



# Memorandum

**TO:** TRANSPORTATION AND ENVIRONMENT COMMITTEE

**FROM:** Kip Harkness

**SUBJECT:** SEE BELOW

**DATE:** 5/12/24

Approved

Date

5/20/24

**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 an update on the City Infrastructure Strategy workstreams, the results of the previous Quarter's commitments (January – March 2024), and committed deliverables for the current Quarter (April – June 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 City Infrastructure Strategy focuses on five objectives: Disaster Ready & Climate Smart, Transportation & Aviation, Clean Energy Resilience, Water Resilience, and Natural Environment Restoration. Sixteen (16) workstreams align with these Objectives and represent the most impactful change initiatives underway. This is in addition to the daily service delivery of Core Services.



Successful implementation will require: Addressing inequity and historical disinvestment; identifying ongoing/new local, state, and federal funding sources, and building the team to deliver these outcomes.

**ANALYSIS**

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.

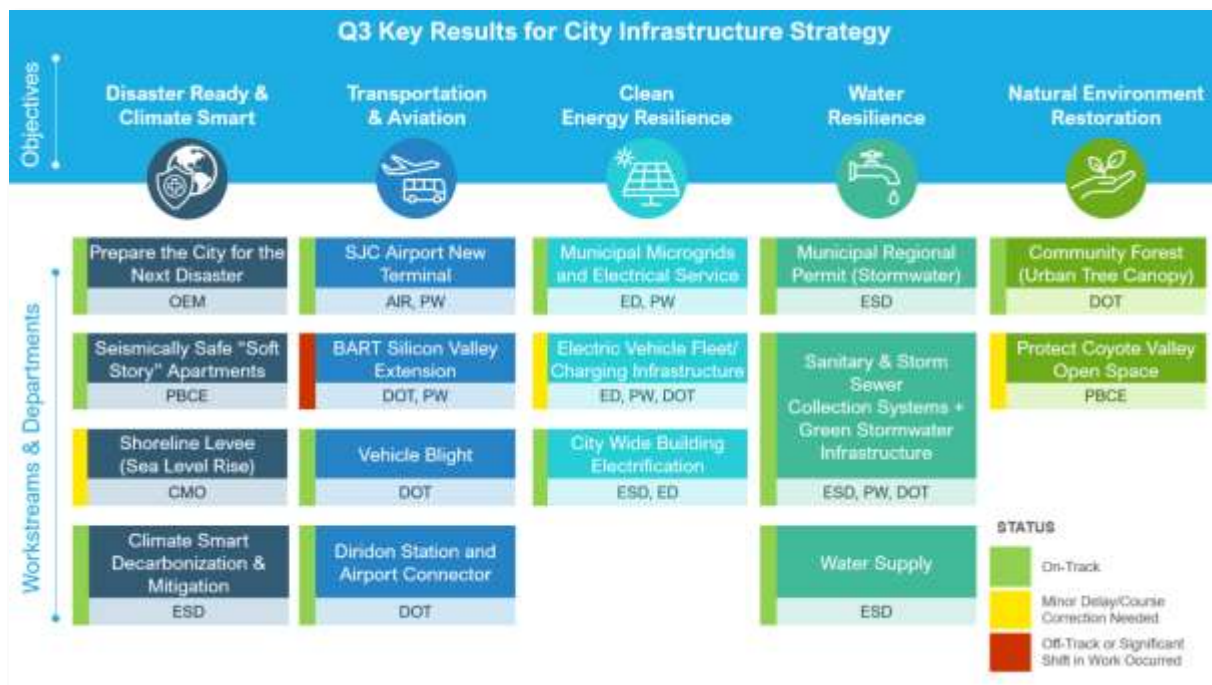
Each quarter, the workstream drivers and their respective departments develop their committed Key Results for each initiative within the City Infrastructure Strategy. At the end of the quarter, we evaluate each workstream on completing their planned Key Results and assign an overall rating of Green, 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

<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.

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 third Quarter of FY 2023-2024, 12 workstreams were Green (75%), three were Yellow (19%), and one was Red (6%).<sup>2</sup> Compared to the second quarter’s results, this past quarter saw a 97% increase in completed key results. We attribute this improvement to spending more effort crafting achievable key results and working with the teams to clear roadblocks from Q2.

