

Capital Program Management

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About Us:

Architects, Engineers, Construction Professionals, Inspectors, Accountants and Contract Specialists –

- *Main Campus*
- *La Jolla Campus – Jacobs Medical Center, Thornton Hospital, ACTRI, Moore's Cancer Center, Shiley Eye Institute, etc.*
- *SIO*
- *Hillcrest Medical Center*
- *Other sites where we own the land and occupy the facility*

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What we do

Generally – Responsible for the successful delivery of all capital projects greater than approx. \$2.0 million:

- ***Overall responsibility for building the Teams*** and managing the scope, schedule, and budget of the various projects from Concept through Occupancy
- Permitting authority for all projects – similar to a city building department with the exception of Hospitals which fall under the jurisdiction of the State

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Additionally...

OTHER Areas with responsibilities you might be interested in:

- **HDH – POPS**
- **UC San Diego Health**
 - CPD – Less than \$2.0 Million PLUS Alvarado Hospital
 - *Bobby Scott*
 - Facilities Management
 - *Harley Crace*
- **Real Estate**
 - P3s
 - *Jenner Smith*



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Procurement - Design Professionals & Services

Services – Design Professionals, Inspection Services, Cost Consultants, 3rd Party Project Management

Always Qualification based

- **Less than \$100,000 in Total Fee** – Can be Sole Sourced
- **Greater than \$100,000** – Qualification Based Selection Process
 - Two step:
 - 1) Quils package/Paper Response (Experience, Interest, Comps, and Qualifications) – Fee CANNOT be considered
 - 2) Interviews (All of the Above plus – Who you are and How you fit)
 - Sub-consultants – Team Recommendations filtered through Our experience

Also – We do broad Pre-qualifications for specific Scopes and Project types

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Procurement - Construction Related

Construction – GC, Pre-Construction, Misc Trades w/ Direct Contract
Always has a Price component

- **Less than \$640,000** in Construction Cost
 - “Informal Bid” from selected group of at least three bidders
- **Greater than \$640,000** – Options – All must have a Bid component
 - Lump Sum Low Bid or Pre-qualified Low Bid
 - OR can be a combination of a bid component factored by other non-cost elements
 - Potential Bid Component: Fee, GCs, GRs, Limited Scope, Bonds...**Pre-constr?**
 - Non-cost factors/Influences: People, team ,qualifications, safety, experience, capability, etc...
 - Approx. every three years we do a General Pre-Qualified pool by project type or location

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Delivery Models

Design, Bid, Build

- Public
- Pre-qualified
 - Project Specific or Pool

CM@Risk

- iCMGC – early onboarding
 - Best Value
 - Sub-contractor process – Combination Pass thru of BV and Pre-qual

Design Build

Progressive Design Build

No IPD at the moment

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What we believe:

In support of the Chancellor's vision of "Transformation":

We deliver the physical environment that enables the transformation.

- **Our POV**

- Build Today. Inspire Tomorrow:

- *Treat people fairly and respectfully*
 - *Stewardship of our resources*
 - *Foster relationships/high trust teams*

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Why

Our POV exists because of a firm belief that it yields:

- The best people
- The best price
- The highest quality
- An expanded Pool of Knowledge and experience to draw on
- Innovation
- When it Hits the Fan – you're not alone
- The best possible Outcome despite Challenges
- Mutual success

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Is trust really important???

“Trust always impacts speed and cost”

The Speed of Trust, Stephen Covey

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If you don't buy that... Try this...

Another way to look at it...

The absence of trust creates:

- Inefficiencies
- Waste
- Differing Agendas
- The avoidance of risk taking (inhibits Innovation)
- Encourages rigidity (lack of flexibility)
- Encourages people to look out for themselves (CYA)

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Our Struggles (In addition to Marketplace, Escalation, Competition)

- High Dollar – Lower Volume
 - *Impacts*
 - *Organizational Structure*
 - *Staffing*
- Change
 - *Retirements*
 - *Leadership*
 - *Uncertainty*
 - *Newer Staff*
- Fewer number smaller project that provide infill work
- Creating space to think proactively
 - *Approach*
 - *Tools*
 - *Relationships*
 - *Maintaining our Culture*

