

# CITY SERVICE AREA

## STRATEGIC SUPPORT

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**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.



*City Hall*

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. There are multiple Measure T Bond funded projects including Measure T – Critical Infrastructure, Measure T – City Facilities LED Lighting, and Measure T Environmental Projects. Other investments include addressing some unmet deferred infrastructure needs at City Hall, the Central Service Yard, and the City’s cultural facilities. Funding is also included to support the Silicon Valley Regional Communications System (SVRCS) and radio replacement.



*San José McEnery Convention Center*

### CSA CAPITAL PROGRAMS

- Communications
- Municipal Improvements
  - Service Yards

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**PROGRAM HIGHLIGHTS**

**Communications Capital Program**

**2024-2028 Proposed CIP: \$24.3 million**

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

**Municipal Improvements Capital Program**

**2024-2028 Proposed CIP: \$29.1 million**

- Center for Performing Arts Chiller, Cooling Tower, and Boilers/San José Museum of Art Cooling Tower Replacement
- 280 Almaden Ave Beautification Improvement Project
- The Tech Interactive Chiller and Cooling Tower Replacement
- City Facilities Security Enhancements
- Animal Care and Services – Various Improvements
- Fleet Shop Improvements
- Children’s Discovery Museum – Curb and Walkway Rehabilitation
- Electric Vehicle Charging Site Assessment

**Service Yards Capital Program**

**2024-2028 Proposed CIP: \$33.0 million**

- Roofing Replacement, Painting, and Supplemental Needs
- Central Service Yard – Water Main Replacement
- Central Service Yard – Fueling Island

| <b>Recent Accomplishments</b> |  |
|-------------------------------|--|
| ◇                             | Completed the Ice Centre Expansion project in Summer 2022  |
| ◇                             | Expected completion of the Central Service Yard Building A, B, C, and E Paint Project in Summer 2023 |

**CSA OUTCOMES**

(Supported by the Capital Program)

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

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## 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  |   | 2021-2022<br>Actual <sup>1</sup> | 2022-2023<br>Target | 2022-2023<br>Estimate | 2023-2024<br>Target | 5-Year<br>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> | 67%<br>(2/3)                     | 85%                 | 67%<br>(2/3)          | 85%                 | 85%            |
|   | 2. % of CIP projects that are completed within the approved baseline budget <sup>3</sup>  | 75%<br>(3/4)                     | 90%                 | 75%<br>(3/4)          | 90%                 | 90%            |

<sup>1</sup> The 2021-2022 Actual number of projects may vary from the 2021-2022 Estimate, as documented in the 2022-2023 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 2021-2022 Actual not originally included in the 2021-2022 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 2022-2023, the Strategic Support CSA is estimated to deliver 2 of 3 (67%) projects within two months of the approved baseline schedule, which is below the performance target of 85%. Some of the capital projects anticipated to be delivered in 2022-2023 include the Mabury Yard Sanitary Sewer Replacement and the Tech Interactive Fire Alarm Replacement.

