

Strategic Capital Projects



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Strategic Capital Projects



Description

The Strategic Capital Projects Department (SCP) was created in Fiscal Year 2023. While the primary duties of the Engineering & Capital Projects Department will remain the same, SCP will focus on more specialized, large, and complicated projects such as the Pure Water program, dams and reservoir projects, and others.

The SCP Department strives to provide quality engineering, project management, and construction management on complex, unique, and large capital projects that enhance the safety and the environment of the City of San Diego.

The department provides project management expertise including, but not limited to, the direct management of City capital projects and the oversight of capital projects led by other organizations via an agreement. This includes a full range of services such as planning, designing, engineering, project and construction management, quality assurance and inspection, contract management (contractors & consultants), Project Labor Agreement oversight, and funds management. These services are targeted to support the delivery of larger, complex capital projects that are beyond the core focus of the Engineering & Capital Projects Department and strategic to the City's Mission and Objectives.

The department will deliver capital projects through multiple methods including but not limited to: Design-Bid-Build, Design-Build, Construction Manager at Risk, Private-Public Partnerships, Agency Agreement, and more. Due to the complexity and unique nature of the capital projects, SCP is dependent on private consultant services. SCP will be working closely with the Engineering & Capital Projects Department to coordinate the City's large and complex Capital Improvements Program.

Strategic Capital Projects

The vision is:

To be the innovative industry leader in the delivery of large, strategic, and complex public infrastructure systems.

The mission is:

To deliver high quality public infrastructure systems by cultivating our development expertise in a collaborative environment with City Staff, Elected Officials, Community, other Government Agencies, and Private Industry.

Goals and Objectives

Goal 1: Provide quality, safe, reliable, and equitable service in the delivery of infrastructure systems

- Provide high quality customer service
- Employ alternative project delivery methods when appropriate

Goal 2: Provide timely and efficient delivery of projects

- Deliver capital projects on time
- Deliver capital projects within budget
- Produce high quality capital projects

Goal 3: Affect change and promote innovation

- Establish common goals with other City departments and other government agencies
- Partner with City departments and other government agencies to improve organizational effectiveness
- Engage regularly with industries, professional organizations, and government agencies that support City Infrastructure
- Actively recruit new City employees and consultants
- Be the City of choice for private industry that supports the delivery of Capital Projects

Budget Equity Impact Statement	
Budget Equity Lens Summary Base Budget	Budget Equity Lens Summary Budget Adjustment
<p><i>Is there an opportunity to adjust the department's ongoing Base Budget to address disparity?</i></p> <p>Yes</p> <p>Created in FY 2023, Strategic Capital Projects (SCP) is a small and newly formed department. One of SCP's duties is oversight of the Project Labor Agreement (PLA) for the Pure Water Phase 1 Program. Under the current PLA, various types of workforce data are gathered and reviewed, however there is currently not a requirement to gather demographic data. In recognition of the recent passage of Measure D (November Elections), there is an opportunity to enhance the</p>	<p><i>Do the Budget Adjustments address a disparity?</i></p> <p>No</p> <p>No applicable budget adjustments.</p>

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Budget Equity Impact Statement

requirements and possibly add hiring goals to future PLAs to address and identify disparities in employment on City Capital Projects.

Key Performance Indicators

Performance Indicator	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	Goal
Percentage of Capital Improvement Projects awarded on baseline schedule ¹	N/A	N/A	N/A	N/A	N/A	80.00%
Percentage of Capital Improvement Projects completed on baseline schedule ¹	N/A	N/A	N/A	N/A	N/A	80.00%
Number of information-sharing meetings with industries supporting City infrastructure ¹	N/A	N/A	N/A	N/A	N/A	12
Percentage of all Construction Change Orders due to changed/unforeseen conditions and design errors ¹	N/A	N/A	N/A	N/A	N/A	4.00%

1. The Strategic Capital Projects Department is a new department for Fiscal Year 2024. The department does not have KPI data for Fiscal Year 2023 and prior years.

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Department Summary

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
FTE Positions (Budgeted)	0.00	0.00	35.00	35.00
Personnel Expenditures	\$ -	\$ -	\$ 5,898,788	\$ 5,898,788
Non-Personnel Expenditures	-	-	112,769	112,769
Total Department Expenditures	\$ -	\$ -	\$ 6,011,557	\$ 6,011,557
Total Department Revenue	\$ -	\$ -	\$ 5,814,266	\$ 5,814,266

Engineering & Capital Projects Fund

Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Infrastructure Project Delivery	\$ -	\$ -	\$ 3,924,673	\$ 3,924,673
Program Development & Financial Services	-	-	970,869	970,869
Strategic Capital Projects Department	-	-	1,116,015	1,116,015
Total	\$ -	\$ -	\$ 6,011,557	\$ 6,011,557

