

**Strategic Capital Projects Department**



**Page Intentionally Left Blank**

# Strategic Capital Projects Department



## Strategic Capital Projects Department

### Description

The Strategic Capital Projects Department (SCP) was created in Fiscal Year 2023. While the primary duties of E&CP 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.

#### ***The vision is:***

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

# Strategic Capital Projects Department

**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

<b>Budget Equity Impact Statement</b>	
<b>Budget Equity Lens Summary Base Budget</b>	<b>Budget Equity Lens Summary Budget Adjustment</b>
<p><b><i>Is there an opportunity to adjust the department's ongoing Base Budget to address disparity?</i></b></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 requirements and possibly add hiring goals to future PLAs to address and identify disparities in employment on City Capital Projects.</p>	<p><b><i>Do the Budget Adjustments address a disparity?</i></b></p> <p>No</p> <p>No applicable budget adjustments.</p>

# Strategic Capital Projects Department

## Key Performance Indicators

Performance Indicator	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimate	Goal
Percentage of Capital Improvement Projects awarded on baseline schedule <sup>1</sup>	N/A	N/A	N/A	N/A	N/A	80.00 %
Percentage of Capital Improvement Projects completed on baseline schedule <sup>1</sup>	N/A	N/A	N/A	N/A	N/A	80.00 %
Number of information-sharing meetings with industries supporting City infrastructure <sup>1</sup>	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 <sup>1</sup>	N/A	N/A	N/A	N/A	N/A	4.00 %

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

# Strategic Capital Projects Department

## Department Summary

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
FTE Positions (Budgeted)	0.00	0.00	35.00	35.00
Personnel Expenditures	\$ -	\$ -	\$ 5,805,560	\$ 5,805,560
Non-Personnel Expenditures	-	-	112,769	112,769
<b>Total Department Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,918,329</b>	<b>\$ 5,918,329</b>
<b>Total Department Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,814,266</b>	<b>\$ 5,814,266</b>

## Engineering & Capital Projects Fund

### Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Infrastructure Project Delivery	\$ -	\$ -	\$ 3,863,808	\$ 3,863,808
Program Development & Financial Services	-	-	953,210	953,210
Strategic Capital Projects Department	-	-	1,101,311	1,101,311
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,918,329</b>	<b>\$ 5,918,329</b>

### Department Personnel

	FY2022 Budget	FY2023 Budget	FY2024 Proposed	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
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>35.00</b>	<b>35.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Transfer to Strategic Capital Projects Department</b> Transfer of 35.00 FTE positions, non-personnel expenditures, and associated revenue from the Engineering and Capital Project Department to the newly created Strategic Capital Projects Department.	35.00	\$ 5,765,939	\$ 5,814,266
<b>Pay-in Lieu of Annual Leave Adjustments</b> Adjustments to expenditures associated with projected compensation to employees in-lieu of the use of annual leave.	0.00	96,881	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	53,333	-
<b>Bluebeam Software Licenses</b> Addition of software licenses to support engineers working on CIP projects.	0.00	1,120	-

# Strategic Capital Projects Department

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Power BI Software Licenses</b>	0.00	1,056	-
Addition of software licenses to aggregate, analyze, visualize, and share capital improvements program data through dashboards and reports.			
<b>Total</b>	<b>35.00 \$</b>	<b>5,918,329 \$</b>	<b>5,814,266</b>

## Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ -	\$ -	\$ 3,894,998	\$ 3,894,998
Fringe Benefits	-	-	1,910,562	1,910,562
<b>PERSONNEL SUBTOTAL</b>	-	-	5,805,560	5,805,560
<b>NON-PERSONNEL</b>				
Supplies	\$ -	\$ -	\$ 6,245	\$ 6,245
Contracts & Services	-	-	13,780	13,780
<i>External Contracts &amp; Services</i>	-	-	5,845	5,845
<i>Internal Contracts &amp; Services</i>	-	-	7,935	7,935
Information Technology	-	-	90,509	90,509
Energy and Utilities	-	-	2,235	2,235
<b>NON-PERSONNEL SUBTOTAL</b>	-	-	112,769	112,769
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,918,329</b>	<b>\$ 5,918,329</b>

## Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Charges for Services	\$ -	\$ -	\$ 5,814,266	\$ 5,814,266
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,814,266</b>	<b>\$ 5,814,266</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000012	Administrative Aide 1	0.00	0.00	2.00	\$ 47,504 - 57,220	\$ 99,758
20000024	Administrative Aide 2	0.00	0.00	1.00	54,716 - 65,935	57,452
20001140	Assistant Department Director	0.00	0.00	1.00	83,242 - 315,328	209,249
20001202	Assistant Deputy Director	0.00	0.00	1.00	62,941 - 231,483	192,150
20000070	Assistant Engineer-Civil	0.00	0.00	12.00	81,598 - 98,308	1,129,298
20000143	Associate Engineer-Civil	0.00	0.00	9.00	93,938 - 113,452	1,026,600
20001101	Department Director	0.00	0.00	1.00	83,242 - 315,328	222,440
20001168	Deputy Director	0.00	0.00	1.00	62,941 - 231,483	202,125
20000293	Information Systems Analyst 3	0.00	0.00	1.00	77,711 - 93,968	89,824
20001222	Program Manager	0.00	0.00	1.00	62,941 - 231,483	138,247
20000760	Project Assistant	0.00	0.00	1.00	72,933 - 87,868	92,262
20000885	Senior Civil Engineer	0.00	0.00	4.00	108,285 - 130,904	497,919
	Budgeted Personnel Expenditure Savings					(411,711)
	Infrastructure In-Training Pay					62,784

# Strategic Capital Projects Department

## Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Proposed	Salary Range	Total
	Infrastructure In-Training Pay					62,784
	Infrastructure Registration Pay					97,920
	Reg Pay For Engineers					91,800
	Vacation Pay In Lieu					96,881
<b>FTE, Salaries, and Wages Subtotal</b>		<b>0.00</b>	<b>0.00</b>	<b>35.00</b>		<b>\$ 3,894,998</b>

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ -	\$ -	\$ 13,082	\$ 13,082
Flexible Benefits	-	-	394,918	394,918
Long-Term Disability	-	-	14,188	14,188
Medicare	-	-	55,073	55,073
Other Post-Employment Benefits	-	-	177,165	177,165
Retiree Medical Trust	-	-	5,592	5,592
Retirement 401 Plan	-	-	19,547	19,547
Retirement ADC	-	-	1,026,547	1,026,547
Retirement DROP	-	-	21,622	21,622
Risk Management Administration	-	-	40,083	40,083
Supplemental Pension Savings Plan	-	-	116,192	116,192
Unemployment Insurance	-	-	4,146	4,146
Workers' Compensation	-	-	22,407	22,407
<b>Fringe Benefits Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,910,562</b>	<b>\$ 1,910,562</b>
<b>Total Personnel Expenditures</b>			<b>\$ 5,805,560</b>	