



# Memorandum

**TO:** TRANSPORTATION AND ENVIRONMENT COMMITTEE

**FROM:** Kip Harkness

**SUBJECT:** See Below

**DATE:** January 13, 2025

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Approved

Date

1/27/2025

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**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 (October – December 2024), and committed deliverables for the current Quarter (January – March 2025). The Committee will provide feedback to staff on their update.

## **BACKGROUND**

In July 2024, the City Infrastructure Strategy was refined to better align with new opportunities, evolving needs, and the FY 2024-25 Operating and Capital Budget. The five updated Objectives that now make up our strategy are: Climate Ready & Climate Smart, Modern & Sustainable Mobility, Clean Energy Resilience, Water Resilience, and Natural Environment Restoration (Figure 1). This updated Infrastructure Strategy streamlines the city's focus, adding new workstreams and adjusting existing ones to maintain momentum while addressing emerging priorities. The 19 updated and new workstreams supporting these five objectives as illustrated below. The updated slate of workstreams strengthens collaboration across city departments and builds on partnerships with external agencies like Valley Water and PG&E to address the city's infrastructure goals more effectively.

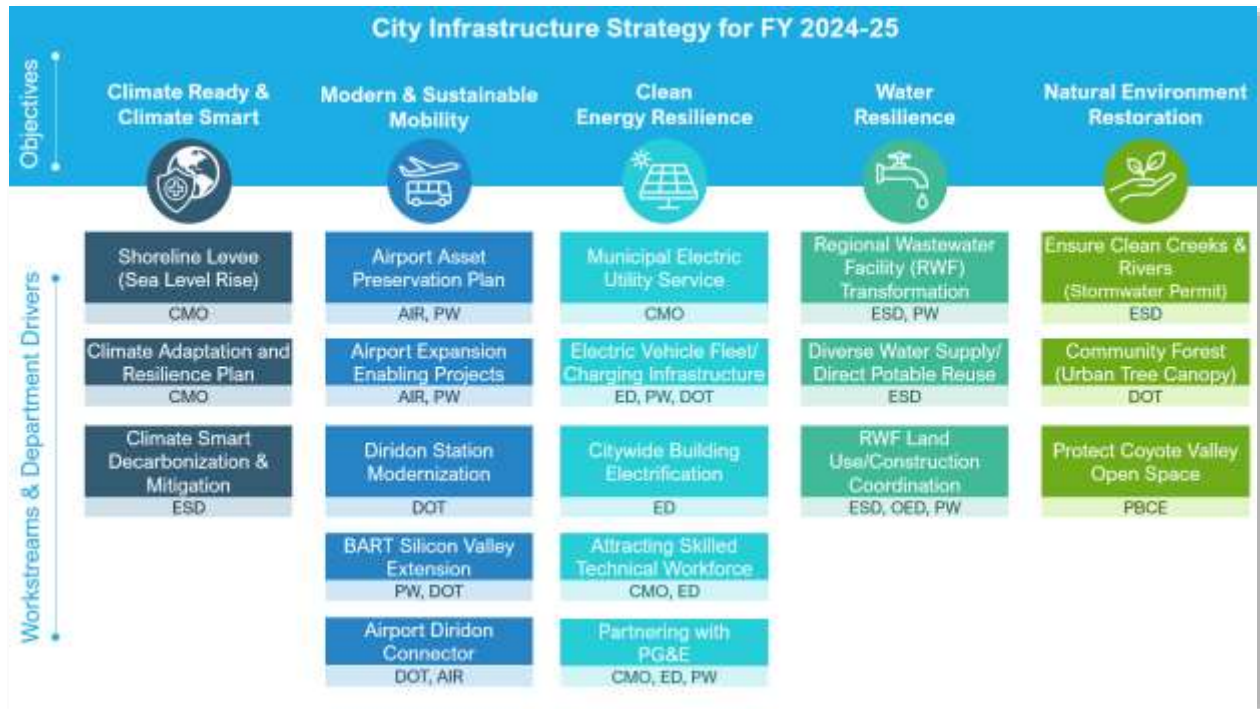


Figure 1: City Infrastructure Strategy for Fiscal Year 2024-2025

This refreshed Infrastructure Strategy positions the City of San José to address current and future infrastructure challenges more effectively, emphasizing resilience, sustainability, and innovation. The Analysis section below describes the City’s achievement status of our Q2 Key Results.

