

Office of the
City Manager
Debra Figone, City Manager

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Provide strategic leadership that supports the Mayor and the City Council and motivates and challenges the organization to deliver high quality services that meet the community's needs

City Service Area

Strategic Support

Core Services

Analyze, Develop, and Recommend Public Policy

Provide professional expertise and support to the City Council in the formulation, interpretation, and application of public policy

Lead and Advance the Organization

Advance organizational vision, determine accountability, set organizational goals, and build organizational capacity

Manage and Coordinate City-Wide Service Delivery

Provide strategic direction and management for City-wide operations and service delivery

Strategic Support: Clerical Support and Financial Management

Office of the City Manager

Department Budget Summary

	2007-2008 Actual 1	2008-2009 Adopted 2	2009-2010 Forecast 3	2009-2010 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Analyze, Develop, and Recommend Public Policy	\$ 4,255,779	\$ 4,380,369	\$ 5,288,095	\$ 4,610,504	5.3%
Lead and Advance the Organization	1,460,230	1,658,725	1,559,406	1,454,578	(12.3%)
Manage and Coordinate City-Wide Service Delivery	5,631,058	5,487,159	5,289,761	4,878,665	(11.1%)
Strategic Support	103,793	892,515	551,971	551,971	(38.2%)
Total	\$ 11,450,860	\$ 12,418,768	\$ 12,689,233	\$ 11,495,718	(7.4%)
Dollars by Category					
Personal Services					
Salaries/Benefits	\$ 10,305,735	\$ 11,140,172	\$ 11,503,300	\$ 10,371,160	(6.9%)
Overtime	41,941	114,106	115,818	80,818	(29.2%)
Subtotal	\$ 10,347,676	\$ 11,254,278	\$ 11,619,118	\$ 10,451,978	(7.1%)
Non-Personal/Equipment					
Total	\$ 1,103,184	1,164,490	1,070,115	1,043,740	(10.4%)
Total	\$ 11,450,860	\$ 12,418,768	\$ 12,689,233	\$ 11,495,718	(7.4%)
Dollars by Fund					
General Fund	\$ 11,292,649	\$ 12,094,184	\$ 12,353,239	\$ 11,247,470	(7.0%)
Airport Maint & Opers	81,827	109,706	112,401	79,496	(27.5%)
Integrated Waste Mgmt	0	8,796	9,803	9,803	11.4%
Low/Moderate Housing	35,195	65,556	66,536	44,600	(32.0%)
Sewer Svc & Use Charge	14,591	35,201	36,008	25,039	(28.9%)
SJ/SC Treatment Plant Oper	26,598	102,027	107,571	85,635	(16.1%)
Water Utility	0	3,298	3,675	3,675	11.4%
Total	\$ 11,450,860	\$ 12,418,768	\$ 12,689,233	\$ 11,495,718	(7.4%)
Authorized Positions	90.00	89.00	86.00	85.69	(3.7%)

Office of the City Manager

Budget Reconciliation

(2008-2009 Adopted to 2009-2010 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2008-2009):	89.00	12,418,768	12,094,184
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Employee Relations Projects		(150,000)	(150,000)
• Strong Neighborhoods Initiative (Expanded) whose funding appeared in the City-Wide Expenses section			
- 1.0 Analyst II	(1.00)	0	0
- 2.0 Community Coordinator	(2.00)	0	0
- 1.0 Community Services Supervisor	(1.00)	0	0
One-time Prior Year Expenditures Subtotal:	(4.00)	(150,000)	(150,000)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes and the following position reallocations:		364,840	353,430
- 1.0 Accounting Technician to 1.0 Analyst II			
- 1.0 Senior Executive Analyst to 1.0 Assistant to the City Manager			
• Conversion of City Manager Operational Improvements funding (City Council 10/16/07) to 1.0 Deputy Director	1.00	0	0
• Employee Relations Special Audits		20,000	20,000
• Washington DC lobbyist contract increase		15,500	15,500
• Non-Personal/Equipment COLA		11,375	11,375
• Contractual Services COLA		7,750	7,750
• Sacramento lobbyist lease		1,000	1,000
Technical Adjustments Subtotal:	1.00	420,465	409,055
2009-2010 Forecast Base Budget:	86.00	12,689,233	12,353,239
Budget Proposals Approved			
1. Assistant City Manager Temporary Vacancy		(299,508)	(299,508)
2. CIP Action Team Staffing	(2.00)	(281,407)	(281,407)
3. Legislative Public Policy Director Temporary Vacancy		(218,051)	(130,305)
4. Community-Based Organization Contract Oversight Management Staffing	(1.00)	(174,744)	(174,744)
5. Strong Neighborhoods Initiative (RDA)	(1.56)	(86,355)	(86,355)
6. Domestic Violence Prevention Program Funding Reallocation		(60,145)	(60,145)
7. City Manager's Budget Office Overtime		(35,000)	(35,000)
8. Budget Documents Duplicating Efficiencies		(25,000)	(25,000)
9. City Manager Salary Reduction		(11,930)	(11,930)
10. City Manager Non-Personal/Equipment Funding COLA		(11,375)	(11,375)
11. Office of Employee Relations Staffing Reallocation	0.25	0	0
12. Strong Neighborhoods Initiative (CMO)	0.00	0	0
13. Strong Neighborhoods Initiative (Expanded)	4.00	0	0
14. Rebudget: Wikiplanning Project (Civic Engagement)		10,000	10,000
Total Budget Proposals Approved	(0.31)	(1,193,515)	(1,105,769)
2009-2010 Adopted Budget Total	85.69	11,495,718	11,247,470