Department Personnel

	FY2022 Budget	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Infrastructure Project Delivery	0.00	0.00	24.00	24.00
Program Development & Financial Services	0.00	0.00	8.00	8.00
Strategic Capital Projects Department	0.00	0.00	3.00	3.00
Total	0.00	0.00	35.00	35.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Transfer to Strategic Capital Projects Department Transfer of 35.00 FTE positions, non-personnel expenditures, and associated revenue from the Engineering and Capital Projects Department to the newly created Strategic Capital Projects Department.	35.00	\$ 5,859,167	\$ 5,814,266
Pay-in Lieu of Annual Leave Adjustments Adjustments to expenditures associated with projected compensation to employees in-lieu of the use of annual leave.	0.00	96,881	-
Support for Information Technology Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	53,333	-
Bluebeam Software Licenses Addition of software licenses to support engineers working on CIP projects.	0.00	1,120	-

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Significant Budget Adjustments

	FTE	Expenditures	Revenue
Power BI Software Licenses	0.00	1,056	-
Addition of software licenses to aggregate, analyze, visualize, and share capital improvements program data through dashboards and reports.			
Total	35.00 \$	6,011,557 \$	5,814,266

Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
PERSONNEL				
Personnel Cost	\$ -	\$ -	\$ 3,990,072	\$ 3,990,072
Fringe Benefits	-	-	1,908,716	1,908,716
PERSONNEL SUBTOTAL	-	-	5,898,788	5,898,788
NON-PERSONNEL				
Supplies	\$ -	\$ -	\$ 6,245	\$ 6,245
Contracts & Services	-	-	13,780	13,780
<i>External Contracts & Services</i>	-	-	5,845	5,845
<i>Internal Contracts & Services</i>	-	-	7,935	7,935
Information Technology	-	-	90,509	90,509
Energy and Utilities	-	-	2,235	2,235
NON-PERSONNEL SUBTOTAL	-	-	112,769	112,769
Total	\$ -	\$ -	\$ 6,011,557	\$ 6,011,557

Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Charges for Services	\$ -	\$ -	\$ 5,814,266	\$ 5,814,266
Total	\$ -	\$ -	\$ 5,814,266	\$ 5,814,266

Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000012	Administrative Aide 1	0.00	0.00	2.00	\$ 51,126 - 61,583	\$ 102,252
20000024	Administrative Aide 2	0.00	0.00	1.00	58,888 - 70,962	58,888
20001140	Assistant Department Director	0.00	0.00	1.00	89,589 - 339,372	214,480
20001202	Assistant Deputy Director	0.00	0.00	1.00	67,740 - 249,134	196,954
20000070	Assistant Engineer-Civil	0.00	0.00	12.00	87,820 - 105,804	1,157,570
20000143	Associate Engineer-Civil	0.00	0.00	9.00	101,101 - 122,102	1,052,288
20001101	Department Director	0.00	0.00	1.00	89,589 - 339,372	228,001
20001168	Deputy Director	0.00	0.00	1.00	67,740 - 249,134	207,178
20000293	Information Systems Analyst 3	0.00	0.00	1.00	83,637 - 101,133	92,069
20001222	Program Manager	0.00	0.00	1.00	67,740 - 249,134	141,703
20000760	Project Assistant	0.00	0.00	1.00	78,494 - 94,568	94,568
20000885	Senior Civil Engineer	0.00	0.00	4.00	116,542 - 140,885	510,415
	Budgeted Personnel Expenditure Savings					(422,005)

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Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Adopted	Salary Range	Total
	Infrastructure In-Training Pay					64,355
	Infrastructure Registration Pay					100,374
	Reg Pay For Engineers					94,101
	Vacation Pay In Lieu					96,881
FTE, Salaries, and Wages Subtotal		0.00	0.00	35.00		\$ 3,990,072

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Fringe Benefits				
Employee Offset Savings	\$ -	\$ -	\$ 13,409	\$ 13,409
Flexible Benefits	-	-	394,918	394,918
Long-Term Disability	-	-	12,435	12,435
Medicare	-	-	56,450	56,450
Other Post-Employment Benefits	-	-	176,359	176,359
Retiree Medical Trust	-	-	5,732	5,732
Retirement 401 Plan	-	-	20,035	20,035
Retirement ADC	-	-	1,020,575	1,020,575
Retirement DROP	-	-	22,162	22,162
Risk Management Administration	-	-	39,897	39,897
Supplemental Pension Savings Plan	-	-	119,098	119,098
Unemployment Insurance	-	-	4,144	4,144
Workers' Compensation	-	-	23,502	23,502
Fringe Benefits Subtotal	\$ -	\$ -	\$ 1,908,716	\$ 1,908,716
Total Personnel Expenditures			\$ 5,898,788	