**ANALYSIS**

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 19 workstreams. In the second Quarter of FY 2024-2025, eleven workstreams finished Green (58%), eight were Yellow (42%), and zero were Red (0%).<sup>2</sup>

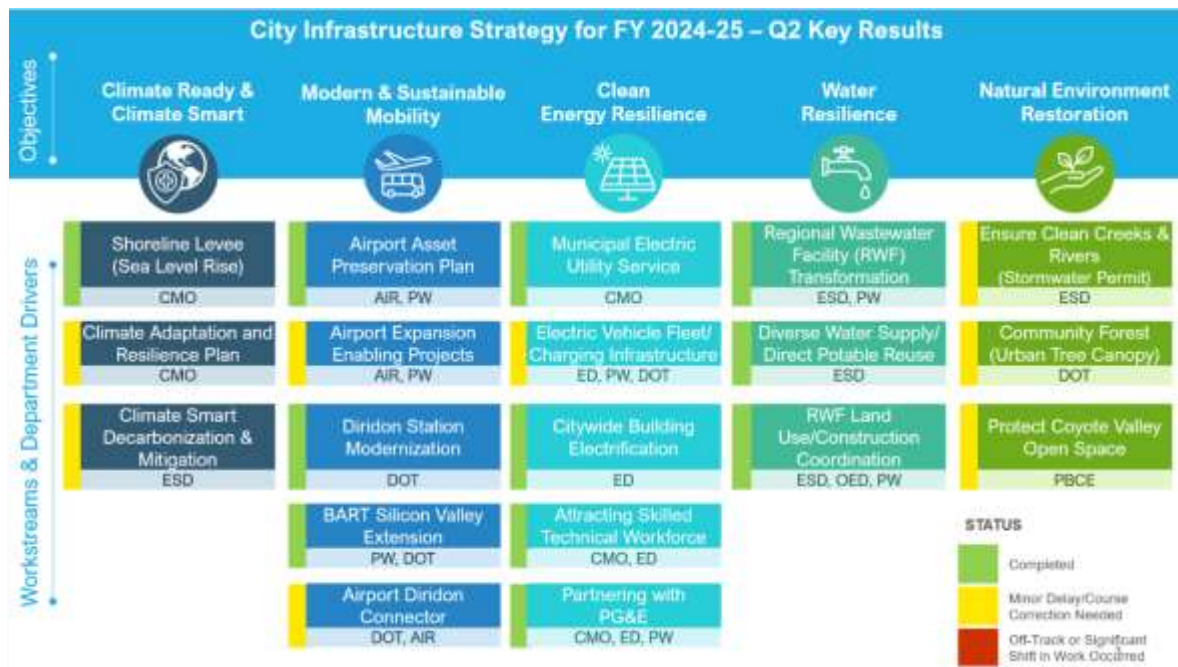


Figure 2: Q2 Key Result Completion Status for City Infrastructure Strategy Workstreams (October through December 2024)

### Highlighting a Few City Infrastructure Workstream Results

We want to discuss in detail a few key workstreams in the City Infrastructure Strategy to highlight progress made to date.

- Shoreline Levee (Sea Level Rise):** In October, the City convened an in-person working group with Santa Clara Valley Water District (Valley Water), the California State Coastal Conservancy, and the City of Santa Clara to outline key

<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 51 Key Results across the 19 workstreams. Of these 51 Key Results, teams completed 34 (67%), partially completed another 17 (33%), and did not complete 0 (0%).

deal points for a Memorandum of Understanding (MOU) related to the Shoreline Levee Project. Over the remainder of this past quarter, Valley Water and City of San Jose staff developed a 30% draft of the MOU. The MOU is based on the fully executed Shoreline Levee Letter of Intent between the City of San Jose, City of Santa Clara, and Valley Water.

- **Airport Asset Preservation Plan:** The Airport engaged a consultant to develop an Airport Asset Preservation Plan. They interviewed key personnel at San Jose International Airport (SJC) to evaluate asset conditions, ongoing and planned projects, and the current infrastructure status. Following this, they extensively reviewed documents and data to analyze the infrastructure systems of Terminals A and B. A visual facility condition assessment was conducted for these terminals. The consultant then prepared and submitted a draft "Findings Report" to the City, detailing the current state of the terminal infrastructure and proposing a rough order of magnitude (ROM) level capital investment plan. Finally, they prepared and submitted a comprehensive final investment plan.
- **Citywide Building Electrification:** San José Clean Energy launched a program for residential customers incentivizing the installation of heat pumps for water and space heating called EcoHome Rebate and marketed it to Electric Homes San José waitlist customers. Staff also introduced the SJCE On-bill Financing Pilot (EcoHome Payment Plan) to help offset the cost of electric home upgrades. Buildings account for 31 percent of San José's greenhouse gas emissions, primarily due to natural gas usage. Gas water heaters and HVAC systems are responsible for over 90% of natural gas usage in residential homes, so replacing these systems will have the largest impact on home emissions reductions. Switching to electric appliances also improves indoor air quality since natural gas appliances can release carbon monoxide, formaldehyde, and other harmful pollutants into the air.