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Assistant City Manager Temporary Vacancy		(299,508)	(299,508)

Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

Lead and Advance the Organization

Manage and Coordinate City-Wide Service Delivery

With the recent announcement of the retirement of the Assistant City Manager, this action holds this position vacant in 2009-2010. This position is responsible for the daily management of the Office of the City Manager, oversees the Strategic Support CSA Departments, the Intergovernmental Relations Office, and the Office of Emergency Services, and serves as the City Manager's representative to the Silicon Valley Regional Interoperability Project. This position also provides additional leadership capacity to the organization, addressing difficult and complex issues that often involve one or more departments, external agencies, and numerous stakeholders. With the approved action to leave this position vacant, the Assistant City Manager duties will be assigned to the existing Deputy City Managers, and the City Manager will need to use existing staff for "executive-level" support. (Ongoing savings: \$0)

Performance Results:

Quality, Customer Satisfaction With this vacancy, the span of control for the Deputy City Managers will increase as these positions will absorb the critical tasks performed by the Assistant City Manager. The City Manager's Office will have less capacity to address complex and difficult issues and the City Manager will have less support overseeing the day-to-day operations of the City.

2. CIP Action Team Staffing	(2.00)	(281,407)	(281,407)
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Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

This action eliminates two filled Senior Executive Analyst positions assigned to the Capital Improvement Program (CIP) Action Team. The CIP Action Team was formed at the beginning of the City's Decade of Investment to help improve delivery of capital projects, develop regular reporting to the City Council and the public on the status of capital projects, and work with staff on resolving difficult issues to ensure the timely delivery of projects. As the City's major capital projects are nearing completion, the CIP Action Team efforts to provide City Council offices and the public with regular project updates is expected to be less critical. With the elimination of these positions, the semi-annual status reports on capital projects will be eliminated. There will also be less staff support for special projects, CSA monthly meetings to discuss the status of capital projects, and assistance to departments with difficult capital issues. The remaining staff to address special projects and City-wide initiatives includes one Assistant to the City Manager and a Senior Executive Analyst. (Ongoing savings: \$305,884)

Performance Results:

Cycle Time, Customer Satisfaction This action results in the elimination of semi-annual status reports on capital projects and Strong Neighborhoods Initiative (SNI) projects, resulting in various departments reporting individually on key projects. Additionally, this action will impact the ability of the City Manager's Office to provide direct management and coordination of special capital projects, potentially impacting the timeliness of these projects as the duties will have to be absorbed by departments and the Redevelopment Agency.

Office of the City Manager

Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
3. Legislative Public Policy Director Temporary Vacancy		(218,051)	(130,305)

Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

This action delays the recruitment of the Director of Legislative and Public Policy for one year, leaving this position vacant in 2009-2010. This position was created in 2007-2008 to add capacity to the Intergovernmental Relations activities in the City Manager's Office as well as to serve as a liaison and lead for regional intergovernmental relations efforts. The duties of this position include managing the City's external relationships with other governmental agencies and legislative bodies; communicating legislative activities affecting City operations and identifying potential impact on City operations; advising City staff on various legislative issues; and overseeing the City's State and federal lobbyists to secure federal and State funds, grant funds, and legislative support for priority City projects as well as limiting exposure to potential actions at the State and federal level that will adversely affect the City. (Ongoing savings: \$0)

Performance Results:

Quality, Cost Current Intergovernmental Relations activities, which have focused primarily on monitoring the State Budget and the impacts to the City, would continue. However, the more in-depth focus on regional and federal issues will be delayed, which will limit the City Manager's ability to be proactive and strategic in the area of legislative support and to provide leadership to staff on legislative topics.

