (e.g. corridor/intersection safety measures, enhanced sidewalks or bikeways, improved crossings, and similar)	5
				Project will not change conditions for motorists, pedestrians, or bicyclists	0
				Project will negatively impact motorist, pedestrian or bicycle safety and/or accommodation	-5
Feasibility & Ease of Implementation	10%	This goal seeks to prioritize projects that are shovel-ready and have demonstrated support among all project sponsors.	Feasibility	Project has demonstrated feasibility either through a concept plan or completed feasibility study, with minimal environmental, drainage, utility, or ROW acquisition challenges	5
				Moderate feasibility (moderate challenges in 1 or more categories)	3
				Low feasibility (potentially prohibitive challenges)	0
			Support Level/Readiness for Project	Project has strong local support (project has been identified as a high local priority) or has initiated the design process	5
				Project has undergone some level of concept planning or demonstrates the ability to be implemented	3
				Project has not been considered as part of a local or regional plan, but is locally supported	1

Source: Dallas County Major Capital Improvement Program Scoring Guide

PEER AGENCY PRIORITIZATION APPROACHES

City of Hollister

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).

Source: City of Hollister 5-Year CIP FY 2017/2018 to 2021/2022

PEER AGENCY PRIORITIZATION APPROACHES

Loudoun County, VA

Sidewalk and Shared use Path Prioritization

Generator Type	Within 1/4-mile	Within 3-miles
<i>Loudoun-Owned Facilities (Radial Buffer from Polygon)</i>		
▪ Recreation Centers and Community Centers	8	4
<i>Higher Education (Radial Buffer from Point)</i>		
▪ Colleges or University	4	2
<i>Major Commercial Centers (Radial Buffer from Point)</i>		
▪ Shopping Centers/Town Centers (i.e. One Loudoun)	15	6
<i>Parks & Sports Facilities (Radial Buffer from Polygon)</i>		
▪ Regional and Stadium (Loudoun United)	10	6
▪ Community	6	2

Source: Loudoun County Sidewalk and Shared Use Path Prioritization Project

PEER AGENCY PRIORITIZATION APPROACHES

Town of Wayland, MA

Exhibit III-B1 Capital Improvements – Project Evaluation Decision Criteria Prioritization Matrix

Capital Improvements – Decision Criteria Matrix

Project: _____

Worksheet 1

	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 =	