Ridgewalk Living and Learning Neighborhood



Date of Completion

Description

Facts

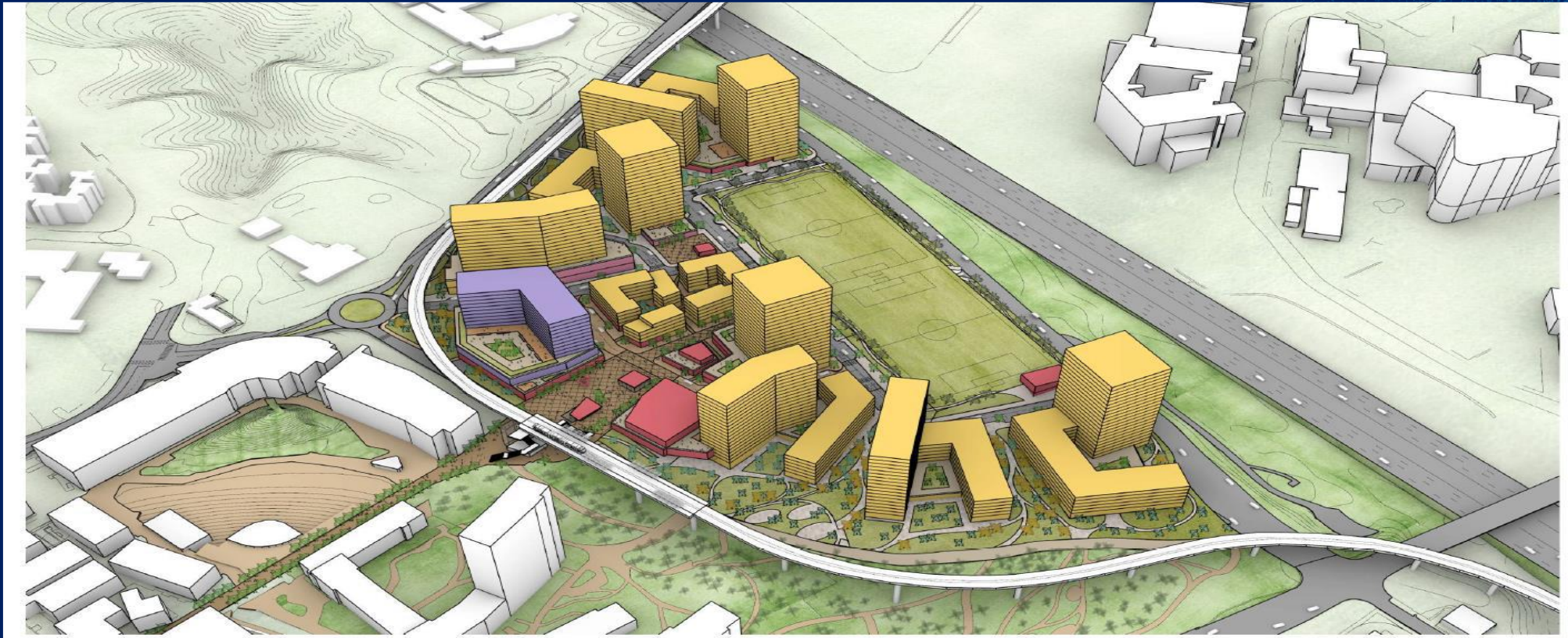
Fall/Winter 2025

2,400 new student beds on the San Diego campus, as well as academic program, offices, student-centric spaces, public realm improvements, and necessary infrastructure. Co-locating undergraduate housing and support services with academic space, including faculty offices, classrooms, and meeting rooms

Square Footage
933,535

Project Cost
\$683,000,000

Pepper Canyon East Neighborhood



Date of Completion	Description	Facts	
TBD – Tentative 2029/30/31	The proposed project may consist of as many as 6,000. beds, a Boutique Hotel, Ground Plane Retail, Sports Field(s) and limited Parking. Phase One – 22 acres, Infrastructure, 1,200 car parking structure, and 1,000 – 2,000 beds	N/A	<u>\$900m - \$1.0 Billion</u>

Multidisciplinary Life Sciences Building



Date of Completion	Description	Facts	
Early 2027	The project includes wet laboratories, Biology teaching labs, collaborative spaces including conference rooms, office space to support research, vivarium, and departments' administrative needs.	<u>Square Footage</u> 202,000	<u>Project Cost</u> \$335,000,000

