

# Strategic Support City Service Area Performance Modernization

Public Safety, Finance and Strategic Support Committee

Agenda Item (d)2.

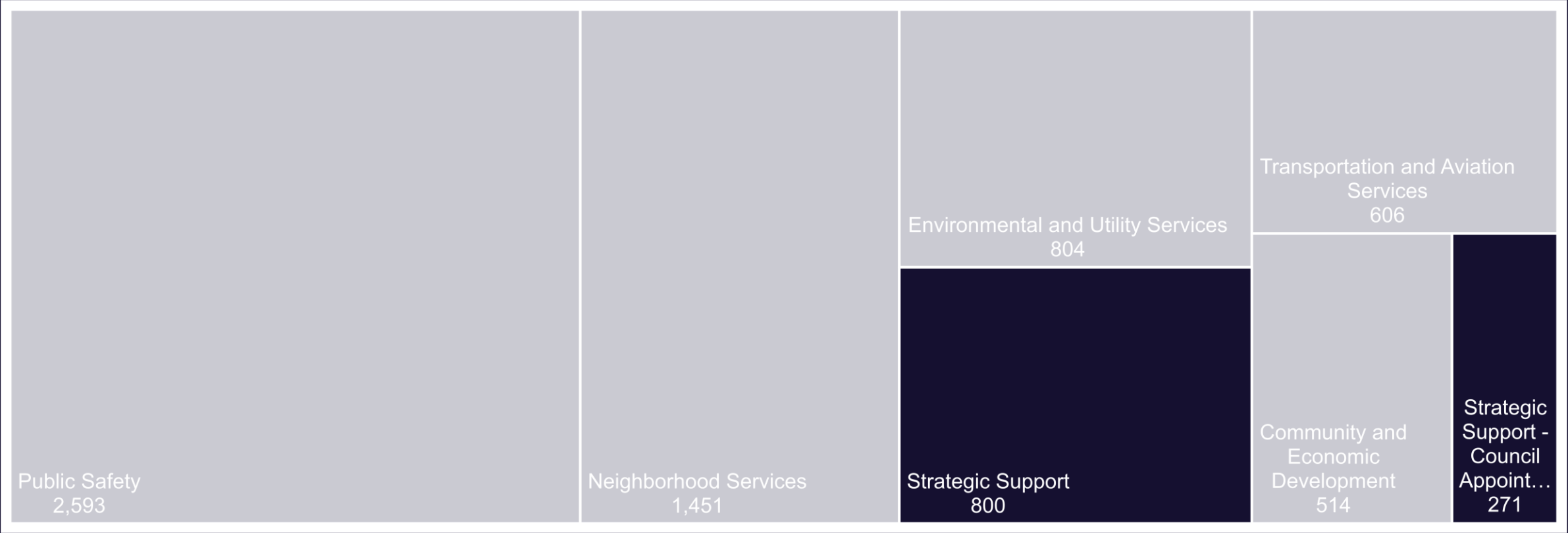
November 21, 2024

Erik Chiarella Jensen, Assistant to the City Manager

Jennifer Piozet, Senior Executive Analyst

# Strategic Support CSA 2023-2024 Budgeted FTEs

City staffing spanning 4 Departments and 15 Core Services; 5 Appointee Offices and 5 Core Services



Core Services	<div>Finance<ul style="list-style-type: none"><li>Debt and Treasury Management</li><li>Disbursements</li><li>Financial Reporting</li><li>Purchasing and Risk Management</li><li>Revenue Management</li></ul></div>	<div>Human Resources<ul style="list-style-type: none"><li>Employee Benefits</li><li>Employment Services</li><li>Health and Safety</li><li>Training and Development</li></ul></div>	<div>Information Technology<ul style="list-style-type: none"><li>Business Solutions</li><li>San José 311</li><li>Technology Infrastructure and Operations</li></ul></div>	<div>Public Works<ul style="list-style-type: none"><li>Facilities Management</li><li>Fleet and Equipment Services</li><li>Plan, Design, and Construct Public Facilities and Infrastructure</li></ul></div>	<div>Appointees<ul style="list-style-type: none"><li>City Attorney</li><li>City Auditor</li><li>City Clerk</li><li>City Manager</li><li>Retirement Services</li><li>Independent Police Auditor*</li></ul></div>
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\* The Independent Police Auditor is aligned to the Public Safety CSA, which was modernized in FY 2023-2024.

