

Capital Program

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Capital Program

Capital Program Introduction

The County has a centralized, comprehensive capital facilities and space planning program (Capital Program) that is guided by Board Policy G-16, *Capital Facilities Planning*, which is described in more detail below. The Capital Program maintains a forward-looking perspective on the County's current capital facilities and the anticipated needs for capital in the near- and long-term. To provide a formal groundwork for funding the Capital Program, the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds*. This policy establishes the funding methods, administration and control, and allowable uses of the Capital Program Funds. The Capital Program does not include appropriations for recurring capital expenses appropriated in departmental operating budgets nor recurring appropriations for capital projects that are managed and accounted for in the enterprise funds or special revenue funds (i.e. roads/airports). See the departmental operational plan narratives for amounts appropriated for recurring capital expenses.

The Chief Administrative Officer (CAO) established County of San Diego CAO Administrative Manual, Policy 0030-23, *Use of the Capital Program Funds, Capital Project Development and Budget Procedures*, to set forth procedures for developing the scope of capital projects, monitoring the expenditure of funds for capital projects, timely capitalization of assets, and the closure of capital projects within the capital program funds.

The Capital Program is composed of the following major funds:

Capital Outlay Fund

The Capital Outlay Fund provides centralized budgeting and accounting for the County's capital projects, and currently is used to account for the funding of land acquisitions and capital projects that do not fall within the scope of any of the other capital program funds (listed below). Capital projects that are funded through the Capital Outlay Fund include the purchase or construction of buildings for the delivery of County services and the acquisition and development of open space and parkland, outside of the Multiple Species Conservation Program (MSCP) (see description below).

Major Maintenance Capital Outlay Fund

This fund was implemented for financial reporting purposes. This fund enables the County to capitalize those projects that meet the capitalization requirement per accounting rules. Such projects which are considered routine maintenance but require capitalization are funded through the originating departmental operating budget.



County Health Complex Fund

The County Health Complex Fund contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other County health facilities, excluding the recognition of the financial resources used for the reconstruction of the Edgemoor Skilled Nursing Facility. These transactions are accounted for in the Edgemoor Development Fund described below.

Justice Facility Construction Fund

The Justice Facility Construction Fund contains budgeted amounts for capital projects related to the County's justice and public safety capital improvements, including detention facilities, Sheriff's stations and other criminal justice facilities.

Library Projects Fund

The Library Projects Fund contains budgeted amounts for the acquisition and construction of County library facilities.

Multiple Species Conservation Program Fund

This fund contains budgeted amounts for the improvement and acquisition of land related to the MSCP. The MSCP seeks to preserve San Diego's natural areas, native plants and animals, and refine the development process, thereby conserving the quality of life for current and future generations.

Edgemoor Development Fund

Board of Supervisors Policy F-38, *Edgemoor Property Development*, provides guidelines for the use, development and disposition of the County property located within the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to this policy and all of its revenues, mainly produced by the Edgemoor property itself and the lease and sale of land, are to fund the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to

account for the financial resources to be used for the acquisition or construction of a major capital facility, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor Skilled Nursing Facility was funded by Certificates of Participation (COPs) executed and delivered in January 2005 and December 2006, both of which were refunded in 2014. The Edgemoor Development Fund provides funding for the repayment of the COPs.

Capital Program Funds are used for:

- ◆ The acquisition and construction of new public improvements, including buildings, initial furnishings and equipment.
- ◆ Land and permanent on-site and off-site improvements necessary for the completion of a capital project.
- ◆ The replacement or reconstruction of permanent public improvements which will extend the useful life of a structure, including changes in the use of a facility.

The following restrictions apply, and the following expenses are not to be funded from the Capital Program Funds:

- ◆ Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds, such as the Road Fund or enterprise funds.
- ◆ Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses that do not meet the capitalization requirement per accounting rules, which are budgeted within departments.
- ◆ Feasibility studies, facility master plans or other analytical or research activities that do not relate directly to the implementation of a capital project.
- ◆ Furnishings or equipment not considered a permanent component of the facility, or other short-lived general fixed assets.

The Board of Supervisors may appropriate funding from any legal source to the Capital Program Funds for present or future capital projects. The Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of Government Code §23004. All proceeds from the sale of fixed assets (land and structures) are allocated to the Capital Program Funds unless otherwise specifically directed by the Board of Supervisors.

Administrative policies and procedures have been established to provide appropriate controls on the scope of projects and expenditure of funds.

The County's capital improvements planning process is outlined in Board of Supervisors' Policy G-16, *Capital Facilities Planning*. The process reflects the goals of the County's Five-Year Strategic Plan and identifies the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process and creating evaluation criteria for establishing the CINA.

Once funding is identified, projects are included in the two-year Operational Plan, usually in the year they are to be initiated. In some instances, resources may be accumulated over time and the project is started only after all the funding has been identified. Each organizational group is responsible for identifying funding sources for its projects. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, *Long-Term Obligations and Financial Management Policy*.

The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- ◆ Public or employee health/safety is threatened by existing or imminent conditions.
- ◆ The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.
- ◆ The Board of Supervisors has approved a new program or program change which specifically includes additional space and funding for space-related costs.

Appropriations remaining for any given capital project at the end of the fiscal year automatically carry forward into the next fiscal year along with any related encumbrances, until the project is completed.

Outstanding Capital Projects by Fund

The Outstanding Capital Projects by Fund report provides information for the County's current outstanding capital projects. This report is available at:

https://www.sandiegocounty.gov/content/sdc/general_services/Facility_Planning_Design_Construction.html





Existing Capital Projects

For reference here is a listing of outstanding capital projects.

- ◆ 4S Ranch Library Expansion
- ◆ Alpine Local Park Acquisition
- ◆ Borrego Springs Shadeway
- ◆ Boulder Oaks Preserve Trails And Improvements
- ◆ Boulder Oaks Volunteer Pads
- ◆ Calavo Park
- ◆ Casa De Oro Library
- ◆ County Administration Center (CAC) Major Systems Renovations
- ◆ Descanso Fire Station 45 Apparatus Bay Replacement
- ◆ Don Dussault Park Phase II Improvements
- ◆ Dos Picos Park Small Playground Equipment Replacement
- ◆ Dos Picos Playground Equipment
- ◆ East County Crisis Stabilization Unit (CSU) Hub/Network Plan
- ◆ East Mesa Juvenile Detention Center Outdoor Field
- ◆ East Otay Mesa Fire Station #38
- ◆ Edgemoor Psychiatric Unit
- ◆ El Cajon Branch Library
- ◆ El Monte Park Volunteer Pads
- ◆ El Monte River Valley
- ◆ Emergency Vehicle Operations Course
- ◆ Estrella Park Development
- ◆ Eucalyptus County Park New Playground Shade Structure
- ◆ Fallbrook Local Park
- ◆ Fallbrook Skatepark
- ◆ Felicita County Park Electrical And Sewer
- ◆ Felicita Park Outdoor Exercise And Shade Structure
- ◆ Fiscal Year 2017–18 Parks Playground Equipment
- ◆ Flinn Springs Playground Shade Structure
- ◆ Four Gee Park
- ◆ Goodland Acres Park New Playground Shade Structure
- ◆ Guajome County Park Camping Cabins
- ◆ Guajome Sewer Improvements
- ◆ Hall Of Justice Msrp
- ◆ Health Service Complex
- ◆ Heise Park Playground Equipment
- ◆ Heritage Park Building
- ◆ Hilton Head Playground Shade Structure
- ◆ I-15 and SR-76 Public Safety Facility Acquisition
- ◆ Ildica Park Development
- ◆ Incarcerated Person Transfer Tunnel
- ◆ Jacumba Fire Station #43 Land Acquisition
- ◆ Jamul Fire Station 36 Land Acquisition
- ◆ Jess Martin Park Water Conservation
- ◆ Julian Library Community Room
- ◆ Lakeside Baseball Field Pk Synthetic Turf Replacement And Energy Upgrades
- ◆ Lakeside Branch Library
- ◆ Lakeside Equestrian Facility
- ◆ Lakeside Soccer Fields Acquisition
- ◆ Lamar County Park Fitness Loop Connection
- ◆ Lamar Park Parking Lot Improvements
- ◆ Lamar Playground Shade Structure
- ◆ Liberty Park Playground Shade Structure
- ◆ Lincoln Acres Park Acquisition And Expansion
- ◆ Lindo Lake County Park Playground Equipment Replacement
- ◆ Lindo Lake Improvements
- ◆ Lindo Lake Park Photovoltaic Panels At Parking Areas
- ◆ Lonny Brewer Leash Free Area
- ◆ Los Penasquitos Canyon Preserve Amphitheater
- ◆ Mira Mesa Epicentre Youth And Community Center
- ◆ Mount Laguna Fire Station
- ◆ Mount Woodson Acquisition And Parking Lot
- ◆ Multiple Species Conservation Plan Acquisition
- ◆ North Coastal Live Well Center Improvements
- ◆ Ohio Street Probation Renovation And Replacement
- ◆ Old Ironside Volunteer Pads
- ◆ Otay Lakes County Park Electrical Upgrade
- ◆ Otay Lakes Park Sewer
- ◆ Otay Lakes Park Youth Campground
- ◆ Otay Lakes Parks Recreation Amenities
- ◆ Otay Valley Regional Park Heritage Staging Area Zone A
- ◆ Otay Valley Regional Park Bike Skills Course
- ◆ Otay Valley Regional Park Community Garden
- ◆ Palomar Mountain Fire Station
- ◆ Patriot Park Water Conservation
- ◆ Pine Valley Park New Playground Shade Structure
- ◆ Potts Trail
- ◆ Ramona Grasslands Phase I
- ◆ Ramona Intergenerational Community Campus-HHSA Family Resource Live Well Center Phase 2
- ◆ Ramona Sheriff Substation
- ◆ Rancho San Diego Library Expansion
- ◆ Regional Communications System Upgrade
- ◆ Sage Hill Staging Area And Trail System Improvements
- ◆ San Diego Botanic Gardens Master Plan



