

CITY SERVICE AREA

STRATEGIC SUPPORT



MISSION

Shape an empathetic, engaged, and high-performing workforce with reliable infrastructure, technologies, and finances to enable accessible City services

Primary Partners

Finance
Human Resources
Information Technology
Public Works

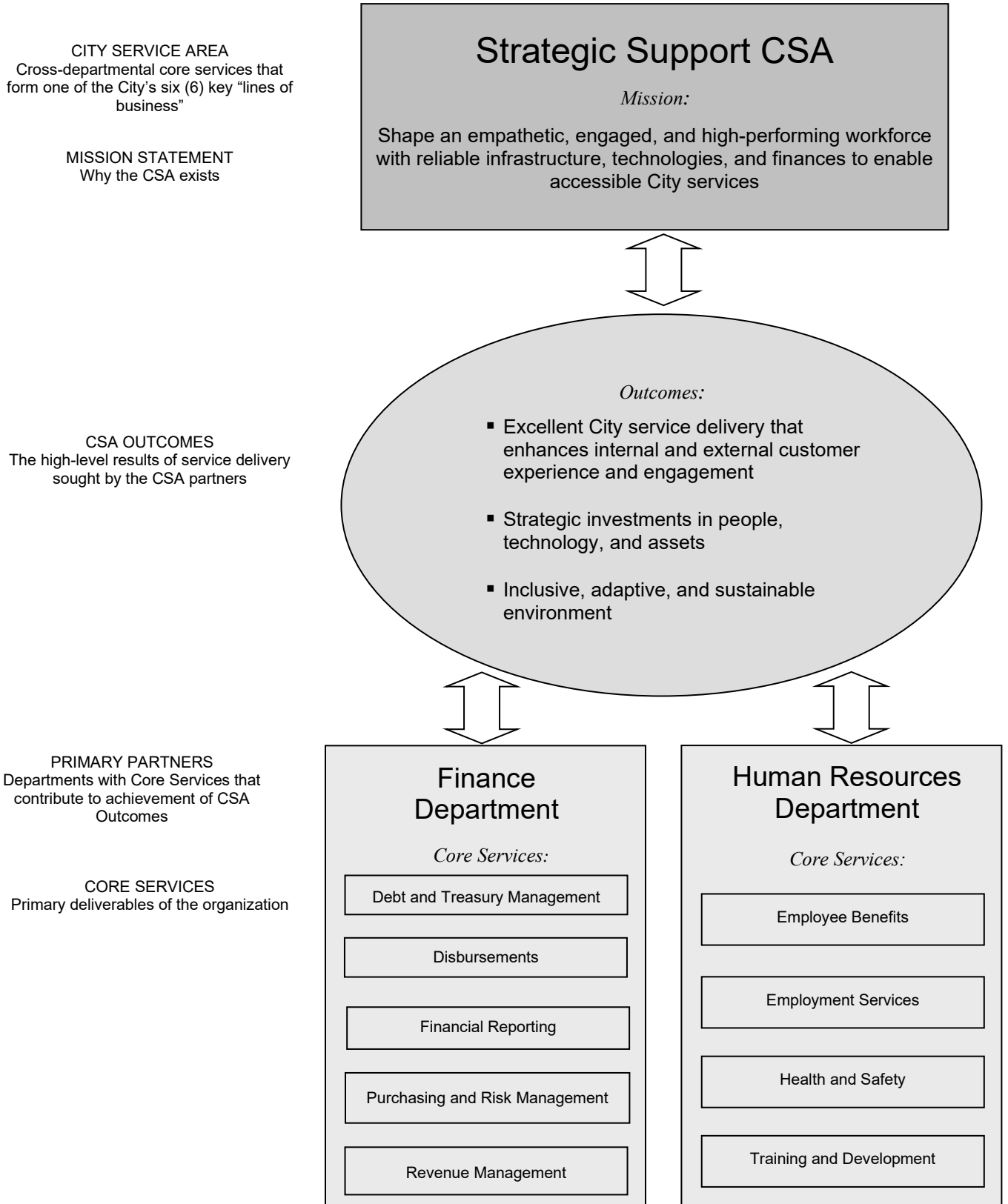
CSA OUTCOMES

- Excellent City service delivery that enhances internal and external customer experience and engagement
- Strategic investments in people, technology, and assets
- Inclusive, adaptive, and sustainable environment