# Strategic Support CSA by the Numbers

**+260k**

Financial Payments

**+300k**

SJ311 Customer Contact Center Contacts

**+23k**

Technology Help Desk tickets

**+25k**

Facilities Work Orders Completed

**2,870**

City Fleet Vehicles and Equipment

**675**

Legal Claims and Lawsuits Filed

**+\$15m**

Estimated Audit Monetary Benefits

**173**

Public Meetings Staffed

**31**

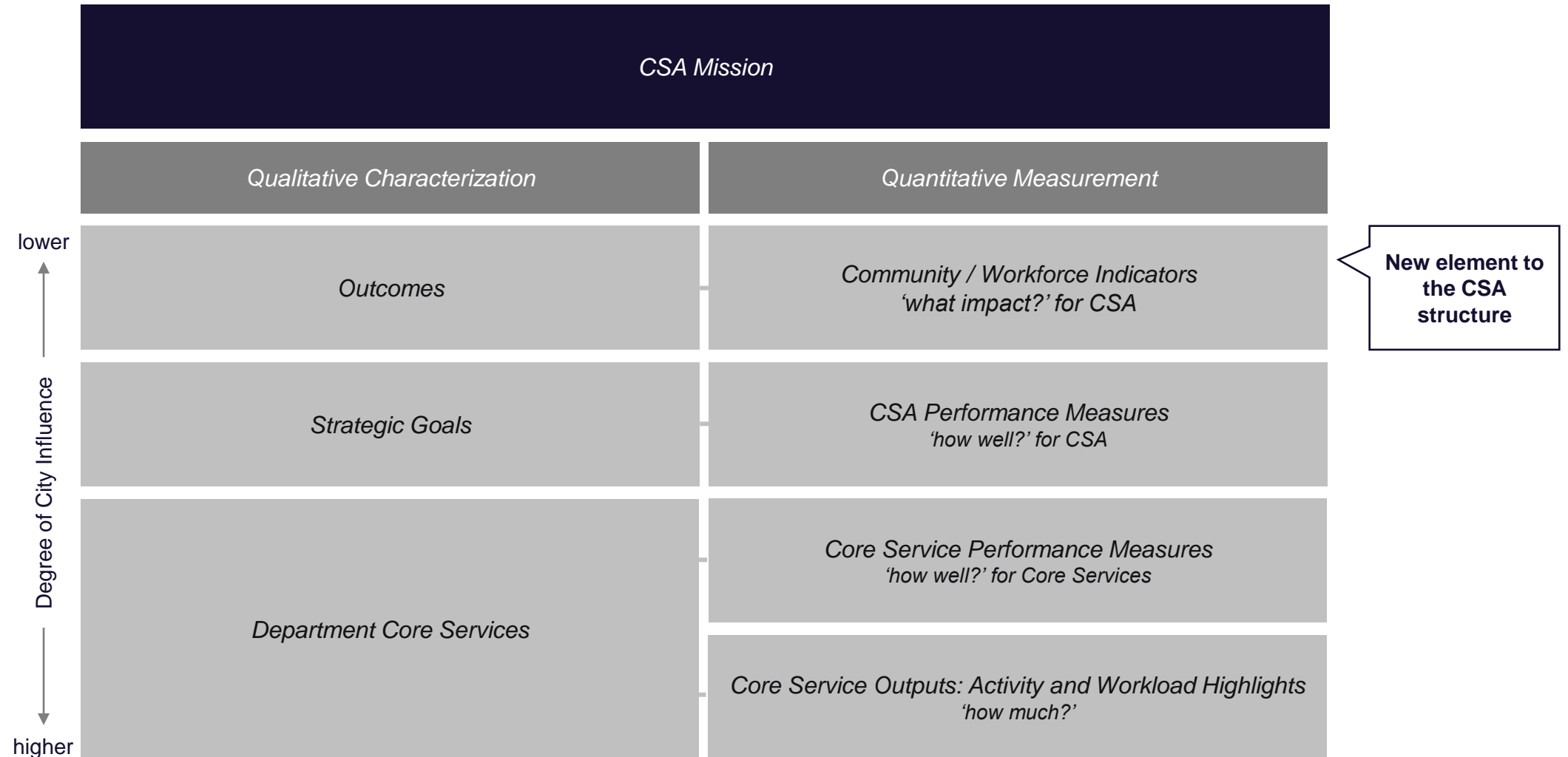
Labor Meet and Confer Issues

**400**

City Council Agenda Reports Approved

# City Service Area Performance Management

Systematically aligning qualitative and quantitative elements to monitor and evaluate services



