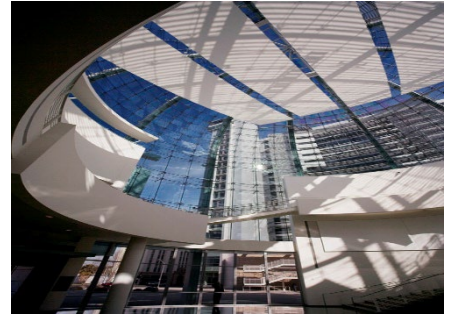


CITY SERVICE AREA

STRATEGIC SUPPORT



MISSION

To effectively develop, manage, and safeguard the City's fiscal, physical, technological, and human resources to enable and enhance the delivery of City services and projects

Primary Partners

Finance
Human Resources
Information Technology
Public Works

CSA OUTCOMES

- ❑ Sound Fiscal Management that Facilitates Meeting the Needs of the Community
- ❑ A High Performing Workforce Committed to Exceeding Internal and External Customer Expectations
- ❑ Technology and Data Tools that Enable a Collaborative, Responsive, and Productive City
- ❑ Safe and Functional Public Infrastructure, Facilities, and Equipment

CITY SERVICE AREA

STRATEGIC SUPPORT

SERVICE DELIVERY FRAMEWORK

CITY SERVICE AREA
Cross-departmental core services that form one of the City's six (6) key "lines of business"

MISSION STATEMENT
Why the CSA exists

CSA OUTCOMES
The high-level results of service delivery sought by the CSA partners

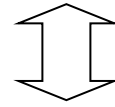
PRIMARY PARTNERS
Departments with Core Services that contribute to achievement of CSA Outcomes

CORE SERVICES
Primary deliverables of the organization

Strategic Support CSA

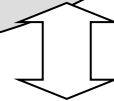
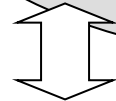
Mission:

To effectively develop, manage, and safeguard the City's fiscal, physical, technological, and human resources to enable and enhance the delivery of City services and projects



Outcomes:

- Sound Fiscal Management that Facilitates Meeting the Needs of the Community
- A High Performing Workforce Committed to Exceeding Internal & External Customer Expectations
- Technology and Data that Enable a Collaborative, Responsive, & Productive City
- Safe and Functional Public Infrastructure, Facilities, & Equipment



Finance Department

Core Services:

Debt and Treasury Management

Disbursements

Financial Reporting

Purchasing and Risk Management

Revenue Management

Human Resources Department

Core Services:

Employee Benefits

Employment Services

Health and Safety

Training and Development

CITY SERVICE AREA

STRATEGIC SUPPORT

SERVICE DELIVERY FRAMEWORK

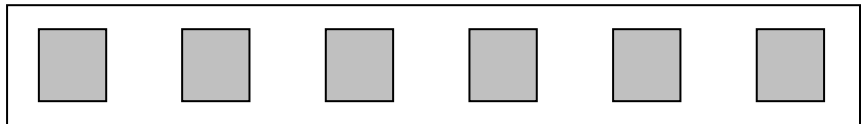
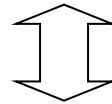
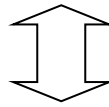
PRIMARY PARTNERS
Departments with Core Services that contribute to achievement of CSA Outcomes

Residents accessing Citywide informational and business services

CORE SERVICES
Primary deliverables of the organization

PROGRAMS
Elements of Core Services; the "front-line" of service delivery

STRATEGIC SUPPORT
Organization-wide guidance and support to enable direct service delivery



CITY SERVICE AREA

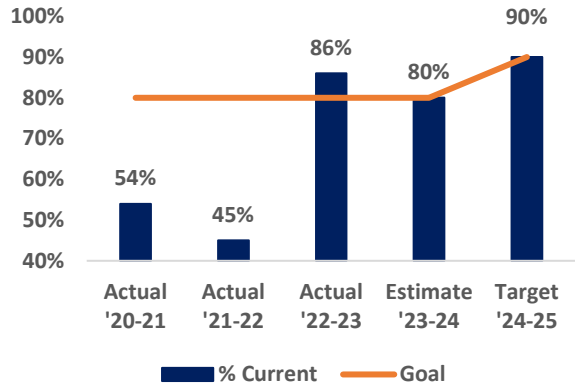
STRATEGIC SUPPORT

DASHBOARD

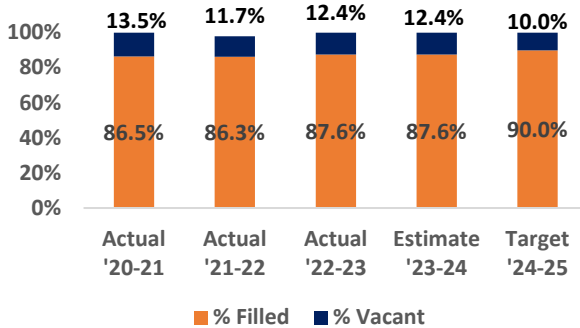
**City's Bond Ratings
(General Obligation Bond Rating)**

