



# Memorandum

**TO:** TRANSPORTATION AND ENVIRONMENT COMMITTEE

**FROM:** Kip Harkness

**SUBJECT:** See Below

**DATE:** August 19, 2024

---

Approved

Date

8/29/2024

---

**SUBJECT: City Infrastructure Strategy Quarterly Status Report**

## **RECOMMENDATION**

Accept a quarterly status report on key workstreams, project highlights and any updates on key workstreams.

## **OUTCOME**

Staff will provide a refresh of the City Infrastructure Strategy, an update on the City Infrastructure Strategy workstreams, the results of the previous Quarter's commitments (April – June 2024), and committed deliverables for the current Quarter (July – September 2024). The Committee will provide feedback to staff on their update.

## **BACKGROUND**

Following the direction of the Mayor's March Budget Message unanimously approved by City Council, the City Manager's Office presented the City Infrastructure Strategy to the Transportation and Environment Committee on June 5, 2023 (and cross-referenced to City Council on September 19, 2023).

The FY 2023-24 City Infrastructure Strategy focused on five objectives: Disaster Ready & Climate Smart, Transportation & Aviation, Clean Energy Resilience, Water Resilience, and Natural Environment Restoration. Sixteen (16) workstreams aligned with these Objectives and represented the most impactful change initiatives underway (see Figure 1 below). This work was in addition to the daily service delivery of Core Services.

Over the past fiscal year, the team delivered on many critical projects. A handful of our significant accomplishments this year were:

- Completed construction and moved into the City's new Emergency Operations Center.
- Drafted the City's Safe Story Apartment Ordinance and readied for Council review and adoption in September.
- Launched Vehicle Concerns service in the City's SJ311 app.
- Earned Investment-Grade Credit Ratings from Moody's Ratings and S&P Global (Moody's issued an A2 rating and S&P Global issued an A rating) for San José Clean Energy (SJCE) thereby matching the highest credit rating of any community choice aggregator.
- Obtained unanimous approval by City Council to amend the San José Municipal Code to form a new municipal electric utility, San José Power, and submit an interconnection agreement to LS Power. Continued to work with staff, developers, and several departments, including the Airport Department, Environmental Services Department, Public Works Department, and the City Manager's Office of Economic Development and Cultural Affairs to submit the interconnection agreement and continue to evaluate providing this service.
- Launched Climate Advisory Commission (January 2024), comprised of 11 commissioner seats representing districts, areas of expertise, advocacy, labor/business/education, and youth.
- Launched Electric Homes San José (April 2024) with a reserve of \$173,000 in incentives for project measures, including 36 heat pump HVACs, 17 heat pump water heaters, four electric dryers, seven electric cooktops, and six electric vehicle chargers.
- Applied for and received over \$23 million in external funding and resources to support Climate Smart San José building electrification, workforce development, transportation, and resiliency initiatives with approximately \$3.4 million in grants acquired by the Environmental Services Department directly.
- Partnered with Franklin McKinley Children's Initiative to plant a native hedgerow and native trees, adding green space to a community center in a disadvantaged community utilizing City grant funding through the Zero Emissions Neighborhood Pilot Implementation.
- Completed the City's Direct Discharge Plan and received California State Water Resources Control Board approval on June 2, 2024.
- Partnered with Valley Water to secure joint funding for a City Purified Water Team.

Figure 1 below shows the City Infrastructure Strategy, Objectives and Workstreams from the 2023-24 Fiscal Year.



Figure 1: City Infrastructure Strategy for FY 2023-24

In the Analysis section that follows, we first close out the last Quarter’s Key Results, then we walk through the changes in the updated FY 24-25 City Infrastructure Strategy.

**ANALYSIS**

*Recap of Quarter 4 (April – June) Key Results*

Although we are moving forward with an updated slate of workstreams for FY 24-25, we also want to keep ourselves accountable for the final quarter’s commitments from the previous fiscal year.

