

# 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

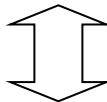
**PRIMARY PARTNERS**  
Departments with Core Services that contribute to achievement of CSA Outcomes

**CORE SERVICES**  
Primary deliverables of the organization

## Strategic Support CSA

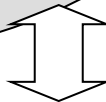
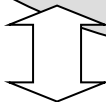
*Mission:*

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 and External Customer Expectations
- Technology and Data Tools that Enable a Collaborative, Responsive, and Productive City
- Safe and Functional Public Infrastructure, Facilities, and Equipment



### Finance Department

*Core Services:*

Disbursements

Financial Reporting

Purchasing and Risk Management

Revenue Management

Treasury Management

### Human Resources Department

*Core Services:*

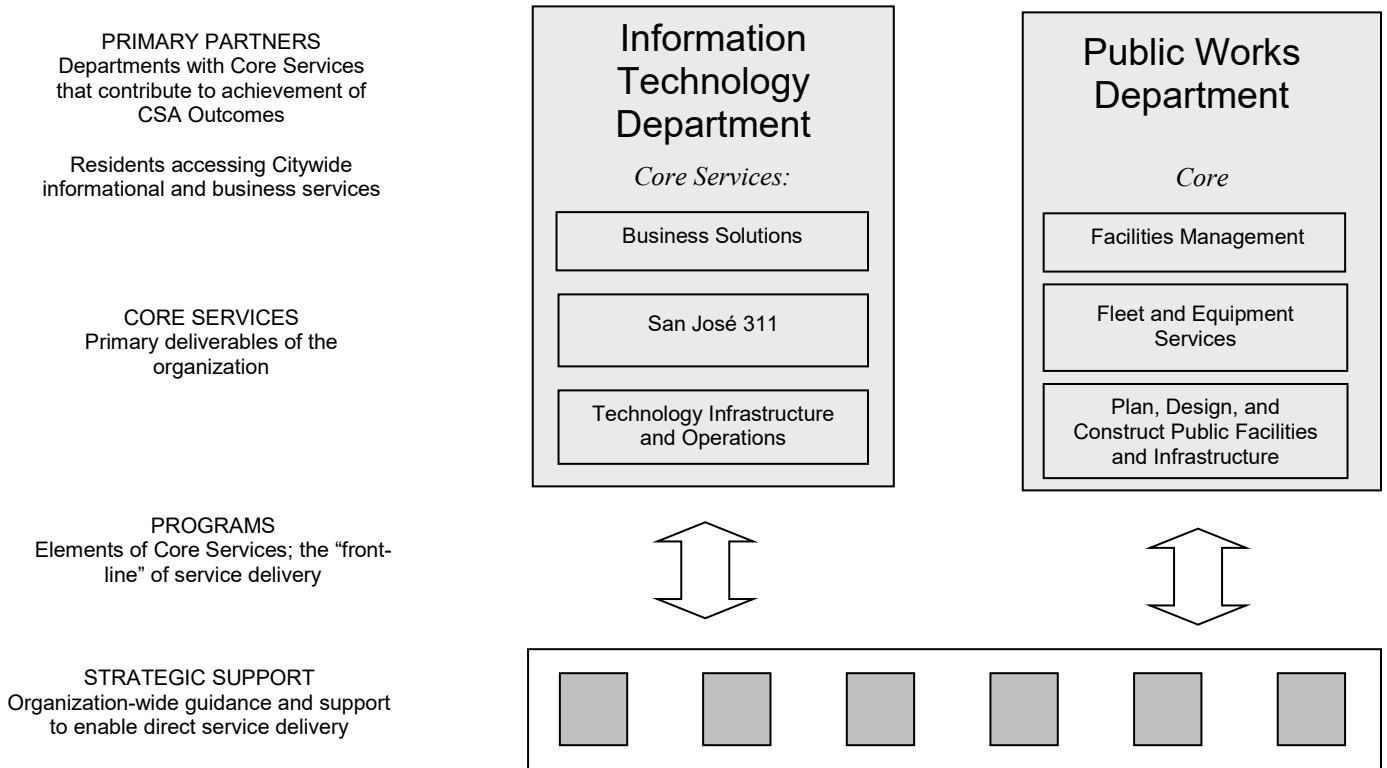
Employee Benefits

Employment Services

Health and Safety

Training and Development

# City Service Area Strategic Support SERVICE DELIVERY FRAMEWORK

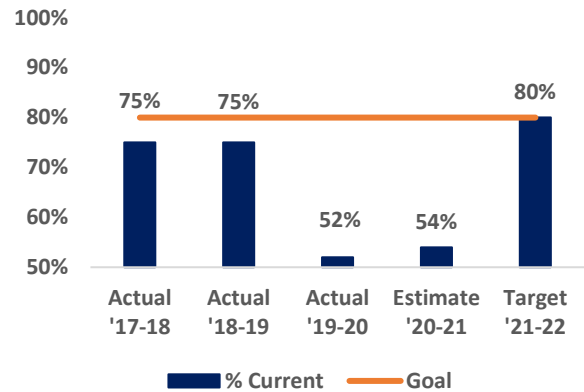


# City Service Area Strategic Support DASHBOARD

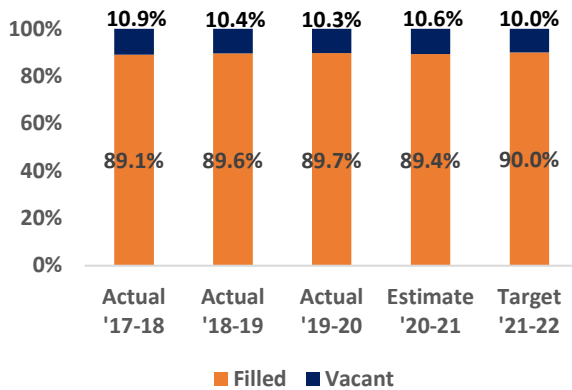
## City's Bond Ratings (General Obligation Bond Rating)

	Moody's	Standard & Poor's	Fitch
Actual '16-17	Aa1	AA+	AA+
Actual '17-18	Aa1	AA+	AA+
Actual '18-19	Aa1	AA+	AA+
Actual '19-20	Aa1	AA+	AA+
Estimate '20-21	Aa1	AA+	AA+
Target '21-22	Aa1	AA+	AA+

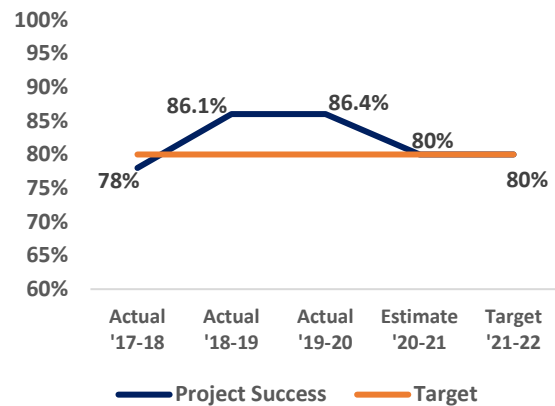
## % of Non-Management Employee Performance Appraisals Completed on Schedule



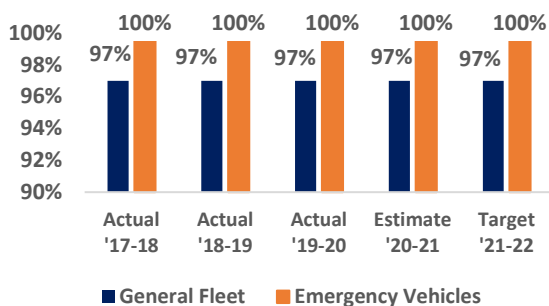
## % of Positions Filled as a Total of Budgeted Positions