Figure 1: Key Result Completion Status for City Infrastructure Strategy Workstreams (January - March 2024)



The *BART Silicon Valley Extension* workstream was given a Red status because three of the four key results were not started. The Q3 key results are:

- Coordinate with VTA on the 3D spatial GIS model of the project tunnel to provide tunnel protection zone information to inform building permit processes. [COMPLETED]
- Review VTA Construction Package 2 Construction Transportation Mitigation Plan 4 for 28th St./Little Portugal & East Portal. [NOT COMPLETED]
- Implement PayPal Park Event Management and other supplemental plans for VTA Construction Package 2 Construction Transportation Mitigation Plan 1. [NOT COMPLETED]

<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%).

- Review engineering for 60% design completion for station locations. [NOT COMPLETED]

Because VTA did not submit design packages by deadline, the City could not complete these key results. VTA was negotiating with their contractor before the West Portal Early Works construction could begin while shifting resources to advance station design. City continues to coordinate regularly and assist VTA in advancing their designs and permits with construction underway in May 2024.

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

A snapshot of January to March 2024 (Q3) significant accomplishments is listed below:

- **Prepare the City for the Next Disaster:** Relocated Emergency Operations Center to new location on Senter Road.
- **Seismically Safe “Soft Story” Apartments:** Updated Community and Economic Development Committee on proposed implementation program.
- **Climate Smart Decarbonization & Mitigation:** Finalized project roadmap for the Climate Smart San Jose plan update.
- **SJC Airport New Terminal:** Broke ground on the Police Department Air Support Unit Hangar Project
- **Vehicle Blight:** Completed SJ311 Vehicle Concerns backend systems and app development and launched new service.
- **Diridon Station and Airport Connector:** Present Integrated Team Organization, and ongoing station alternative and key components development to Joint Policy Advisory Board
- **EV Fleet/Charging Infrastructure:** Complied with Advanced Clean Fleets regulation for over 400 vehicles submitted for fleet procurement.
- **Municipal Regional Permit (Stormwater):** Coordinated Citywide efforts to satisfy Stormwater Permit compliance requirements and resubmitted the City’s Direct Discharge Plan.
- **Water Supply:** Negotiated a cost-sharing agreement with Valley Water to fund a City Purified Water Team.
- **Community Forest:** Planted 300 trees (2200 total planted thus far this Fiscal Year)

The in-progress April through June 2024 (Q4) Key Results are detailed in Appendix B.

## **CONCLUSION**

Staff continues to make significant progress on the 16 Workstreams in the City Infrastructure Strategy and pending available resources. Staff will return to the Transportation & Environment

Committee in September 2024 to provide an update on the Q4 Key Results and a refresh of the City Infrastructure Strategy for FY 2024-2025.

### **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 Q3 Scored (January - March 2024)  
Appendix B – City Infrastructure Objectives and Key Results Q4 In Progress (April - June 2024)

Appendix A – City Infrastructure Objectives and Key Results Q3 Scored (January - March 2024)

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

*Objective: Disaster Ready and Climate Smart*

**Prepare the City for the Next Disaster:**

1. Relocate OEM/EOC to the new EOC/FTC on Senter Rd. (I)
2. Conduct city-wide COOP Trainings (C)
3. Conduct COOP Tabletop Exercise (C)
4. Finalize COOP Plan (C)

**Seismically Safe “Soft Story” Apartments:**

1. Update to Housing and Community Development Committee in February on outreach efforts and draft ordinance. (C)
2. Update to CED Committee in March with draft ordinance. (C)

**Shoreline Levee (Sea Level Rise):**

1. Convene Shoreline Executive Team to discuss deal points. (C)
2. Come to an agreement on the two deal points hindering the signing of the Letter of Intent. (I)

**Climate Smart Decarbonization & Mitigation:**

1. Submit Council-approved Reach Code to Building Standards Council to finalize. (C)
2. Finalize project roadmap for the Climate Smart San Jose plan update. (C)

*Objective: Transportation & Aviation*

**SJC Airport New Terminal:**

1. Advertise and score the Belly Freight RFQ and finalize the RFP for issuance (C)
2. Break ground on the Police Department Air Support Unit Hangar Project (C)

**BART Silicon Valley Extension:**

1. Review VTA CP2 CTMP4 for 28th St./Little Portugal & East Portal (To be submitted by VTA in March). (N)
2. Implement PayPal Park Event Management and other supplemental plans for VTA CP2 CTMP1. (N)
3. Coordinate with VTA on the 3D spatial GIS model of the project tunnel to provide tunnel protection zone information to inform building permit processes. (C)
4. Review engineering for 60% design completion for station locations. (N)

