

# City Service Area Strategic Support



City Hall



San José McEnery Convention  
Center

**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.

The Strategic Support City Service Area (CSA) is comprised of internal functions that enable the other five CSAs to deliver services to the community and to customers. The partners in the Strategic Support CSA design, build, and maintain City facilities while managing the City's financial and technology systems. The Strategic Support CSA includes the Communications, Municipal Improvements, and Service Yards Capital Programs.

There are several capital investments in the Strategic Support CSA. The largest projects are Measure T – Critical Infrastructure and Measure T LED Lighting. Other investments include addressing some unmet deferred infrastructure needs at City Hall, the Central Service Yard, and the City's Convention Center and cultural facilities. Funding is also included to support the Silicon Valley Regional Communications System (SVRCS).

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## CSA CAPITAL PROGRAMS

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- Communications
- Municipal Improvements
- Service Yards

# City Service Area Strategic Support

## Recent Accomplishments

- Expected completion of the Service Yards Electric Vehicle Chargers installation project in summer 2021
- Completed the San José Emergency Flood Response Plans in spring 2021
- Expected completion of the City Hall Expansion for office spaces dedicated to Community Energy Department in spring 2021
- Expected completion of the Tech Museum Control Module Improvements in summer 2021

## Program Highlights

### Communications Capital Program

2022-2026 Proposed CIP: \$21.3 million

- Communications Maintenance
- Silicon Valley Regional Communications System – Radios
- Silicon Valley Regional Interoperability Authority - Maintenance

### Municipal Improvements Capital Program

2022-2026 Proposed CIP: \$24.8 million

- Closed Landfill Compliance (Singleton Landfill Flare and Collection System Replacement)
- Measure T – City Facilities LED Lighting
- PAB/PAC Boiler/Chiller Replacement

### Service Yards Capital Program

2022-2026 Proposed CIP: \$29.1 million

- Central Service Yard - Pavement Replacement
- Central Service Yard - Water Main Replacement
- Roof Replacement, Painting, and Supplemental Needs

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## CSA OUTCOMES

(Supported by the Capital Programs)

- ✓ Safe and Functional Public Infrastructure, Facilities and Equipment
- ✓ Effective Use of State-Of-The-Art Technology

# City Service Area Strategic Support

## Performance Measures

A set of consistent and comprehensive performance measurements along with targets and goals have been established for the entire capital program and adopted for each individual CSA. Measures focus on schedule (cycle time) and cost of construction projects. Please see Budget Guide section narrative for additional information on capital performance measures.

### **Outcome: Quality CIP Projects Delivered On-Time and On-Budget**

5 Year Strategic Goals		2019-2020 Actual <sup>1</sup>	2020-2021 Target	2020-2021 Estimate	2021-2022 Target	5-Year Goal
Strategic Support CSA delivers quality Capital Improvement Program (CIP) projects on-time and on-budget	1. % of CIP projects delivered within 2 months of approved baseline schedule <sup>2</sup>	N/A (0/0)	85%	100% (3/3)	85%	85%
	2. % of CIP projects that are completed within the approved baseline budget <sup>3</sup>	100% (2/2)	90%	100% (2/2)	90%	90%

<sup>1</sup> The 2019-2020 Actual number of projects may vary from the 2019-2020 Estimate, as documented in the 2020-2021 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 2019-2020 Actual not originally included in the 2019-2020 Adopted Budget Estimate due to incomplete project information at that time.

<sup>2</sup> Projects are considered “delivered” when they are available for their intended use and are considered “on schedule” if delivered within two months of baseline schedule.

<sup>3</sup> 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.

For the Strategic Support CSA, many of the projects are ongoing in nature and do not necessarily have discrete end dates. For 2020-2021, the Strategic Support CSA estimates to deliver 3 of 3 (100%) projects within two months of the approved baseline schedule, which is above the performance target of 85%.

In 2020-2021, two construction projects are estimated to reach completion and are both expected to be within the baseline budgets, exceeding the 90% target. Some of the notable projects completed in 2020-2021 are the City Hall Building HVAC controls upgrade project and the Police Communications Center Uninterrupted Power Supply system upgrade. Staff relies heavily on the cost estimating and tracking tools that are available through the City’s 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.