	Moody's	Standard & Poor's	Fitch
Actual '19-20	Aa1	AA+	AA+
Actual '20-21	Aa1	AA+	AAA
Actual '21-22	Aa1	AA+	AAA
Actual '22-23	Aa1	AA+	AAA
Actual '23-24	Aa1	AA+	AAA
Target '24-25	Aa1	AA+	AAA

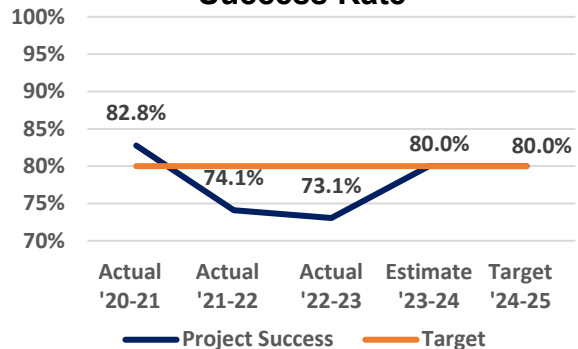
% of Non-Management Employee Performance Reviews Submitted within 60 days of rating period



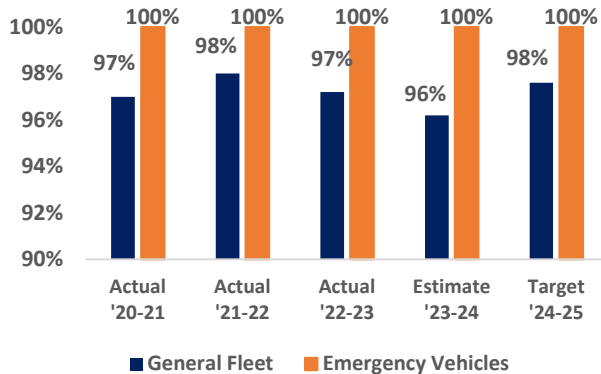
% of Positions Filled as a Total of Budgeted Positions



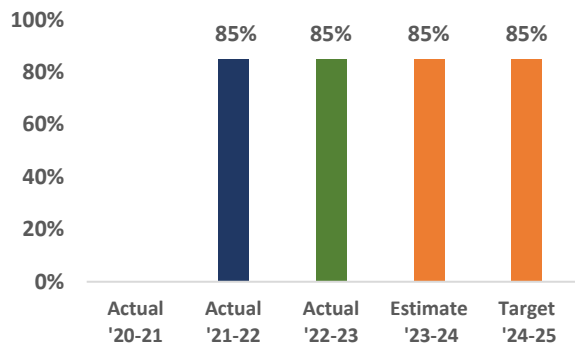
% of Information Technology Project Success Rate



% of Vehicles and Equipment that is Available for Use When Needed



% of Facilities with a Condition Assessment Rating of Good or Better¹



¹ Data was not collected in 2020-2021 due to COVID-19 emergency work prioritization.

CITY SERVICE AREA

STRATEGIC SUPPORT

BUDGET SUMMARY

CSA Priorities/Expected 2024-2025 Service Delivery

- Ensure the City's financial resources are protected and available to address the short-term and long-term needs of the community; make accurate and timely payments to City employees and vendors; provide accurate and timely financial reports; procure and deliver top-notch products and services; and deploy efficient business systems and processes for timely billing and collection efforts.
- Hiring for Talent: Continue to reduce vacancies by evaluating, streamlining, and innovating for effective hiring practices and building long-term capacity through strategic pipeline programs.
- Maintain City facilities, equipment, and vehicles, and manage space usage; oversee the City's capital projects, ensuring on-time and on-budget delivery of facilities that meet both customers and City staff needs.
- Champion City priorities and equity solutions using technology and data to transform City services. Execute initiatives with City departments that identify and resolve service needs that lift San José's people. Provide the data and analytics resources for City departments to drive towards decision-making informed by data. Enable teams that train and practice service design skills that improve the accessibility, responsiveness, and positive outcomes for City residents and businesses.