# Strategic Support CSA

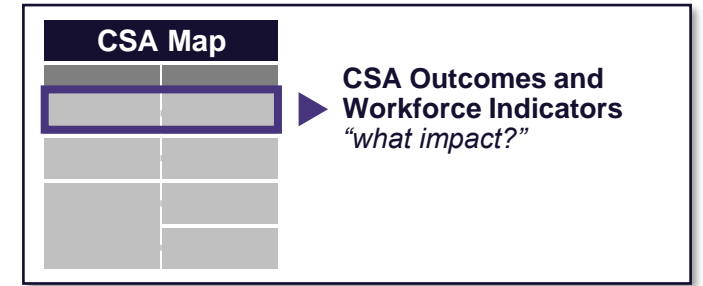
## Updated Mission, Outcomes, and Strategic Goals

<i>Mission</i>	Shape an empathetic, engaged, and high-performing workforce with reliable infrastructure, technologies, and finances to enable accessible City services.			
<i>Outcomes</i>	1. Excellent City service delivery that enhances internal and external customer experience and engagement.	2. Strategic investments in people, technology, and assets.	3. Inclusive, adaptive, and sustainable work environment.	
<i>Strategic Goals</i>	1.1 Set and exceed customer expectations. 1.2 Work as one team to facilitate a seamless customer experience.	2.1 Ensure customers have the well-maintained facilities, tools, and equipment they need. 2.2 Protect customers with timely review and enforcement of regulations.	3.1 Ensure a safe, healthy, and well-trained workforce. 3.2 Attract and retain a high-performing workforce.	
<i>Core Services</i>	<i>Finance</i> <ul style="list-style-type: none"> <li>Debt and Treasury Management</li> <li>Disbursements</li> <li>Financial Reporting</li> <li>Purchasing and Risk Management</li> <li>Revenue Management</li> </ul>	<i>Human Resources</i> <ul style="list-style-type: none"> <li>Employee Benefits</li> <li>Employment Services</li> <li>Health and Safety</li> <li>Training and Development</li> </ul>	<i>Information Technology</i> <ul style="list-style-type: none"> <li>Business Solutions</li> <li>San José 311</li> <li>Technology Infrastructure and Operations</li> </ul>	<i>Public Works</i> <ul style="list-style-type: none"> <li>Facilities Management</li> <li>Fleet and Equipment Services</li> <li>Plan, Design, and Construct Public Facilities and Infrastructure</li> </ul>

# Strategic Support CSA

## Workforce Indicators by Outcome

Measurement that quantifies trends affecting the well-being of the City of San Jose Workforce



<i>Outcomes</i>	1. Excellent City service delivery that enhances internal and external customer experience and engagement.	2. Strategic investments in people, technology, and assets.	3. Inclusive, adaptive, and sustainable work environment.
<i>Workforce Indicators</i>	1.1 Per capita community resourcing. 1.2 City employee demographics compared to San Jose community demographics we serve. 1.3 Bilingual-certified City employees by language to community demographics we serve.	2.1 City's General Obligation Bond rating. 2.2 City's Deferred Maintenance and Infrastructure Backlog. 2.3 Fleet vehicles past useful life.	3.1 Employees that are eligible for retirement. 3.2 San Jose Sales Tax revenue.

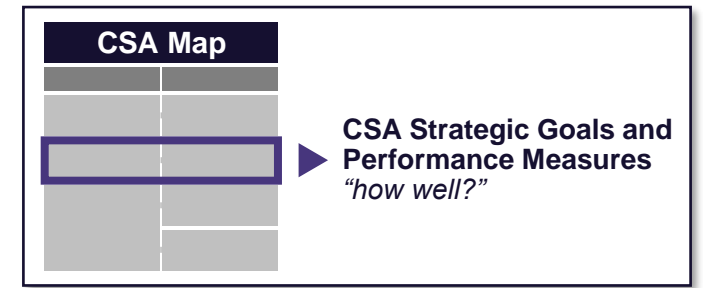
Note: All workforce indicator data can be disaggregated by race/ethnicity or geographic location.