CITY SERVICE AREA

STRATEGIC SUPPORT

SERVICE DELIVERY FRAMEWORK



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STRATEGIC SUPPORT

SERVICE DELIVERY FRAMEWORK

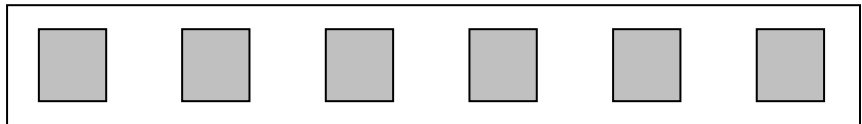
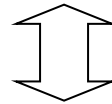
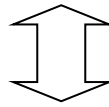
PRIMARY PARTNERS
Departments with Core Services that contribute to achievement of CSA Outcomes

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

PERFORMANCE MEASURE DASHBOARD

Bond Rating

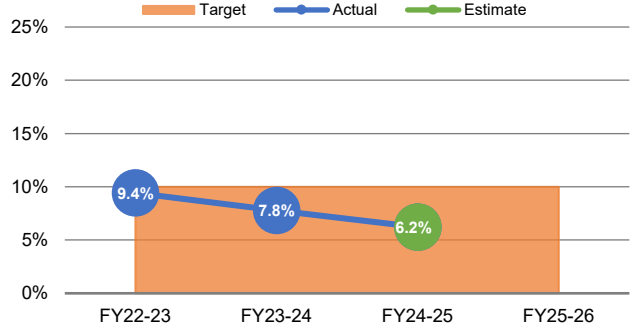
City's General Obligation Bond Rating (Finance)

Fiscal Year	Moody's	Standard & Poor's	Fitch
FY20-21 Actual	Aa1	AA+	AAA
FY21-22 Actual	Aa1	AA+	AAA
FY22-23 Actual	Aa1	AA+	AAA
FY23-24 Actual	Aa1	AA+	AAA
FY24-25 Target	Aa1	AA+	AAA
FY24-25 Estimate	Aa1	AA+	AAA
FY25-26 Target	Aa1	AA+	AAA

Employee Turnover Rate

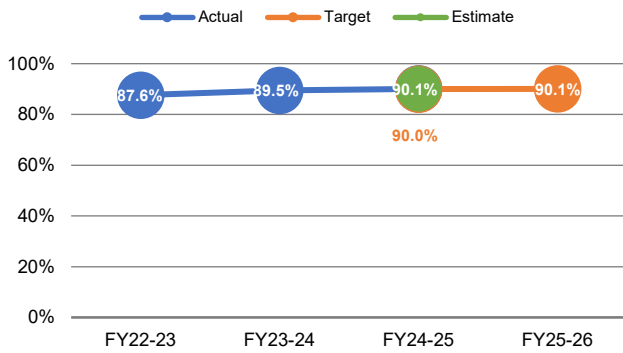
% of employees that separated from the City from average active employees, excluding retirements (Human Resources)

Source: PeopleSoft Query



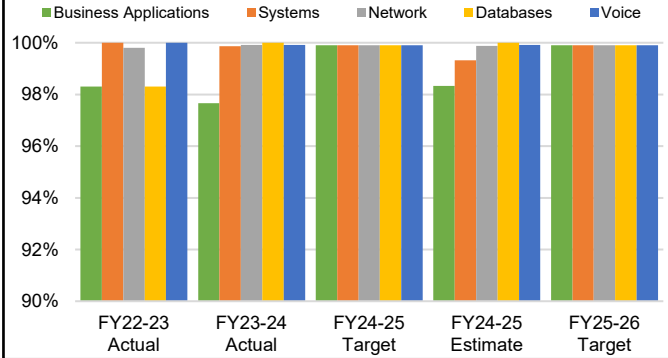
Filled Positions

% of positions filled as a total of budgeted positions (Human Resources)