2024-2025 Key Budget Actions

- Makes permanent 1.0 Analyst position and extends 1.0 Analyst and 1.0 Accounting Technician positions through June 30, 2025 in the Finance Disaster Recovery and Grants Management group.
- Adds 1.0 Enterprise Supervising Technology Analyst position to provide additional capacity in the Cybersecurity Team under the Chief Information Security Officer to evaluate and respond to cybersecurity threats.
- Eliminates 1.0 vacant Program Manager position, extends 3.0 Analyst I/II positions and adds 1.0 Senior Analyst position, through June 30, 2025, in the Employment Division to advance recruitment efforts previously initiated under the Recruitment Centralization Pilot Program.
- Continues and makes permanent 1.0 Senior Analyst position, adds 1.0 Senior Analyst through June 30, 2025, and adds \$250,000 to support the San José 311 Program.
- Adds 1.0 Enterprise Supervising Technology Analyst position to provide additional capacity in the Cybersecurity Team under the Chief Information Security Officer to evaluate and respond to cybersecurity threats.
- Makes permanent 1.0 Senior Systems Applications Programmer (SSAP) position and extends 1.0 System Application Programmer position in Public Works Technology Services Division's Capital Project Management System (CPMS) team to support CPMS development.
- Adds 1.0 Equipment Maintenance Supervisor position to provide strategic support to the Fleet Manager focusing on fleet sustainability and energy resiliency and resource the division to continue to maintain current service levels to the growing fleet of vehicles.

CITY SERVICE AREA

STRATEGIC SUPPORT

BUDGET SUMMARY

City Service Area Budget Summary**

	2022-2023 Actuals **	2023-2024 Adopted	2024-2025 Forecast	2024-2025 Proposed
Dollars by Core Service *				
<i>Finance Department</i>				
Debt and Treasury Management	296,075,123	6,044,562	6,241,980	6,032,828
Disbursements	2,996,373	3,420,545	3,308,624	3,282,939
Financial Reporting	3,487,700	4,487,586	3,657,257	3,747,257
Purchasing and Risk Management	5,942,440	7,555,781	8,091,271	8,091,271
Revenue Management	8,874,659	12,555,250	9,022,742	8,838,829
Strategic Support - Other - Strategic Support	30,191,470	50,922,448	51,640,702	51,648,575
Strategic Support - Strategic Support	3,356,031	3,454,456	2,609,264	3,041,794
<i>Human Resources Department</i>				
Employee Benefits	98,445,588	108,633,830	121,081,930	121,081,930
Employment Services	4,106,078	4,874,239	4,630,608	5,200,988
Health and Safety	6,841,565	6,847,355	7,626,689	7,626,689
Strategic Support - Other - Strategic Support	1,934,776	2,348,498	2,308,903	2,131,687
Strategic Support - Strategic Support	2,078,225	2,502,425	1,633,749	1,633,749
Training and Development	1,018,400	1,957,997	2,263,931	2,188,931
<i>Information Technology Department</i>				
Business Solutions	11,090,130	13,821,333	15,222,258	14,874,002
San José 311	2,904,638	3,373,658	2,808,164	3,411,494
Strategic Support - Other - Strategic Support	82,545	821,987	983,962	895,091
Strategic Support - Strategic Support	6,299,925	8,198,723	5,996,588	6,288,282
Technology Infrastructure and Operations	10,776,751	16,992,122	12,183,983	12,529,748
<i>Public Works Department</i>				
Facilities Management	36,638,800	37,239,632	47,145,123	46,645,238
Fleet and Equipment Services	31,719,002	43,865,142	39,466,773	39,616,690
Plan, Design, and Construct Public Facilities and Infrastructure	39,285,580	48,776,496	54,371,755	52,145,835
Strategic Support - Other - Strategic Support	23,025,947	60,637,545	38,080,541	38,267,870
Strategic Support - Strategic Support	25,602,710	13,057,455	13,437,453	13,992,526
Dollars by Core Service Subtotal	\$652,774,454	\$462,389,065	\$453,814,250	\$453,214,243
MAYOR, CITY COUNCIL, AND APPOINTEES	\$88,816,988	\$120,700,808	\$93,023,803	\$96,601,333
Total CSA	\$741,591,441	\$583,089,873	\$546,838,053	\$549,815,576

* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The positions displayed in the 2022-2023 Actuals column reflect those included in the 2022-2023 Adopted Budget. 2022-2023 Actuals may not subtotal due to rounding.

