

# Office of the City Manager

Norberto Dueñas, City Manager

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**P**rovide 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

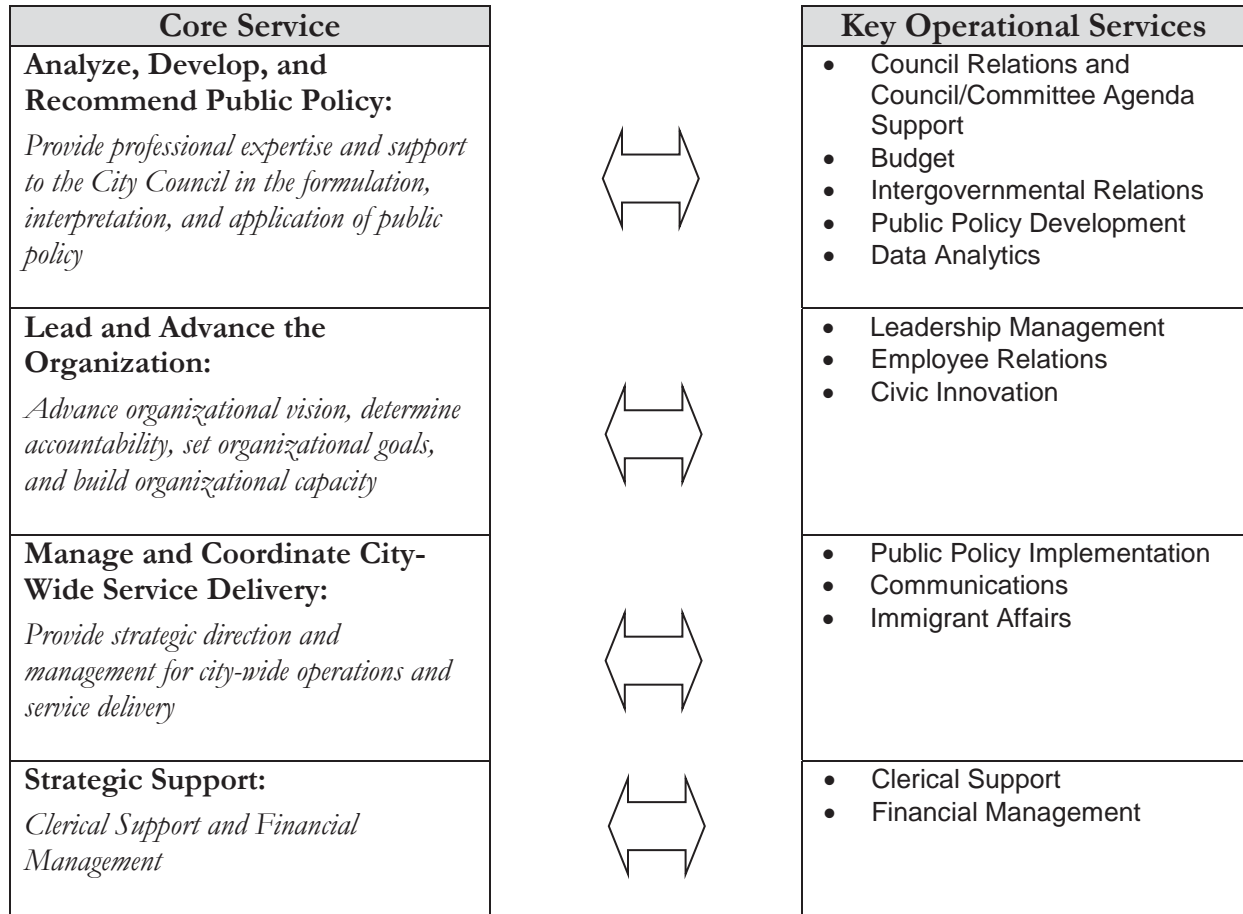
Lead and Advance the Organization  
Advance organizational vision, determine accountability, set organizational goals, and build organizational capacity

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

## Service Delivery Framework



# Office of the City Manager

## Department Budget Summary

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### Expected 2016-2017 Service Delivery