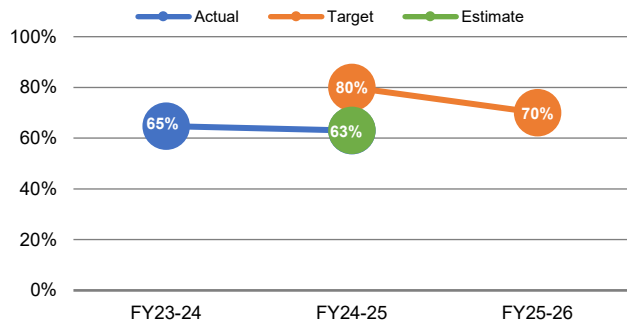
Uptime and Availability

Information Technology and Public Works uptime and availability (Information Technology and Public Works)



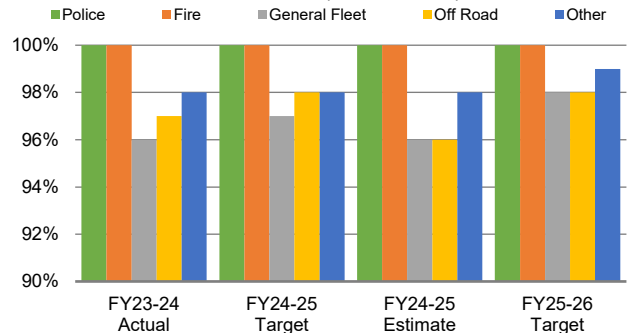
SJ311 Customer Satisfaction Score

% of San Jose 311 customers who rate the service as "very good" or "good" (Information Technology)¹



Vehicle and Equipment Availability

% of vehicles and equipment that is available for use when needed² (Public Works)



¹ The SJ311 Customer Satisfaction Survey will exclude "Neutral" effective 2025-2026. Target indicates industry standard target for customer service satisfaction of 80%.

² The reporting categories were updated during 2024-2025 and historical targets are not available for Off Road and Other Categories for 2023-2024.

CITY SERVICE AREA

STRATEGIC SUPPORT

BUDGET SUMMARY

CSA Priorities/Expected 2025-2026 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.
- Leverage innovative solutions and data to support City priorities and advance service delivery capabilities. Partner with City departments to implement initiatives that address service gaps, improving quality of life in San José. Provide departments with data analytics tools and dashboards that support evidence-based decision-making. Enhance services by promoting service design principles that support accessibility, responsiveness, and overall service impact for both residents and businesses.

2025-2026 Key Budget Actions

- Eliminates 1.0 vacant Division Manager position and shifts 1.0 vacant Program Manager position previously designated to oversee a future Enterprise Resource Planning (ERP) replacement project to instead lead the Disaster Recovery and Grants Management Unit.
- Consolidates recruiting and development functions under a restructured Recruitment & Development Division by eliminating 1.0 Deputy Director position and 1.0 Program Manager position; adding 1.0 Division Manager position to oversee employee training, development, data analytics and pipeline efforts; and extending 1.0 Analyst II position, through June 30, 2026, to sustain progress and institutionalize lessons learned from the Recruitment Centralization Pilot.
- Adds one-time funding of \$2.3 million for the refresh of Hyperconverged Infrastructure hardware and incorporate a hybrid cloud-based solution to increase system resiliency.
- As directed by City Council's approval of the Mayor's March Budget Message for Fiscal Year 2025-2026, adds 3.0 Enterprise Supervising Technology Analyst positions, continues and makes permanent 1.0 Senior Analyst, and adds non-personal/equipment funding to support the City's San José 311 system, bring development in house, and implement additional functionality to enhance customer experience.
- Adds 1.0 Equipment Maintenance Supervisor I/II position to provide necessary capacity that allows for focused support and supervision of the Vehicle Support Services team located at the Police Substation, while freeing up the existing Senior Automotive Equipment Specialist to increase the vehicle procurements.
- Adds 2.0 Senior Facility Repair Worker positions, effective April 1, 2026, and ongoing non-personal/equipment funding to support Measure T funded facilities that will come online in spring 2026, including Fire Station 32 and the Police Training Center.
- Adds 1.0 Staff Specialist position to support the Public Works Facilities Management Division with janitorial contract management and facility expenditure tracking in contractual services.