The completion status for all the Q2 individual Key Results within each workstream is detailed in Appendix A.

The in-progress January through March 2025 (Q3) Key Results are detailed in Appendix B.

## **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 May 2025 to provide an update on the next Quarter's 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).

## **ATTACHMENT**

Appendix A – City Infrastructure Objectives and Key Results Q2 Scored (October through December 2024)  
Appendix B – City Infrastructure Objectives and Key Results Q3 In Progress (January through March 2025)

Appendix A – City Infrastructure Objectives and Key Results Q2 Scored (October through December 2024)

City Infrastructure Objectives	Work Stream (Dept Director/ Driver)	Q2 Key Results (Oct - Dec)	Q2 Scored
<b>Climate Ready + Climate Smart</b>	<b>Shoreline Levee (Sea Level Rise)</b> Kevin Ice	1. Conduct in-person working group with Valley Water, Coastal Conservancy, and Santa Clara to outline MOU deal points 2. Develop 30% draft of MOU	1. Complete 2. Complete
	<b>Climate Adaptation and Resilience Plan</b> Michael Gonzales	1. Develop Climate Adaptation and Resilience Plan Framework 2. Conduct one stakeholder workshop 3. Design and publish online survey to begin taking public feedback	1. Complete 2. In Process 3. In Process
	<b>Climate Smart (Mitigation &amp; Decarbonization)</b> Julie Benabente	1. Complete update to draft plan content and draft graphics and layout 2. Complete draft of updated Climate Smart model	1. In Process 2. Complete
<b>Modern &amp; Sustainable Mobility</b>	<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. 4. Consultant will perform a visual facility condition assessment (FCA) for the Systems in Terminals A and B 5. Consultant will prepare and submit to City a draft “Findings Report” detailing the current state of Airport terminal infrastructure including a ROM level capital investment plan.	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. In process



		6. Consultant will prepare and submit a final Comprehensive Investment Plan.	
	<b>Airport Expansion Enabling Projects</b> Fai Ali	1. Final completion for the Airport's new Facilities Division building 2. Complete the Consolidated Rental Car Facility (CONRAC) Electric Vehicle Supply Equipment (EVSE) Capacity Assessment Technical Memo	1. In process 2. Complete.
	<b>Diridon Station Modernization</b> Jessica Zenk	1. Lead engagement on two chosen Diridon Station alternatives 2. Present Diridon Station project updates at Nov. JPAB meeting 3. Sign new Diridon Station cooperative agreement	1. Complete 2. Complete 3. Complete
	<b>BART Silicon Valley Extension</b> Jessica Zenk/J. Guevara	1a. Develop, coordinate and implement CTMPs for the project - Implement Contract Package 2 - Construction Transportation Management Plan (CTMP) 1 at Newhall Yard 1b. Develop and coordinate 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	1a. Complete 1b. In process 2. Complete 3a. Complete 3b. Complete
	<b>Airport Diridon Connector</b> Jessica Zenk/ Ryan Sheelen	1. Airport Connector - Finalize Council Memo and presentation to bring recommendation to City Council (expected November 2024) 2. Determine feasibility for starting PDA Phase 2 based on Council recommendation and funding needs.	1. In progress 2. In progress