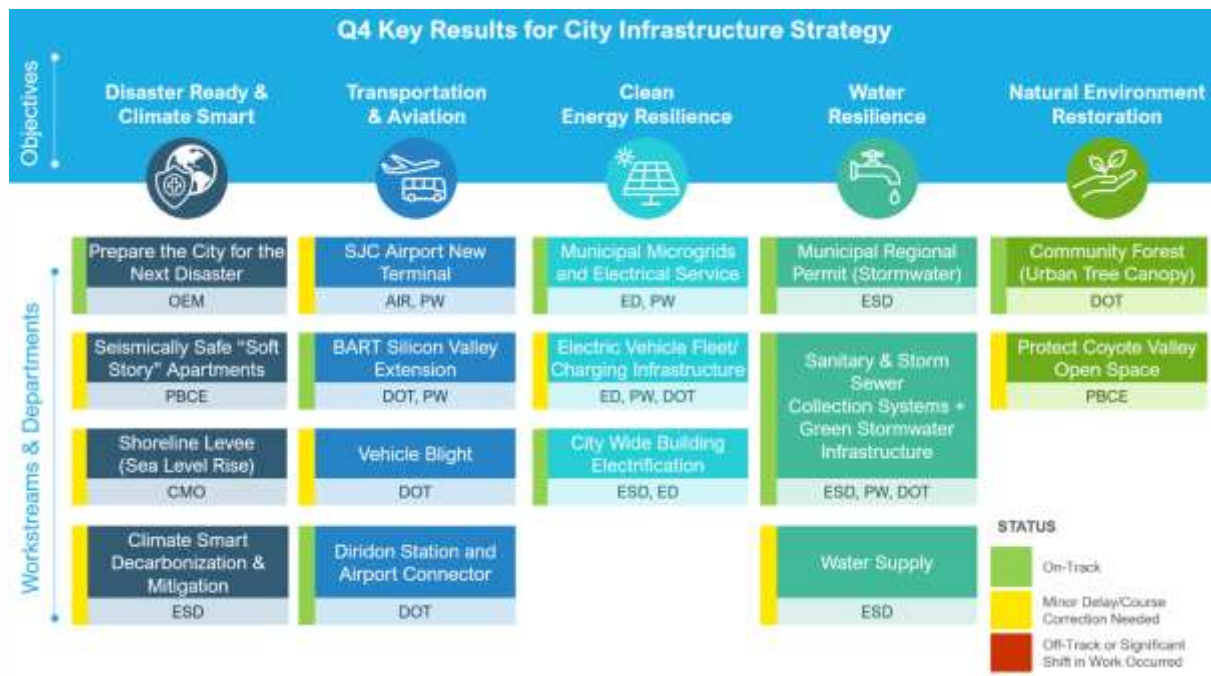
As a reminder, each workstream is led by workstream drivers who are empowered to define clear and specific Key Results that align with the delivery of each workstream. These Key Results should be measurable, attainable, relevant, and time-bound to a quarterly delivery cycle. Workstream drivers are individuals or teams with the necessary expertise and authority to execute the initiatives and projects related to the objectives.

Each quarter, the workstream drivers and their respective departments develop their committed Key Results for each initiative within the City Infrastructure Strategy. At the end of the quarter, we evaluate each workstream on completing their planned Key Results and assign an overall rating of Green, Yellow, or Red. Green means the workstream is solidly on track with no course corrections required, Yellow means the

workstream is largely on track but requires minor course correction or problem-solving, and Red means the workstream is off track or has experienced a significant shift in work during the last quarter.<sup>1</sup> Staff uses these scores as part of execution as learning and use these ratings to identify where teams need additional support or a change in direction to be successful.

The image below illustrates the color-coded Red, Yellow, and Green status across the 16 workstreams. In the fourth Quarter of FY 2023-2024, eight workstreams were Green (50%), eight were Yellow (50%), and zero were Red (0%).<sup>2</sup> This past quarter saw a 22% decrease in completed key results compared to the third quarter's results. We attribute this decrease as two-fold. First, leadership and staff had to shift their attention to Budget development during the final quarter. Second, Council/Committee agendas are more impacted at the end of the fiscal year, so any Key results that involved presenting to Council or Committee were impacted and pushed out to August or later.