4. Community-Based Organization Contract Oversight Management Staffing	(1.00)	(174,744)	(174,744)
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Strategic Support CSA

Manage and Coordinate City-Wide Service Delivery

This action eliminates a vacant Administrative Officer that is responsible for coordinating and overseeing several contracts with the City's community-based organizations (CBOs) and non-profit organizations, such as History San José, Children's Discovery Museum, and the Tech Museum. The work performed by this position will be shifted to the non-profit platform team. The non-profit platform provides a systematic and proactive operating framework to be used by all City Departments when contracting with, evaluating, and supporting a CBO through grants or other funding. (Ongoing savings: \$174,744)

Performance Results:

Quality, Customer Satisfaction Efforts to oversee high profile organizations will be significantly impacted, and the work will be absorbed to the extent possible by the current non-profit platform team.

Office of the City Manager

Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
5. Strong Neighborhoods Initiative (RDA)	(1.56)	(86,355)	(86,355)

Strategic Support CSA

Manage and Coordinate City-Wide Service Delivery

This action eliminates one vacant Community Activity Worker position (vacant since October 2007) and a vacant 0.56 part-time Community Activity Worker position and the associated reimbursement from the San José Redevelopment Agency for these positions. Community Activity Workers support the Strong Neighborhoods Initiative (SNI) team by identifying and developing community leaders, building capable neighborhood organizations, and partnering with Neighborhood Action Coalitions to implement the SNI Neighborhood Improvement Plans. The remaining SNI staff will continue to absorb the duties of these vacant positions. (Ongoing savings: \$86,355)

Performance Results:

Quality, Customer Satisfaction The current level of service will remain as the existing SNI staff will continue to absorb the duties of these positions.

6. Domestic Violence Prevention Program Funding Reallocation		(60,145)	(60,145)
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Strategic Support CSA

Manage and Coordinate City-Wide Service Delivery

This action reallocates funding equivalent to 0.50 of an Executive Analyst II position to an existing City-Wide allocation for the Domestic Violence Prevention Program. This position provides the staffing for the Domestic Violence Prevention Program, which supports activities and policy actions related to preventing and reducing violence against women and girls. (Ongoing savings: \$60,145)

Performance Results:

No impacts to current performance levels are anticipated as a result of this funding reallocation as sufficient funds remain in the City-Wide allocation to deliver the Domestic Violence Prevention Program.

7. City Manager's Budget Office Overtime		(35,000)	(35,000)
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Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

This action reduces the overtime funding in the City Manager's Budget Office. The Budget Office is responsible for preparing the City's Proposed and Adopted Capital and Operating Budgets, Annual Report, Mid-Year Budget Review, Fees and Charges Document, Five-Year Forecast, and Bi-Monthly Financial Reports. During peak times, the development of these documents typically requires the use of overtime. This reduction will result in a diminished ability to have classified staff work overtime on these reports as well as other special city-wide projects and will require close management of these expenditures. (Ongoing savings: \$35,000)

Performance Results:

Cost, Quality This action reduces the amount of overtime available to work on the budget during peak times and may inhibit the ability of the Budget Office to work on special projects.

Office of the City Manager

Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
8. Budget Documents Duplicating Efficiencies		(25,000)	(25,000)

Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

This action will reduce the non-personal/equipment funding in the City Manager's Budget Office by \$25,000 for duplicating and printing budget documents. The number of copies printed for Departments and Council Members will be reduced to two copies of the Annual Report, Mid-Year Budget Review, Proposed and Adopted Capital Budget, Proposed and Adopted Operating Budget, Fees and Charges, and Five-Year Forecast. Staff will continue to post these budget documents on the City Manager's Budget Office website. (Ongoing savings: \$25,000)

Performance Results:

Cost, Customer Satisfaction This action reduces the costs available for printing budget documents and is expected to have minimal impact because the budget documents will be available on the City's website.

9. City Manager Salary Reduction		(11,930)	(11,930)
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Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

As announced on April 2, 2009, this action rollbacks the salary of the City Manager by 3.75% to the base compensation level earned in 2007-2008. This reduction is consistent with the rollback of the salaries for the City Attorney, City Auditor, and City Clerk. The total appointee salary rollback for the four positions will generate approximately \$40,000 in General Fund savings. (Ongoing savings: \$11,930)

Performance Results:

No impacts to the current performance levels will result from this action.

10. City Manager Non-Personal/Equipment Funding COLA		(11,375)	(11,375)
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Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

This action reduces the non-personal/equipment funding in the City Manager's Office, Analyze, Develop, and Recommend Public Policy Core Service totaling \$11,375 in the General Fund. As a result of this action, a 1.5% cost of living adjustment (COLA) applied to the Department's 2009-2010 base non-personal/equipment budget will be eliminated. The City Manager's Office will carefully manage their non-personal/equipment expenditures to ensure the office remains within budgeted levels. (Ongoing savings: \$11,375)

Performance Results:

No significant change to current service levels are expected as a result of this action.