CITY SERVICE AREA

STRATEGIC SUPPORT

BUDGET SUMMARY

City Service Area Budget Summary**

	2023-2024 Actuals **	2024-2025 Adopted	2025-2026 Forecast	2025-2026 Proposed
Dollars by Core Service *				
<i>Finance Department</i>				
Debt and Treasury Management	16,398,266	6,607,828	6,078,591	6,078,591
Disbursements	3,541,092	3,382,939	3,420,266	3,420,266
Financial Reporting	3,744,673	4,467,257	3,820,668	3,820,668
Purchasing and Risk Management	7,109,904	8,125,771	8,006,001	8,006,001
Revenue Management	9,542,750	13,195,329	9,106,237	9,231,237
Strategic Support - Other - Strategic Support	31,319,089	51,648,575	51,512,543	51,512,543
Strategic Support - Strategic Support	3,051,328	3,212,070	3,336,156	3,099,634
<i>Human Resources Department</i>				
Employee Benefits	108,622,967	121,803,930	132,872,724	132,970,465
Employment Services	5,355,723	5,200,988	4,376,291	4,610,472
Health and Safety	6,956,659	7,626,689	8,218,833	8,218,833
Strategic Support - Other - Strategic Support	1,869,654	2,131,687	2,143,196	2,159,881
Strategic Support - Strategic Support	2,099,342	1,633,749	2,118,131	2,118,131
Training and Development	1,886,573	2,407,931	2,096,983	1,759,742
<i>Information Technology Department</i>				
Business Solutions	14,800,564	15,881,642	16,231,034	16,080,240
San José 311	3,384,037	3,541,494	3,100,895	3,902,067
Strategic Support - Other - Strategic Support	106,142	1,155,091	893,444	976,349
Strategic Support - Strategic Support	6,531,187	6,975,219	5,433,679	5,914,562
Technology Infrastructure and Operations	12,323,766	16,536,294	12,624,820	15,690,584
<i>Public Works Department</i>				
Facilities Management	44,302,744	37,341,158	37,507,697	37,593,697
Fleet and Equipment Services	28,999,646	49,866,690	36,557,237	36,604,770
Plan, Design, and Construct Public Facilities and Infrastructure	38,834,491	52,145,835	53,363,865	52,425,333
Strategic Support - Other - Strategic Support	24,084,031	63,495,870	38,451,437	45,164,009
Strategic Support - Strategic Support	29,211,166	14,022,526	14,745,185	14,738,827
Dollars by Core Service Subtotal	\$404,075,794	\$492,406,562	\$456,015,913	\$466,096,902
MAYOR, CITY COUNCIL, AND APPOINTEES	\$93,976,567	\$119,654,685	\$93,543,600	\$93,934,653
Total CSA	\$498,052,361	\$612,061,247	\$549,559,513	\$560,031,555
Authorized Positions	1,041.71	1,041.71	1,026.56	1,029.56

* 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 2023-2024 Actuals column reflect those included in the 2023-2024 Adopted Budget. 2023-2024 Actuals may not subtotal due to rounding.

CITY SERVICE AREA

STRATEGIC SUPPORT

OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: EXCELLENT CITY SERVICE DELIVERY THAT ENHANCES INTERNAL AND EXTERNAL CUSTOMER EXPERIENCE AND ENGAGEMENT

Strategic Goals	CSA Performance Measures	2023-2024 Actuals	2024-2025 Target	2024-2025 Estimate	2025-2026 Target	5-Year Goal
SG 1.1: Set and exceed customer expectations	<i>PM 1.1.1</i> Information Technology Customer Satisfaction Rates. % of Information Technology customers rating services as “Good” or “Excellent”:					
	- overall satisfaction	91.11%	≥80%	85%	≥85%	≥90%
	- quality of work	93.47%	≥80%	85%	≥85%	≥90%
	- timeliness	88.22%	≥80%	85%	≥85%	≥90%
	- customer service (Information Technology)	94.26%	≥80%	85%	≥85%	≥90%
	<i>PM 1.1.2</i> Fleet and Equipment Services Customer Satisfaction Rates. % of Public Works customers who rate Fleet and Equipment Services service good or better based on:					
	- Timeliness	87%	94%	90%	95%	100%
	- Convenience	94%	98%	96%	100%	100%
	- Courtesy (Public Works)	97%	100%	98%	100%	100%
	<i>PM 1.1.3</i> Facility Services Customer Satisfaction Rate. % of Public Works customers who rate facility services as good or excellent based on timeliness of response and quality of work (Public Works)		100%	85%	100%	85%
<i>PM 1.1.4</i> Revenue Management Call Timeliness. % of Revenue Management customer phone calls answered within 10 minutes (Finance)		94%	90%	93%	90%	90%
SG 1.2: Work as one team to facilitate a seamless customer experience	<i>PM 1.2.1</i> SJ311 Customer Satisfaction Score. % of San Jose 311 customers who rate their experience as “very good” or “good” ¹ (Information Technology)	94.63%	80%	63%	70%	80%
	<i>PM 1.2.2</i> SJ311 Requests Meeting Time Targets. % of San Jose 311 service requests that meet turnaround time targets (Information Technology)	92%	N/A ¹	90%	90%	90%
	<i>PM 1.2.3</i> Project Management Office. % of Project Management Office’s project success rate based on scope, timelines, and budget (Information Technology)	95.83%	80%	85%	85%	90%
	<i>PM 1.2.4</i> Projects within Baseline Budget. % of Public Works projects completed within the approved baseline budget (Public Works)	100%	85%	94%	85%	85%
	<i>PM 1.2.5</i> Projects within Baseline Schedule. % of projects designed and constructed by Public Works within approved baseline schedule (Public Works)	72%	85%	92%	85%	85%