# Capital Program Summary by City Service Area

## Strategic Support

	<u>2021-2022 Budget</u>	<u>2022-2026 CIP Budget</u>	<u>Total Budget (All Years)</u>	<u>Start Date</u>	<u>End Date</u>
<b><u>Communications</u></b>					
Capital Program and Public Works Department Support Service Costs	1,000	5,000	*	Ongoing	Ongoing
City Hall Debt Service Fund	4,000	20,000	*	Ongoing	Ongoing
Communications Equipment Replacement and Upgrade	100,000	500,000	*	Ongoing	Ongoing
Communications Maintenance	760,000	3,986,000	*	Ongoing	Ongoing
General Fund - Interest Income	20,000	100,000	*	Ongoing	Ongoing
Silicon Valley Regional Communications System - Radios	5,975,000	8,875,000	*	Ongoing	Ongoing
Silicon Valley Regional Interoperability Authority - Maintenance	<u>1,472,000</u>	<u>7,724,000</u>	*	Ongoing	Ongoing
<b>Total: Construction/Non-Construction</b>	<b>8,332,000</b>	<b>21,210,000</b>			
Ending Fund Balance	<u>841,986</u>	<u>107,986</u>	**		
<b>Total: Communications</b>	<b>9,173,986</b>	<b>21,317,986</b>	**		
<b><u>Municipal Improvements</u></b>					
Animal Care and Services Water Softener Replacement	80,000	80,000	80,000	3rd Qtr. 2021	3rd Qtr. 2022
Arena Repairs	100,000	500,000	*	Ongoing	Ongoing
Children's Discovery Museum Pavement Repairs	50,000	50,000	50,000	3rd Qtr. 2021	2nd Qtr. 2022
Children's Discovery Museum Skylight Replacement	250,000	250,000	269,540	3rd Qtr. 2017	2nd Qtr. 2022
City Hall and Police Communications Uninterrupted Power Supply Capital	200,000	1,000,000	*	Ongoing	Ongoing
City Hall Debt Service Fund	32,000	168,000	*	Ongoing	Ongoing
Closed Landfill Compliance	2,750,000	4,400,000	*	Ongoing	Ongoing
Cultural Facilities Condition Assessment	150,000	150,000	150,000	3rd Qtr. 2021	3rd Qtr. 2022
Cultural Facilities Rehabilitation/Repair - Unanticipated	75,000	475,000	*	Ongoing	Ongoing
Fuel Tank Monitoring	20,000	20,000	*	Ongoing	Ongoing
Hammer Theatre Center Boiler Replacement	77,000	77,000	77,000	3rd Qtr. 2021	2nd Qtr. 2022
Hammer Theatre Center Fire Detection Alarm and Devices Design	197,000	197,000	197,000	3rd Qtr. 2021	2nd Qtr. 2022
Hammer Theatre Center Roofing	50,000	50,000	50,000	3rd Qtr. 2021	2nd Qtr. 2022
Hammer Theatre Miscellaneous HVAC & Electrical Upgrades	130,000	130,000	329,984	3rd Qtr. 2016	2nd Qtr. 2022
History San José - Miscellaneous Repairs	198,000	198,000	198,000	3rd Qtr. 2021	2nd Qtr. 2022
Measure T - Admin Municipal Improvements	21,000	43,000	*	Ongoing	Ongoing

# Capital Program Summary by City Service Area

## Strategic Support

	<b>2021-2022</b>	<b>2022-2026</b>	<b>Total</b>	<b>Start Date</b>	<b>End Date</b>
	<b>Budget</b>	<b>CIP Budget</b>	<b>Budget</b>		
			<b>(All Years)</b>		
Measure T - Admin Reserve Muni Improvements	71,000	94,000	94,000	N/A	N/A
Measure T - City Facilities LED Lighting	3,844,000	3,844,000	8,761,654	3rd Qtr. 2019	2nd Qtr. 2022
Measure T - Critical Infrastructure		4,925,000	4,925,000	3rd Qtr. 2023	2nd Qtr. 2025
Measure T - Environmental Protection Projects	100,000	3,000,000	49,999,538	3rd Qtr. 2019	2nd Qtr. 2024
Police Administration Building Boiler and Chiller Replacement	525,000	525,000	925,000	3rd Qtr. 2019	2nd Qtr. 2022
San Jose Museum of Art Door and Window Improvement	150,000	150,000	150,000	3rd Qtr. 2021	2nd Qtr. 2022
San Jose Museum of Art Server Room Upgrade	50,000	50,000	50,000	3rd Qtr. 2021	2nd Qtr. 2022
Unanticipated/Emergency Maintenance	750,000	3,750,000	*	Ongoing	Ongoing
<b>Total: Construction/Non-Construction</b>	<b>9,870,000</b>	<b>24,126,000</b>			
Ending Fund Balance	3,418,208	632,208			**
<b>Total: Municipal Improvements</b>	<b>13,288,208</b>	<b>24,758,208</b>			**