Figure 2: Key Result Completion Status for City Infrastructure Strategy Workstreams (April - June 2024)



<sup>1</sup> Each Key Result is individually scored as Red, Yellow, or Green and then given a score of 0, 1, or 2, respectively. The Average of the Key Results across a work stream are scored as Red if the average is less than 1, Yellow if the average is 1 or greater, and Green if the average is 1.6 or greater.

<sup>2</sup> If we dig down one level deeper to the Key Result level, there were 49 Key Results across the 16 workstreams. Of these 49 Key Results, teams completed 37 (71%), partially completed another 9 (17%), and did not complete 3 (6%).

The completion status for all the individual Key Results within each workstream is detailed in Appendix A.

A snapshot of April to June 2024 (Q4) significant accomplishments is listed below:

- **Prepare the City for the Next Disaster:** Convened the Disaster Council Meeting.
- **Seismically Safe “Soft Story” Apartments:** Began formulating program implementation for the Soft Story Ordinance.
- **SJC Airport New Terminal:** Obtained Certificate of Occupancy for the new Facilities Building.
- **Vehicle Blight:** SJ311 Vehicle Concerns workflow launched.
- **Diridon Station and Airport Connector:** Joint Policy Advisory Board developed recommendations on two station alternatives and governance options.
- **EV Fleet/Charging Infrastructure:** Applied for the California Electric Commission fleet charging infrastructure grant.
- **Citywide Building Electrification:** Launched residential building electrification accelerator program and awarded consultant RFP for heat pump incentive program implementer
- **Municipal Regional Permit (Stormwater):** Water Board granted approval of the City’s Direct Discharge Plan.
- **Community Forest:** Planted 1,000 trees, including 544 free trees from Google.

The in-progress June through September (Q1, 2024) Key Results are detailed in Appendix B.

### ***An Updated City Infrastructure Strategy for FY 2024-25***

Now that we are one year into our work on the City Infrastructure Strategy, we are adjusting the strategy to better focus on and take advantage of new opportunities. This refreshed slate of proposed workstreams showcases our continued collaboration between City departments and the development of partnerships with external agencies like Valley Water and PG&E. This updated version also considers Council Direction in the FY 2024-25 Operating and Capital Budget. We will continue to drive delivery using OKRs on this short list of the most important changes to our infrastructure.

The FY 2024-25 set of proposed City Infrastructure Strategy workstreams is shown below in Figure 2.