<b>Clean Energy Resilience</b>	<p><b>Municipal Electrical Service</b> Erica Garaffo</p>	<ol style="list-style-type: none"> <li>1. Provide an update on SJ Power at T&amp;E and cross-reference to full Council</li> <li>2. Finalize and execute Technical Engineering Service Order with Worley</li> <li>3. File Interconnection Amendments based on updated CAISO decision</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>
	<p><b>Electric Vehicle Fleet/ Charging Infrastructure</b> Kate Ziemba/ Walter Lin/ Ramses Madou</p>	<ol style="list-style-type: none"> <li>1. Finalize fleet electrification master plan</li> <li>2. Develop mid-year budget request with PRNS for EVSE at Kirk Community Center</li> <li>3. Meet with Charging as a Service providers</li> <li>4. Final scope of work of GIS EV infrastructure siting tool to enable analytics</li> <li>5. Seek exemption for procurement of EV charging management systems</li> </ol>	<ol style="list-style-type: none"> <li>1. In process</li> <li>2. In process</li> <li>3. Complete</li> <li>4. In process</li> <li>5. In process</li> </ol>
	<p><b>City Wide Building Electrification</b> Kate Ziemba</p>	<ol style="list-style-type: none"> <li>1. Launch SJCE Heat Pump incentive program (EcoHome Rebate)</li> <li>2. Market EcoHome Rebate to Electric Homes San Jose waitlist customers</li> <li>3. Launch SJCE On-bill Financing Pilot (EcoHome Payment Plan)</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>
	<p><b>Attracting Skilled Technical Workforce</b> Erica Garaffo/Zach Struyk</p>	<ol style="list-style-type: none"> <li>1. Execute agreement with firm to conduct salary benchmarking study</li> <li>2. Develop first draft of study</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> </ol>



	<p><b>Partnership with PG&amp;E</b>                  Erica Garaffo/J.Guevara/Kate Ziemba</p>	<p>1. Conduct Energy Programs and Diridon Station Energization needs learning sessions with PG&amp;E and CSJ                  2. Work with PG&amp;E to receive guidance on distribution capacity available for EV charging at critical City sites                  3. Conduct Process Improvement Permit Streamlining Retreat and identify target improvements to pilot</p>	<p>1. Complete                  2. Complete                  3. Complete</p>
<p><b>Water Resilience</b></p>	<p><b>Diverse Water Supply/ Direct Potable Reuse</b>                  Jeff Provenzano</p>	<p>1. Participate and advance a multi-agency project charter process with Valley Water, San Francisco Public Utilities Commission, City of Santa Clara, and City of San Jose to develop a regional Purified Water project.</p>	<p>1. Complete</p>
	<p><b>Regional Wastewater Facility (RWF) Transformation</b>                  Mariana Chavez/Kapil Verma</p>	<p>1. Provide status report on Plant Master Plan Technical Update activity to members of TPAC in November.                  2. Review report on RWF Process Modeling activity to help inform future CIP Projects.</p>	<p>1. Complete                  2. Complete</p>
	<p><b>RWF Land Use &amp; Construction Coordination</b>                  Jennifer Voccola-Brown/Kevin Ice</p>	<p>1. Hold Regional Wastewater Facility Capital Projects and Land Use Coordination Meeting in October to improve internal coordination across departments.</p>	<p>1. Complete</p>
<p><b>Natural Environment Restoration</b></p>	<p><b>Ensure Clean Creeks &amp; Rivers (Stormwater Permit)</b>                  Rajani Nair</p>	<p>1. Provide update on Direct Discharge progress to Water Board by December 2024                  2. Develop and initiate approach to remove trash within in channel of waterways</p>	<p>1. In Process                  2. Complete</p>

	<b>Community Forest (Urban Tree Canopy)</b> Sara Davis	1. Plan planting with Community Strong Strategies in the districts they manage.	1. In process
	<b>Protect Coyote Valley Open Space</b> Brent Carvalho	1. Draft Design/Development Standards 2. Revise Draft Reports (Baseline Assessment and Land use/Economic Assessment) 3. Host Focus Group #4	1. In process 2. In process 3. in process

Appendix B – City Infrastructure Objectives and Key Results Q3 In Progress (January through March 2025)

City Infrastructure Objectives	Work Stream (Dept Director/ Driver)	Q3 Key Results (Jan-Mar)
<b>Climate Ready + Climate Smart</b>	<b>Shoreline Levee (Sea Level Rise)</b> Kevin Ice	1. Develop 70% draft of MOU 2. Execute soil stockpiling land use agreement with Valley Water
	<b>Climate Adaptation and Resilience Plan</b> Erica Garaffo	1. Conduct one stakeholder workshop 2. Design and publish online survey to begin taking public feedback 3. Complete draft of CARP measures
	<b>Climate Smart (Mitigation &amp; Decarbonization)</b> Julie Benabente	1. Complete draft document graphics and layout 2. Complete stakeholder engagement for Climate Smart plan update 3. Complete draft of City Council memorandum
<b>Modern &amp; Sustainable Mobility</b>	<b>Airport Asset Preservation Plan</b> Fai Ali	1. Consultant will prepare and submit a final Comprehensive Investment Plan. 2. SJC will analyze the plan and prioritize projects to be included in the 5-year CIP, beginning FY26. 3. SJC will continue feasibility of Phase 2 of the Asset Preservation Plan which will include exploring investment opportunities to enhance operational performance of systems infrastructure.
	<b>Airport Expansion Enabling Projects</b> Fai Ali	1. Final completion for the Airport’s new Facilities Division building 2. Complete the Final CUP Assessment and Electrical Study.