- The City Manager's Office will continue to provide strategic leadership that supports the Mayor and City Council and challenges the organization to deliver high-quality, cost-effective services that meet the needs of the community.
- The City Manager's Office will continue to support the City Council's setting of priorities among ordinances and other initiatives, as well as monitor and report progress on the development and implementation of these priorities. The City Manager's Office will also continue to support the City Council in implementing fiscal sustainability and other potential ballot measures or initiatives.
- The City Manager's Office will continue to engage the workforce through ongoing structured communication and the coordination and implementation of an overarching workforce support and development strategy to effectively engage, recruit, and retain employees.
- The Budget Office will continue to effectively forecast and monitor both revenues and expenditures in over 110 different funds in 2016-2017 and will develop the 2017-2018 Proposed Budget for City Council consideration that incorporates program budgeting with the new budget system. The focus will be on maintaining budget stability and strategically investing the City's limited resources to keep our community safe, invest for our future, and maximize efficiency and effectiveness.
- The Office of Employee Relations will be engaged in a variety of labor relations with the City's 11 bargaining units as needed in 2016-2017.
- The Office of Innovation and Digital Strategy will be established in order to move the City forward by pursuing opportunities that keep the City on the front line of innovation. The team will seek to improve the efficiency and effectiveness of service delivery by complementing the Smart City Vision.
- Intergovernmental Relations will continue to pursue and protect the best interest of the City through legislative advocacy at the regional, state and federal levels with resources dedicated in the Office of the City Manager and the Sacramento Legislative Office.
- The Communication Office will continue to keep the community informed about City services, achievements, and issues; develop and improve effective communication channels; and support departmental communication efforts and programs.
- The Office of Immigrant Affairs, in coordination with the Welcoming San José Steering Committee, will continue to develop a plan to create a welcoming environment for immigrants and strategies that support the integration of various immigrant groups in San José.

### 2016-2017 Key Budget Actions

- Establishes the Office of Innovation and Digital Strategy that will provide oversight and implementation support for City innovation projects, technology and programs. The addition of 1.0 Deputy City Manager and 1.0 Senior Executive Analyst along with the existing Data Analytics Team will serve as a primary point of contact for new ideas with corporate partners and enhance opportunities to facilitate the use of technology, data and evidence for decision making throughout the City.
- One-time funding for the purchase of a new Web Content Management System for the City's internet, with secure external hosting, support and maintenance for websites is included.

### Operating Funds Managed

- Ice Centre Revenue Fund
- San José Municipal Stadium Capital Fund

# Office of the City Manager

## Department Budget Summary

	2014-2015 Actual 1	2015-2016 Adopted 2	2016-2017 Forecast 3	2016-2017 Proposed 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Analyze, Develop, and Recommend Public Policy	\$ 5,114,255	\$ 5,583,713	\$ 5,806,259	\$ 5,502,048	(1.5%)
Lead and Advance the Organization	2,486,137	2,347,142	2,644,978	3,600,877	53.4%
Manage and Coordinate City-Wide Service Delivery	3,877,647	4,568,761	4,434,403	4,784,403	4.7%
Strategic Support	359,987	396,756	303,142	303,142	(23.6%)
<b>Total</b>	<b>\$ 11,838,026</b>	<b>\$ 12,896,372</b>	<b>\$ 13,188,782</b>	<b>\$ 14,190,470</b>	<b>10.0%</b>
<b>Dollars by Category</b>					
Personal Services					
Salaries/Benefits	\$ 10,808,924	\$ 11,793,152	\$ 12,016,968	\$ 12,408,656	5.2%
Overtime	56,846	62,478	62,478	62,478	0.0%
Subtotal	\$ 10,865,770	\$ 11,855,630	\$ 12,079,446	\$ 12,471,134	5.2%
Non-Personal/Equipment					
Total	972,256	1,040,742	1,109,336	1,719,336	65.2%
<b>Total</b>	<b>\$ 11,838,026</b>	<b>\$ 12,896,372</b>	<b>\$ 13,188,782</b>	<b>\$ 14,190,470</b>	<b>10.0%</b>
<b>Dollars by Fund</b>					
General Fund	\$ 11,511,554	\$ 12,753,823	\$ 13,044,236	\$ 14,045,924	10.1%
Airport Maint & Oper	222,818	24,500	24,500	24,500	0.0%
Low/Mod Income Hsg Asset	45,724	49,971	51,093	51,093	2.2%
Sewer Svc & Use Charge	22,035	26,013	26,558	26,558	2.1%
SJ/SC Treatment Plant Oper	35,895	42,065	42,395	42,395	0.8%
<b>Total</b>	<b>\$ 11,838,026</b>	<b>\$ 12,896,372</b>	<b>\$ 13,188,782</b>	<b>\$ 14,190,470</b>	<b>10.0%</b>
<b>Authorized Positions by Core Service</b>					
Analyze, Develop, and Recommend Public Policy	28.40	28.00	28.70	26.70	(4.6%)
Lead and Advance the Organization	12.90	13.40	15.10	19.10	42.5%
Manage and Coordinate City-Wide Service Delivery	22.20	19.70	17.30	17.30	(12.2%)
Strategic Support	2.00	2.00	2.00	2.00	0.0%
<b>Total</b>	<b>65.50</b>	<b>63.10</b>	<b>63.10</b>	<b>65.10</b>	<b>3.2%</b>