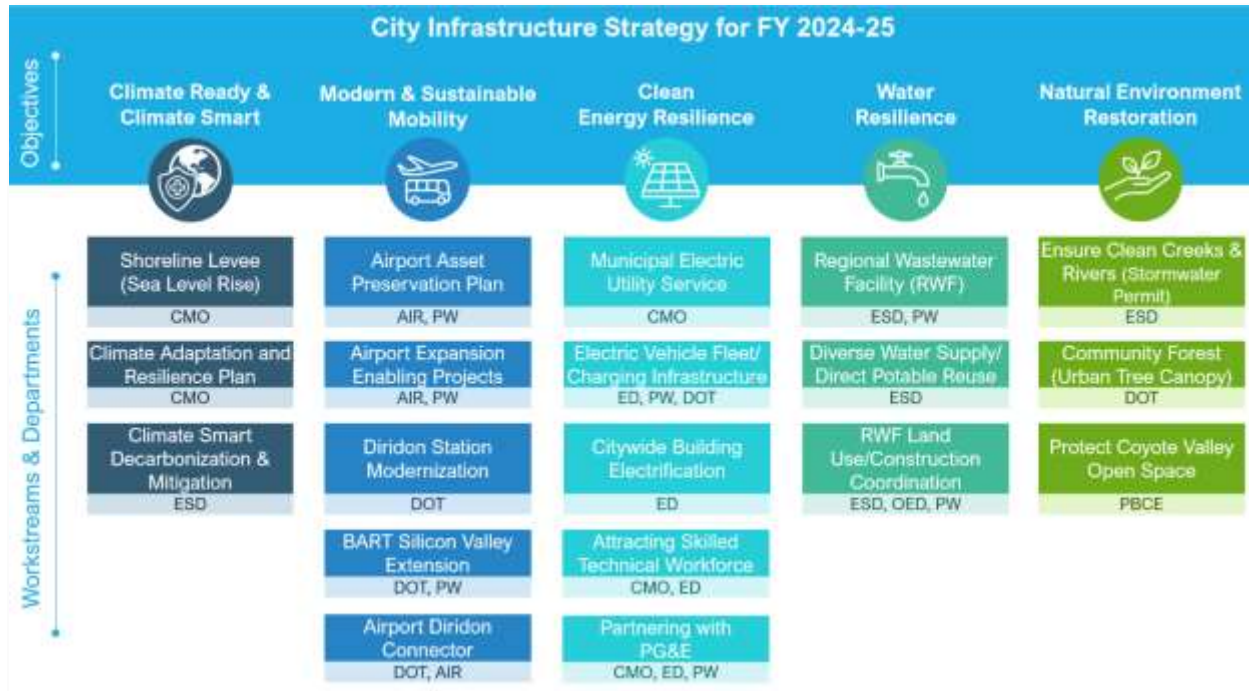


Figure 3: Proposed City Infrastructure Strategy for FY 2024-25

The sections below walk through each Objective and detail the proposed changes for each workstream.

*Climate Ready & Climate Smart (formerly known as Disaster Ready & Climate Smart):*

- Prepare the City for the Next Disaster (SHIFTED): Staff completed the transformational change efforts of this workstream, and since the remaining tasks are now standard departmental operations, they no longer require the heightened focus of being part of the City Infrastructure Strategy.
- Seismically Safe “Soft Story” Apartments (SHIFTED): The workstream will shift and continue under the Community and Economic Development City Service Area to better align staff resources and departmental purview.
- Shoreline Levee (Sea Level Rise) (RETAINED): The City’s partnership with Valley Water on the Shoreline Levee project remains a critical priority for the City.
- Climate Adaptation and Resilience Plan (ADDED): This workstream has been added to the City Infrastructure Strategy to ensure the Plan’s development receives focused attention, transparency, and accountability.
- Climate Smart Decarbonization & Mitigation (RETAINED): The Climate Smart program continues to be a central part of the City’s progress toward our 2030 decarbonization goals.

*Modern & Sustainable Mobility (formerly known as Transportation & Aviation):*

- SJC Airport New Terminal (REVISED): Staff split this workstream into two new workstreams to better delineate the work and provide more clarity on discreet projects. The two new workstreams are:
  - (1) Airport Asset Preservation Plan (ADDED)
  - (2) Airport Expansion Enabling Projects (ADDED)
- BART Silicon Valley Extension (RETAINED): The City's partnership with VTA on the Silicon Valley BART extension continues to be a priority for the City's Infrastructure Strategy.
- Vehicle Blight (SHIFTED): The workstream will shift and continue under the Public Safety, Fire, and Strategic Support City Service Area to better align staff resources and departmental purview.
- Diridon Station and Airport Connector (REVISED): Staff split this workstream into two new workstreams to better delineate the work and provide more clarity on discreet projects. The two new workstreams are:
  - (1) Diridon Station Modernization (ADDED)
  - (2) Airport Diridon Connector (ADDED)

*Clean Energy Resilience:*

- Municipal Microgrids and Electrical Service (EDITED): Staff updated this workstream to better align with Council Direction and the City's exploration of a Municipal Electric Utility. The new workstream is:
  - Municipal Electric Utility Service (ADDED)
- Electric Vehicle Fleet/Charging Infrastructure (RETAINED): The City continues to move toward a more electrified fleet and plans to improve the electrical infrastructure required to make this happen.
- Citywide Building Electrification (RETAINED): The conversion from natural gas to fully electrified buildings continues to be a central part of the City's progress toward our 2030 decarbonization goals.
- Attracting Skilled Technical Workforce (ADDED): This workstream has been added to ensure the Energy Department receives focused attention, transparency, and accountability for its organization development study and classification/compensation analysis, which are currently underway.
- Partnering with PG&E (ADDED): Staff added this workstream to highlight the City's partnership with PG&E on energy resilience, streamlining coordination, and the move toward electrification of buildings and vehicles.

