

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 that is Committed to Exceeding Internal and External Customer Expectations
- Effective Use of Technology
- Safe and Functional Public Infrastructure, Facilities, and Equipment

City Service Area Strategic Support SERVICE DELIVERY FRAMEWORK

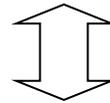
CITY SERVICE AREA
A cross-departmental collection of core services that form one of the City's six (6) key "lines of business"

MISSION STATEMENT
Why the CSA exists

Strategic Support CSA

Mission:

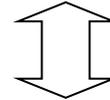
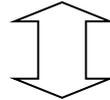
To effectively develop, manage, and safeguard the City's fiscal, physical, technological, and human resources to enable and enhance the delivery of City services and projects



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

Outcomes:

- Sound Fiscal Management that Facilitates Meeting the Needs of the Community
- A High Performing Workforce that is Committed to Exceeding Internal and External Customer Expectations
- Effective Use of Technology
- Safe and Functional Public Infrastructure, Facilities, and Equipment



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

CORE SERVICES
Primary deliverables of the organization

Finance Department

Core Services:

Disbursements

Financial Reporting

Purchasing and Risk Management

Revenue Management

Treasury Management

Human Resources Department

Core Services:

Employee Benefits

Employment Services

Health and Safety

Training and Development

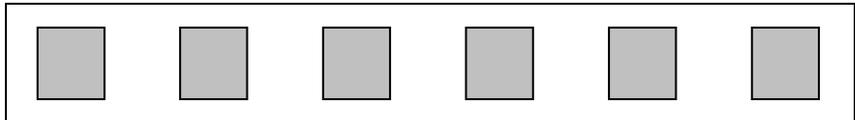
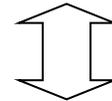
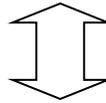
City Service Area Strategic Support SERVICE DELIVERY FRAMEWORK

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

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

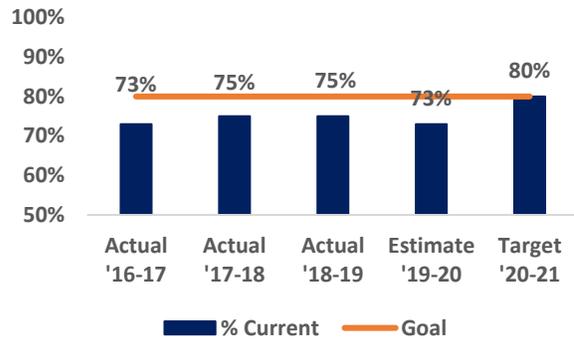


City Service Area Strategic Support DASHBOARD

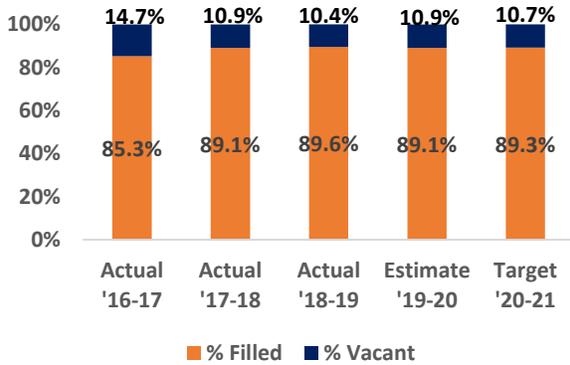
City's Bond Ratings (General Obligation Bond Rating)

	Moody's	Standard & Poor's	Fitch
Actual '15-16	Aa1	AA+	AA+
Actual '16-17	Aa1	AA+	AA+
Actual '17-18	Aa1	AA+	AA+
Actual '18-19	Aa1	AA+	AA+
Estimate '19-20	Aa1	AA+	AA+
Target '20-21	Aa1	AA+	AA+

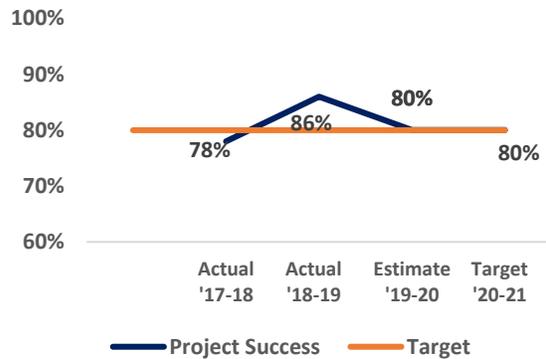
% of Non-Management Employee Performance Appraisals Completed on Schedule