# Office of the City Manager

## Budget Reconciliation

(2015-2016 Adopted to 2016-2017 Proposed)

	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>Prior Year Budget (2015-2016):</b>	<b>63.10</b>	<b>12,896,372</b>	<b>12,753,823</b>
<hr/> <b>Base Adjustments</b> <hr/>			
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
● Salary/benefit changes and the following position reallocations: - 1.0 Deputy City Manager to 1.0 Sr. Deputy City Manager - 1.0 Senior Executive Analyst to 1.0 Assistant to the City Manager		284,990	282,993
● Vacancy Factor		(62,674)	(62,674)
● Pier Systems News and Information Website		20,647	20,647
● Hosted Webstreaming and Closed Captioning Services		16,700	16,700
● Website Analytics and Hosting Services		15,837	15,837
● CreaTV Video Production Broadcast Services for City Meetings		10,000	10,000
● Music Licensing		2,600	2,600
● Software Licensing Subscription		1,700	1,700
● Professional development program		1,500	1,500
● Sacramento Office Lease		1,110	1,110
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>292,410</b>	<b>290,413</b>
<b>2016-2017 Forecast Base Budget:</b>	<b>63.10</b>	<b>13,188,782</b>	<b>13,044,236</b>
<hr/> <b>Budget Proposals Recommended</b> <hr/>			
1. Office of Civic Innovation and Digital Strategy	2.00	651,688	651,688
2. Web Content Management		350,000	350,000
<b>Total Budget Proposals Recommended</b>	<b>2.00</b>	<b>1,001,688</b>	<b>1,001,688</b>
<b>2016-2017 Proposed Budget Total</b>	<b>65.10</b>	<b>14,190,470</b>	<b>14,045,924</b>

# Office of the City Manager

## Budget Changes By Department

Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>1. Office of Civic Innovation and Digital Strategy</b></p> <p><i><b>Strategic Support CSA</b></i>  <i>Analyze, Develop, and Recommend Public Policy</i>  <i>Lead and Advance the Organization</i></p> <p>This action establishes the Office of Innovation and Digital Strategy through the addition of 1.0 Deputy City Manager and 1.0 Senior Executive Analyst (SEA), and reassigns the existing Budget Office Data Analytics Team consisting of 1.0 SEA and 1.0 Executive Analyst to this new office. The Office will provide oversight, coordination and implementation support for City innovation projects and programs and lead the Administration's effort to support the Mayor and City Council in implementing the Smart Cities Vision. The team will work with various Departments to develop ideas and partnerships to solve service delivery problems, as well as keep pace with developing public and private innovations that enhance City services. The team will also serve as a primary point of contact for new ideas with corporate partners, facilitate the Administration's Civic Innovation Cabinet, and assist staff in preparing and vetting concepts to meet both operational and innovation goals. As San José aims to lead as a smart city and ensure future-ready digital infrastructure for the entire community, this action also provides one-time funding of \$250,000 to begin the process of developing an Information and Communications Technology Masterplan for the City government organization, as well as for the broader San José community. This will be a significant, strategic, multi-year, effort that will involve the Information Technology Department, and other key Departments, as well as technical consulting expertise. These funds allow the project to get started in 2016-2017 with assessment and documentation of assets in digital form (e.g., conduit location and condition), identification of gaps in our network, articulation of priority needs and opportunities, and analysis of potential public-private partnership models, including a potential Request for Proposals to test private interest in investing in our municipal fiber network. (Ongoing costs: \$401,688)</p>	2.00	651,688	651,688
<p><b>2. Web Content Management System</b></p> <p><i><b>Strategic Support CSA</b></i>  <i>Manage and Coordinate City-Wide Service Delivery</i></p> <p>This action adds one-time funding of \$350,000 for the purchase of a Web Content Management System (Web CMS) for the City's internet websites. The current agreement with the City's Web CMS provider is scheduled to expire on January 31, 2017. A Request for Proposal is currently underway to select a vendor for a multi-year agreement that will provide web-based software, project development, training, maintenance, support, and external hosting services for sanjoseca.gov and the intranet, if needed. The selected Web CMS will enhance and further support the City's website as a service delivery platform, foster consistency across web pages, simplify the process to post updates, improve the public's access to information, and provide dynamic content. In addition, the new content management system should enable the City's website(s) to comply with Americans with Disabilities Act accessibility and W3C standards, improve the user experience, provide a mobile and responsive platform, accommodate Web 2.0 and other technologies, and allow for tools that support community engagement. (Ongoing costs: \$0)</p>		350,000	350,000
<b>2016-2017 Proposed Budget Changes Total</b>	2.00	1,001,688	1,001,688