*Water Resilience:*

- Municipal Regional Permit (Stormwater) (REVISED): This workstream continues and is being shifted to the "*Natural Environment Restoration*" Objective under a new workstream name:
  - Ensure Clean Creeks & Rivers (ADDED)

- Sanitary & Storm Sewer Collection Systems + Green Stormwater Infrastructure (PAUSED): The transformation efforts in this workstream are being paused due to the position being cut from this year's budget and a deprioritized focus on the efforts related to this workstream. The underlying work to oversee and manage the City's Sewer Collection System will continue and is reflected in the ESD, PW, and DOT departmental workplans.
- Regional Wastewater Facility (RWF) (ADDED): This workstream has been added to ensure focused attention, transparency, and accountability due to the massive rebuild underway at the Facility and the need for tighter coordination.
- Water Supply (EDITED): This workstream continues with a new name that better accounts for the specific focus of the team and the City's priorities:
  - Diverse Water Supply/ Direct Potable Reuse (ADDED)
- RWF Land Use/Construction Coordination (ADDED): This workstream has been added to ensure focused attention, transparency, and accountability for the significant capital construction and investment in the land area surrounding the Regional Wastewater Facility.

*Natural Environment Restoration:*

- Ensure Clean Creeks & Rivers (ADDED): This workstream is the newly named workstream that was previously "Municipal Regional Permit (Stormwater)"
- Community Forest (Urban Tree Canopy) (RETAINED): The City continues prioritizing investments in expanding our urban tree canopy.
- Protect Coyote Valley Open Space (RETAINED): The City's partnership with the Open Space Authority and our work on protecting Coyote Valley remain priorities for the City's Infrastructure Strategy.

**CONCLUSION**

Staff continues to make progress on the 19 Workstreams in the City Infrastructure Strategy and pending available resources. Staff will return to the Transportation & Environment Committee in October 2024 to provide an update on our Q1 Key Results.

**COORDINATION**

This memo has been coordinated with the Planning, Building, and Code Enforcement Department, Environmental Services Department, Department of Public Works, Airport Department, Energy Department, Department of Transportation, the City Attorney's



Office, the City Manager's Budget Office, and Office of Emergency Management.

/s/  
KIP HARKNESS  
Deputy City Manager,  
City Manager's Office

For questions, please contact Erica Garaffo, Lead Resilience Strategist (Assistant to the City Manager), at [erica.garaffo@sanjoseca.gov](mailto:erica.garaffo@sanjoseca.gov).

ATTACHMENTS:

Appendix A – City Infrastructure Objectives and Key Results Q4 Scored (April - June 2024)

Appendix B – City Infrastructure Objectives and Key Results Q4 In Progress (July – September 2024)

Appendix A – City Infrastructure Objectives and Key Results Q4 Scored (April - June 2024)

Status Completion Key: Complete (C); In Process (I); Not Started (N)

City Infrastructure Objectives	Work Stream (Driver)	Q4 Key Results (April – June 2024)
<b>Disaster Ready &amp; Climate Smart</b>	<b>Prepare the City for the Next Disaster</b> Alvin Galang	1. Relocate EOC from PAC to Senter Rd. location (I) 2. Convene Disaster Council Meeting (C) 3. Issue CERT Training RFP (C)
	<b>Seismically Safe "Soft Story" Apartments</b> Lisa Joiner	1. Bring ordinance to Council in April (I) 2. Begin formulating program implementation (C)
	<b>Shoreline Levee (Sea Level Rise)</b> Kevin Ice	1. Signed Letter of Intent on agreed upon alignment and negotiated agreement for Reaches 4 & 5. (I)
	<b>Climate Smart Decarbonization &amp; Mitigation</b> Julie Benabente	1. Complete draft Climate Smart San Jose plan update (I)
<b>Transportation &amp; Aviation</b>	<b>SJC Airport New Terminal</b> John Aitken / Katherine Brown	1. Obtain Certificate of Occupancy for the new Facilities Building Project. (C) 2. Score the RFP submittals for the Belly Freight and prepare draft council award memo. (I)
	<b>BART Silicon Valley Extension</b> Jessica Zenk/ J. Guevara	1. Coordinate with VTA on the review of CP2 Tunnel & Trackwork Construction Transportation Management Plan 4 (CTMP4) for Council approval in FY24-25 (C) 2. Implement VTA CP2's Construction Transportation Management Plan 1 (CTMP1) including approval of supplemental plans for Early Works at West Portal (C) 3. Develop work plan in support of Right-of-Way management including utilizing the tunnel GIS model and establishing development review protocols (C) 4. Coordinate with VTA to complete the reviews various VTA design packages (I)