**Vehicle Blight:**

1. Complete SJ311 Vehicle Concerns backend systems and app development and complete testing phase in preparation for new service launch (end March 2024). (C)
2. Complete 1,500 additional Pilot Program Investigations (Q1: 1,500 + Q2: 1,500 + Q3: 1,500 = 4,500 Total). (C)

3. Maintain Vehicle Abatement 40% customer satisfaction ratings per City Council-approved plan. (C)
4. "Working Near and Engaging with Vulnerable Populations" Training development complete and phase I training scheduled (Deferred from Q2). (C)

**Diridon Station and Airport Connector:**

1. Present Integrated Team Organization, and ongoing station alternative and key components development to Joint Policy Advisory Board (Feb & Mar meeting). (C)
2. Develop Airport Connector Pre-development Agreement Deliverables (study alignment, concept design, progress memo). (C)
3. Return to City Council with a recommended initial approach to an extension in the Stevens Creek corridor (Jan 9th meeting). (C)

*Objective: Clean Energy Resilience*

**Municipal Microgrids and Electrical Service:**

1. Select Feasibility Analysis vendor and contract initiation for MicroGrids PPA Feasibility Analysis (I)
2. Assist microgrids' inclusion in the regional Priority Climate Action Plan (PCAP) and go/no-go countywide collaborative CPRG application. (C)
3. Meet with potential customer loads to serve around the main lines, particularly anchor tenants. (C)
4. Develop load forecasts to map to transmission development with the goal of aggregating load. (C)

**Electric Vehicle Fleet/ Charging Infrastructure:**

1. Comply with Advanced Clean Fleets regulation for fleet procurement (submission by 3/31). (C)
2. Conduct initial stakeholder engagement and review site engineering constraints/alignment with the San Fernando Street redesign project to support the development of conceptual mobility hub designs. (I)
3. Update green fleet policy (I)
4. Prepare general fund budget proposals for fleet electrification and EV charging. (C)

**City Wide Building Electrification:**

1. Complete residential building electrification accelerator program design and outreach plan. (I)
2. Execute agreement for Energy Efficiency Conservation Block Grant funding for building electrification efforts in San Jose. (C)
3. Finalize 2024 SJCE Building Electrification program design. (C)

*Objective: Water Resilience*

**Municipal Regional Permit (Stormwater):**

1. Seek Water Board approval of City's Direct Discharge Plan. (C)

2. Coordinate and submit budget needs to satisfy Stormwater Permit compliance requirements. (C)
3. Finalize draft ordinance and policy per C.3 amendment. (C)

**Sanitary & Storm Sewer Collection Systems + Green Stormwater Infrastructure:**

1. Submit CIP Budget Proposal for 831 Small and medium trash capture devices; (C)
2. Submit Budget Proposal for Stormwater Funding Approach. (C)
3. Report out final decision for City Lands South of Phelan and whether the City should pursue other smaller GSI opportunities for better cost benefit and constructability. (I)
4. Provide PW cost and construction data to CAO to determine amount of Consent Decree obligation that has been fulfilled and how to complete remainder. (C)

**Water Supply:**

1. Submit Budget Proposal for Purified Water Team (Deputy Director, Senior Environmental Program Manager, Supervising Env. Service Specialist) to support Valley Water's purified water project and lead City negotiations over a three year period. (C)
2. Negotiate with Valley Water on cost sharing agreement to fund the BP for the Purified Water Team. (C)

*Objective: Natural Environment Restoration*

**Community Forest (Urban Tree Canopy):**

1. Accept grant award from USFS, planned council date in March. (C)
2. Commence tree care public awareness campaign (I)
3. Plant 300 trees. (C)

**Protect Coyote Valley Open Space:**

1. Completion of existing conditions/baseline assessment report and completion of land use and economic report. (I)
2. Facilitate second round of focus groups with stakeholders. (C)



Appendix B – City Infrastructure Objectives and Key Results Q4 In Progress (April - June 2024)