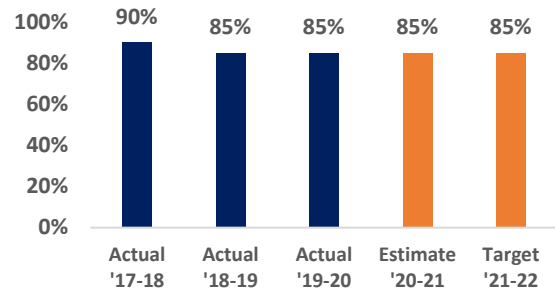
## % of Information Technology Project Success Rate



## % 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

#### Expected 2021-2022 Service Delivery

- ❑ Ensure 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.
- ❑ Attract talent; provide opportunities for career growth; enable an environment focused on health, safety, and wellness; and retain a diverse workforce in a workplace that is equitable and inclusive.
- ❑ 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 and critical infrastructure. Manage cybersecurity risks by working with departments on effective controls, incident response, systems hygiene, and risk detection, resulting in clear audits and assessments. Provide business systems that support municipal service goals, including administrative, budget, productivity, records, industrial control, and collaboration platforms. Build capacity and accelerate San Jose 311 feature development at manageable long-term costs to increase access for underserved residents; increase resident satisfaction with SJ311 channels; and reduce processes faults with departments.



#### Expected 2021-2022 Key Budget Actions

- ❑ Adds one-time funding of \$4,130,000 for vendor costs, license support and maintenance, and project team resources to implement a new Business Tax System (BTS).
- ❑ Adds one-time funding of \$200,000 to review the City's current cost allocation plans, including a review of both the costs being allocated and the bases being used to allocate those costs.
- ❑ Reduces \$250,000 in General Fleet Replacement resulting in fewer purchases of new vehicles to replace the general fleet vehicles that have reached the end of their useful life based on age/mileage thresholds.
- ❑ Adds 1.0 Enterprise Supervising Technology Analyst position to the Information Technology Department Cybersecurity Office to serve as an Asset/Vulnerability Management Analyst.
- ❑ Establishes the San José 311 Enhancements City-Wide Expenses appropriation in the amount of \$750,000 as part of a two-year program to expand San Jose 311 internal capacity for both coding and customer service.
- ❑ Adds 3.0 positions through June 30, 2022 in the Information Technology Department to support the Development Services Transformation Technology Section.

# City Service Area Strategic Support BUDGET SUMMARY

## City Service Area Budget Summary\*\*

	2019-2020 Actuals **	2020-2021 Adopted	2021-2022 Forecast	2021-2022 Proposed
<b>Dollars by Core Service *</b>				
<i>Finance Department</i>				
Strategic Support - Other - Strategic Support	38,753,571	59,643,973	47,059,039	97,805,680
Strategic Support - Strategic Support	2,227,735	2,165,272	1,579,489	11,577,656
Disbursements	2,944,767	3,059,974	2,890,562	2,886,897
Financial Reporting	2,320,334	3,123,785	3,086,541	3,381,041
Treasury Management	20,780,777	20,378,370	19,153,182	18,726,641
Revenue Management	8,836,894	7,737,904	8,043,915	8,002,847
Purchasing and Risk Management	4,361,487	4,938,010	5,246,195	5,312,362
<i>Human Resources Department</i>				
Strategic Support - Other - Strategic Support	1,918,056	1,368,250	1,563,633	2,063,633
Strategic Support - Strategic Support	2,019,976	1,744,468	1,781,275	1,764,113
Employment Services	2,692,039	2,773,622	2,951,423	2,951,423
Training and Development	552,597	533,000	250,000	250,000
Employee Benefits	90,418,243	95,427,204	95,450,619	103,590,619
Health and Safety	5,908,053	6,443,037	6,604,439	6,482,163
<i>Information Technology Department</i>				
Business Solutions	10,848,150	10,652,155	11,752,782	12,108,754
San José 311	1,030,290	2,292,139	2,196,444	2,946,444
Strategic Support - Other - Strategic Support	18,605	439,321	634,389	724,946
Strategic Support - Strategic Support	4,841,579	3,921,176	4,035,807	4,427,074
Technology Infrastructure and Operations	9,789,066	11,751,182	10,258,259	10,445,120
<i>Public Works Department</i>				
Strategic Support - Other - Strategic Support	4,076,494	43,583,197	20,415,594	25,339,799
Strategic Support - Strategic Support	24,630,042	10,068,403	10,826,339	11,151,682
Plan, Design, and Construct Public Facilities and Infrastructure	29,915,331	44,169,722	44,181,805	43,138,635
Facilities Management	33,747,711	33,809,434	27,810,249	27,367,815
Fleet and Equipment Services	22,949,684	26,053,202	26,262,543	28,240,976
<b>Dollars by Core Service Subtotal</b>	<b>\$325,581,482</b>	<b>\$396,076,800</b>	<b>\$354,034,523</b>	<b>\$430,686,320</b>
<b>MAYOR, CITY COUNCIL, AND APPOINTEES</b>	<b>\$87,959,563</b>	<b>\$198,570,053</b>	<b>\$173,783,331</b>	<b>\$79,962,502</b>
<b>Total CSA</b>	<b>\$413,541,045</b>	<b>\$594,646,853</b>	<b>\$527,817,854</b>	<b>\$510,648,822</b>
<b>Authorized Positions</b>	<b>966.55</b>	<b>952.80</b>	<b>952.50</b>	<b>963.25</b>

