

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



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

Human Resources

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

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

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



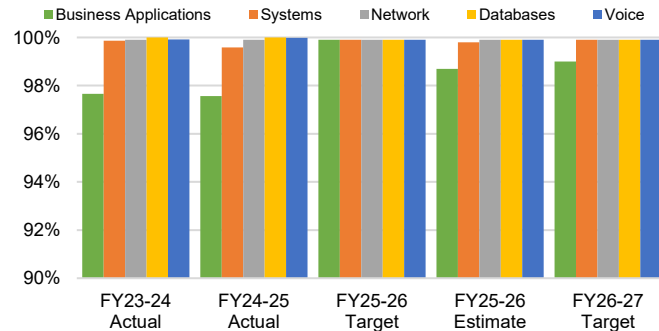
Bond Rating

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

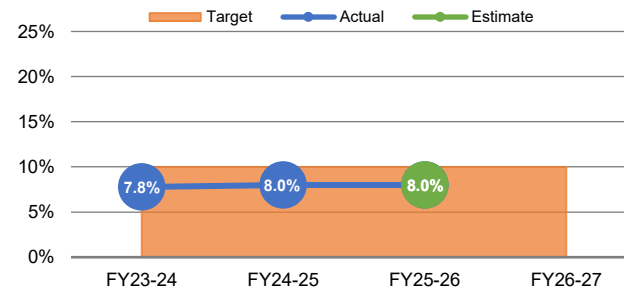
Uptime and Availability

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



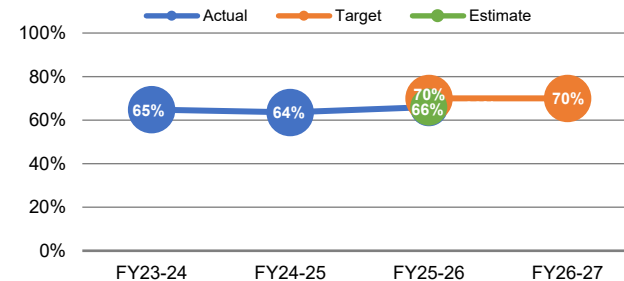
Employee Turnover Rate

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



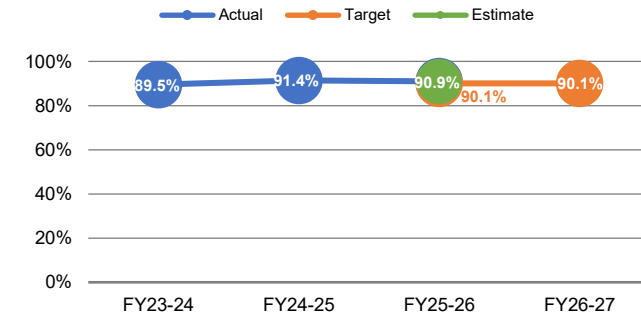
SJ311 Customer Satisfaction Score

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



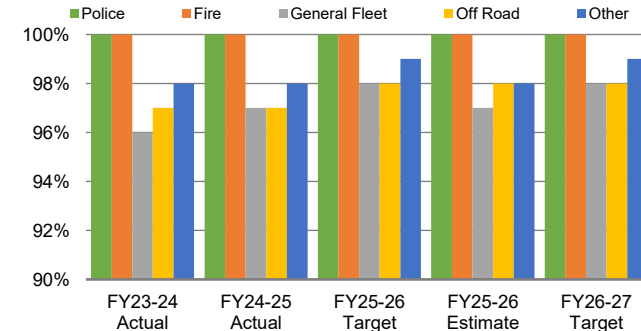
Filled Positions

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



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

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