City Infrastructure Objectives	Work Stream (Driver)	Q4 In Progress (April - June 2024)
<b>Disaster Ready &amp; Climate Smart</b>	<b>Prepare the City for the Next Disaster</b> Alvin Galang	<ol style="list-style-type: none"> <li>1. Relocate EOC from PAC to Senter Rd. location</li> <li>2. Convene Disaster Council Meeting</li> <li>3. Issue CERT Training RFP</li> </ol>
	<b>Seismically Safe "Soft Story" Apartments</b> Lisa Joiner	<ol style="list-style-type: none"> <li>1. Bring ordinance to Council in April</li> <li>2. (if #1 is approved) Begin formulating program implementation</li> </ol>
	<b>Shoreline Levee (Sea Level Rise)</b> Kevin Ice	Signed Letter of Intent on agreed upon alignment and negotiated agreement for Reaches 4 & 5.
	<b>Climate Smart Decarbonization &amp; Mitigation</b> Julie Benabente	Complete draft Climate Smart San Jose plan update
<b>Transportation &amp; Aviation</b>	<b>SJC Airport New Terminal</b> Sal Kumar	<ol style="list-style-type: none"> <li>1. Obtain Certificate of Occupancy for the new Facilities Building Project.</li> <li>2. Score the RFP submittals for the Belly Freight and prepare draft council award memo.</li> </ol>
	<b>BART Silicon Valley Extension</b> Jessica Zenk/ J. Guevara	<ol style="list-style-type: none"> <li>1. Coordinate with VTA on the review of CP2 Tunnel &amp; Trackwork Construction Transportation Management Plan 4 (CTMP4) for Council approval in FY24-25</li> <li>2. Implement VTA CP2's Construction Transportation Management Plan 1 (CTMP1) including approval of supplemental plans for Early Works at West Portal</li> <li>3. Develop work plan in support of Right-of-Way management including utilizing the tunnel GIS model and establishing development review protocols</li> <li>4. Coordinate with VTA to complete the reviews various VTA design packages</li> </ol>
	<b>Vehicle Blight</b> Heather Hoshii	<ol style="list-style-type: none"> <li>1. SJ311 Vehicle Concerns Go-Live!</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)</li> <li>3. Transition to new customer satisfaction survey and data collection</li> <li>4. "Working Near and Engaging with Vulnerable Populations" Phase I training complete (100 staff receiving training)</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)</li> <li>2. Develop Airport Connector Pre-development Agreement Deliverables (Draft feasibility report, draft outline project plan)</li> <li>3. Socialize the Airport Connector Feasibility report with City staff and partners</li> <li>4. Develop a review of the Feasibility report and bring to T&amp;E</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)</li> <li>2. Complete and submit CPRG application for microgrid projects (\$21M allocation to SJ)</li> <li>3. Receive and process interconnection requests from prospective customers</li> <li>4. Develop initial cost estimates for a plan of service at 2 proposed new terminals.</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</li> <li>2. Initiate engagement activities for the Mobility Hubs project on San Fernando St</li> <li>3. Final scope of work of GIS EV infrastructure siting tool to enable analytics</li> <li>4. Apply for micro-transit grant funding including EV chargers</li> <li>5. Seeking exemption for procurement of EV charging management systems</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</li> <li>2. Award consultant RFP for heat pump incentive program implementer</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. Monitor Water Board's final approval of City's Direct Discharge Plan</li> <li>2. Seek final approval of ordinance and policy update per C.3 amendment and enforcement requirements</li> </ol>
	<p><b>Sanitary &amp; Storm Sewer Collection Systems + Green Stormwater Infrastructure</b> Mathew Nguyen/ Jeff Provenzano</p>	<ol style="list-style-type: none"> <li>1. Reallocate funding to support the design of STC</li> <li>2. Complete the design for STC project</li> <li>3. Report out on the Go/No Go on South of Phelan GSI project to ITAC</li> </ol>
	<p><b>Water Supply</b> Jeff Provenzano</p>	<ol style="list-style-type: none"> <li>1. Complete a recycled water sales agreement with San Jose Water Company resulting in an additional 5000 acre-feet recycled water usage</li> <li>2. Complete CSJ/VW funding agreement to fund 2.5 FTE City staff to support development of a Purified Water Program</li> </ol>

<b>Natural Environment Restoration</b>	<b>Community Forest (Urban Tree Canopy)</b> Sara Davis	<ol style="list-style-type: none"><li>1. Plant 1,000 trees and the 544 free trees from Google</li><li>2. Complete two pruning cycles of public trees</li></ol>
	<b>Protect Coyote Valley Open Space</b> Brent Carvalho	<ol style="list-style-type: none"><li>1. Complete Economic Assessment for and release for public review.</li><li>2. Host 3rd Focus Group to follow up with stakeholders and introduce the list of potential land uses.</li><li>3. Host 2nd Community Meeting for the public, summarize findings from Baseline Assessment and Economic Assessment.</li><li>4. Host 4th Focus Group to discuss potential design/development standards for new uses.</li></ol>