CITY SERVICE AREA

STRATEGIC SUPPORT

OVERVIEW

OUTCOME 1: EXCELLENT CITY SERVICE DELIVERY THAT ENHANCES INTERNAL AND EXTERNAL CUSTOMER EXPERIENCE AND ENGAGEMENT

Strategic Goals	CSA Performance Measures	2023-2024 Actuals	2024-2025 Target	2024-2025 Estimate	2025-2026 Target	5-Year Goal
SG 1.2: <i>PM 1.2.6</i> Work as one team to facilitate a seamless customer experience	Average Days to Process Purchase Order. Average number of days to process and execute a purchase order after receipt of department request (Finance)	34	60	29	60	60
	<i>PM 1.2.7</i> Labor Compliance Site Visits and Interviews. % of reviewed Labor Compliance projects receiving at least two site visits and worker interviews by project completion (Public Works)	40%	60%	60%	70%	80%
	<i>PM 1.2.8</i> Vendor Invoice Disbursements Paid. % of vendor invoice disbursements paid within 45 days of invoice date (Finance)	79%	80%	79%	80%	80%
	<i>PM 1.2.9</i> Bond Rating. City's General Obligation Bond Rating (Finance)					
	- Moody's	Aa1	Aa1	Aa1	Aa1	Aa1
	- Standard & Poor's	AA+	AA+	AA+	AA+	AA+
	- Fitch	AAA	AAA	AAA	AAA	AAA

¹ The SJ311 Customer Satisfaction Survey will exclude "Neutral" effective Fiscal Year 2025-2026. Target indicates industry standard target for customer service satisfaction of 80%.

CITY SERVICE AREA

STRATEGIC SUPPORT

OVERVIEW

OUTCOME 2: STRATEGIC INVESTMENTS IN PEOPLE, TECHNOLOGY, AND ASSETS

Strategic Goals	CSA Performance Measures	2023-2024 Actuals	2024-2025 Target	2024-2025 Estimate	2025-2026 Target	5-Year Goal
SG 2.1: Ensure customers have the well-maintained facilities, tools, and equipment they need	<i>PM 2.1.1</i> Uptime and Availability. Information Technology uptime and availability:					
	- Business applications	97.66%	99.90%	98.3%	99.90%	99.90%
	- Systems	99.87%	99.90%	99.3%	99.90%	99.90%
	- Network	99.91%	99.90%	99.9%	99.90%	99.90%
	- Databases	100%	99.90%	99.9%	99.90%	99.90%
	- Voice (Information Technology, Public Works)	99.92%	99.90%	99.9%	99.90%	99.90%
	<i>PM 2.1.2</i> Facility Condition Rating. % of facilities with a condition assessment rating of good or better (3 or better on a 5-point scale) (Public Works)	93%	85%	85%	85%	85%
	<i>PM 2.1.3</i> Vehicle and Equipment Availability. % of vehicles and equipment that is available for use when needed:					
	- Police Patrol	100%	100%	100%	100%	100%
	- Fire	100%	100%	100%	100%	100%
- General Fleet	96%	97%	96%	98%	100%	
- Off Road	97%	98%	96%	98%	100%	
- Other (Public Works)	98%	98%	98%	98%	100%	
SG 2.2: Protect customers with timely review and enforcement of regulations	<i>PM 2.2.1</i> Minimum Wage Case Resolution. % of minimum wage compliance cases resolved (Public Works)	100%	60%	60%	70%	80%
	<i>PM 2.2.2</i> Contracts Rejected Under Wage Theft Policy. % of contracts review that are rejected due to wage theft policy noncompliance (Public Works)	.005%	0%	0.03%	0%	0%
	<i>PM 2.2.3</i> Workers' Compensation Claims Contact Completed. % of new workers' compensation claims that receive contact with employee, the City, and the treating physician within 3 working days (Human Resources)	98.3%	100%	100%	100%	100%
	<i>PM 2.2.4</i> Finance Contract Insurance Clearance Issued. % of Finance contracts processed for insurance clearance within 5 business days of receipt (Finance)	98%	90%	95%	93%	90%