# Strategic Support CSA

## CSA Performance Measures by Outcome

Measurement that describes ‘how well’ a CSA is meeting its strategic goals



Outcomes	1. Excellent City service delivery that enhances internal and external customer experience and engagement.	2. Strategic investments in people, technology, and assets.	3. Inclusive, adaptive, and sustainable work environment.
CSA Performance Measures	<ul style="list-style-type: none"> <li>Information Technology Customer Satisfaction Rates.</li> <li>Fleet and Equipment Services Customer Satisfaction Rates.</li> <li>Facility Services Customer Satisfaction Rate.</li> <li>Revenue Management Call Timeliness.</li> <li>SJ311 Customer Satisfaction Score.</li> <li>SJ311 Requests Meeting Time Targets.</li> <li>Projects with Baseline Budget.</li> <li>Projects within Baseline Schedule.</li> <li>Average Days to Process Purchase Order.</li> <li>Labor Compliance Site Visits and Interviews.</li> <li>Vendor Invoice Disbursements Paid.</li> </ul>	<ul style="list-style-type: none"> <li>Uptime and Availability.</li> <li>Facility Condition Rating.</li> <li>Vehicle and Equipment Availability.</li> <li>Minimum Wage Case Resolution.</li> <li>Contracts Rejected Under Wage Theft Policy.</li> <li>Cybersecurity Training Completion.</li> <li>Workers' Compensation Claims Contact Completed.</li> <li>Finance Contract Insurance Clearance Issued.</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Training Usage.</li> <li>Workers Compensation Claims Closure Rate.</li> <li>Filled Positions.</li> <li>Employee Turnover Rate.</li> <li>Employee Engagement by Generational Breakdown.</li> </ul>

# Strategic Support CSA Appointees

## Updated Missions and Outcomes

Office	City Attorney	City Auditor	City Clerk	City Manager	Retirement Services
<i>Missions</i>	The Office of the City Attorney is committed to providing excellent legal services and advice, consistent with the highest professional and ethical standards, with the goal of protecting and advancing the City's interests in serving the people of San José.	Identify ways to increase the economy, efficiency, effectiveness, equity, and accountability of City government by independently assessing and reporting on City operations and services.	Provide strategic support services and leadership to maximize public access to municipal government.	Provide strategic leadership to support the Mayor and City Council in its public policy decisions and deliver accessible, equitable, and quality services, facilities, and opportunities to the City's diverse residents, businesses, and visitors.	Provide and maintain financially sound pension and healthcare plans.
<i>Outcomes</i>	<ol style="list-style-type: none"> <li>1. City Business is Conducted Lawfully.</li> <li>2. City's Interests are Protected and Business Goals are Advanced.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify Ways to Increase the Economy, Efficiency, Effectiveness, Equity, and Accountability of City Government.</li> <li>2. Provide Independent, Reliable, Accurate, and Timely Information to the City Council, city management, and the general public.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Municipal Legislative Process is Accessible and Open to the Community.</li> </ol>	<ol style="list-style-type: none"> <li>1. A responsible administrative, budgetary, and policy framework for Mayor and City Council public policy decision-making.</li> <li>2. Supported, engaged, and empowered employees that provide efficient, effective, and inclusive services, facilities, and opportunities to the community.</li> </ol>	<ol style="list-style-type: none"> <li>1. Retirement plans are properly administered.</li> <li>2. Ensure fiscally sound investments to satisfy Retirement Plans' obligations.</li> </ol>



# Recommendation

Accept the status report on performance modernization updates for the Strategic Support City Service Area, including mission, outcomes, strategic goals and workforce indicators, performance measures, and activity and workload highlights.

## Next Steps

- Budget Office to publish the updated mission, outcomes, strategic goals, and performance metrics in FY 25-26 Operating Budget
- CSAs will share performance measures during the Budget Study Sessions and take performance targets into consideration when crafting budget proposals

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