	<p><b>Vehicle Blight</b> Heather Hoshii</p>	<ol style="list-style-type: none"> <li>1. SJ311 Vehicle Concerns Go-Live! (C)</li> <li>2. Complete 2,500 additional Pilot Program Investigations (Q1: 1,500 + Q2: 1,500 + Q3: 1,500 + Q4: 2,500 = 7,000 Total) (I)</li> <li>3. Transition to new customer satisfaction survey and data collection (C)</li> <li>4. "Working Near and Engaging with Vulnerable Populations" Phase I training complete (100 staff receiving training) (I)</li> </ol>
	<p><b>Diridon Station and Airport Connector</b> Jessica Zenk</p>	<ol style="list-style-type: none"> <li>1. Get the recommendation of the Joint Policy Advisory Board on at least two station alternatives and governance options (May meeting) (C)</li> <li>2. Develop Airport Connector Pre-development Agreement Deliverables (Draft feasibility report, draft outline project plan) (C)</li> <li>3. Socialize the Airport Connector Feasibility report with City staff and partners (C)</li> <li>4. Develop review of Feasibility report and bring to T&amp;E (C)</li> </ol>
<p><b>Clean Energy Resilience</b></p>	<p><b>Municipal Microgrids and Electrical Service</b> Carol Boland/ Jim Caldwell</p>	<ol style="list-style-type: none"> <li>1. Schedule all consultant site reviews and complete microgrid feasibility analysis for 8 sites (~25% of total sites) (I)</li> <li>2. Complete and submit CPRG application for microgrid projects (\$21M allocation to SJ) (C)</li> <li>3. Develop initial cost estimates for transmission service at 2 proposed new terminals. (C)</li> </ol>
	<p><b>Electric Vehicle Fleet/ Charging Infrastructure</b> Zach Struyk/ Walter Lin/ Ramses Madou</p>	<ol style="list-style-type: none"> <li>1. Apply for the CEC fleet charging infrastructure grant (C)</li> <li>2. Initiate engagement activities for the Mobility Hubs project on San Fernando St (I)</li> <li>3. Final scope of work of GIS EV infrastructure siting tool to enable analytics (I)</li> <li>4. Apply to micro-transit grant funding including EV chargers (C)</li> <li>5. Seeking exemption for procurement of EV charging management systems (I)</li> </ol>
	<p><b>City Wide Building Electrification</b> Julie Benabente/ Kate Ziemba</p>	<ol style="list-style-type: none"> <li>1. Launch residential building electrification accelerator program (C)</li> <li>2. Award consultant RFP for heat pump incentive program implementer (C)</li> </ol>
<p><b>Water Resilience</b></p>	<p><b>Municipal Regional Permit (Stormwater)</b> Rajani Nair</p>	<ol style="list-style-type: none"> <li>1. Seek Water Board's final approval of City's Direct Discharge Plan (C)</li> <li>2. Seek final approval of ordinance and policy update per C.3 amendment and enforcement requirements (C)</li> </ol>