CITY SERVICE AREA

STRATEGIC SUPPORT

OVERVIEW

OUTCOME 3: INCLUSIVE, ADAPTIVE, AND SUSTAINABLE WORK ENVIRONMENT

Strategic Goals	CSA Performance Measures	2023-2024 Actuals	2024-2025 Target	2024-2025 Estimate	2025-2026 Target	5-Year Goal
SG 3.1: Ensure a safe, healthy, and well-trained workforce	PM 3.1.1 Human Resources Training Usage. % of employees who took a Human Resources-coordinated training in the last 12 months (Human Resources)	26%	25%	25%	28%	35%
	PM 3.1.2 Workers Compensation Claims Closure Rate. % of workers' compensation claims closed (Human Resources)	102%	100%	100%	100%	100%
	PM 3.2.1 Filled Positions. % of positions filled as a total of budgeted positions (Human Resources)	89.5%	90.05%	90.05%	90.05%	90.05%
SG 3.2: Attract and retain a high-performing workforce	PM 3.2.2 Employee Turnover Rate. Employee Turnover Rate (excluding retirement)	7.8%	<10%	6.2%	<10%	<10%
	PM 3.2.3 Employee Engagement by Generational Breakdown. % of employees by generation:					
	- 1925 -1945: Silent Generation	0.5%	0.4%	0.4%	0.3%	0.1%
	- 1946 -1964: Baby Boomer Generation	9.1%	9.0%	9.0%	8.5%	7.0%
	- 1965 -1979: Generation X	27.6%	27.5%	27.5%	27.2%	26.5%
	- 1980 -1995: Generation Y	38.8%	39.1%	39.1%	39.5%	40.4%
	- 1996 -2010: Generation Z (Human Resources)	24.1%	24.0%	24.0%	24.5%	26.0%

Strategic Support CSA Level Data Sources

Identifier	Data Source
PM 1.1.1	Annual IT Customer Satisfaction Survey
PM 1.1.2	Fleet Assetworks
PM 1.1.3	Infor EAM Enterprise Asset Management System
PM 1.1.4	Altigen and Zoom data
PM 1.2.1	Customer survey assessing customer satisfaction with services provided by departments through the San Jose 311 web and mobile application
PM 1.2.2	Service requests that were logged into SJ311 for the following services: Other Issues, Graffiti, Illegal Dumping, Streetlight Outage, Potholes and Container Issues
PM 1.2.3	Project Close Out documentation and tracking sheet.
PM 1.2.4	CPMS, data extracted and reviewed in SmartSheet
PM 1.2.5	CPMS, data extracted and reviewed in SmartSheet
PM 1.2.6	Commodity Report for Unencumbered OP and Regular OP and PO – BI Launchpad (FMS)
PM 1.2.7	Staff Reports
PM 1.2.8	FMS BI Launchpad Report ran by IT
PM 1.2.9	Publicly published on the rating agencies websites (Moody's, S&P, Fitch)
PM 2.1.1	Solarwinds Monitoring, Oracle Enterprise Manager
PM 2.1.2	Infor EAM Enterprise Asset Management System
PM 2.1.3	Fleet Assetworks
PM 2.2.1	Smart Sheet
PM 2.2.2	Sharepoint and Smartsheet
PM 2.2.3	Annual PSFSS Memo
PM 2.2.4	Annual PSFSS Memo, Adopted Budget pg 559 and Risk Management Services Memo
PM 3.1.1	SharePoint
PM 3.1.2	Annual PSFSS Memo
PM 3.2.1	PeopleSoft Query
PM 3.2.2	PeopleSoft Query
PM 3.2.3	PeopleSoft Query