CITY SERVICE AREA

STRATEGIC SUPPORT

OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: A HIGH PERFORMING WORKFORCE COMMITTED TO EXCEEDING INTERNAL AND EXTERNAL CUSTOMER EXPECTATIONS

Strategic Goals	CSA Performance Measures	2022-2023 Actuals	2023-2024 Target	2023-2024 Estimate	2024-2025 Target	5-Year Goal
Develop and encourage supervisors and managers that support a high-performing workforce	1. % of employee performance reviews submitted within 60 days of the end of the rating period ¹	86%	90%	80%	90%	95%
Attract, hire, and retain employees	1. Citywide vacancy rate	12.4%	10%	12.4%	10%	9%
Provide the necessary and required safety & health services that ensure employee health, safety and well-being	1. # of open Workers' Compensation claims	2,491	2,650	1,941	2,650	2,300
Foster a shared vision with employees about the characteristics of a high-performing workforce	1. % of the public having contact with City employees who are satisfied or very satisfied with the: <ul style="list-style-type: none"> - timeliness of City employees - courtesy of City employees - competency of City employees 	61%	70%	N/A ²	70%	83%
		75%	75%	N/A ²	75%	83%
		61%	70%	N/A ²	70%	83%

¹ Reflects the revised common standard for the timely completion of performance appraisals, in accordance with Recommendation #4 of the City Auditor's February 2024 audit report, "Non-Management Performance Appraisals: The Administration Should Improve and Clarify Appraisal Processes."

² Data for this measure is collected through the annual City-Wide Community Survey. The next survey will be issued late summer, which is after the publication of this budget document. However, 2023-2024 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2023-2024 and the 2023-2024 Actuals will be included in the 2025-2026 Proposed Budget. The next community survey will be conducted in late summer 2024.

CITY SERVICE AREA

STRATEGIC SUPPORT

OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 2: SAFE AND FUNCTIONAL PUBLIC INFRASTRUCTURE, FACILITIES, AND EQUIPMENT

Strategic Goals	CSA Performance Measures	2022-2023 Actuals	2023-2024 Target	2023-2024 Estimate	2024-2025 Target	5-Year Goal
Provide well-maintained facilities that meet customer needs	1. % of facilities with a condition assessment rating of good or better (3 or better on a 5-point scale)	85%	85%	85%	85%	85%
	2. % of customers who rate facility services as good or excellent based on timeliness of response and quality of work	76%	85%	85%	85%	85%
	3. % of health & safety concerns mitigated within 24 hours	81% ¹	100%	85% ¹	100%	100%
Provide and maintain equipment that meets customer needs	1. % of vehicles and equipment that is available for use when needed:					
	• Emergency Vehicles	100%	100%	100%	100%	100%
	• General Fleet	97%	97%	98%	98%	98%
	2. % of fleet in compliance with replacement cycle:					
	• Emergency Vehicles	100%	100%	100%	100%	100%
• General Fleet	83%	83%	85%	85%	85%	

¹ Some work orders had been miscategorized as Priority One (those with health and safety concerns), causing the metric to track below its standard of 100%. Public Works continues to respond to all health and safety emergencies within 24 hours.

OUTCOME 3: EFFECTIVE USE OF TECHNOLOGY

Strategic Goals	CSA Performance Measures	2022-2023 Actuals	2023-2024 Target	2023-2024 Estimate	2024-2025 Target	5-Year Goal
Deploy technology resources effectively	1. % of customers rating services as "Good" or "Excellent"					
	-IT Overall	92.07%	≥80%	85%	≥80%	≥80%
	-Business Solutions	90.57%	≥80%	85%	≥80%	≥80%
	-Strategic Support	92.72%	≥80%	85%	≥80%	≥80%
	-Technology Infrastructure and Operations	92.41%	≥80%	85%	≥80%	≥80%
	-Help Desk	93.60%	≥80%	85%	≥80%	≥80%
	-Products-Projects Management	N/A ¹	≥80%	80%	≥80%	≥80%
	2. Uptime and availability					
	-Business applications	98.31%	≥99.9%	99.9%	≥99.9%	≥99.8%
	-Systems	99.31%	≥99.9%	99.8%	≥99.9%	≥99.8%
	-Network	99.80%	≥99.9%	99.9%	≥99.9%	≥99.8%
	3. % of project success (schedule, cost, scope, value)	73.05%	≥80%	80%	≥80%	≥80%

¹ The data was not available for 2022-2023 actuals. The department will conduct a separate survey for Products-Projects Management starting in 2024-2025.