- ◆ San Diego County Animal Shelter
- ◆ San Diego Fire Training Center
- ◆ San Dieguito Local Park
- ◆ San Dieguito Playground Shade Structure
- ◆ San Luis Rey Land Improvements
- ◆ San Luis Rey River Park Bonsall Bridge Staging Area
- ◆ San Luis Rey River Park Duline Road Active Recreation Node
- ◆ San Luis Rey River Park Moosa Active Recreation Node
- ◆ San Luis Rey River Park Planning And Development
- ◆ San Marcos Road Maintenance Station And Fleet Garage
- ◆ Santa Ysabel East West Trail Cauzza
- ◆ Santa Ysabel Nature Center
- ◆ Sheriff Technology And Information Center COC Buildings 12 And 18
- ◆ South County Bicycle Skills Course
- ◆ South County Zipline
- ◆ South Lane Park
- ◆ Southeastern Live Well Center
- ◆ State Route 76 Middle Row Trail
- ◆ State Route 94 Safe Passage
- ◆ Steele Canyon Playground Shade Structure
- ◆ Steele Canyon Park New Playground Shade Structure
- ◆ Steele Canyon Park Playground Equipment Replacement
- ◆ Stelzer Park Ranger Station And Visitor Center
- ◆ Sweetwater Lane County Park Energy Upgrade
- ◆ Sweetwater Loop Trail Acquisition And Construction
- ◆ Sweetwater Regional Park Community Garden Construction
- ◆ Sweetwater Summit Regional Park Campground Expansion Phase 2
- ◆ Sycamore Canyon Trails Acquisition
- ◆ Sycuan Kumeyaay Village Dehesa Rd Sloan Canyon Rd Trail
- ◆ Third Avenue Mental Health Inpatient Facility Hub, Hillcrest
- ◆ Tijuana River Valley Regional Park Campground And Nature Equestrian Center
- ◆ Tijuana River Valley Smugglers Gulch Basin
- ◆ Tijuana River Valley Sport Complex Concept Plan
- ◆ Tri-City Healthcare District Psychiatric Health Facility
- ◆ Twin Oaks Local Park
- ◆ Valley Center Park Improvements
- ◆ Valley Center Senior Center
- ◆ Waterfront Park Active Recreation
- ◆ Youth Transition Campus

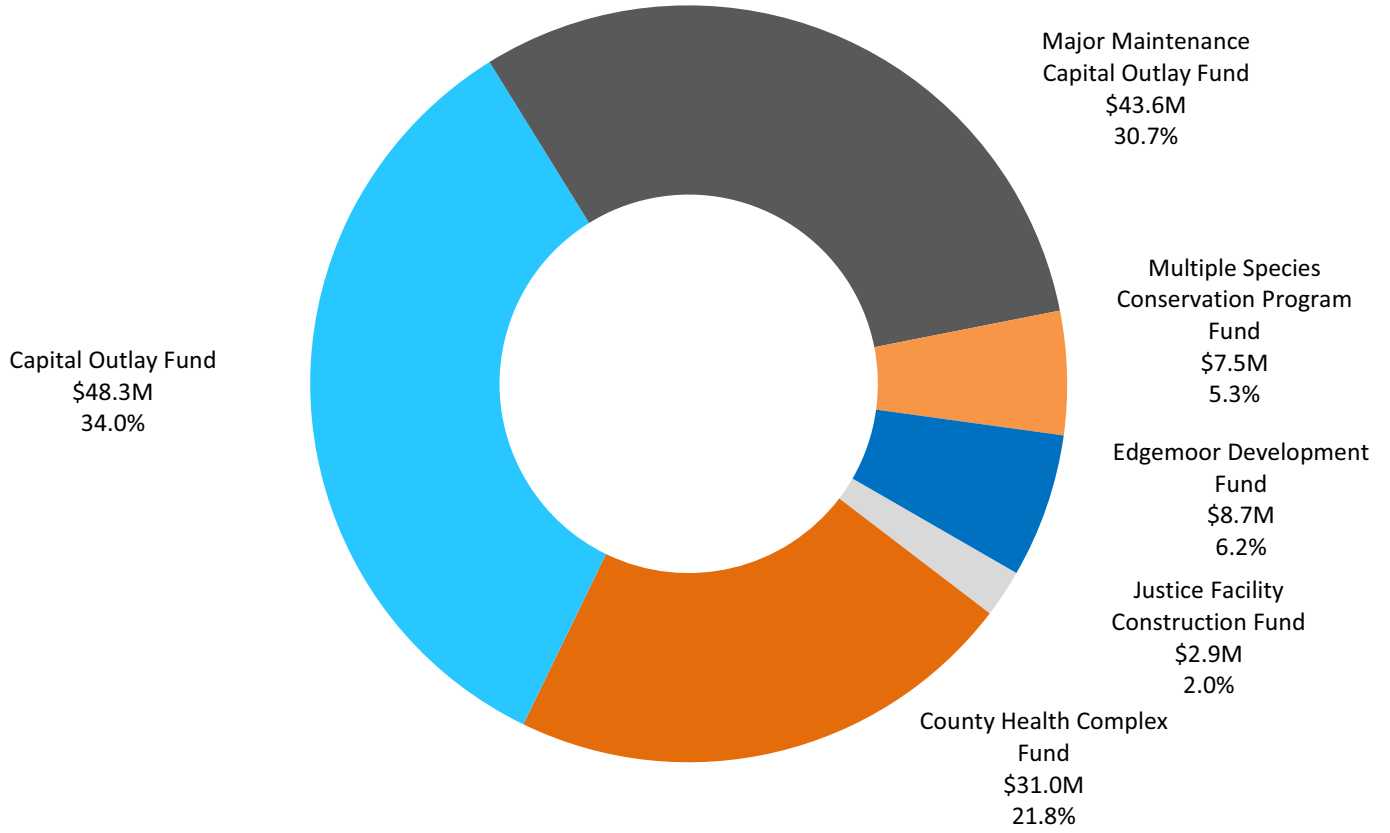
The Finance Other section of the Operational Plan contains detailed information regarding lease payments that are used to repay long-term financing of capital projects.

2022–23 Recommended Budget at a Glance: Capital Program

The Fiscal Years 2022–24 CAO Recommended Operational Plan Program totals \$142.0 million which includes **\$89.7 million** in new appropriations for various capital projects, \$43.6 million for Major Maintenance projects required to be capitalized for financial reporting purposes and \$8.7 million in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction. The following table provides a list of capital appropriations in Fiscal Year 2022–23.

Capital Appropriations Summary	
Project	Fiscal Year 2022–23 Appropriations
Smuggler's Gulch Improvements Project Tijuana River Valley Regional Park	\$ 1,000,000
Food Access Initiative	1,000,000
Jacumba Fire Station #43	250,000
County Administration Center (CAC) Major Systems Renovation Project (MSRP) phased	25,000,000
North County Regional Center (NCRC) Major Systems Replacement Project (MSRP)	1,000,000
Hall of Justice (HOJ) Major Systems Renovation Project (MSRP) phased	20,000,000
Capital Outlay Fund Total	\$ 48,250,000
Third Avenue Mental Health Inpatient Facility (Central Region Hub)	20,000,000
Edgemoor Psychiatric Unit	11,000,000
Health Total	\$ 31,000,000
I-15 and SR-76 Public Safety Facility	2,892,600
Justice Total	\$ 2,892,600
Fallbrook Library - Zero Net Energy (ZNE)	100,000
George Bailey Detention Facility Renovation	29,477,146
EV Roadmap (COC Charging Stations - Phase 2)	910,000
Remaining Major Maintenance Capital Outlay Fund Projects	13,152,600
Major Maintenance Capital Outlay Fund Total	\$ 43,639,746
Multiple Species Conservation Program (MSCP) Land Acquisition	7,500,000
MSCP Total	\$ 7,500,000
Edgemoor Development Fund	\$ 8,735,061
Edgemoor Development Fund Total	\$ 8,735,061