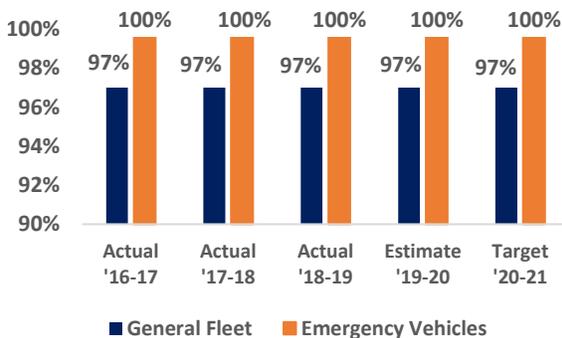
% of Positions Filled as a Total of Budgeted Positions



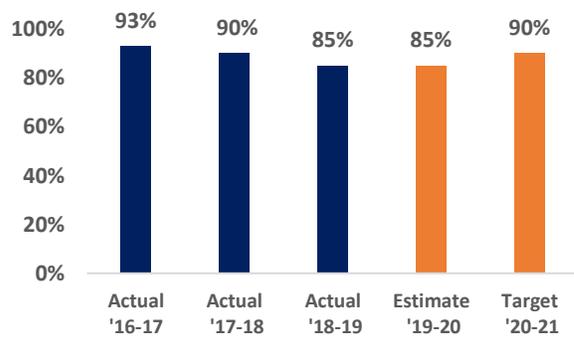
% of Information Technology Project Success Rate



% of Equipment that is Available for Use When Needed



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



City Service Area Strategic Support BUDGET SUMMARY

Strategic Support

Expected 2020-2021 Service Delivery

- ❑ Ensure that the City's financial resources are protected and available to address the short-term and long-term needs of the community; accurate and timely payments to City employees and vendors; accurate and timely financial reports; and efficient business systems and processes for timely billing and collection efforts.
- ❑ Reduce vacancies, build long-term capacity through strategic pipeline programs, and build a citywide culture of Safety and Wellness.
- ❑ 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.
- ❑ Attain high resilience for the City's business systems. Manage cybersecurity risks, working with departments on effective controls, incident response, systems hygiene, and risk detection, resulting in clear audits and assessments and provide business systems that support municipal service goals, including: financials, human resources, payroll, budget, office productivity, records management, and collaboration platforms.



Expected 2020-2021 Key Budget Actions

- ❑ Adds 1.0 Deputy Director in Debt and Treasury, which enables the Finance Director and Assistant Finance Director to focus on Department-wide concerns, while the Deputy Director assumes the primary role of managing the day-to-day operations and functions of the Division. The Deputy Director will be involved in strategic planning and regular interaction with executive and senior level management, including the City Council and City Manager's Office.
- ❑ Adds 1.0 Supervising Environmental Services Specialist position to continue to manage the City's Building Energy Projects Program and serve as an energy advisor on other capital projects throughout the City as needed, including support of bond-funded LED conversion projects.
- ❑ Adds one-time funding of \$115,000 to implement multilingual translation in the SJ:311 mobile app and the online portal to improve equity and access in requesting non-emergency services.
- ❑ Adds one-time non-personal/equipment funding of \$100,000 to support the Talent Development Program, offset by the liquidation of a previously established reserve for this purpose.
- ❑ Reorganizes the Business Tax Customer Service Team by eliminating 5.0 Office Specialist positions and adding 1.0 Principal Office Specialist position and 3.0 Senior Office Specialist positions.
- ❑ Eliminates 1.0 vacant Products-Projects Manager position that supports project planning, implementation, and management and shifts one-time funding for Housing Department's IT Roadmap.
- ❑ Eliminates 1.0 vacant Nurse Practitioner position due to reduced Employee Health Services Workload.