**CITY SERVICE AREA
STRATEGIC SUPPORT**

PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
FINANCE DEPARTMENT			
• Business Tax Amnesty Program		125,000	125,000
• Disaster Recovery and Grants Management Reorganization	(1.00)	(236,522)	(236,522)
<i>Subtotal</i>	(1.00)	(111,522)	(111,522)
HUMAN RESOURCES DEPARTMENT			
• Digital Recruitment Infrastructure and Workforce Pipeline Development		150,000	150,000
• Benefits Staffing	1.00	97,741	0
• Recruitment and Development Staffing Reorganization	0.00	(253,060)	(253,060)
<i>Subtotal</i>	1.00	(5,319)	(103,060)
INFORMATION TECHNOLOGY DEPARTMENT			
• Hyperconverged Infrastructure Refresh		2,293,517	2,036,752
• San José 311 Program Support and Staffing	4.00	801,172	301,826
• Cybersecurity Staffing and Services	1.00	612,247	468,647
• Equity Through Data Lead Staffing	1.00	302,114	302,114
• Public Information Staffing	1.00	274,001	274,001
• Information Technology Service Management Support		240,000	240,000
• PeopleSoft Update Manager Upgrade		195,000	195,000
• Oracle Database Appliances		169,000	101,000
• AI Digital Privacy Staffing	1.00	164,506	164,506
• AMANDA Permitting System		150,000	30,000
• SharePoint Project Support Staffing	(1.00)	(263,898)	(263,898)
• Project Management Staffing	(1.00)	(259,738)	(259,738)
• Enterprise Resource Planning Project Staffing	(1.00)	(240,896)	(240,896)
• Non-Personal/Equipment Savings		(140,000)	(140,000)
• Human Resources, Payroll, and Budget Systems		(100,000)	(100,000)
• Contractual Services Savings			
<i>Subtotal</i>	5.00	4,197,025	3,109,314

**CITY SERVICE AREA
STRATEGIC SUPPORT**

PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
PUBLIC WORKS DEPARTMENT			
• Measure T Operations and Maintenance	2.00	383,000	383,000
• Regional Wastewater Facility, Sanitary Sewer, and Housing CIP Team Support	1.00	191,102	0
• Fleet Vehicle Acquisition and Build Up Staffing	1.00	163,533	0
• Facilities Management Support Staffing	1.00	119,028	119,028
• Public Works Department Staffing Plan – Capital Improvement Program	(6.00)	(938,532)	0
• Electrical Maintenance Staffing	(2.00)	(416,028)	(416,028)
• Office of Equality Assurance Staffing	(1.00)	(197,460)	(197,460)
<i>Subtotal</i>	(4.00)	(695,357)	(111,460)
Subtotal Departments	1.00	3,384,827	2,783,272
MAYOR, CITY COUNCIL, AND APPOINTEES			
Approved changes appear in the next section of this document	2.00	9,581,767	9,333,621
GENERAL FUND CAPITAL, TRANSFERS AND RESERVES			
• Capital Contributions: 9-1-1 Dispatch Backup Generator Replacements		5,000,000	5,000,000
• Capital Contributions: Animal Care and Services - Various Improvements		250,000	250,000
• Capital Contributions: Center for Performing Arts Chiller Replacement		600,000	600,000
• Capital Contributions: Facility Lighting Replacement		250,000	250,000
• Capital Contributions: The Tech Interactive Corroded HVAC Pipes Remediation		1,000,000	1,000,000
• Capital Contributions: Unanticipated/Emergency Repair and Maintenance		(200,000)	(200,000)
• Transfer to Other Funds: Communications Construction and Conveyance Tax Fund		(200,000)	(200,000)
• Transfer to Other Funds: Vehicle Maintenance and Operations Fund		(500,000)	(500,000)
• Earmarked Reserves: Cultural Facilities Capital Maintenance Reserve		(1,250,000)	(1,250,000)
• Earmarked Reserves: Information Technology Sinking Fund Reserve		(300,000)	(300,000)
Subtotal Other Changes	0.00	4,650,000	4,650,000
Total Proposed Budget Changes	3.00	17,616,594	16,766,893