Capital Program by Fund
Fiscal Year 2022–23: \$142.0 million



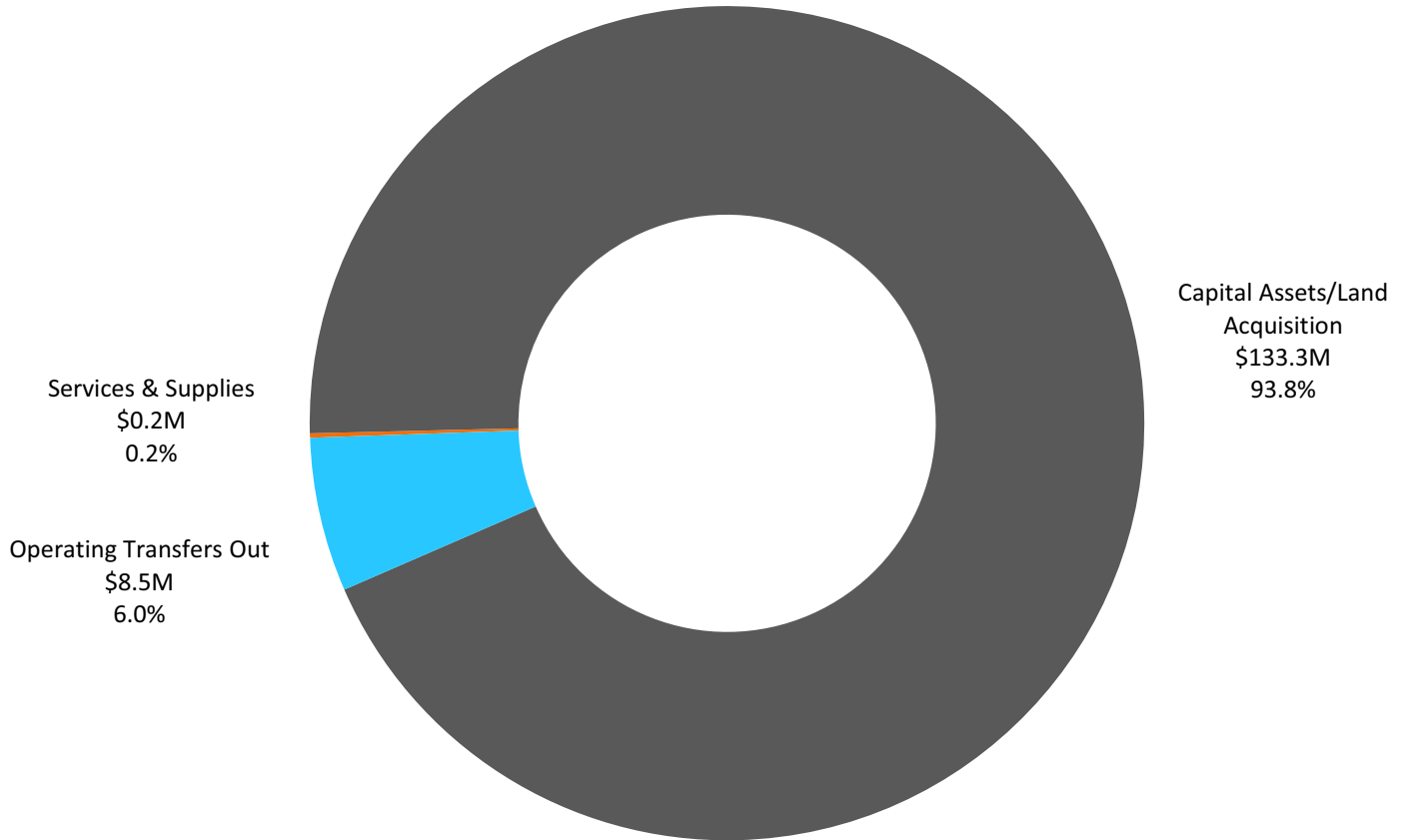
Recommended Budget by Fund: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Justice Facility Construction Fund	\$ 2.9	2.0
County Health Complex Fund	31.0	21.8
Capital Outlay Fund	48.3	34.0
Major Maintenance Capital Outlay Fund	43.6	30.7
Multiple Species Conservation Fund	7.5	5.3
Edgemoor Development Fund	8.7	6.2
Total	\$ 142.0	100.0

**The sum of individual figures within a column may not equal the total for that column due to rounding.*





Capital Program by Categories of Expenditures Fiscal Year 2022–23: \$142.0 million

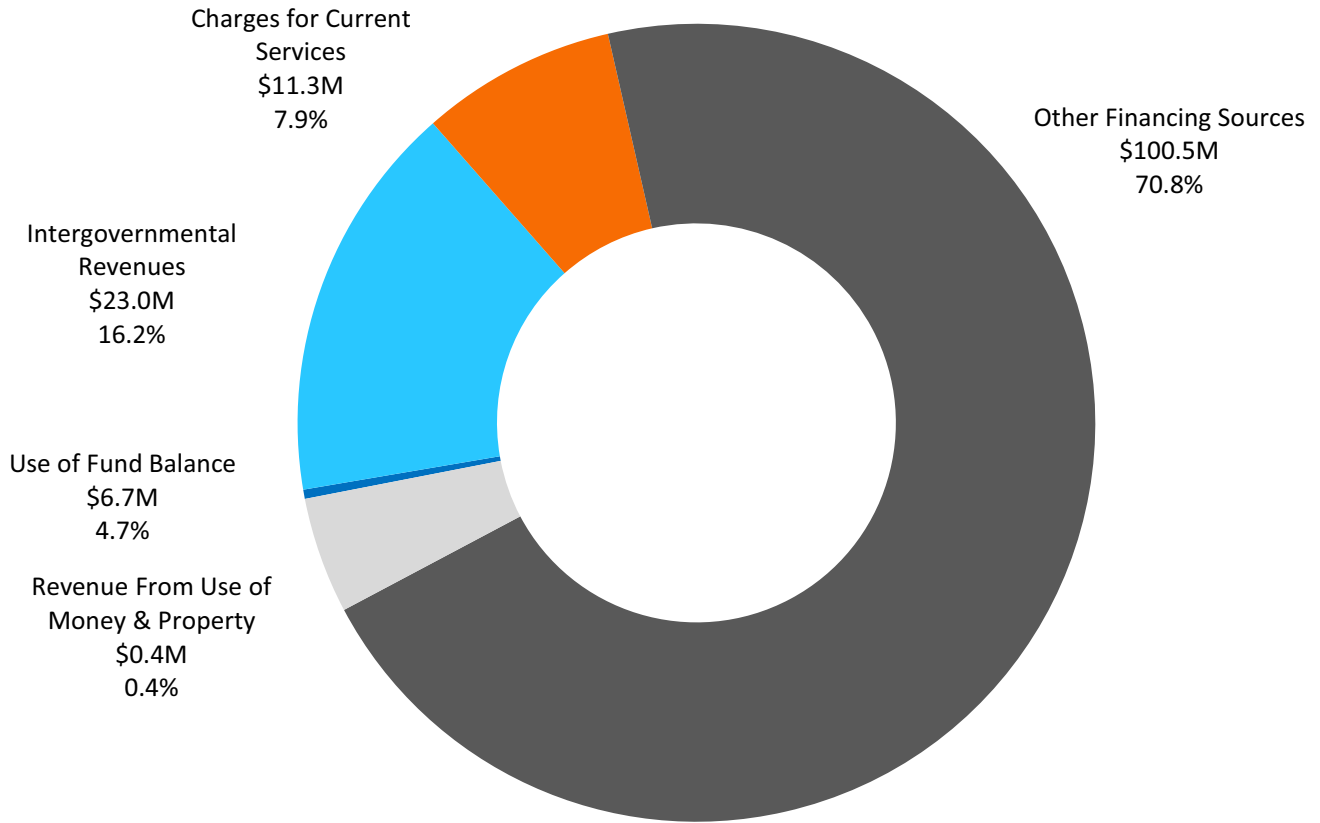


Recommended Budget by Categories of Expenditures: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Services & Supplies	\$ 0.2	0.2
Capital Assets/Land Acquisition	133.3	93.8
Operating Transfers Out	8.5	6.0
Total	\$ 142.0	100.0

**The sum of individual figures within a column may not equal the total for that column due to rounding.*



Capital Program by Categories of Revenues Fiscal Year 2022–23: \$142.0 million



Recommended Budget by Categories of Revenues: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Revenue From Use of Money & Property	\$ 0.5	0.4
Intergovernmental Revenues	23.0	16.2
Charges for Current Services	11.3	8.0
Other Financing Sources	100.5	70.8
Use of Fund Balance	6.7	4.7
Total	\$ 142.0	100.0

**The sum of individual figures within a column may not equal the total for that column due to rounding.*



Capital Appropriations: Fiscal Year 2022–23

The Fiscal Years 2022–24 CAO Recommended Operational Plan includes \$89.7 million in new appropriations for various capital projects in the Capital Program for Fiscal Year 202–23. This amount excludes \$43.6 million appropriated in Fiscal Year 2022–23 Major Maintenance Capital Outlay Fund to support costs associated with the remaining Major Maintenance projects funded by departmental operating budgets and required to be capitalized for financial reporting purposes. This amount also excludes \$8.7 million appropriated in Fiscal Year 2022–23 in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction. The following section briefly describes the anticipated cost and purpose of each capital project.



County Administration Center (CAC) Major Systems Renovations Project (phased)

Fiscal Year 2022–23 Appropriations: \$25,000,000

Project Number: 1021162

Estimated Total Project Cost: \$121,554,000

Funding Source(s): General Purpose Revenue, \$25,000,000

Scope: Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Current concept includes multiple phases. Plan includes complete remodel of existing Board Chamber, replacement of historic windows and discretionary work.

Current Status: Construction.

Anticipated Construction Completion: Spring 2024

Edgemoor Psychiatric Unit

Fiscal Year 2022–23 Appropriations: \$11,000,000

Project Number: 1023737

Estimated Total Project Cost: \$13,000,000

Funding Source(s): Revenue Acct 46678 Institutional Care Hospital, \$11,000,000

Scope: Convert one unit inside the Edgemoor Skilled Nursing facility into a Psychiatric Inpatient Unit providing 12 beds.

Current Status: Pre-Construction.

Anticipated Construction Completion: Fall 2023*





Food Access Initiative

Fiscal Year 2022–23 Appropriations: \$1,000,000

Project Number: 1025464

Estimated Total Project Cost: \$1,000,000

Funding Source(s): American Rescue Plan Act (ARPA) Revenue, \$1,000,000

Scope: Establish community gardens throughout the County.

Current Status: Pre-Construction.

Anticipated Construction Completion: Winter 2024

Hall of Justice (HOJ) Major Systems Renovation Project (MSRP) phased

Fiscal Year 2022–23 Appropriations: \$20,000,000

Project Number: 1023733

Estimated Total Project Cost: \$65,000,000

Funding Source(s): General Purpose Revenue, \$20,000,000

Scope: Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.

Current Status: Construction.