In 2022-2023, 3 of 4 (75%) construction projects are expected to be completed within their baseline budgets, which is below the 90% target. Some of the notable projects accepted in 2022-2023 include the Tech Interactive Blue Tile Replacement project and the Police Administration Building and Police Administration Communication Building Elevators 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>2023-2024<br/>Budget</u> | <u>2024-2028<br/>CIP Budget</u> | <u>Total<br/>Budget<br/>(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   | 3,000                       | 15,000                          | *                                       | Ongoing           | Ongoing         |
| Communications Equipment Replacement and Upgrade                          | 100,000                     | 500,000                         | *                                       | Ongoing           | Ongoing         |
| Communications Maintenance  | 794,000                     | 4,199,000                       | *                                       | Ongoing           | Ongoing         |
| General Fund - Interest Income  | 211,000                     | 1,055,000                       | *                                       | Ongoing           | Ongoing         |
| Silicon Valley Regional Communications System - Radios                    | 1,700,000                   | 8,500,000                       | *                                       | Ongoing           | Ongoing         |
| Silicon Valley Regional Interoperability Authority - Administration       | 329,000                     | 1,748,000                       |   | Ongoing           | Ongoing         |
| Silicon Valley Regional Interoperability Authority - Maintenance          | <u>1,489,000</u>            | <u>8,034,000</u>                | *                                       | Ongoing           | Ongoing         |
| <b>Total: Construction/Non-Construction</b>                               | <b>4,627,000</b>            | <b>24,056,000</b>               |   |                   |                 |
| Ending Fund Balance   | <u>894,789</u>              | <u>259,789</u>                  | **                                      |                   |                 |
| <b>Total: Communications</b>  | <b>5,521,789</b>            | <b>24,315,789</b>               | **                                      |                   |                 |
| <b><u>Municipal Improvements</u></b>                                      |                             |                                 |   |                   |                 |
| 280 Almaden Ave Beautification Improvement Project                        | 1,850,000                   | 1,850,000                       |   | 1st Qtr. 2023     | 2nd Qtr. 2024   |
| Animal Care and Services - Various Improvements                           | 500,000                     | 500,000                         | 1,888,698                               | 3rd Qtr. 2016     | 2nd Qtr. 2024   |
| Arena Repairs   | 100,000                     | 500,000                         | *                                       | Ongoing           | Ongoing         |
| Capital Program and Public Works Department Support Service Costs         | 82,000                      | 410,000                         |   | Ongoing           | Ongoing         |
| Center for Performing Arts Chiller, Cooling Tower, and Boilers Replacemen | 7,600,000                   | 7,600,000                       |   | 3rd Qtr. 2023     | 4th Qtr. 2025   |
| Children's Discovery Museum Curb and Walkway Rehabilitation               | 350,000                     | 350,000                         |   | 3rd Qtr. 2023     | 4th Qtr. 2023   |
| City Facilities Security Enhancements                                     | 1,000,000                   | 1,000,000                       |   | 4th Qtr. 2023     | 2nd Qtr. 2024   |
| City Facilities Seismic Shut-off Valves                                   | 50,000                      | 50,000                          |   | 3rd Qtr. 2022     | 2nd Qtr. 2024   |
| City Hall and Police Communications Uninterrupted Power Supply Capital    | 200,000                     | 1,000,000                       | *                                       | Ongoing           | Ongoing         |
| City Hall Backup Generator Switch Replacement                             | 100,000                     | 100,000                         |   | 3rd Qtr. 2023     | 2nd Qtr. 2024   |
| City Hall Debt Service Fund   | 21,000                      | 105,000                         | *                                       | Ongoing           | Ongoing         |
| City Hall Equipment Replacement   | 100,000                     | 100,000                         |   | 3rd Qtr. 2023     | 2nd Qtr. 2024   |
| Closed Landfill Compliance  | 450,000                     | 2,250,000                       | *                                       | Ongoing           | Ongoing         |
| Convention Center Rehabilitation/Repair - Unanticipated                   | 150,000                     | 750,000                         |   | Ongoing           | Ongoing         |
| Cultural Facilities Rehabilitation/Repair - Unanticipated                 | 100,000                     | 500,000                         | *                                       | Ongoing           | Ongoing         |

# Capital Program Summary by City Service Area

## Strategic Support

|  | <u>2023-2024</u><br><u>Budget</u> | <u>2024-2028</u><br><u>CIP Budget</u> | <u>Total</u><br><u>Budget</u><br><u>(All Years)</u> | <u>Start Date</u> | <u>End Date</u> |
|--|-----------------------------------|---------------------------------------|---|-------------------|-----------------|
| Electric Vehicle Charging Site Assessment                  | 300,000                           | 300,000                               |   | 3rd Qtr. 2023     | 2nd Qtr. 2024   |
| Fleet Shop Improvements                                    | 500,000                           | 500,000                               |   | 3rd Qtr. 2023     | 1st Qtr. 2024   |
| Hammer Theatre Center HVAC Condensing Unit Replacement     | 28,000                            | 28,000                                | 168,000   | 3rd Qtr. 2022     | 2nd Qtr. 2023   |
| Radio Service Monitors                                     | 175,000                           | 175,000                               |   | 3rd Qtr. 2023     | 4th Qtr. 2023   |
| San José Museum of Art Cooling Tower Replacement           | 2,850,000                         | 2,850,000                             |   | 3rd Qtr. 2023     | 2nd Qtr. 2024   |
| The Tech Interactive Chiller and Cooling Tower Replacement | 1,200,000                         | 1,200,000                             |   | 3rd Qtr. 2023     | 2nd Qtr. 2024   |
| Unanticipated/Emergency Maintenance                        | 1,250,000                         | 6,250,000                             | *   | Ongoing           | Ongoing         |
| <b>Total: Construction/Non-Construction</b>                | <b>18,956,000</b>                 | <b>28,368,000</b>                     |   |                   |                 |
| Ending Fund Balance  | 543,446                           | 699,446                               | **  |                   |                 |
| <b>Total: Municipal Improvements</b>                       | <b>19,499,446</b>                 | <b>29,067,446</b>                     | **  |                   |                 |