# Office of the City Manager

## Performance Summary




Analyze, Develop and Recommend Public Policy

### *Activity and Workload Highlights*

	2014-2015 Actual	2015-2016 Forecast	2015-2016 Estimated	2016-2017 Forecast
# of City Council agenda reports approved	680	880	725	750
# of City Council referrals assigned	75	80	70	75
# of City-sponsored bills	4	4	5	5
# of legislative items reviewed	1,429	4,800	3,900	4,000

Lead and Advance the Organization

### *Performance Measures*

	2014-2015 Actual	2015-2016 Target	2015-2016 Estimated	2016-2017 Target
 % of employees who take the workforce engagement survey	58%	65%	56%	65%
 Ratio of engaged employees for every one actively disengaged employee	1.2 : 1	1.5 : 1	N/A*	2.5 : 1
 Average employee rating of progress made on survey goals (1 to 5 scale)	3.56	3.56	N/A*	3.90

\* Data for these measures is collected biennial from the newly revamped Employee Survey, utilizing the Gallup Q12 methodology. The survey was first taken in December 2014.

### *Activity and Workload Highlights*

Activity & Workload Highlights	2014-2015 Actual	2015-2016 Forecast	2015-2016 Estimated	2016-2017 Forecast
# of "Step 3" grievances received**	5	12	3	5
# of training sessions offered by the Office of Employee Relations	82	65	89	90
# of formal disciplines received	31	40	30	35
# of external fair employment complaints filed	6	8	4	5






\*\* Step 3 grievances are defined as the final step in grievance procedures for internal resolution. If the grievance is not resolved at Step 3, unions may appeal it to arbitration. A grievance is defined as any dispute between the City and a union regarding the interpretation or application of the written Memorandum of Agreement or the Employer-Employee Resolution #39367, as amended.

# Office of the City Manager

## Performance Summary

### Manage and Coordinate City-Wide Service Delivery

#### Performance Measures

	2014-2015 Actual	2015-2016 Target	2015-2016 Estimated	2016-2017 Target
 % of core services meeting or exceeding levels established by the City Council	52%	63%	55%	63%
 % of core services meeting or exceeding their cycle time targets	45%	58%	52%	58%
 % of residents that are satisfied or very satisfied with the quality of City services	61%	75%	N/A*	65%
 % of residents contacting the City who say they are satisfied or very satisfied with the:				
- timeliness of City employees	68%	78%	N/A*	70%
- courtesy of City employees	80%	90%	N/A*	80%
- competency of City employees	74%	80%	N/A*	75%
 % of residents rating the quality of life in San José as good or excellent	72%	82%	N/A*	75%

\*\* Data for this measure is collected through the biennial City-Wide Community Survey. The next community survey will be conducted in fall 2016, and those results will be reported in the 2017-2018 Proposed Budget.

#### Activity and Workload Highlights

	2014-2015 Actual	2015-2016 Forecast	2015-2016 Estimated	2016-2017 Forecast
# of contracts/agreements approved	1,050	1,250	1,150	1,100



# Office of the City Manager

## Departmental Position Detail

Position	2015-2016 Adopted	2016-2017 Proposed	Change
Administrative Assistant	1.00	1.00	-
Analyst I/II	6.00	6.00	-
Assistant Budget Director	1.00	1.00	-
Assistant City Manager	1.00	1.00	-
Assistant to the City Manager	10.00	11.00	1.00
Budget Director	1.00	1.00	-
City Manager	1.00	1.00	-
Deputy City Manager	2.00	2.00	-
Deputy Director	2.00	2.00	-
Director of Communication	1.00	1.00	-
Employee Relations Director	1.00	1.00	-
Executive Analyst I/II	5.00	5.00	-
Executive Assistant	2.00	2.00	-
Executive Assistant to the City Manager	1.00	1.00	-
Legislative Research Specialist	1.00	1.00	-
Office Specialist II	1.00	1.00	-
Program Manager I	1.00	1.00	-
Secretary	1.00	1.00	-
Secretary PT	0.50	0.50	-
Senior Deputy City Manager	0.00	1.00	1.00
Senior Executive Analyst	17.00	17.00	-
Senior Executive Analyst PT	0.60	0.60	-
Senior Supervisor, Administration	1.00	1.00	-
Staff Technician	5.00	5.00	-
<b>Total Positions</b>	<b>63.10</b>	<b>65.10</b>	<b>2.00</b>

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