Office of the City Manager

Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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11. Office of Employee Relations Staffing Reallocation	0.25	0	0
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Strategic Support CSA
Lead and Advance the Organization

This technical adjustment reallocates a 0.75 part-time Office Specialist II to a 1.0 Executive Assistant resulting in the net addition of 0.25 position. The reallocation of the Office Specialist, budgeted in the 2009-2010 Proposed Operating Budget, was inadvertently omitted. The Executive Assistant will provide administrative oversight of the functions in the Office of Employee Relations which will relieve existing staff to focus on labor strategy, collaboration solutions, and planning aspects. (Ongoing costs: \$0)

Performance Results:

Quality, Cycle Time This action will relieve existing staff from the administrative functions in the Office of Employee Relations to focus on labor strategy, collaboration solutions, and planning aspects.

12. Strong Neighborhoods Initiative (CMO)	0.00	0	0
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Strategic Support CSA
Manage and Coordinate City-Wide Service Delivery

This action eliminates 5.94 Community Activity Worker positions that support the Strong Neighborhoods Initiative starting in 2010-2011. In 2009-2010, these positions will be funded from the Neighborhood Investment Fund Reserve. The use of one-time funding in 2009-2010 allows time for SNI service delivery optimization efforts. In 2010-2011, a new funding source will need to be identified if these positions were to continue. (Ongoing savings: \$321,080)

Performance Results:

Cycle Time This action sustains current staffing and service delivery through 2009-2010, allowing time to reevaluate service delivery for 2010-2011.

13. Strong Neighborhoods Initiative (Expanded)	4.00	0	0
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Strategic Support CSA
Manage and Coordinate City-Wide Service Delivery

This action will continue four limit-dated positions (1.0 Analyst I, 2.0 Community Coordinator, and 1.0 Community Services Supervisor) through June 2010 to support the Building Strong Neighborhoods Pilot Program, Neighborhood Development Center (NDC) team, and the civic engagement efforts of the City Manager's Office. This team is responsible for building and sustaining capable, cohesive, and action-oriented organizations that can effectively partner with City departments to implement neighborhood priorities and improve service delivery. The funding for these positions appears in the City-Wide Expenses section of this document. (Ongoing costs: \$0)

Performance Results:

Cycle Time This action sustains current staffing and service delivery while exploring options for the SNI program.

Office of the City Manager

Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
14. Rebudget: Wikiplanning Project (Civic Engagement)		10,000	10,000
<i>Strategic Support CSA Analyze, Develop, and Recommend Public Policy</i>			
This action rebudgets 2008-2009 unexpended non-personal/equipment funds for the Wikiplanning project. Wikiplanning is an online solution for improving civic engagement, an important component of most urban planning initiatives. (Ongoing costs: \$0)			
Performance Results: N/A (Final Budget Modification)			
2009-2010 Adopted Budget Changes Total	(0.31)	(1,193,515)	(1,105,769)

Office of the City Manager

Departmental Position Detail

Position	2008-2009 Adopted	2009-2010 Adopted	Change
Accounting Technician	1.00	0.00	(1.00)
Administrative Assistant	4.00	4.00	-
Administrative Officer	1.00	0.00	(1.00)
Analyst II	7.00	8.00	1.00
Assistant Budget Director	1.00	1.00	-
Assistant City Manager	1.00	1.00	-
Assistant to the City Manager	8.00	9.00	1.00
Budget Director	1.00	1.00	-
City Manager	1.00	1.00	-
Community Activity Worker	5.00	4.00	(1.00)
Community Activity Worker PT	4.25	3.69	(0.56)
Community Coordinator	12.00	12.00	-
Community Services Supervisor	3.00	3.00	-
Deputy City Manager	3.00	3.00	-
Deputy Director	0.00	1.00	1.00
Development Specialist	1.00	1.00	-
Director of Intergovernmental Relations	1.00	1.00	-
Employee Relations Director	1.00	1.00	-
Executive Analyst II	5.00	5.00	-
Executive Assistant	0.00	1.00	1.00
Legislative Research Specialist	1.00	1.00	-
Office Specialist II	1.00	1.00	-
Office Specialist II PT	0.75	0.00	(0.75)
Public Education & Community Information Manager	1.00	1.00	-
Secretary	3.00	3.00	-
Secretary to the City Manager	1.00	1.00	-
Senior Executive Analyst	14.00	11.00	(3.00)
Senior Supervisor, Administration	1.00	1.00	-
Staff Technician	3.00	3.00	-
Video/Multimedia Producer	3.00	3.00	-
Total Positions	89.00	85.69	(3.31)