City Service Area Strategic Support BUDGET SUMMARY

City Service Area Budget Summary**

	2018-2019 Actuals **	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Adopted
Dollars by Core Service *				
<i>Finance Department</i>				
Strategic Support - Other - Strategic Support	77,700,611	49,688,768	50,314,865	59,643,973
Strategic Support - Strategic Support	1,663,797	2,528,165	2,318,597	2,166,272
Disbursements	2,817,935	2,898,429	2,750,065	3,059,974
Financial Reporting	2,216,232	3,111,301	2,702,074	3,123,785
Treasury Management	175,843,666	21,004,523	32,557,138	20,098,370
Revenue Management	8,170,126	7,757,721	6,965,739	7,120,904
Purchasing and Risk Management	2,777,794	4,631,365	4,746,724	4,938,010
<i>Human Resources Department</i>				
Strategic Support - Other - Strategic Support	1,161,050	1,455,999	1,345,304	1,383,250
Strategic Support - Strategic Support	1,591,400	1,840,950	1,757,744	1,744,468
Employment Services	2,902,855	3,397,839	2,997,590	2,773,622
Training and Development	285,306	958,969	428,000	533,000
Employee Benefits	90,898,140	100,485,209	100,613,126	95,427,204
Health and Safety	6,026,255	6,901,653	6,635,289	6,443,037
<i>Information Technology Department</i>				
Business Solutions	6,785,632	10,765,822	10,603,905	10,652,155
Technology Infrastructure and Operations	10,314,383	15,078,117	10,663,470	11,751,182
Customer Contact Center	1,777,177	2,121,139	2,191,491	2,292,139
Strategic Support - Other - Strategic Support	9,205	329,889	439,321	439,321
Strategic Support - Strategic Support	2,060,592	3,367,165	3,456,409	3,921,176
<i>Public Works Department</i>				
Strategic Support - Other - Strategic Support	11,805,385	44,993,085	19,215,493	43,664,056
Strategic Support - Strategic Support	17,814,444	8,670,273	9,894,828	10,068,403
Plan, Design, and Construct Public Facilities and Infrastructure	83,686,519	40,857,816	41,941,906	44,168,483
Facilities Management	29,967,469	26,384,763	26,553,724	33,809,434
Fleet and Equipment Services	26,900,154	26,654,339	28,025,440	26,053,202
Dollars by Core Service Subtotal	\$564,976,125	\$385,883,299	\$369,118,242	\$395,274,420
MAYOR, CITY COUNCIL, AND APPOINTEES	\$78,947,467	\$99,204,440	\$79,736,246	\$198,593,914
Total CSA	\$643,923,591	\$485,087,739	\$448,854,488	\$593,868,334
Authorized Positions	925.30	966.55	953.90	952.80

* 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 2018-2019 Actuals column reflect those included in the 2018-2019 Adopted Budget. 2018-2019 Actuals may not subtotal due to rounding.

City Service Area Strategic Support OVERVIEW

Service Delivery Accomplishments

- Completed the Business Tax Amnesty Program; implemented the Procurement Resource Implementation Program (PRIP) including the establishment of the Procurement Prioritization Board (PPB); and issued the first series of Measure T Bonds, including refunding of all general obligation bonds totaling approximately \$500 million.
- The Learning and Development team started to re-build a City-wide Training and Development program under the City Manager's "Powered by People" initiative focusing in three areas: testing of Talent Development Courses and programs in priority areas; developing Strategic Partnerships between Local Education Systems and the City; and developing strategies to better market the City.
- Fleet Management, Facilities Management, and Radio Communications provided proactive and reactive support to critical City facilities affected by Public Safety Power Shutdown events, including fire stations, domestic water pump stations, radio towers, and community centers.
- The City of San José ranked second in the nation in the 2019 Digital Cities Awards for the City's use of technology for operational effectiveness, customer engagement, and innovation. The City also received recognition for local government technology leadership and cybersecurity leadership in the 2019 LocalSmart awards. ITD received 2 Smart 50 Awards for the Business Tax Amnesty System and the Centralized Emergency Vehicle Pre-emption (CEVP) solution. In addition, Mayor and City Council, CMO, and ITD – Team San Jose – was recognized as 2020 Top 25 Doers, Dreamers, and Drivers for innovation in public agencies.

Service Delivery Environment

- Completed an online registration portal prior to launch of the Business Tax Amnesty Program; enhanced customer payment capability through the City's Interactive Voice Response system; and implemented a new e-procurement system, Biddingo.
- Build a culture of safety by implementing a City-wide Safety Management System through the leadership of the City's Health and Safety Division; and improve the City's strategy for offering an attractive package of benefits to employees, including streamlining systems, policies, and practices to be employee-centric and efficient, and implement targeted wellness programs.
- The City's building inventory was expanded during the "decade of investment". Many of the newer facilities now are reaching the five- and ten-year thresholds, when they typically experience an increase in maintenance needs.
- Modernizing the City's technology operating environment with the 2017-2020 IT Strategic Plan – moving from >70% to <50% end of life/support and tracking for <20% end of life/support by early 2021, as well as Cybersecurity enhancements by increasing the ability to monitor and correlate data from strategic points of the network via a Virtual Security Operations Center. Further granularity in the state of security by conducting Application Assessments and providing risk mitigation based on findings.

City Service Area *Strategic Support* OVERVIEW

CSA Priorities/Key Services

- Provide compensation and payments to City employees and vendors in a timely and accurate manner; produce legally required compliance and regulatory information and financial reports; manage multi-billion-dollar debt and investment portfolios; and procure goods and services pursuant to City policies through open and competitive processes.
- Continue to reduce vacancies by evaluating, streamlining, and innovating for effective hiring practices and building long-term capacity through strategic pipeline programs.
- Maintain City-owned facilities and equipment to ensure public and employee safety and maximize the functionality of the City's assets; and provide quality capital project delivery.
- Work across City Departments to address the cybersecurity needs at all levels of the organization; advocate and contribute to raise the security baseline for all governments; and partner with City Departments to re-platform City information and communications systems onto modern and responsive technologies.