\* 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 2019-2020 Actuals column reflect those included in the 2019-2020 Adopted Budget. 2019-2020 Actuals may not subtotal due to rounding.

# City Service Area *Strategic Support* OVERVIEW

## ***Service Delivery Accomplishments***

- The Financial Reporting team and Office of Economic Development and Cultural Affairs have partnered to acquire and implement a software solution to address City-wide asset leasing and management needs, as well as with new GASB-87 standards and address the complexity of City-wide asset-level accounting.
- 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 have provided proactive and reactive support to critical City facilities and field operation throughout the pandemic and shelter-in-place events.
- The Center for Digital Government recognized the City of San José as the nation's #1 most innovative local government in the 2020 Digital Cities Survey for the City's use of technology to engage the community, support operational excellence, and innovate service delivery.

## ***Service Delivery Environment***

- Restructured the Business Tax Customer Service Team to align job classifications with the increased complexity of the regulatory and business environment.
- Built a culture of safety by implementing a City-wide Safety Management System through the leadership of the City's Health and Safety Division; and improved 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.
- The City has a modern technology infrastructure and operations environment, advanced resident relationship/response services with SJ311, and a strong cybersecurity foundation with the completion of the 2017-2020 IT Strategic Plan in December 2020. ITD attains an 80%+ project success rate, 90%+ customer satisfaction rate, ~99.84% uptime and availability rate, and has reduced end-of-life/end-of-support technology assets to ~20% of the portfolio from over 70% in 2016. 2021-2022 will focus on four themes from the 2021-2023 IT Strategic Plan in development: (1) Attaining Equity Goals through Technology Solutions; (2) Reinventing City Work and Digital Services; (3) Achieving Security and Resilience in a High-Risk World; and (4) Helping Departments Optimize within City Resources.

# 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.
- Equity, Effectiveness, and Security — Work with departments to securely implement, use, and support the information and communications systems that respond to equity goals, including digital inclusion, housing, parks and recreation, racial equity development services, and related projects and systems. Refresh the City's productivity suite contract and services; advancing new features for residents and businesses through SJ311, improving remote collaboration and growing fulfilling, digital-first options. Manage growing cybersecurity risks with an emphasis on improving asset management and hygiene capabilities, as well as monitoring and accelerated response. Work with departments to use technology to close gaps in staffing and resources with advanced tools. Execute technology projects to maximize City investments.



# 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	2019-2020 Actuals	2020-2021 Target	2020-2021 Estimate	2021-2022 Target	5-Year Goal
Develop and encourage supervisors and managers that support a high-performing workforce	1. % of employee performance appraisals completed on schedule	52% <sup>1</sup>	80%	54% <sup>2</sup>	80%	98%
Attract, hire, and retain employees	1. Citywide vacancy rate	10.3%	10%	10.6%	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	2,500	2,533	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? <sup>3</sup>	4.03	4.03	N/A	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 <sup>4</sup> :					
	- timeliness of City employees	N/A	70%	N/A	70%	83%
	- courtesy of City employees	N/A	70%	N/A	70%	83%
	- competency of City employees	N/A	70%	N/A	70%	83%

<sup>1</sup> The 2019-2020 Actuals is low due to the interruption of normal business operations and shift to remote work in March 2020 in response to the COVID-19 pandemic.