CITY SERVICE AREA

STRATEGIC SUPPORT

OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 4: SOUND FISCAL MANAGEMENT THAT FACILITATES MEETING THE NEEDS OF THE COMMUNITY

Strategic Goals	CSA Performance Measures	2022-2023 Actuals	2023-2024 Target	2023-2024 Estimate	2024-2025 Target	5-Year Goal
Maintain City's bond ratings ¹	1. City's bond ratings: (General Obligation Bond Rating) • Moody's • Standard & Poor's • Fitch	Aa1 AA+ AAA	Aa1 AA+ AAA	Aa1 AA+ AAA	Aa1 AA+ AAA	Aa1 AA+ AAA
Improve and protect the financial management system and have it available to address short- and long-term needs	1. % of vendor disbursements paid accurately and timely 2. % of payroll disbursements paid accurately and timely	95% 99%	91% 99%	95% 99%	95% 99%	95% 99%
Ensure customers have the financial information they need to make informed decisions	1. % of financial reports that are produced on time	98%	99%	98%	98%	99%

¹ The City's general credit rating is rated Aa1/AA+/AAA by all three leading national rating agencies, Moody's, Standard & Poor's, and Fitch, respectively. The Finance Department will continue efforts to maintain favorable bond ratings.

**CITY SERVICE AREA
STRATEGIC SUPPORT**

PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
FINANCE DEPARTMENT			
• Disaster Recovery and Grant Management Staffing	3.00	397,939	134,717
• Specialized Accounting Staffing		90,000	27,000
• Administrative Services Staffing		34,591	34,591
• Debt Management Staffing	(1.00)	(209,152)	(209,152)
• Revenue Management Staffing	(1.00)	(145,084)	(145,084)
• Revenue Compliance Staffing	(0.33)	(38,829)	(38,829)
• Accounting Staffing		(25,685)	(25,685)
<i>Subtotal</i>	0.67	103,780	(222,442)
HUMAN RESOURCES DEPARTMENT			
• Recruitment Staffing	3.00	412,314	412,314
• Classification and Compensation Staffing	1.00	158,066	158,066
• Learning and Development		(75,000)	(75,000)
<i>Subtotal</i>	4.00	495,380	495,380
INFORMATION TECHNOLOGY DEPARTMENT			
• San José 311 Program	2.00	603,330	603,330
• Hyperconverged Infrastructure		440,000	440,000
• Equity through Data Staffing	1.00	243,694	243,694
• Cybersecurity Staffing	1.00	214,736	107,368
• Government AI Coalition		100,000	100,000
• Case and Data Management Platform Pilot		69,000	69,000
• Development Services Staffing and Contractual Resources	(3.00)	(51,956)	(27,245)
• Microsoft Azure Cloud Computing Platform and Services		(75,000)	(75,000)
• Vacant Position Elimination	(1.00)	(261,971)	(261,971)
• Non-Personal/Equipment		(415,300)	(415,300)
<i>Subtotal</i>	0.00	866,533	783,876

**CITY SERVICE AREA
STRATEGIC SUPPORT**

PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
PUBLIC WORKS DEPARTMENT			
• Capital Project Management System Program Support	2.00	468,797	0
• City Hall Audio Visual Program Management Staffing	2.00	292,114	292,114
• Fleet Supervision Staffing	1.00	149,917	0
• GIS Enterprise Aerial Services		80,000	80,000
• New Fire Facilities Operations and Maintenance		54,000	54,000
• Vehicle Operations and Maintenance (Fleet Staffing)		6,276	6,276
• Public Works Department Staffing Plan - Capital Improvement Program	(10.65)	(1,706,851)	(42,596)
• Vacant Position Elimination	(5.00)	(735,068)	(215,999)
• Janitorial Contract Services Savings		(630,000)	(630,000)
<i>Subtotal</i>	(10.65)	(2,020,815)	(456,205)
Subtotal Departments	(5.98)	(555,122)	600,609
MAYOR, CITY COUNCIL, AND APPOINTEES			
Approved changes appear in the next section of this document	3.50	3,570,592	3,255,448
CITY-WIDE EXPENSES			
• Stormwater Fee Study		300,000	300,000
• Fellowship Support		(177,216)	(177,216)
GENERAL FUND CAPITAL, TRANSFERS AND RESERVES			
• Capital Contributions: Animal Care and Services - Various Improvements		250,000	250,000
• Transfer to the Vehicle Maintenance and Operations Fund		(200,000)	(200,000)
Subtotal Other Changes	0.00	172,784	172,784
Total Proposed Budget Changes	(2.48)	3,188,254	4,028,841