City Service Area Strategic Support OVERVIEW

Budget Dollars at Work: Performance Goals

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

Strategic Goals	CSA Performance Measures	2018-2019 Actuals	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Develop and encourage supervisors and managers that support a high-performing workforce	1. % of employee performance appraisals completed on schedule	75%	80%	52% ¹	80%	98%
Attract, hire, and retain employees	1. Citywide vacancy rate	12.3%	10%	10.3%	10%	9%
Provide the necessary and required safety & health services that ensure employee health, safety and well-being	1. # of open Workers' Compensation claims	3,120	2,600	2,520	2,500	2,300
Facilitate employee engagement	1. Q12 – Question 8 (Belonging Measure): Does the Mission/Purpose of the City makes me feel my job is important?	3.97	4.00	4.03	4.03	4.50
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 ² : <ul style="list-style-type: none"> - timeliness of City employees - courtesy of City employees - competency of City employees 	64%	75%	N/A	70%	83%
		72%	75%	N/A	70%	83%
		67%	75%	N/A	70%	83%

¹ The 2019-2020 Estimate is lower than target due to the interruption of normal business operations and shift to remote work in March 2020 in response to the COVID-19 pandemic.

² Survey conducted on a biennial basis.

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

Strategic Goals	CSA Performance Measures	2018-2019 Actuals	2019-2020 Target	2019-2020 Estimate	2020-2021 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%	90%	85%	90%	90%
	2. % of customers who rate facility services as good or excellent based on timeliness of response and quality of work	88%	85%	85%	85%	85%
	3. % of facility health & safety concerns mitigated within 24 hours	87%	100%	90%	100%	100%
Provide and maintain equipment that meets customer needs	1. % of equipment that is available for use when needed:					
	• Emergency Vehicles	100%	100%	100%	100%	100%
	• General Fleet	97%	97%	97%	97%	97%
	2. % of fleet in compliance with replacement cycle:					
	• Emergency Vehicles	100%	100%	100%	100%	100%
• General Fleet	87%	89%	82%	83%	85%	

City Service Area Strategic Support OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 3: EFFECTIVE USE OF TECHNOLOGY

Strategic Goals	CSA Performance Measures	2018-2019 Actuals	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Deploy technology resources effectively	1. % of customers rating services as "good" or "excellent"					
	-IT Overall	91.00%	≥80%	85%	≥80%	≥80%
	-Business Solutions	90.59%	≥80%	85%	≥80%	≥80%
	-Strategic Support	92.95%	≥80%	85%	≥80%	≥80%
	- Technology Infrastructure and Operations	89.55%	≥80%	85%	≥80%	≥80%
	-Help Desk	91.15%	≥80%	85%	≥80%	≥80%
	2. Uptime and availability					
	-Business applications	99.66%	≥99.8%	99.44%	≥99.8%	≥99.8%
	-Systems	99.97%	≥99.9%	99.97%	≥99.9%	≥99.8%
	-Network	99.50%	≥99.9%	99.89%	≥99.9%	≥99.8%
3. % of project success (schedule, cost, scope, value)	86.08%	≥80%	80%	≥80%	≥80%	

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

Strategic Goals	CSA Performance Measures	2018-2019 Actuals	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Maintain City's bond ratings ¹	1. City's bond ratings: (General Obligation Bond Rating)					
	• Moody's	Aa1	Aa1	Aa1	Aa1	Aa1
	• Standard & Poor's	AA+	AA+	AA+	AA+	AA+
	• Fitch	AA+	AA+	AA+	AA+	AA+
Improve and protect the financial management system and have it available to address short- and long-term needs	1. % of customers rating financial reporting services as good or better, based on accuracy, timeliness, and customer focused processes	TBD ²	TBD ²	TBD ²	TBD ²	TBD ²
Customers have the financial information they need to make informed decisions	1. % of customers who say they have the financial information they need to make informed decisions	TBD ²	TBD ²	TBD ²	TBD ²	TBD ²

¹ The City's general credit rating is rated Aa1/AA+/AA+ 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.

² Data for this measure is not available since the question to collect the data was removed from the City-Wide Community Survey. Survey questions were removed in an effort to streamline the survey to improve effectiveness and participation. A reevaluation of the entire set of survey questions will be conducted, and any corresponding performance measure changes will be reported in a future budget document.