Anticipated Construction Completion: Fall 2024*



I-15 and SR-76 Public Safety Facility

Fiscal Year 2022–23 Appropriations: \$2,892,600

Project Number: 1024946

Estimated Total Project Cost: \$48,021,400

Funding Source(s): Operating Transfer In from Proposition 172 Fund, \$2,892,600

Scope: Land acquisition, design and construction of a new approximately 25,000 square foot facility.

Current Status: Pre-Construction.

Anticipated Construction Completion: Spring 2027*





Jacumba Fire Station #43

Fiscal Year 2022–23 Appropriations: \$250,000

Project Number: 1022910

Estimated Total Project Cost: \$17,400,000

Funding Source(s): Other Services to Government Agencies, \$250,000

Scope: Land acquisition, design and construction of new fire station to replace Station #43.

Current Status: Pre-Construction.

Anticipated Construction Completion: Spring 2026*



Multiple Species Conservation Program (MSCP) Land Acquisition

Fiscal Year 2022–23 Appropriations: \$7,500,000

Project Number: 1015029

Estimated Total Project Cost: \$294,000,000

Funding Source(s): General Purpose Revenue \$7,500,000

Scope: Acquisition, design, environmental and construction of remaining acres projected for existing South County, proposed North County and future East County MSCP through at least 2041.

Current Status: Acquisition.

Anticipated Construction Completion: Ongoing

North County Regional Center (NCRC) Major Systems Replacement Project (MSRP)

Fiscal Year 2022–23 Appropriations: \$1,000,000

Project Number: 1025465

Estimated Total Project Cost: \$25,000,000

Funding Source(s): General Purpose Revenue \$1,000,000

Scope: Major Systems Replacement Project. The appropriations established are to fund the design phase.

Current Status: Pre-Construction.

Anticipated Construction Completion: Spring 2027*





Smuggler’s Gulch Improvement Project at Tijuana River Valley Regional Park

Fiscal Year 2022–23 Appropriations: \$1,000,000

Project Number: 1025467

Estimated Total Project Cost: \$10,000,000

Funding Source(s): State Aid – Other State Grants \$1,000,000

Scope: Dredging of the Pilot Channel and entirety of Smuggler's Gulch prior to construction of the Smuggler's Gulch improvements project. Installation of a bridge over Monument Road to address flooding issues.

Current Status: Construction.

Anticipated Construction Completion: Summer 2024

Third Avenue Mental Health Inpatient Facility (Central Region Hub)

Fiscal Year 2022–23 Appropriations: \$20,000,000

Project Number: 1023736

Estimated Total Project Cost: \$32,000,000

Funding Source(s): Revenue Acct 45575 Behavioral Health Realignment \$20,000,000

Scope: Design of an integrated care environment designed to accelerate transition from behavioral health crisis to continuous and chronic care management. This facility is anticipated to include inpatient behavioral health services.

Current Status: Pre-Construction.

Anticipated Construction Completion: Summer 2025*



Capital Program: All Funds Summary

Budget by Fund					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Capital Outlay Fund	\$ 64,077,000	\$ 138,685,000	\$ 48,250,000	(65.2)	\$ —
Major Maintenance Capital Outlay Fund	37,202,074	16,084,000	43,639,746	171.3	—
County Health Complex	11,790,000	11,500,000	31,00,000	169.6	—
Justice Facility Construction	2,230,000	75,800,000	2892,600	(96.2)	—
Library Projects	5,965,000	24,327,935	—	(100.0)	—
MSCP - Land Use and Environmental	—	7,500,000	7,500,000	0.0	—
Edgemoor Development Fund	8,458,310	8,797,800	8,735,061	(0.7)	8,808,300
Total	\$ 129,722,384	\$ 282,694,735	\$ 142,017,407	(49.8)	\$ 8,808,300

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ 359,800	\$ 231,800	\$ 245,800	6.0	\$ 245,800
Capital Assets Equipment	—	—	—	—	—
Capital Assets/Land Acquisition	121,264,074	273,896,935	133,282,346	(51.3)	—
Operating Transfers Out	8,098,510	8,566,000	8,489,261	(0.9)	8,562,500
Total	\$ 129,722,384	\$ 282,694,735	\$ 142,017,407	(49.8)	\$ 8,808,300

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$ 328,924	\$ 568,924	\$ 537,973	(5.4)	\$ 538,792
Intergovernmental Revenues	4,130,110	38,012,219	22,997,721	(39.5)	996,949
Charges For Current Services	4,000,000	21,000,000	11,250,000	(46.4)	—
Miscellaneous Revenues	—	600,000	—	(100.0)	—
Other Financing Sources	114,987,074	215,661,935	100,532,346	(53.4)	500,000
Use of Fund Balance	6,276,276	6,851,657	6,699,367	(2.2)	6,772,559
Total	\$ 129,722,384	\$ 282,694,735	\$ 142,017,407	(49.8)	\$ 8,808,300

CAPITAL PROGRAM: ALL FUNDS SUMMARY

Revenue Detail					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Interest on Deposits & Investments	\$ —	\$ 240,000	\$ 200,000	(16.7)	\$ 200,000
Rents and Concessions	328,924	328,924	337,973	2.8	338,792
State Aid for Corrections	—	15,000,000	—	(100.0)	—
State Aid Other State	2,100,000	16,850,000	1,000,000	(94.1)	—
Behavioral Health Realignment	—	—	20,000,000		—
Federal Aid HUD CDBG 14.218	177,000	785,000	—	(100.0)	—
Fed Treasury 21.027 ARPA CSLFRF	—	4,000,000	1,000,000	(75.0)	—
Federal HHS 93.778 Medical Assistance Program	1,853,110	1,377,219	997,721	(27.6)	996,949
Institutional Care Hospital	4,000,000	11,000,000	11,000,000	—	—
Contributions from Property Owners	—	10,000,000	—	(100.0)	—
Other Services to Government	—	—	250,000	100.0	—
Other Miscellaneous	—	600,000	—	(100.0)	—
Operating Transfer From General Fund	114,687,074	155,206,935	95,783,746	(38.3)	—
Operating Transfer From Parkland Dedication	300,000	—	—	—	—
Operating Transfer From Library Fund	—	455,000	1,356,000	198.0	—
Operating Transfer From Prop 172	—	—	2,892,6000	100.0	—
Reimbursement from SANCAL - Bond Proceeds	—	60,000,000	—	(100.0)	—
Sale of Fixed Assets	—	—	500,000	100.0	500,000
Use of Fund Balance	6,276,276	6,851,657	6,699,367	(2.2)	6,772,559
Total	\$ 129,722,384	\$ 282,694,735	\$ 142,017,407	(49.8)	\$ 8,808,300



Capital Program: All Funds Detail

Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Other Charges	—	—	—	—	—
Capital Assets/Land Acquisition	64,077,000	138,685,000	48,250,000	—	—
Capital Assets Equipment	—	—	—	—	—
Operating Transfers Out	—	—	—	—	—
Total	\$ 64,077,000	\$ 138,685,000	\$ 48,250,000	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$ —	\$ —	\$ —	—	\$ —
Intergovernmental Revenues	2,277,000	21,635,000	2,000,000	—	—
Charges for Current Services	—	10,000,000	250,000	—	—
Miscellaneous Revenues	—	600,000	—	—	—
Other Financing Sources	61,800,000	106,450,000	46,000,000	—	—
Use of Fund Balance	—	—	—	—	—
Total	\$ 64,077,000	\$ 138,685,000	\$ 48,250,000	—	\$ —

Major Maintenance Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	37,202,074	16,084,000	43,639,746	—	—
Total	\$ 37,202,074	\$ 16,084,000	\$ 43,639,746	—	\$ —

CAPITAL PROGRAM: ALL FUNDS DETAIL

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	—	\$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	37,202,074	16,084,000	43,639,746	—	—
Total	\$ 37,202,074	\$ 16,084,000	\$ 43,639,746	—	\$ —

County Health Complex Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	11,790,000	11,500,000	31,000,000	—	—
Operating Transfers Out	—	—	—	—	—
Total	\$ 11,790,000	\$ 11,500,000	\$ 31,000,000	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ 20,000,000	—	\$ —
Charges For Current Services	\$ 4,000,000	\$ 11,000,000	\$ 11,000,000	—	\$ —
Other Financing Sources	7,790,000	500,000	—	—	—
Use of Fund Balance	—	—	—	—	—
Total	\$ 11,790,000	\$ 11,500,000	\$ 31,000,000	—	\$ —





Justice Facility Construction Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Other Charges	—	—	—	—	—
Capital Assets/Land Acquisition	2,230,000	75,800,000	2,892,600	—	—
Capital Assets Equipment	—	—	—	—	—
Operating Transfers Out	—	—	—	—	—
Total	\$ 2,230,000	\$ 75,800,000	\$ 2,892,600	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$ —	\$ 15,000,000	\$ —	—	\$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	2,230,000	60,800,000	2,892,600	—	—
Use of Fund Balance	—	—	—	—	—
Total	\$ 2,230,000	\$ 75,800,000	\$ 2,892,600	—	\$ —



Library Projects Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	5,965,000	24,327,935	—	—	—
Capital Equipment	—	—	—	—	—
Operating Transfers Out	—	—	—	—	—
Total	\$ 5,965,000	\$ 24,327,935	\$ —	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Other Financing Sources	\$ 5,965,000	\$ 24,327,935	\$ —	—	\$ —
Use of Fund Balance	—	—	—	—	—
Total	\$ 5,965,000	\$ 24,327,935	\$ —	—	\$ —

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Capital Assets/Land Acquisition	\$ —	\$ 7,500,000	\$ 7,500,000	—	\$ —
Total	\$ —	\$ 7,500,000	\$ 7,500,000	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	—	\$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	—	7,500,000	7,500,000	—	—
Total	\$ —	\$ 7,500,000	\$ 7,500,000	—	\$ —





Edgemoor Development Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ 359,800	\$ 231,800	\$ 245,800	—	\$ 245,800
Operating Transfers Out	8,098,510	8,566,000	8,489,261	—	8,562,500
Total	\$ 8,458,310	\$ 8,797,800	\$ 8,735,061	—	\$ 8,808,300

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$ 328,924	\$ 568,924	\$ 537,973	—	\$ 538,792
Intergovernmental Revenues	1,853,110	1,377,219	997,721	—	996,949
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	—	—	500,000	—	500,000
Use of Fund Balance	6,276,276	6,851,657	6,699,367	—	6,772,559
Total	\$ 8,458,310	\$ 8,797,800	\$ 8,735,061	—	\$ 8,808,300





Capital Improvement Needs Assessment: Fiscal Years 2022–27

The County’s capital improvement planning process is guided by Board of Supervisors Policy G-16, *Capital Facilities Planning*. The process is designed to align capital projects planning with the County of San Diego’s strategic initiatives and the County’s Five-Year Strategic Plan. Policy G-16 identifies the Department of General Services (DGS) as steward for the management and planning of the County’s capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designating a process and providing specific evaluation criteria, detailed below, for establishing the Capital Improvement Needs Assessment (CINA).