	<b>Diridon Station Modernization</b> Jessica Zenk	1. support establishment of project steering committee 2. present draft business case to steering committee in Feb. 3. continue leading public engagement process for business case
	<b>BART Silicon Valey Extention</b> Jessica Zenk/J. Guevara	1a. Develop, coordinate and implement CTMPs for the project - Implement Contract Package 2 - Construction Transportation Management Plan (CTMP) 1 at Newhall Yard 1b. Develop and coordinate 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
	<b>Airport Diridon Connector</b> Jessica Zenk/ Ryan Sheelen	1. Airport Connector - Finalize Council Memo and presentation to bring recommendation to City Council (expected Feb/March 2025) 2. Determine feasibility for starting PDA Phase 2 based on Council recommendation and funding needs.
<b>Clean Energy Resilience</b>	<b>Municipal Electrical Service</b> Erica Garaffo	1. Complete business case and finacing model 2. Determine recommended service area in North San Jose 3. Conduct March 21 Special Meeting
	<b>Electric Vehicle Fleet/ Charging Infrastructure</b> Kate Ziemba/ Walter Lin/ Ramses Madou	1. Finalize fleet electrification master plan 2. Develop FY budget request with PRNS for EVSE at Kirk Community Center 3. Final scope of work of GIS EV infrastructure siting tool to enable analytics 4. Seek exemption for procurement of EV charging management systems 5. Post RFO for SJCE's DCFC Hubs Pilot Program 6. Achieve \$300k in funds reserved for SJCE Multifamily Charger Incentive Pilot Program 7. Apply to PG&E EV Fleet program for charger incentives

	<b>City Wide Building Electrification</b> Kate Ziemba	1. Conduct marketing campaign for SJCE EcoHome Rebate and Payment Plan programs. 2. Achieve \$800k out of ~\$1.2M in funds reserved for EcoHome Rebate
	<b>Attracting Skilled Technical Workforce</b> Erica Garaffo/Zach Struyk	1. Work with HR to evaluate recommended classification and compensation changes based on Mercer study recommendations 2. Submit Budget Proposal(s) to reflect position/organizational changes, based on results of #1.
	<b>Partnership with PG&amp;E</b> Erica Garaffo/J.Guevara/Kate Ziemba	1. Bring Cooperation Agreement to Council on Jan 28 2. Negotiate Implementation Agreement for NSJ and DTSJ, bring to Special Council Meeting on March 21 3. Explore SJ zonal electrification opportunities, including potential SB1221 pilot sites. 4. Implement Partnership Pilot for programmatic permit expansion and shared dashboard
<b>Water Resilience</b>	<b>Diverse Water Supply/ Direct Potable Reuse</b> Jeff Provenzano	1. Finalize an Operations & Maintenance Agreement and a Land Lease Agreement with Valley Water to advance the design and construction of the Purified Water Learning and Demonstration Facility
	<b>Regional Wastewater Facility (RWF) Transformation</b> Mariana Chavez/Kapil Verma	1. Deliver RWF Council Study Session on Jan 31 2. Conduct RWF Energy Resilience Deep Dive
	<b>RWF Land Use &amp; Construction Coordination</b> Jennifer Voccola-Brown/Kevin Ice	1. Develop a list of internal stakeholders 2. Develop and set a reoccurring stakeholder meeting schedule

<b>Natural Environment Restoration</b>	<b>Ensure Clean Creeks &amp; Rivers (Stormwater Permit)</b> Rajani Nair	<ol style="list-style-type: none"> <li>1. Provide 6 month Direct Discharge progress update to Water Board (Jan '25)</li> <li>2. Finalize MOA with Valley Water for in channel creek clean up</li> </ol>
	<b>Community Forest (Urban Tree Canopy)</b> Sara Davis	<ol style="list-style-type: none"> <li>1. 200 trees planted</li> <li>2. Solidify work plan with Cal Fire (and work ESD on potential areas)</li> <li>3. Hire grant funded Assistant Arborists</li> </ol>
	<b>Protect Coyote Valley Open Space</b> Brent Carvalho	<ol style="list-style-type: none"> <li>1. Draft Design/Development standards</li> <li>2. Focus Group 4/Survey &amp; Focus Group #5</li> <li>3. EIR Scoping Meeting</li> </ol>