### Service Yards

Asset Management Database	92,000	460,000	*	Ongoing	Ongoing
Capital Program and Public Works Department Support Service Costs	90,000	184,000	*	Ongoing	Ongoing
Central Service Yard - Fueling Island	350,000	350,000	806,752	3rd Qtr. 2018	2nd Qtr. 2022
Central Service Yard - HVAC Replacement	200,000	400,000	799,917	3rd Qtr. 2019	2nd Qtr. 2023
Central Service Yard - Painting and General Repairs		950,000	950,000	3rd Qtr. 2023	3rd Qtr. 2025
Central Service Yard - Pavement Replacement	100,000	1,500,000	1,500,000	3rd Qtr. 2021	2nd Qtr. 2023
Central Service Yard - Perimeter Security Fencing Replacement	200,000	200,000	200,000	3rd Qtr. 2021	2nd Qtr. 2022
Central Service Yard - Roof Overhangs Repairs	200,000	200,000	399,990	3rd Qtr. 2017	2nd Qtr. 2022
Central Service Yard - Service Yards Generators Replacement		1,500,000	1,500,000	3rd Qtr. 2023	3rd Qtr. 2024
Central Service Yard - Water Main Replacement	2,500,000	2,500,000	2,500,000	3rd Qtr. 2021	4th Qtr. 2022
City Hall Debt Service Fund	31,000	159,000	*	Ongoing	Ongoing
Debt Service - Commercial Paper	100,000	100,000	100,000	3rd Qtr. 2021	2nd Qtr. 2022
Debt Service - CSY and FDTC	546,000	9,746,000	9,746,000	3rd Qtr. 2021	2nd Qtr. 2035
Debt Service for Phase I Bond	1,583,000	1,583,000	29,635,397	3rd Qtr. 2003	3rd Qtr. 2021
Facilities Capital Repairs	29,000	155,000	*	Ongoing	Ongoing
General Fund - Interest Income	98,000	490,000	*	Ongoing	Ongoing
Infrastructure Management System - Service Yards	137,000	725,000	*	Ongoing	Ongoing

# Capital Program Summary by City Service Area

## Strategic Support

	<u>2021-2022</u> <u>Budget</u>	<u>2022-2026</u> <u>CIP Budget</u>	<u>Total</u> <u>Budget</u> <u>(All Years)</u>	<u>Start Date</u>	<u>End Date</u>
Mabury Pavement Repair/Resurfacing	1,500,000	1,500,000	1,530,809	3rd Qtr. 2019	2nd Qtr. 2022
Roof Replacement, Painting, and Supplemental Needs	525,000	2,850,000	*	Ongoing	Ongoing
Service Yards Equipment	95,000	475,000	*	Ongoing	Ongoing
Service Yards Management	414,000	2,199,000	*	Ongoing	Ongoing
South Yard Perimeter Fence Replacement	200,000	200,000	200,000	3rd Qtr. 2021	2nd Qtr. 2022
Underground Fuel Tank Renovation/Replacement	59,000	295,000	*	Ongoing	Ongoing
VTA Property Lease	27,500	154,500	*	Ongoing	Ongoing
<b>Total: Construction/Non-Construction</b>	<b>9,076,500</b>	<b>28,875,500</b>			
Ending Fund Balance	4,828,728	240,728	**		
<b>Total: Service Yards</b>	<b>13,905,228</b>	<b>29,116,228</b>	**		
<b>CSA Total: Construction/Non-Construction</b>	<b>27,278,500</b>	<b>74,211,500</b>	**		
Ending Fund Balance	9,088,921	980,921	**		
<b>CSA Total:</b>	<b>36,367,421</b>	<b>75,192,421</b>	**		

\* Total Budget information is not provided due to the ongoing nature of this project.

\*\* The 2021-2022 through 2024-2025 Ending Balance are excluded from the FIVE-YEAR TOTAL USE OF FUNDS to avoid multiple counting of the same funds.