	<p><b>Sanitary &amp; Storm Sewer Collection Systems + Green Stormwater Infrastructure</b> Mathew Nguyen/ Jeff Provenzano</p>	<p>1. Reallocate funding to support the design of STC (C) 2. Complete the design for STC project (C) 3. Report out on the Go/No Go on South of Phelan GSI project to ITAC (C)</p>
	<p><b>Water Supply</b> Jeff Provenzano</p>	<p>1. Complete a recycled water sales agreement with San Jose Water Company resultng in an addiitiional 5000 af recycled water usage (I) 2. Complete CSJ/VW funding agreement to fund 2.5 FTE City staff to support development of a Purified Water Program (I)</p>
<b>Natural Environment Restoration</b>	<p><b>Community Forest (Urban Tree Canopy)</b> Sara Davis</p>	<p>1. Plant 1,000 trees and the 544 free trees from Google (C) 2. Complete two pruning cycles of public trees. (C)</p>
	<p><b>Protect Coyote Valley Open Space</b> Brent Carvalho</p>	<p>1. Complete Economic Assessment for and release for public review. (I) 2. Host 3rd Focus Group to follow up with stakeholders and introduce the list of potential land uses. (C) 3. Host 2nd Community Meeting for the public, summarize findings from Baseline Assessment and Economic Assessment. (C) 4. Host 4th Focus Group to discuss potential design/development standards for new uses. (I)</p>

Appendix B – City Infrastructure Objectives and Key Results Q1 In Progress (July - September 2024)

City Infrastructure Objectives	Work Stream (Driver)	Q1 In Progress (July – September 2024)
Climate Ready & Climate Smart	<b>Shoreline Levee (Sea Level Rise)</b> Kevin Ice	1. Deliver a project update to the Transportation and Environment Committee. 2. Sign LOI
	<b>Climate Adaptation and Resilience Plan</b> Erica Garaffo	1. Completed review of existing plans and policies relevant to the Adaptation and Resilience Plan 2. Develop a preliminary vulnerability assessment 3. Develop a draft Citywide vision statement for climate resilience.
	<b>Climate Smart (Mitigation &amp; Decarbonization)</b> Julie Benabente	1. Complete draft of Climate Smart San Jose plan update
Modern & Sustainable Mobility	<b>Airport Asset Preservation Plan</b> Fai Ali	1. Execute a Task Order with Consultant for the Airport Asset Preservation Plan scope of services using a phased approach 2. Consultant to conduct and complete interviews with key SJC personnel, focused on condition of assets, planned and ongoing projects and state of current infrastructure. 3. Perform comprehensive document and data review to analyze SJC Terminals A & B infrastructure systems.
	<b>Airport Expansion Enabling Projects</b> Fai Ali	1. Final completion for the Airport’s new Facilities Division building. 2. Complete the RFP submittals review for the Airport’s new Belly Freight and Receiving Center project and prepare draft council award memo. 3. Complete the rebid package for the Airport’s Waste Disposal and Fueling Relocation project and prepare for advertising. 4. Complete the Consolidated Rental Car Facility (CONRAC) Electric Vehicle Supply Equipment (EVSE) Capacity Assessment Technical Memo
	<b>Diridon Station Modernization</b> Jessica Zenk	1. Finalize and bring to JPAB 2 alternatives for station design 2. launch engagement effort 3. Diridon + Airport Connector - Council Study session (8/16)