### Service Yards

|   |           |            |            |               |               |
|---|-----------|------------|------------|---------------|---------------|
| Asset Management Database   | 95,000    | 487,000    | *          | Ongoing       | Ongoing       |
| Capital Program and Public Works Department Support Service Costs | 31,000    | 40,000     | *          | Ongoing       | Ongoing       |
| Central Service Yard - Bldg. F Expansion                          | 1,796,000 | 2,296,000  |            | 3rd Qtr. 2022 | 2nd Qtr. 2025 |
| Central Service Yard - Fueling Island                             | 900,000   | 900,000    | 1,367,227  | 3rd Qtr. 2018 | 2nd Qtr. 2024 |
| Central Service Yard - HVAC Replacement                           | 210,000   | 210,000    |            | 3rd Qtr. 2019 | 2nd Qtr. 2024 |
| Central Service Yard - Pavement Replacement                       | 1,400,000 | 1,400,000  | 1,500,000  | 3rd Qtr. 2021 | 2nd Qtr. 2024 |
| Central Service Yard - Perimeter Security Fencing Replacement     | 160,000   | 160,000    | 199,540    | 3rd Qtr. 2021 | 2nd Qtr. 2024 |
| Central Service Yard - Service Yards Generators Replacement       | 1,500,000 | 1,500,000  | 1,659,593  | 3rd Qtr. 2022 | 2nd Qtr. 2024 |
| Central Service Yard - Water Main Replacement                     | 2,600,000 | 2,600,000  | 2,940,000  | 3rd Qtr. 2021 | 2nd Qtr. 2024 |
| Central Service Yard Security Cameras                             | 185,000   | 185,000    | 199,376    | 3rd Qtr. 2020 | 2nd Qtr. 2024 |
| City Hall Debt Service Fund                                       | 16,000    | 80,000     | *          | Ongoing       | Ongoing       |
| Debt Service - CSY and FDTC                                       | 2,300,000 | 11,509,000 | 14,188,250 | 3rd Qtr. 2021 | 2nd Qtr. 2035 |
| Facilities Capital Repairs  | 31,000    | 165,000    | *          | Ongoing       | Ongoing       |
| General Fund - Interest Income                                    | 341,000   | 1,705,000  | *          | Ongoing       | Ongoing       |
| Infrastructure Management System - Service Yards                  | 144,000   | 763,000    | *          | Ongoing       | Ongoing       |
| Mabury Pavement Repair/Resurfacing                                | 1,500,000 | 1,500,000  | 1,530,809  | 3rd Qtr. 2019 | 2nd Qtr. 2024 |
| Mabury Yard - Debris Waste Area & Sewer Lateral                   | 200,000   | 200,000    |            | 3rd Qtr. 2023 | 2nd Qtr. 2024 |
| Mabury Yard - Elevator Modernization                              | 150,000   | 150,000    | 150,000    | 3rd Qtr. 2023 | 2nd Qtr. 2024 |

# Capital Program Summary by City Service Area

## Strategic Support

|  | <u>2023-2024</u><br><u>Budget</u> | <u>2024-2028</u><br><u>CIP Budget</u> | <u>Total</u><br><u>Budget</u><br><u>(All Years)</u> | <u>Start Date</u> | <u>End Date</u> |
|--|-----------------------------------|---------------------------------------|---|-------------------|-----------------|
| Mabury Yard - Generator                            | 100,000                           | 100,000                               |   | 3rd Qtr. 2023     | 2nd Qtr. 2024   |
| Public Art Allocation                              | 15,000                            | 20,000                                | *   | Ongoing           | Ongoing         |
| Roof Replacement, Painting, and Supplemental Needs | 800,000                           | 3,100,000                             | *   | Ongoing           | Ongoing         |
| Service Yards - HVAC Repair and Replacement        | 150,000                           | 150,000                               |   | 3rd Qtr. 2023     | 2nd Qtr. 2024   |
| Service Yards Equipment                            | 95,000                            | 475,000                               | *   | Ongoing           | Ongoing         |
| Service Yards Management                           | 448,000                           | 2,384,000                             | *   | Ongoing           | Ongoing         |
| Underground Fuel Tank Renovation/Replacement       | 59,000                            | 295,000                               | *   | Ongoing           | Ongoing         |
| VTA Property Lease                                 | 30,000                            | 174,000                               | *   | Ongoing           | Ongoing         |
| <b>Total: Construction/Non-Construction</b>        | <b>15,256,000</b>                 | <b>32,548,000</b>                     |   |                   |                 |
| Ending Fund Balance                                | <u>1,012,289</u>                  | <u>449,289</u>                        | **  |                   |                 |
| <b>Total: Service Yards</b>                        | <b>16,268,289</b>                 | <b>32,997,289</b>                     | **  |                   |                 |
| <br>   |                                   |                                       |   |                   |                 |
| <b>CSA Total: Construction/Non-Construction</b>    | 38,839,000                        | 84,972,000                            | **  |                   |                 |
| Ending Fund Balance                                | <u>2,450,524</u>                  | <u>1,408,524</u>                      | **  |                   |                 |
| <b>CSA Total:</b>                                  | <u><u>41,289,524</u></u>          | <u><u>86,380,524</u></u>              | **  |                   |                 |

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

\*\* The 2023-2024 through 2026-2027 Ending Balance are excluded from the FIVE-YEAR TOTAL USE OF FUNDS to avoid multiple counting of the same funds.