In accordance with Board Policy G-16, the CINA is prepared and presented annually to the Board of Supervisors to guide the development and funding of both immediate and long-term capital projects. The CINA includes a comprehensive list of all current and anticipated capital projects over a five-year period. Preparation of the CINA involves the following process:

- ◆ Beginning in August departments submit capital priorities based on program needs, community feedback, and Board of Supervisor initiatives to their respective Groups for review and evaluation. Project submittals must include objectives and description, estimated costs (if available) and level of available funding. Capital requests are defined, per the County of San Diego CAO Administrative Manual, Policy 0050-01-06, *Capital, Space and Maintenance Requests*, as those projects which improve the effectiveness and efficiency, change the use, or extend the useful life of an asset. The definition includes projects such as new structures, major improvements to land and buildings, installation of infrastructure such as wells and photovoltaic systems on County property, and development of parkland.
- ◆ Groups will then assess and forward a prioritized five-year plan to the Facilities Planning Board (FPB) for its consideration.
- ◆ The FPB, which consists of the Director of the Office of Financial Planning, the Group Finance Directors and the Director of DGS, will integrate all capital facility needs and will develop the draft annual CINA for review by the Group General Managers, Chief Financial Officer and Chief Administrative Officer and Board Offices. The CINA reflects the County’s facility priorities based on numerous factors, with emphasis given to a proposed project:
 - ◆ Strategic Plan linkage
 - ◆ Criticality in addressing life, safety or emergency issues
 - ◆ Fulfillment of State/federal mandates or legally binding commitments
 - ◆ Operating budget impacts: reducing operating costs and increasing County’s commitment to sustainability
 - ◆ Customer service benefits and improving access to services
 - ◆ Positive impact on quality of life in the County

- ◆ The CINA is then presented to the CAO for final review and approval before presentation to the Board of Supervisors, which approves the CINA and in turn refers it to the CAO for determining project timing and funding actions, as the Capital Improvements Plan.

The County owns extensive land and facility assets throughout the region and employs a strategy to manage and plan for current and long-term capital and space needs. The Board, through its policies and commitment to capital investment and facility management, has shown that San Diego County is a leader in managing its capital assets in replacing outdated and functionally obsolete buildings. The County is also committed to the Multiple Species Conservation Program (MSCP) land acquisition program, as well as maintaining and expanding its park facilities.

Over the mid- and long-term, the County will continue to take an active approach to maintain the physical environment, modernize and replace aging facilities, and maximize the public return on investments. Aging facilities, particularly those whose major systems are reaching life expectancy, are analyzed for program delivery efficiency and compliance with regulatory requirements, and ultimately recommended for revitalization, replacement or disposition. To the greatest practical extent, the County will improve the sustainability of its own operations by reducing, reusing and recycling resources, and using environmentally friendly practices in maintenance and replacement of infrastructure. The County’s capital program anticipates new facilities will attain Leadership in Energy and Environmental Design (LEED) certification and be Zero Net Energy (ZNE), as well include public electric vehicle charging infrastructure and avoid the use of equipment that requires natural gas. Although all or partial funding has been identified for some capital projects, others will be financed by non-County sources, such as Statewide bonds and State and federal grants.

Capital Project Phases	
Initiation	Client request submitted Establish project objectives and preliminary project scope statement
Planning	Scope development Communications plan Programming Due diligence, Environmental/Entitlement Review Budget development Schedule development Acquisition strategy Approval/authorization
Execution	Design Construction
Closeout	Closeout project Punch-list items



The Facilities Planning Board is responsible for creating a Capital Improvement Needs Assessment (CINA) in conformance with the County of San Diego's General Management System and Board of Supervisors (Board) Policy G-16. The CINA, a planning document that includes all planned land acquisitions and capital improvements over a five-year period, is reviewed and revised annually. Several factors are taken into consideration when adding a project to the CINA including customer service benefits and improving access to services; reducing operating costs and increasing our commitment to sustainability; fulfilling legally binding mandates; addressing life, safety and emergency issues; and improving quality of life for all County residents. The total estimated cost of these priority projects is \$1.9 billion, of which \$89.7 million is funded (excludes Major Maintenance Capital Outlay Fund and Edgemoor Development Fund). The total project costs are the latest estimates based on preliminary scoping, and are subject to change. Updated estimates will be required before progressing to the implementation/construction bid phase for each project.

In an effort to revitalize the County building infrastructure and reduce ongoing maintenance and repair costs the County has implemented a process to identify aged facilities for major systems renovation or replacement. This process helps categorize and prioritize County-owned structures and infrastructure which are greater than 40 years old. Based on the results of a critical systems assessment, aged facilities are recommended for major systems renovation or complete replacement. Projects that involve consolidation of multiple facilities are identified as aged facilities if one or more of the buildings being consolidated is greater than 40 years old. The projects identified as aged facilities are listed in bold font for easier reference.

Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
4S Ranch Liberty Park Restrooms	Pre-Construction	\$ 400,000	Design, environmental analysis and construction of a new restroom building.
4S Ranch Library Expansion	Pre-Construction	13,000,000	Expansion of a 2,000 sq ft community room to allow for cultural events and educational programming.
4S Ranch North Artificial Turf Replacement	Pre-Construction	1,000,000	Construction/replacement of artificial turf at 4S Ranch North Field.
4S Ranch Patriot Park Playground	Pre-Construction	900,000	Design, environmental analysis, and construction to remove and replace two play structures with new play equipment and playground surfacing.
4S Ranch Patriot Park Restrooms	Pre-Construction	450,000	Design, environmental analysis and construction of a new restroom building.
4S Ranch Sports Park and Community Park	Pre-Construction	1,100,000	Design, environmental analysis, and construction to remove and replace one playground at Sports Park and one playground at Community park with new play equipment and playground surfacing.
4S Ranch Sports Park Photovoltaic System and LED Lighting (CAP)	Pre-Construction	1,500,000	Design, environmental and construction of 4S Ranch Sports Park Photovoltaic and LED Lighting retrofit Project will reduce the County's reliance on purchased energy.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Agua Caliente County Park - Staff Housing	Pre-Construction	1,600,000	Design, environmental analysis and construction to replace residence 4 and add an additional facility for Park Attendants / seasonal staff. Residence 4 is a 1950's trailer, at Agua Caliente Park. The trailer houses the Senior Ranger from Fall to Spring and serves as an air conditioned break room during the summer months.
Agua Caliente County Park - New Water Wells	Pre-Construction	1,500,000	Design, environmental analysis and construction for two new wells at Aqua Caliente Park and to connect to existing small drinking water system.
Alpine Community Loop	Pre-Construction	8,000,000	Design, environmental analysis, easement acquisition and construction of pathway and sidewalk improvements to increase connectivity to Alpine Park.
Alpine Local Park Acquisition, Design, Environmental, and Construction	Pre-Construction	33,000,000	Design, environmental analysis and construction of Alpine Park in Alpine. Park amenities could include sports fields, picnic areas, playgrounds, all-wheel park, dog park, trails and other recreation amenities. Project will be constructed in phases.
Bear Valley Parkway Parcel Redevelopment	Pre-Construction	3,350,000	Design, environmental analysis and construction to develop active recreation amenities on 2 parcels adjacent to Bear Valley Parkway in Escondido.
Bike Skills Course East County	Pre-Construction	2,000,000	Design, environmental analysis and construction of a bicycle skills course in East County. The skills course will likely include such elements as a pump track, progressive jumps and skills elements.
Bike Skills Course North County	Pre-Construction	2,000,000	Design, environmental analysis and construction of a bicycle skills course in North County.
Blossom Valley Rd Easement and Trail	Pre-Construction	2,000,000	Design, environmental analysis and construction of approx. 0.75 miles trail on Blossom Valley Road that leads to Rios Canyon Ballfields that is in CTMP. Project is a priority to community trail users.
Borrego Park Recreation Amenities	Pre-Construction	850,000	Design, environmental analysis and construction of additional recreation amenities requested by the community, shade structures, and improvements in the off leash area.



Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Boulder Oaks Preserve Trails and Improvements	Pre-Construction	4,000,000	Design, environmental analysis and construction of preserve infrastructure to allow public access. Improvements include approximately 8 miles of new and existing multi-use trails and one ADA accessible trail, restrooms, driveway and road improvements, staging areas, and shaded picnic areas. Project is phased.
Brown Property Restoration	Pre-Construction	2,000,000	Construction to remove existing structures on site and implement restoration plan.
Cactus Park Playground	Pre-Construction	750,000	Design, environmental analysis, and construction to remove and replace a play structure with new play equipment, playground surfacing and a shade structure.
Cactus Park Restroom Replacement	Pre-Construction	750,000	Design, environmental analysis and construction to remove and replace an existing restroom in Cactus Park. Current restroom has reached the end of its useful life and does not meet current building code standards. Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities.
Campo Library Community Room	Pre-Construction	2,389,699	Addition of 1,000 square foot community room to Campo Library.
Coastal Trail	Pre-Construction	2,750,000	Design, environmental and construction of southern most portion of the Coast Trail through the Tijuana River Valley Regional Park.
Collier Park Playground	Pre-Construction	1,300,000	Design, environmental analysis and construction to remove and replace two play structures with new play equipment, playground surfacing and refurbish the existing shade structure.
Community Gardens	Pre-Construction	5,000,000	Design, environmental analysis and construction of community gardens throughout the County. Assumes approximately 3 community gardens.
County Administration Center (CAC) Major Systems Renovation Project (MSRP) phased	Construction	121,554,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Current concept includes multiple phases. Plan includes complete remodel of existing Board Chamber, replacement of historic windows and discretionary work.
COVID-19 Memorial	Pre-Construction	500,000	Design and installation of a memorial to honor the lives lost to COVID-19.
Descanso Fire Station 45 Fire Station Replacement	Pre-Construction	17,400,000	Design and construction of a new fire station to replace Station #45.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Dictionary Hill Trails	Pre-Construction	2,600,000	Design, environmental analysis and construction for trails identified in the Public Access Plan, which is currently underway.
Dos Picos Campground Restroom/ Shower Replacement	Pre-Construction	600,000	Design, environmental analysis and construction to repair and upgrade the main restroom/shower building (west of pavilion). Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities.
Dos Picos County Park - Pond Restoration	Pre-Construction	3,500,000	Design, environmental analysis and construction for dredging and relining existing pond at Dos Picos (120K/sf surface area or 2.75 acres).
East County Crisis Stabilization Unit (CSU) Hub/Network Plan	Pre-Construction	11,600,000	Design and construction of Crisis Stabilization Unit (CSU) located in East County.
East County Regional Center (ECRC)	Pre-Construction	5,000,000	Major Systems Replacement. Project (MSRP). Funding for design phase.
East Otay Mesa Sheriff Station	Pre-Construction	46,150,000	Design and construction of approximately 25,000 square foot sheriff station on northern five acres of new quartermaster parcel.
Edgemoor Psychiatric Unit	Construction	13,000,000	Convert one unit inside the Edgemoor Skilled Nursing facility into a Psychiatric Inpatient Unit providing 12 beds.
El Cajon Branch Library	Pre-Construction	30,300,000	Land acquisition, design and construction of new library to include community room, study rooms (4), and living room.
El Monte Park Playground	Pre-Construction	1,950,000	Design, environmental analysis and construction to remove and replace three playgrounds with new playground equipment, playground surfacing, and shade structures.
Encinitas Landfill Park Conversion	Pre-Construction	10,000,000	Fiscal Year 2023–24 request is for concept and feasibility study. Project will include design, environmental analysis and construction of a solid waste site conversion to a park.
EV Roadmap (COC Charging Stations)	Construction	11,040,000	Installation of electric vehicle charging infrastructure at various locations to support the County's fleet of electric vehicle.
Fallbrook Community Center Playground	Pre-Construction	2,850,000	Design, environmental analysis and construction to remove and replace three playgrounds with new play equipment and refurbish existing shade structures.



Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Fallbrook Library - Zero Net Energy (ZNE)	Pre-Construction	1,700,000	Replace existing green roof with photovoltaic panels and adding photovoltaic panel parking canopy to achieve Zero Net Energy.
Fallbrook Western Park	Pre-Construction	8,000,000	Acquisition to establish a new local park in Fallbrook.
Firefighter Memorial	Pre-Construction	500,000	Design and installation of a firefighter memorial at Waterfront Park.
Food Access Initiative	Pre-Construction	1,000,000	Establish community gardens throughout the County.
George Bailey Detention Facility Renovation	Pre-Construction	45,000,000	Large-scale renovation of the existing detention facility.
Guajome Regional Park - Off Leash Area	Pre-Construction	500,000	Design, environmental analysis and construction of off leash dog park.
Guajome Regional Park Campground Expansion	Pre-Construction	2,600,000	Design, environmental analysis and construction of 25 new campsites.
Guajome Regional Park Playground	Pre-Construction	850,000	Design, environmental analysis and construction to remove and replace playground with new play equipment and refurbish existing shade structure.
Hall of Justice (HOJ)	Pre-Construction	65,000,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.
Harmony Grove Village 4th of July Park	Pre-Construction	200,000	Design, environmental analysis and construction of new shade structure at existing playground area.
Health Services Complex at COC	Pre-Construction	230,500,000	Design and construction of Health Services Complex at COC.
Hidden Meadows Park	Pre-Construction	6,700,000	Acquisition, design, environmental and construction of a new approximately two acre County park.
Hilton Head Park Playground	Pre-Construction	1,800,000	Design, environmental analysis and construction to remove and replace two playground structures with new inclusive play equipment, playground surfacing, and shade structure.
I-15 and SR-76 Public Safety Facility	Pre-Construction	48,021,400	Land acquisition, design and construction of a new approximately 25,000 sq ft facility.
Intermountain Fire Station #85	Pre-Construction	17,600,000	Land acquisition, design and construction of a new fire station to replace Station #85 (Intermountain) and Station #87 (Witchcreek).
Jacumba Fire Station #43	Pre-Construction	17,400,000	Land acquisition, design and construction of new fire station to replace Station #43.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Jess Martin County Park Bleachers and Concession	Pre-Construction	750,000	Design, environmental analysis and construction of baseball bleachers and a concession stand to support the existing ballfields at Jess Martin Park.
Jess Martin County Park Playground	Pre-Construction	500,000	Design, environmental analysis and construction to remove and replace two play structures with new playground equipment, playground surfacing and refurbish existing shade structure.
Keys Creek Preserve	Pre-Construction	2,600,000	Design, environmental and construction of Via Piedra Rd to create a staging area driveway that safely connects with public road W. Lilac Rd. Amenities to include parking space, fencing, benches, signage, kiosks, and trash receptacles.
La Mesa Library	Pre-Construction	30,300,000	Design and construction of new library in La Mesa.
Lake Morena Campground Restroom Replacement	Pre-Construction	700,000	Design, environmental analysis and construction to replace the campground restroom at Lake Morena County Park. The existing restroom has reached the end of its useful life and does not meet current building code standards. Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities.
Lake Morena Dock Extension	Pre-Construction	1,000,000	Design, environmental analysis, permitting and construction to extend the dock at Lake Morena to be usable at various water levels.
Lake Morena Playground	Pre-Construction	1,000,000	Design, environmental analysis and construction to remove and replace playground equipment with new play equipment, playground surfacing, and new shade structures over playground.
Lakeside Equestrian Park to Cactus Park Trail Connection	Pre-Construction	1,850,000	Acquisition, design, environmental analysis and construction of one-mile trail connection from Lakeside Equestrian Park to Cactus Park. Trail connection is in CTMP.
Lakeside Equestrian to San Vicente Reservoir Trail	Pre-Construction	3,000,000	Acquisition, design, environmental analysis and construction of three-mile trail connection from Lakeside Equestrian Park to San Vicente Reservoir Trail. Trail connection is requested by Lakeside community. Acquire easement from City and private property owners is needed.
Lakeside Off Leash Area	Pre-Construction	650,000	Design, environmental analysis and construction of an off leash area in an existing County park in Lakeside.
Lakeside Soccer Fields	Pre-Construction	9,000,000	Acquisition, design, environmental analysis and construction of a new soccer park in Lakeside.



