STRATEGIC SUPPORT CSA

2026-2027 PROPOSED OPERATING BUDGET

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 work environment

Presenter: Khaled Tawfik, Director, Information Technology/Chief Information Officer
Panelists: Aram Kouyoumdjian, Director, Human Resources/Employee Relations
Sylvia Jefferson, Assistant Director, Finance
Matt Loesch, Director, Public Works

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

STRATEGIC SUPPORT CSA

Core Services

Finance

Debt & Treasury Management
Disbursements
Financial Reporting
Purchasing & Risk Management
Revenue Management

Information Technology

Business Solutions
San José 311
Technology Infrastructure and Operations

Human Resources

Employee Benefits
Employment Services
Health & Safety
Recruitment, Workforce Development

Public Works

Facilities Management
Fleet and Equipment Services
Plan, Design, and Construct Public Facilities and Infrastructure

STRATEGIC SUPPORT CSA

Program Samples*

Finance

Payroll and Accounts Payable
General and Specialized Accounting
Purchasing & Risk Management
Accounts Receivable, Business Tax and Utility Billing
Revenue Audit and Compliance
Cashiering and Payment Processing
Banking Management
Debt and Investment Management
Finance Emergency Response and Recovery

Information Technology

Cybersecurity Office
Enterprise Resource Management
Advanced Applications and Services
Productivity and Collaboration Applications
Data Services
IT Systems and Operations
Voice and Data Network Infrastructure
City Customer Contact Center

Human Resources

Recruiting/Pipeline Activities Hiring/Selection
Classification/Compensation Services Medical Benefits
Workers' Compensation Administration / Employee Safety
Employee Training

Public Works

Facility Maintenance and Operations
Energy and Water Conservation
Fleet Maintenance and Operations
Radio Communication
City Facilities Architectural Services & Capital Project Administration

*** For a complete list of programs, please refer to the 2026-2027 Proposed Operating Budget**

STRATEGIC SUPPORT PERFORMANCE MEASURE DASHBOARD

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

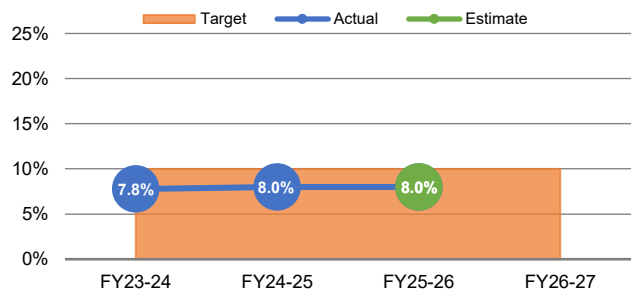
Bond Rating

City's General Obligation Bond Rating (Finance)

Fiscal Year	Moody's	Standard & Poor's	Fitch
FY21-22 Actual	Aa1	AA+	AAA
FY22-23 Actual	Aa1	AA+	AAA
FY23-24 Actual	Aa1	AA+	AAA
FY24-25 Actual	Aa1	AA+	AAA
FY25-26 Target	Aa1	AA+	AAA
FY25-26 Estimate	Aa1	AA+	AAA
FY26-27 Target	Aa1	AA+	AAA

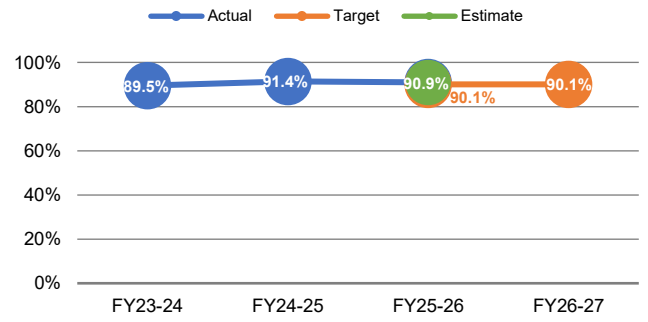
Employee Turnover Rate

% of employees that separated from the City from average active employees (Human Resources)
Source: PeopleSoft Query