<sup>2</sup> The 2020-2021 Estimate continues to track lower with the continuation of the COVID-19 pandemic response.

<sup>3</sup> No Gallup Survey for 2020-2021 due to lack of funding.

<sup>4</sup> Survey conducted on a biennial basis.

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

Strategic Goals	CSA Performance Measures	2019-2020 Actual	2020-2021 Target	2020-2021 Estimate	2021-2022 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%	85%	85%
	2. % of customers who rate facility services as good or excellent based on timeliness of response and quality of work	83%	85%	98%	85%	85%
	3. % of facility health & safety concerns mitigated within 24 hours	85%	100%	80%	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	82%	83%	82%	82%	85%	

# City Service Area Strategic Support OVERVIEW

## Budget Dollars at Work: Performance Goals

### OUTCOME 3: EFFECTIVE USE OF TECHNOLOGY

Strategic Goals	CSA Performance Measures	2019-2020 Actuals	2020-2021 Target	2020-2021 Estimate	2021-2022 Target	5-Year Goal
Deploy technology resources effectively	1. % of customers rating services as "Good" or "Excellent"					
	-IT Overall	91.98%	≥80%	85%	≥80%	≥80%
	-Business Solutions	92.40%	≥80%	85%	≥80%	≥80%
	-Strategic Support	91.99%	≥80%	85%	≥80%	≥80%
	-Technology Infrastructure and Operations	91.55%	≥80%	85%	≥80%	≥80%
	-Help Desk	92.96%	≥80%	85%	≥80%	≥80%
	-Products-Projects Management	86.67%	N/A <sup>1</sup>	85%	≥80%	≥80%
	2. Uptime and availability					
	-Business applications	99.44%	≥99.8%	97.8%	≥99.9%	≥99.8%
	-Systems	99.96%	≥99.9%	99.8%	≥99.9%	≥99.8%
	-Network	99.88%	≥99.9%	99.9%	≥99.9%	≥99.8%
	3. % of project success (schedule, cost, scope, value)	86%	≥80%	80%	≥80%	≥80%

<sup>1</sup> New measure starting in 2021-2022, therefore no 2020-2021 Target was adopted.

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

Strategic Goals	CSA Performance Measures	2019-2020 Actuals	2020-2021 Target	2020-2021 Estimate	2021-2022 Target	5-Year Goal
Maintain City's bond ratings <sup>1</sup>	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 <sup>2</sup>	TBD <sup>2</sup>	TBD <sup>2</sup>	TBD <sup>2</sup>	TBD <sup>2</sup>
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 <sup>2</sup>	TBD <sup>2</sup>	TBD <sup>2</sup>	TBD <sup>2</sup>	TBD <sup>2</sup>

<sup>1</sup> 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.

<sup>2</sup> 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.

