

CITY OF SAN JOSE
2024-2025 ADOPTED CAPITAL BUDGET
2025-2029 CAPITAL IMPROVEMENT PROGRAM

CAPITAL PROGRAM PERFORMANCE MEASURES

A set of consistent and comprehensive performance measurements along with targets and goals have been established for the entire capital program. Measures have been established for two key areas: schedule (cycle time) and project delivery costs. In addition, two performance measures regarding Green Building certification, as discussed later in this section, are tracked below.

The following table lists the city-wide capital program performance measures. These measures are designed to provide uniformity and consistency, provide clear and measurable outcomes, and encourage operating City Service Areas and departments to consider total requirements for service delivery, including capital facilities and assets.

City-Wide Capital Program Performance Measures

Strategic Goals	City-Wide Performance Measures	2022-2023 Actual ¹	2023-2024 Target	2023-2024 Estimate	2024-2025 Target	5-Year Goal
A. Deliver Quality CIP projects on-time and on-budget	1. % of CIP projects delivered ² within 2 months of approved baseline schedule	83% (55/66)	85%	86% (66/77)	85%	85%
	2. % of CIP projects that are completed within the approved baseline budget ³	87% (47/54)	90%	83% (64/77)	90%	90%
B. Utilize Green Building design in all public buildings	1. Cumulative square footage of new and existing municipal buildings certified as green buildings	2.3 million square feet	2.3 million square feet	2.3 million square feet ⁴	2.4 million square feet	2.5 million square feet
	2. % of new and existing municipal building square footage certified as green buildings	46%	47%	47%	48%	50%

- 1 The 2022-2023 Actual number of projects may vary from the 2022-2023 Estimate, as documented in the 2023-2024 Adopted Budget, because of revision to the date of estimated beneficial use of the project being revised and the project expected to be delivered in the following fiscal year. Also, the number of projects may change with the inclusion of projects in the 2022-2023 Actual not originally included in the 2022-2023 Adopted Budget Estimate due to incomplete project information at that time.
- 2 Projects are considered "delivered" when they are available for their intended use; projects are considered "on schedule" if delivered within two months of the baseline schedule.
- 3 Projects are considered "completed" when final cost accounting has occurred, and the project has been accepted; projects are considered "on budget" when the total expenditures do not exceed 101% of the baseline budget.
4. The completion of the Fire Department Training Center and Emergency Operating Center added an additional 43,000 square feet to the total.

The City has successfully delivered over 2,000 capital projects to the community since 2000. For 2023-2024, City staff is estimated to deliver 77 projects¹. The notable capital projects delivered or expected to be delivered in 2023-2024 include the Cogeneration Facility and the Advanced Facility Control and Meter Replacement Phases 1 & 2 at the Regional Wastewater Facility, New Fire Station No. 37, FEMA Penitencia Creek Trail Trestle Rock Wall Repair, Tech Interactive Fire Alarm Replacement, sanitary sewer and storm rehabilitations, and several ADA Ramp projects. On-time delivery performance measures the percent of projects that are available for their intended use no later than two months after the target date established by the Public Works Department. Of projects delivered in 2023-2024, 66 of 77 (86%) are estimated to be delivered within baseline schedules, above the 85% target.

¹ This figure excludes Public Art projects, which can instead be found in the "Art in Public Places" appendix.

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On-budget performance is measured after all costs have been accounted for and after documentation of project acceptance is filed with the County of Santa Clara. Project acceptance can occur months, or sometimes a year or more, after a project reaches beneficial use due to issues such as the time required to complete punch list items or to resolve contractor claims. Of the anticipated 77 projects to be accepted in 2023-2024, 83% (64 projects) are expected to be completed on-budget as compared to project baseline budgets, below the 90% “on-budget” performance target. Staff continues to strengthen the alignment of project scopes, schedules, and budgets, while also accounting for external market conditions that may affect the delivery of capital projects. Staff relies heavily on the cost estimating and tracking tools that are available through the Capital Project Management System (CPMS). These tools allow project management staff to effectively track project costs on an ongoing basis and assist in ensuring that expenditures remain within budgeted levels. Instances in which projects do exceed the baseline budget are typically attributed to schedule-related delays, redesign costs, and additional staff costs needed to resolve unforeseen construction issues.

As part of the effort to support San José’s Green Vision, two new performance measures were introduced in 2009-2010. Through Climate Smart San Jose, which replaced Green Vision in 2018, the San Jose City Council has set a goal of community-wide carbon neutrality by 2030. The first performance measure focuses on the cumulative square footage of new and existing municipal buildings certified as “green” buildings. For 2023-2024, the cumulative square footage of new and existing municipal buildings certified as “green” buildings is estimated at over 2.3 million square feet. The second measure focuses on the percentage of cumulative new and existing municipal buildings certified as “green” buildings. In 2023-2024, approximately 47% of the City’s 5 million square feet of building square footage have been certified, meeting the target of 47%. This trend is expected to continue as current efforts focus on replacement and renewal of existing infrastructure, particularly via electrification. With the passage of Measure T in November 2018, new municipal facilities built to enhance emergency operations will increase the square footage and percentage of green buildings.