	<p><b>BART Silicon Valley Extention</b> Jessica Zenk/J. Guevara</p>	<p>1a. Develop, coordinate and implement CTMPs for the project - Implement Contract Package 2 - Construction Transportation Management Plan (CTMP) 1 at Newhall Yard 1b. Develop, coordinate and implement CTMPs for the project - Develop Contract Package 2 - Construction Transportation Management Plan (CTMP) 2 at Diridon/Downtown Stations 2. Coordinate multi-department reviews of VTA design Packages and maintain 30-working days on-time reviews 3a. Implement work plan in support of Right-of-Way Management - Utilization of tunnel GIS model 3b. Implement work plan in support of Right-of-Way Management - Establish development review protocols</p>
	<p><b>Airport Diridon Connector</b> Jessica Zenk/ Ryan Sheelen</p>	<p>1. Complete review of Final Feasibility Validation Report 2. Prepare draft City Council Memo and Presentation for report on Diridon to Airport Connector</p>
<p><b>Clean Energy Resilience</b></p>	<p><b>Municipal Electric Utility Service</b> Erica Garaffo/Jim Caldwell</p>	<p>1. Go/No-Go on each potential use case 2. Business Case, Financial Model and Staffing Plan Consultant Selected 3. Standup SJ Power Working Team and develop Q1 OKRs</p>
	<p><b>Electric Vehicle Fleet/ Charging Infrastructure</b> Kate Ziemba/ Walter Lin/ Ramses Madou</p>	<p>1. Apply for CFI grant for EVSE for public and fleet 2. Develop internal plan and RACI chart governing charger maintenance requests and recordkeeping of maintenance, uptime/reliability (will continue into Q2) 3. Assemble tiger team to claim tax credit for chargers and EVs installed citywide in FY23-24 4. Initiate engagement activities for the Mobility Hubs project on San Fernando St 5. Final scope of work of GIS EV infrastructure siting tool to enable analytics 6. Seek exemption for procurement of EV charging management systems</p>
	<p><b>City Wide Building Electrification</b> Kate Ziemba</p>	<p>1. Execute contract with program implementer, kick off HP incentive program development, and finalize program design. 2. Finalize on-bill financing pilot loan documents with CAO. 3. Achieve reservation of 20% of total available incentive funding in Electric Homes San Jose program</p>
	<p><b>Attracting Skilled Technical Workforce</b> Erica Garaffo/Zach Struyk</p>	<p>1. Execute agreement with firm to conduct salary benchmarking study and receive first draft of study</p>

	<p><b>Partnering with PG&amp;E</b> Erica Garaffo/J.Guevara/Kate Ziemba</p>	<ol style="list-style-type: none"> <li>1. EV &amp; Building Electrification program partnership</li> <li>2. Host Downtown Electrification Needs Session with stakeholders</li> <li>3. Coordinate and schedule Process Improvement Permit Streamlining Retreat with PG&amp;E New Business Team</li> </ol>
<p><b>Water Resilience</b></p>	<p><b>Diverse Water Supply/ Direct Potable Reuse</b> Jeff Provenzano</p>	<ol style="list-style-type: none"> <li>1. Finalize negotiations and execute the CSJ/VW funding agreement to fund staff costs associated with development of a Purified Water project.</li> <li>2. Finalize and execute a recycled water sales agreement between CSJ and SJWC</li> </ol>
	<p><b>Regional Wastewater Facility (RWF) Transformation</b> Mariana Chavez</p>	<ol style="list-style-type: none"> <li>1. Participate in and provide feedback to the Regional Water Board's Nutrient Permit Adoption Hearing in July in relation to the proposed Nutrient Watershed Permit.</li> <li>2. Hold a vendor open house at the RWF in September for industry partners to learn about the upcoming Additional Digester and Facility Upgrade Project's procurement specifics and timeline.</li> </ol>
	<p><b>RWF Land Use &amp; Construction Coordination</b> Mariana Chavez/Kevin Ice</p>	<ol style="list-style-type: none"> <li>1. Hold Regional Wastewater Facility Capital Projects and Land Use Coordination Meeting in September to improve internal coordination across departments.</li> </ol>
	<p><b>Natural Environment Restoration</b></p>	<p><b>Ensure Clean Creeks &amp; Rivers (Stormwater Permit)</b> Rajani Nair</p>
<p><b>Community Forest (Urban Tree Canopy)</b> Sara Davis</p>		<ol style="list-style-type: none"> <li>1. Execute agreement with the US Forest Service.</li> <li>2. Plan planting with Community Strong Strategies in the districts they manage.</li> </ol>
<p><b>Protect Coyote Valley Open Space</b> Brent Carvalho</p>		<ol style="list-style-type: none"> <li>1. Draft Design/Development Standards</li> <li>2. Revise Draft Reports (Baseline Assessment and Land use/Economic Assessment)</li> <li>3. Initiate Environmental Review</li> <li>4. Host Focus Group #4</li> </ol>