CAPITAL IMPROVEMENT NEEDS ASSESSMENT: FISCAL YEARS 2022–27

Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Lamar County Park Pervious Parking Lot	Pre-Construction	1,335,000	Design, environmental analysis and construction of a pervious paving parking area in Lamar Park. New park amenities have been added to Lamar Park that are drawing additional park visitors. The parking lot expansion would support these new park users.
Lindo Lake Improvements (Phase II)	Pre-Construction	15,950,000	Design, environmental analysis and construction to restore Lindo Lake by deepening the lakebed. Construction will occur in two phases. Phase I is under construction.
Lindo Lake Photovoltaic Carports	Pre-Construction	1,000,000	Design, environmental analysis, and construction of two carports with photovoltaic panels. Project would offset electrical consumption at Lindo Lake County Park.
Lindo Lake Site Improvements	Pre-Construction	2,250,000	Design, environmental analysis and construction for recreational improvements on the site of the previous library building.
Live Oak Park Playground	Pre-Construction	300,000	Design, environmental analysis and construction to remove and replace playground structure with new play equipment and new shade structure.
Louis Stelzer County Park Playground	Pre-Construction	2,650,000	Design, environmental analysis and construction to remove and replace three playground structures with new play equipment, playground surfacing, and add new shade structures.
Lusardi Creek Crossing	Pre-Construction	700,000	Design, environmental analysis and construction to improve the creek crossing.
Maintenance Buildings for Storage and Security Systems	Pre-Construction	1,500,000	Design, environmental analysis and construction of 3 maintenance buildings/storage buildings for replacement parts for park playgrounds and other assets. Buildings will be geographically dispersed in north, south and east county.
Mira Mesa Epicentre	Pre-Construction	8,000,000	Design, environmental, and construction of upgrades to the existing Mira Mesa Youth and Community Center.
Multiple Species Conservation Program (MSCP) Land Acquisition (CAP)	Acquisition	294,000,000	Acquisition, Design, environmental and construction of remaining acres projected for existing South County, proposed North County and future East County MSCP through at least 2041.
Nancy Jane Park Playground	Pre-Construction	2,625,000	Design, environmental analysis and construction to remove and replace playground equipment at three playgrounds with new play equipment and shade structures.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Nelson Sloan Reclamation	Pre-Construction	2,000,000	Reclamation of the Nelson Sloan property (former quarry) to meet the basic requirements of the reclamation plan under the Surface Mining and Reclamation Act (SMARA). Project includes one-time start-up costs for environmental review/surveys/permits and Storm Water Pollution Prevention Plan preparation, grading plan, sediment transport and placement and other related site preparation/construction.
North County Regional Center (NCRC)	Pre-Construction	25,000,000	Major Systems Replacement Project (MSRP). Funding for design phase.
Off-Highway Vehicle Recreation Area	Pre-Construction	12,300,000	Acquisition, design, environmental analysis and construction for the implementation of an off-highway vehicle recreation area based on the results of the grant funded feasibility study.
Old Ironsides Park Playground	Pre-Construction	400,000	Design, environmental analysis and construction to remove and replace playground equipment with new play equipment and shade structure.
Otay Valley Regional Park (OVRP): Heritage Staging Area, Active Recreation Site 3, Area A, Area B, Area C	Pre-Construction	53,940,000	Design, Environmental analysis and build out of Regional Park including land acquisition, trail construction, staging areas, and an active recreation area. Project is phased.
Pala-Pauma Local Park	Pre-Construction	3,700,000	Acquisition, design, environmental analysis and construction of a new 4 acre County park, sports field and playground.
Palomar Mountain County Park	Pre-Construction	750,000	Design, environmental analysis and construction of new picnic areas with ADA access at Palomar Mountain County Park.
Photovoltaic (PV) Carports	Pre-Construction	2,250,000	Design, environmental analysis and construction of photovoltaic carports in existing parking areas to offset park energy demands and reduce GHG emission.
Playground Shade Structures	Pre-Construction	3,250,000	Design, environmental analysis, and construction of shade structure at Pine Valley Local Park, Pine Valley County Park, and Dos Picos County Park.
Potrero County Park - New Camping Cabins	Pre-Construction	800,000	Design, environmental analysis and construction of 2-4 camping cabins at Potrero County campgrounds.



Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Potrero Park Restroom Replacement	Pre-Construction	1,500,000	Design, environmental and construction to replace two restrooms at Potrero County Park. The playground restroom and the restroom near the outdoor pavilion in Reservation Area 1. Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities.
Potts Trail	Pre-Construction	1,201,265	Improvements to newly acquired primitive trail and to add interpretive signage along the historic flume trail. The subject parcel is located south of El Monte Road along 2.3 miles of the historic San Diego Flume alignment between El Capitan Reservoir and Lake Jennings.
Poway Landfill Conversion	Pre-Construction	5,000,000	Design, environmental and construction to convert the existing closed landfill in Poway to active recreation / bike park. Cost estimate still being vetted.
Rady Children's Hospital Behavioral Health Hub for Children and Youth (parking structure)	Pre-Construction	25,000,000	Establish a behavioral health hub in the North Central region to provide critical services to children and youth through a partnership with Rady Children's Hospital. Rady funded construction of joint-use parking structure on County-owned property.
Rainbow County Park Playground	Pre-Construction	350,000	Design, environmental analysis and construction to remove and replace playground equipment and surfacing on one playground, and refurbish existing shade structure over an additional playground.
Ramona Grasslands Preserve Phase 1, 2 & 3	Pre-Construction	3,135,000	Design, environmental analysis and construction of an additional 5.5-mile multi-use trail system connecting the three portions of the Preserve. The trail system will utilize existing ranch roads and trails, with some new trail construction and a crossing of Santa Maria Creek.
Ramona Intergenerational Community Campus (RICC) Skatepark	Pre-Construction	23,000,000	Design, environmental analysis and construction of a new skate park at the Ramona Intergenerational Community Campus.
Ramona Road Maintenance Station & Fleet Garage	Pre-Construction	11,000,000	Rehabilitation of Fleet garage to provide the necessary infrastructure to maintain County vehicles which are geographically located in this area. The footprint of the garage will be smaller in size compared to the current building in order to right size the building to the number of vehicles DGS Fleet supports.
Ramona Sheriff Station	Pre-Construction	36,000,000	Design and construction of new 18,000 square foot Sheriff Station on existing site.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Rancho Lilac Open Space Park	Pre-Construction	5,000,000	Design, environmental analysis and construction of a 900-acre open space park including staging area, trails, and interpretative displays, including improvements to existing structures onsite. Project completed in phases.
Rios Canyon County Park Playground	Pre-Construction	500,000	Design, environmental analysis and construction to remove playground equipment with new inclusive play equipment and shade structure.
San Diego Botanic Garden Master Plan	Pre-Construction	66,850,000	Design, environmental and construction of new visitor center, parking lots, new gardens, greenhouse and nursery.
San Diego County Fire Training Tower	Pre-Construction	1,650,000	Design and construction of training tower.
San Diego River Trail	Pre-Construction	10,000,000	Acquisition, design, environmental analysis and construction to build out the San Diego River Trail. County is in process of identifying funding source per Board Direction. Cost estimate is still being vetted.
San Dieguito Local Park	Pre-Construction	11,000,000	Acquisition, design, environmental analysis and construction of a new local park in San Dieguito. Project will be partially funded with PEI.
San Dieguito Miracle Field	Pre-Construction	1,000,000	Replacement of the ballfield surfacing at Miracle Field. Current surfacing is at end of useful life.
San Dieguito Park Destination Playground	Pre-Construction	3,000,000	Design, environmental analysis and construction to remove and replace existing play structure with new and unique play structures, surfacing, and shade to appeal to families throughout the San Diego region.
San Luis Rey River Park (SLRRP) Acquisition and Improvement	Construction	63,467,483	Acquisition, design, environmental analysis of development of planned 1600-acre San Luis Rey River Park (SLRRP). Projects can that be constructed in any order. Project is phased.
Santa Maria Creek Greenway	Pre-Construction	3,000,000	Acquisition, design, environmental analysis of approximately 2.5 mile multi-use community pathway along the Santa Maria Creek from Wellfield Park to Ramona Grasslands. Connects to the RICC.
Santa Ysabel East-West Trail (Cauzza)	Pre-Construction	4,300,000	Design, environmental analysis and construction of trail alignment to provide an east-west trail connecting between west Santa Ysabel property/ trails to east Santa Ysabel property/ trails.



Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Santee Library	Pre-Construction	24,300,000	Design and construction of a new and larger facility (approximately 24,000 sq ft) library in Santee.
Scripps Ranch Civic Association / SDCWA Off Leash Area	Pre-Construction	650,000	Design, environmental analysis and construction to add an off leash area.
Smuggler's Gulch Improvements Project Tijuana River Valley Regional Park	Pre-Construction	10,000,000	Dredging of the Pilot Channel and entirety of Smuggler's Gulch prior to construction of the Smuggler's Gulch improvements project. Installation of a bridge over Monument Road to address flooding issues.
South Bay Regional Center (SBRC)	Pre-Construction	5,000,000	Major Systems Replacement. Project (MSRP). Funding for design phase.
South Lane Park Improvements Phase	Pre-Construction	1,900,000	Construction of Phase 2 improvements to existing park.
SR-94 Safe Passage	Pre-Construction	2,700,000	Acquisition (trail easements), design, environmental analysis and construction of two trail crossings under SR-94 through Sweetwater River. Requires significant engineering due to the bridge, rip rap, and permitting/mitigation costs.
Star Valley Park	Pre-Construction	20,950,000	Design, environmental analysis, and construction of Star Valley Park. Park amenities could include sport fields/courts, playgrounds, picnic areas.
Stelzer Cabin Renovation	Pre-Construction	400,000	Design, environmental analysis and construction to install bathroom, kitchenet and fire sprinkler system to bring the cabin up to modern standards and create a rentable venue to generate revenue.
Stelzer Ranger Station Renovation	Pre-Construction	900,000	Construction of ranger station and interpretive center to replace the existing range station in the same location.
Sweetwater Bike Skills Park Restroom	Pre-Construction	650,000	Construction to add a restroom and expand parking facilities at the existing Sweetwater Bike Park.
Sweetwater Lane Artificial Turf	Pre-Construction	3,000,000	Replacement of natural grass to artificial on four existing baseball fields with soccer field overlay. Current turf is at end of useful life.
Sweetwater Lane Park - LED Fixture Upgrade	Pre-Construction	700,000	Design, environmental analysis and construction of LED fixture update to existing ballfield lighting.
Sweetwater Lane Sports Complex Playground	Pre-Construction	1,000,000	Design, environmental analysis and construction to remove and replace existing play structure with new play equipment, playground surface and add shade.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Sweetwater Loop Trail Acquisition/ Construction: Segments 5 - 7, Segments 8 - 9, and Segment 10	Construction	6,875,000	Acquisition, design, environmental analysis and permitting, mitigation and construction of the multi-use Sweetwater Loop Trail Segments along the Sweetwater Reservoir. This project will be completed in segments.
Sweetwater Regional Park Artificial Turf Replacement and Conversion	Pre-Construction	4,350,000	Replacement of natural grass to artificial turf at Sweetwater Regional Park.
Sweetwater Summit Regional Park Electrical and Sewer Upgrades	Pre-Construction	2,500,000	Design, environmental analysis, and construction to replace outdated electrical and sewer systems in Sweetwater Park. Important upgrades needed with the expansion of the campground.
Sweetwater Regional Trails - Tieber Connection	Pre-Construction	900,000	Design, environmental analysis and construction of Tieber Trail connection.
Sweetwater to California Riding and Hiking Connection and Sycuan Segment 7	Pre-Construction	2,200,000	Design, environmental analysis and construction of the Connector Trail from Sweetwater River and Loop Regional Trail east to CA Riding and Hiking Regional Trail. Also part of the Sycuan/Sloane Canyon Trail (Segment 7) as well as a Pathway along Willow Glen Dr. This project includes a trail or pathway connection and possible easement acquisition for a small portion connecting Willow Glen Dr. to an existing County easement off Camino de Las Piedras and the trail system in the Refuge.
Sycamore Canyon Trails	Pre-Construction	2,600,000	Implementation of public access plan, including construction of new trails, improvements to existing trails and construction of a new staging area.
Sycuan Kumeyaay Village Dehesa Road/ Sloane Canyon Road Trail	Pre-Construction	12,900,000	Design, environmental analysis and construction of an estimated 4.9 miles of trail Sycuan and KDLC property along Dehesa road and Sloane Canyon Road (a DPW maintained road). Proposed trail provides an important regional trail connection between Regional Sweetwater Loop Trail to Regional California Riding and Hiking Trail. Project is phased.
Third Avenue Mental Health Inpatient Facility (Central Region Hub)	Pre-Construction	32,000,000	Design of an integrated care environment designed to accelerate transition from behavioral health crisis to continuous and chronic care management. This facility is anticipated to include inpatient behavioral health services.