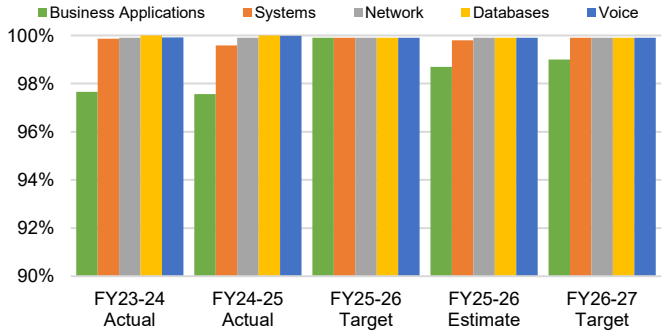
Filled Positions

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



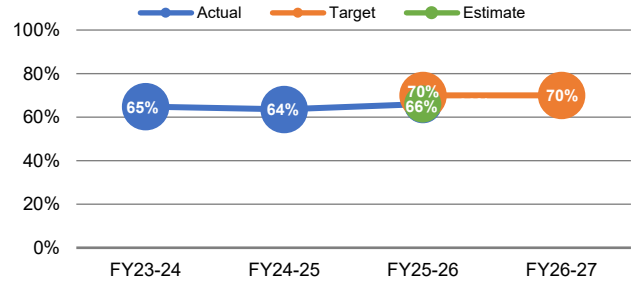
Uptime and Availability

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



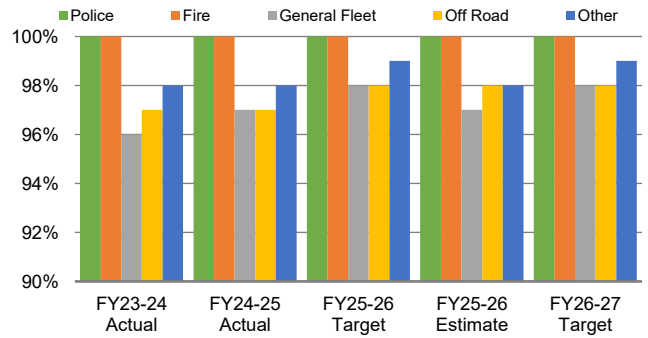
SJ311 Customer Satisfaction Score

% 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 needed (Public Works)



STRATEGIC SUPPORT

Budget Summary

Department	2025-2026 Adopted	2026-2027 Forecast	2026-2027 Proposed	% Change from Forecast
Finance*	$86,816,825	$88,740,962	$89,212,683	0.5%
Information Technology	$44,239,265	$39,676,179	$47,262,907	19.1%
Human Resources**	$152,833,524	$158,735,004	$158,580,133	(0.1%)
Public Works***	$210,323,741	$183,226,199	$186,403,846	1.7%
CSA Total	**$494,213,355**	**$470,378,344**	**$481,459,569**	**2.4%**
Positions	**761.06**	**756.36**	**746.61**	**(1.3%)**

* Includes payments in debt service and special funds
** The Human Resources Budget includes the Budget for Employee Benefits totaling $133,800,465; $139,872,958; and $139,872,958, respectively.
*** The Public Works Department has additional funding budgeted in both the Neighborhood Services City Service Area and the Community and Economic Development City Service Area.

STRATEGIC SUPPORT
2026-2027 PRIORITIES / SERVICE DELIVERY

- Protect and allocate City financial resources for community needs; ensure timely payments to employees and vendors, accurate financial reporting, top-quality procurement and delivery, and efficient business systems.

- Maintain gains in vacancy rate by expanding digital recruitment; evaluating, streamlining, and innovating for effective hiring practices; and building long-term capacity through strategic pipeline programs.

- Maintain City facilities, equipment, vehicles, and manage space usage; oversee the City's capital projects, ensuring on-time and on-budget delivery of facilities.

- Leverage innovative solutions and data to support City priorities, address service gaps, improve quality of life, and provide departments with analytics tools for evidence-based decision-making and enhanced service delivery.

STRATEGIC SUPPORT

Proposed Budget Actions

Proposal Title	Amount	Previously Funded One-Time?
Information Technology Equipment Refresh (ITD)	$5,000,000	N
City-Wide Grants Management Software (FIN)	$500,000	N
Fleet Maintenance Services Enhancement Staffing (PW)	$380,298	N
San José 311 Migration (ITD)	$276,000	N
Cashiering and Payment Processing Application Migration (FIN)	$100,000	N
Finance Administration & Payment Processing Staffing (FIN)	($282,153)	N
Transfer to Vehicle Maintenance and Operations Fund (PW)	($250,000)	N
Unanticipated/Emergency Maintenance (PW)	($250,000)	N
Workforce Development Pipeline Staffing (HR)	($211,860)	N
Help Desk Staffing (ITD)	($193,186)	N

STRATEGIC SUPPORT CSA SUMMARY

- Achieve strong financial performance for the City's public resources
- Maintain City facilities, equipment, and vehicles, and manage space usage
- Ensure employees and customers have the well-maintained facilities, technology tools, and equipment they need
- Ensure a well-trained, engaged, and customer service-oriented workforce
- Enrich the quality of life in San José through innovation, collaboration, and engagement

STRATEGIC SUPPORT CSA

2026-2027 PROPOSED OPERATING BUDGET

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