Triton Center



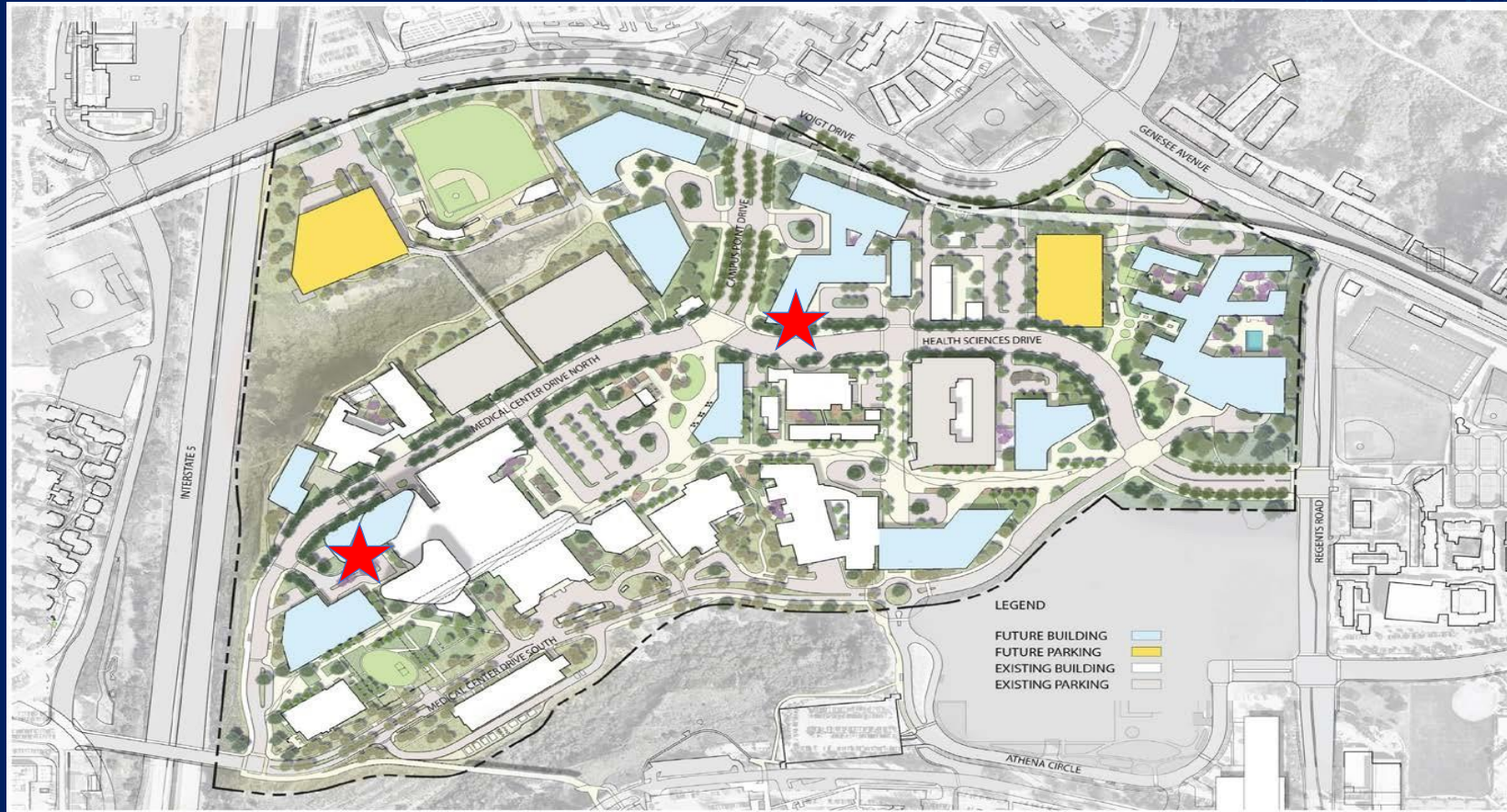
Date of Completion	Description	Facts	
Summer 2026	Transforming the campus arrival experience and create a defined entry portal and primary gateway destination at the center of campus. Supports enrollment growth, improved student/alumni/visitor experience, and consolidates complementary programs and services. *LEED Gold.	<u>Square Footage</u> 419,300	<u>Project Cost</u> \$428,200,000

Hillcrest Replacement Hospital



Date of Completion	Description	Facts	
2033-ish	Approximately 250 - 400 beds, Central Plant, Parking, and new OSHPD Central Plant plus a Wellness center and Multi-Purpose building will also be constructed as part of Phase One. Real Estate will also construct approximately 1,000 staff and faculty apartments and a public park (on HOLD)	<u>Square Footage</u> 700,000 – 900,000gsf	<u>Project Cost</u> Approx. \$2.0+ billion

East Campus – New Tower & Outpatient Pavilion



Date of Completion	Description	Facts	
Early 2028 – 2031ish	New 250 – 350 bed +/- OSHPD1 Hospital Tower & New 200,00gsf +/- OSHPD 3 Outpatient Pavilion	<u>Square Footage</u> 500,000 gsf/200,000gsf	<u>Project Cost</u> \$1.75B+/-

SIO – Birch Aquarium



Date of Completion	Description	Facts	
Spring 2025	In order for the aquarium to remain open throughout the work, the project will utilize a phased approach. The current phase will construct the new Living Seas gallery, to replace the aquarium’s Hall of Fishes. Living Seas will feature expanded viewing windows and immersive habitats. The experience will guide guests from the cool waters of the Pacific Northwest, to the vibrant reefs and mangroves of the Tropical Pacific.	<u>N/A</u>	<u>\$18,700,000</u>

Miscellaneous

- **RIMAC** - \$25,000,000 Expansion/Renovation of the Existing Recreation Center (GC Opportunity)
- **HDH - Roots and Pines “Summer Sprint”** - \$10,000,000 +/- Renovation (A/E and GC Opportunity)
- **Old Town Seismic Upgrade and Historic Renovation** - \$15,000,000 (A/E and GC opportunity)
- **East Campus 1,200 car Parking Structure** to service growth on Health Campus – Approx. \$50,000,000 (Design/Build)

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In Closing...

Bottom line... We can't do this by ourselves...

"...no great thing ever gets done alone."

What Makes A Leader, Harvard Business Review, Best of HBR, 1998, Daniel Coleman
(R. Leopold paraphrase)