CAPITAL IMPROVEMENT NEEDS ASSESSMENT: FISCAL YEARS 2022–27

Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Tijuana River Valley Regional Park (TRVRP) Active Recreation and Community Park	Construction	46,796,966	Design, environmental analysis and construction of the 1800-acre Tijuana River Valley Regional Park (TRVRP). Future projects include local park, sports complex and equestrian center. Projects are phased.
Tijuana River Valley Regional Park Demolition	Pre-Construction	2,000,000	Testing, permitting and demolition or dilapidated / unused structures in the Tijuana River Valley Regional Park (TRVRP).
Twin Oaks Local Park	Pre-Construction	5,000,000	Acquisition, design, environmental analysis and construction of a new local park in the Twin Oaks community. Project will be partially funded with Parks Expansion and Improvement funds.
Vallecito County Park - New Camping Cabins	Pre-Construction	1,300,000	Design, environmental analysis and construction of 2-4 camping cabins at Vallecitos County campgrounds.
Valley Center Community Park Playground	Pre-Construction	300,000	Design, environmental analysis and construction to add a shade structure over the playground.
Vista Detention Facility Renovation/ Replacement Study	Pre-Construction	1,000,000	A full scope for this project will be determined during the renovation/ replacement study.
Water Conservation Upgrades at William Heise Regional	Pre-Construction	570,000	Design, environmental and construction to retrofit existing irrigation lines and landscape. Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities.
William Heise and Dos Picos Campgrounds Picnic Table Replacement	Pre-Construction	1,000,000	Design, environmental analysis and construction to replace all existing damaged and stained concrete picnic tables (40) throughout Heise with Vinyl coated tables along with (4) ADA tables. Replace 92 existing damaged and stained concrete picnic tables and (4) ADA tables at Dos Picos with vinyl tables.
William Heise County Park - Camping Cabin Replacements	Pre-Construction	2,600,000	Design, environmental, construction and demolition of Cabins 1, 2, 9 and 10 to be replaced with Conestoga model cabins. These four cabins are the oldest in the park and approaching the end of their useful life.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
William Heise County Park and Stelzer County Park - New Shade Structure	Pre-Construction	600,000	Design, environmental and construction of shade structures over existing amphitheaters to reduce UV exposure for park visitors.
William Heise Park Restroom Replacement	Pre-Construction	700,000	Design, environmental analysis and construction to repair and upgrade 2 restroom buildings that are outdated. Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities
		\$ 1,777,350,813	

* Projects listed above in BOLD are County-owned structures identified as aged facilities. (to each page of this section only)

The Capital Program section of this Operational Plan highlights major projects and provides project details on all outstanding capital projects. The Finance Other section includes a schedule of lease-purchase payments related to previously debt-financed projects.







Operating Impact of Capital Program: Fiscal Years 2022–24

The County of San Diego considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include: one-time furniture, fixtures and equipment (FF&E) costs, ongoing operations and maintenance (O&M) costs which include facility and staff impacts, necessary additional staffing (staff years), ongoing program revenue related to the project, and debt service payments related to long-term financing of construction of the capital project. More detailed information regarding the debt service payments can be found in the Finance Other section of the Operational Plan in the Lease Payments table. The following major capital projects are currently in progress and are scheduled for completion during Fiscal Years 2022–24.

2022–24 Operating Impact of Capital Program							
Project Name	Description of Operating Impact	Estimated Total Project Cost	Estimated Completion Date	Estimated FF&E Costs	Estimated Ongoing Annual O&M Costs	Estimated Increase in Staff Years	Estimated Revenue for Ongoing Costs
Calavo Park	The operating impact for this park will include \$0.04 million in staffing, operations, maintenance, contracted services and utility costs to operate.	\$ 16,454,000	April 2023	—	45,074	1.00	\$ 45,074
Lakeside Branch Library	The operating impact for this facility will include \$1.2 million in FF&E costs and \$0.7 million in staffing, operations, maintenance, contracted services and utility costs to operate the 16,940 square foot facility.	17,945,000	September 2022	1,000,000	742,746	2.00	742,746
Lindo Lake Restoration Phase 1	The operating impact for this facility will include \$0.1 million in staffing, operations, maintenance, contracted services and utility costs to operate.	12,225,000	November 2022	—	143,951	2.00	143,951
Sweetwater Campground Expansion Phase 2	The operating impact to maintain the expansion will include \$0.2 million in operations, maintenance, contracted services and utility costs.	4,150,000	October 2022	—	207,374	—	207,374
Waterfront Park Active Recreation Expansion	The operating impact for this park will include \$0.3 million in staffing, operations, maintenance, contracted services and utility costs to operate.	3,000,000	December 2022	—	292,217	2.00	292,217
2022–23 Total Operating Impact		\$ 53,774,000		\$ 1,000,000	\$ 1,431,362	7.00	\$ 1,431,362



OPERATING IMPACT OF CAPITAL PROGRAM: FISCAL YEARS 2022–24

2022–24 Operating Impact of Capital Program

Project Name	Description of Operating Impact	Estimated Total Project Cost	Estimated Completion Date	Estimated FF&E Costs	Estimated Ongoing Annual O&M Costs	Estimated Increase in Staff Years	Estimated Revenue for Ongoing Costs
Alpine County Park	The operating impact for this park will include \$0.2 million in staffing, operations, maintenance, contracted services and utility costs to operate.	\$ 17,000,000	December 2023	\$ —	\$ 209,487	2.00	\$ 209,487
East Otay Mesa Fire Station	The operating impact for this facility will include \$1.0 million in FF&E costs and \$0.08 million in operations, maintenance, contracted services and utility costs to operate the 14,000 square foot facility.	20,300,000	July 2023	951,264	84,948	—	84,948
Edgemoor Psychiatric Hospital	The operating impact for this facility will include \$0.3 million in FF&E costs and \$0.0 million in new operations, maintenance, contracted services and utility costs to operate the 9,700 square foot facility.	13,000,000	June 2024	320,000	—	—	—
Heritage Park Hotel	The operating impact for this facility will include \$0.7 million in staffing, operations, maintenance, contracted services and utility costs to operate.	13,000,000	January 2024	—	726,115	12.00	726,115
Julian Library Community Room	The operating impact for this facility will include \$0.2 million in FF&E costs and \$0.02 million in operations, maintenance, contracted services and utility costs to operate the expanded 2,900 square foot facility.	7,220,000	August 2023	250,000	24,219	—	24,219
Rancho San Diego Library Expansion	The operating impact for this facility will include \$0.1 million in FF&E costs and \$0.01 million in operations, maintenance, contracted services and utility costs to operate the expanded 700 square foot facility.	1,400,000	July 2023	80,000	7,408	—	7,408
San Luis Rey Bonsall Community Park	The operating impact for this park will include \$0.7 million in staffing, operations, maintenance, contracted services and utility costs to operate.	23,997,000	August 2023	—	699,472	4.00	699,472





2022–24 Operating Impact of Capital Program

Project Name	Description of Operating Impact	Estimated Total Project Cost	Estimated Completion Date	Estimated FF&E Costs	Estimated Ongoing Annual O&M Costs	Estimated Increase in Staff Years	Estimated Revenue for Ongoing Costs
Southeastern Live Well Center	The operating impact for this facility will include \$2.8 million in FF&E costs and \$0.6 million in operations, maintenance, contracted services and utility costs to operate the 65,000 square foot facility.	75,995,000	July 2023	2,760,000	641,643	—	641,643
Tri-City Healthcare District Psychiatric Health Facility	The operating impact for this facility will include \$0.4 million in FF&E costs and \$0.0 million in operations, maintenance, contracted services and utility costs per lease to operate the 13,560 square foot facility.	20,600,000	July 2023	400,000	\$ —	—	—
Youth Transition Campus (Phase II)	The operating impact for this facility will include \$2.0 million in FF&E costs and \$0.7 million in operations, maintenance, contracted services and utility costs to operate the 60,000 square foot facility.	80,400,000	December 2023	2,000,000	720,077	—	720,077
2023–24 Total Operating Impact		\$ 272,892,000		\$ 6,761,264	\$ 3,113,369	18.00	\$ 3,113,369