# City Service Area Strategic Support PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
<b>FINANCE DEPARTMENT</b>			
• Cost Allocation Plan Review		302,000	302,000
• Debt/Treasury, Cashiering and Payment Processing Reorganization	(2.00)	(210,543)	(131,873)
• Investment Advisory Consulting Services		(80,000)	(80,000)
• Revenue Management Staffing	0.00	(26,403)	(26,403)
• Non-Personal/Equipment Savings		(24,000)	(24,000)
• Reprographics Contractual Services Savings		(16,494)	(16,494)
<i>Subtotal</i>	(2.00)	(55,440)	23,230
<b>HUMAN RESOURCES DEPARTMENT</b>			
• Employee Health Services Staffing	(1.00)	(122,276)	(122,276)
• Wellness Program		(65,000)	(65,000)
• Reprographics Contractual Services Savings		(17,162)	(17,162)
<i>Subtotal</i>	(1.00)	(204,438)	(204,438)
<b>INFORMATION TECHNOLOGY DEPARTMENT</b>			
• Development Services Information Technology Staffing	3.00	572,327	68,680
• Digital Privacy Staffing	1.00	211,945	211,945
• Asset Risk Control Staffing	1.00	186,861	186,861
• Products-Projects Manager Support for the Housing Department	0.00	0	(52,540)
• Office 365 Enterprise Infrastructure Staffing	0.00	(35,377)	(35,377)
• Reprographics Contractual Services Savings		(1,656)	(1,656)
<i>Subtotal</i>	5.00	934,100	377,913
<b>PUBLIC WORKS DEPARTMENT</b>			
• Public Works Department Staffing Plan - Capital Improvement Program	2.00	346,789	0
• Office of Equality Assurance Labor Compliance Staffing	1.00	162,542	162,542
• Emergency Operations Staffing	1.00	157,191	157,191
• Enterprise GIS Staffing	(0.50)	1,625	0
• Electrical Maintenance Staffing	(2.00)	(228,434)	(227,200)
• Facilities Preventive Maintenance Non-Personal/Equipment Savings		(214,000)	(214,000)
• Reprographics Contractual Services Savings		(40,399)	(18,330)
<i>Subtotal</i>	1.50	185,314	(139,797)
<i>Subtotal Departments</i>	<b>3.50</b>	<b>859,536</b>	<b>56,908</b>

# City Service Area Strategic Support PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
<b>MAYOR, CITY COUNCIL, AND APPOINTEES</b>			
Approved changes appear in the next section of this document	5.25	5,807,521	4,752,011
<b>CITY-WIDE EXPENSES</b>			
• Business Tax System Replacement		4,130,000	4,130,000
• San José 311 Enhancements		750,000	750,000
• Learning and Development Roadmap		500,000	500,000
• Commercial Paper Program Fees		175,000	175,000
<b>GENERAL FUND CAPITAL, TRANSFERS AND RESERVES</b>			
• Capital Contribution: Closed Landfill Compliance		2,300,000	2,300,000
• Capital Contribution: Police Administration Building Boiler and Chiller Replacement		525,000	525,000
• Capital Contribution: Children's Discovery Museum Skylight Replacement		250,000	250,000
• Capital Contribution: History San José - Miscellaneous Repairs		198,000	198,000
• Capital Contribution: Hammer Theatre Center Fire Detection Alarm and Devices Design		197,000	197,000
• Capital Contribution: San José Museum of Art Door and Window Improvements		150,000	150,000
• Capital Contribution: Cultural Facilities Planning and Project Development		150,000	150,000
• Capital Contribution: Hammer Theatre Miscellaneous HVAC and Electrical Upgrades		130,000	130,000
• Capital Contribution: Animal Care and Services Water Softener Replacement		80,000	80,000
• Capital Contribution: Hammer Theatre Center Boiler Replacement		77,000	77,000
• Capital Contribution: Children's Discovery Museum Pavement Repairs		50,000	50,000
• Capital Contribution: Hammer Theatre Center Roofing		50,000	50,000
• Capital Contribution: San José Museum of Art Server Room Upgrades		50,000	50,000
• Transfer to Other Funds: Communications Construction and Conveyance Fund		5,250,000	5,250,000
• Transfer to Other Funds: Vehicle Operations and Maintenance Fund		(250,000)	(250,000)
• Earmarked Reserve: Information Technology Sinking Fund Reserve		2,000,000	2,000,000
• Earmarked Reserve: San José 311 Enhancements Reserve		750,000	750,000
• Earmarked Reserve: Cultural Facilities Capital Maintenance Reserve		(850,000)	(850,000)
• Earmarked Reserve: Pension Obligation Bonds Consulting Services Reserve		200,000	200,000
<i>Subtotal Other Changes</i>	<b>0.00</b>	<b>16,862,000</b>	<b>16,862,000</b>
<hr/>			
<b>Total Proposed Budget Changes</b>	<b>8.75</b>	<b>23,529,057</b>	<b>21,670,919</b>