

Office of the
City Manager
Norberto Dueñas, City Manager

M
I
S
S
I
O
N

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 Service

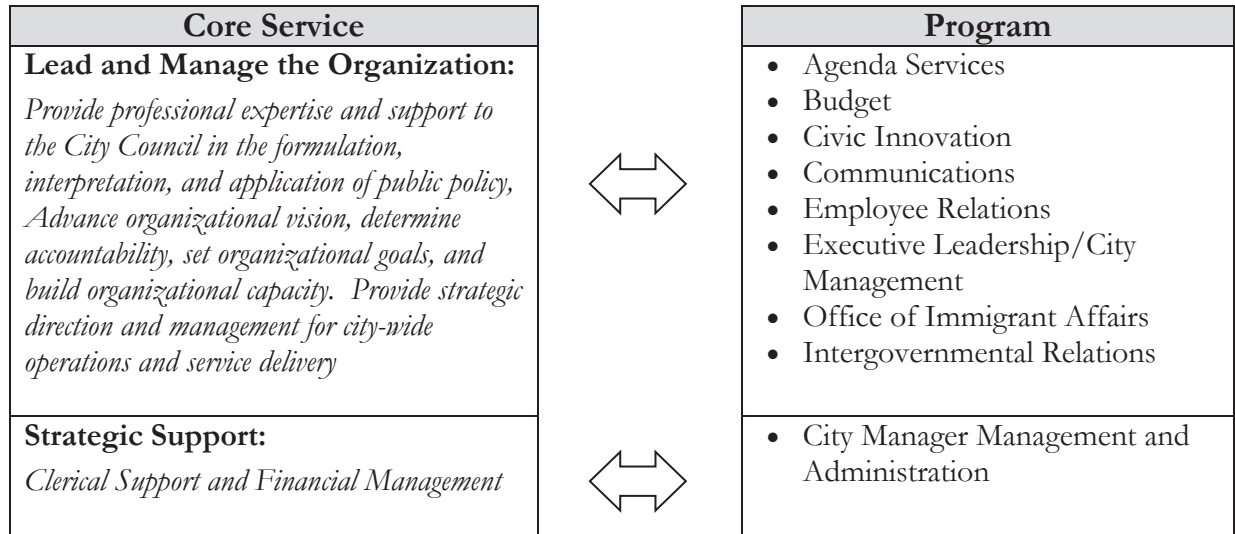
LEAD AND MANAGE THE ORGANIZATION

Provide professional expertise and support to the City Council in the formulation, interpretation, and application of public policy. Advance organizational vision, determine accountability, set organizational goals, and build organizational capacity. 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

Expected 2017-2018 Service Delivery

- The City Manager's Office will provide strategic leadership and facilitate service delivery through executive management. The Office 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 also supports the City Council implementing fiscal sustainability and developing other potential ballot measures and initiatives.
- The City Manager's Office will continue to engage the workforce through ongoing structured communication, labor agreements 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 100 City funds and will develop the 2018-2019 Budget for City Council consideration that continues to expand and enhance program budgeting and reporting with the new budget system.
- The Office of Employee Relations will be engaged in a variety of labor relations with the City's 11 bargaining units as needed.
- The Office of Civic Innovation will continue to pursue 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 and supporting departmental efforts to facilitate the use of technology, data and evidence based decision making throughout the City.
- Intergovernmental Relations will pursue and protect the best interest of the City through legislative advocacy at the regional, state and federal levels.
- The Communications Office will 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 will develop and implement programs to create a welcoming environment for immigrants and strategies that support the integration of various immigrant groups in San José.

2017-2018 Key Budget Actions

- Adds 1.0 ongoing Senior Executive Analyst position, along with \$375,000 in one-time contractual services funding, to support continued implementation of the Hyperion budgeting module of the Human Resources/Payroll/Budget System Project.
- Makes permanent funding of \$250,000 for the Office of Immigrant Affairs, providing support the priority goals contained in the "Welcoming San José Plan". Also adds one-time funding of \$75,000 to support partner organizations to improve communication in our diverse community about immigrants' rights and to provide additional trainings and education.

Operating Funds Managed

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

Office of the City Manager

Department Budget Summary

	2015-2016 ¹ Actual 1	2016-2017 ¹ Adopted 2	2017-2018 ¹ Forecast 3	2017-2018 Adopted 4
Dollars by Core Service				
Lead and Manage the Organization	n/a	n/a	n/a	\$ 15,424,001
Strategic Support	n/a	n/a	n/a	342,040
Strategic Support - Other*	n/a	n/a	n/a	5,309,979
Total	n/a	n/a	n/a	\$ 21,076,020
Dollars by Category				
Personal Services and Non-Personal/Equipment				
Salaries/Benefits	\$ 11,398,756	\$ 12,408,656	\$ 13,389,758	\$ 13,521,705
Overtime	64,923	62,478	50,000	50,000
Subtotal Personal Services	\$ 11,463,679	\$ 12,471,134	\$ 13,439,758	\$ 13,571,705
Non-Personal/Equipment	825,673	1,894,336	1,334,336	2,194,336
Total Personal Services & Non-Personal/Equipment	\$ 12,289,352	\$ 14,365,470	\$ 14,774,094	\$ 15,766,041
Other Costs²				
City Manager Gifts	n/a	n/a	n/a	\$ 2,479
City Manager Other	n/a	n/a	n/a	5,307,500
Total Other Costs	n/a	n/a	n/a	\$ 5,309,979
Total	n/a	n/a	n/a	\$ 21,076,020
Dollars by Fund				
General Fund	n/a	n/a	n/a	\$ 20,924,461
Gift Trust Fund	n/a	n/a	n/a	2,479
Airport Maint & Oper	n/a	n/a	n/a	24,500
Low/Mod Income Hsg Asset	n/a	n/a	n/a	53,712
Sewer Svc & Use Charge	n/a	n/a	n/a	27,707
SJ/SC Treatment Plant Oper	n/a	n/a	n/a	43,161
Total	n/a	n/a	n/a	\$ 21,076,020
Authorized Positions by Core Service				
Lead and Manage the Organization	n/a	n/a	n/a	63.45
Strategic Support	n/a	n/a	n/a	2.00
City Manager Other	n/a	n/a	n/a	0.65
Total	n/a	n/a	n/a	66.10

¹ Some data for the 2015-2016 Actual, 2016-2017 Adopted, and 2017-2018 Forecast columns are not available. With the change to a program-based budgeting model in 2017-2018, historical budget data by the new programs and core services is not available for prior periods. Beginning with the 2018-2019 Proposed Budget, data by program and core service will be provided for all budget periods.

² Fund Balance, Transfers, and Reserves for funds managed by the Office of the City Manager have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

Office of the City Manager

Department Budget Summary

	2015-2016 ¹ Actual	2016-2017 ¹ Adopted	2017-2018 ¹ Forecast	2017-2018 Adopted	2017-2018 Adopted FTE
Dollars by Program					
Lead and Manage the Organization					
Agenda Services	n/a	n/a	n/a	\$ 388,835	2.00
Budget Office	n/a	n/a	n/a	4,311,504	20.60
Civic Innovation	n/a	n/a	n/a	942,024	4.00
Communications	n/a	n/a	n/a	1,729,479	6.22
Employee Relations	n/a	n/a	n/a	2,222,658	13.00
Executive Leadership/City Management	n/a	n/a	n/a	4,140,108	13.63
Office of Immigrant Affairs	n/a	n/a	n/a	645,845	1.00
Intergovernmental Relations	n/a	n/a	n/a	1,043,548	3.00
Sub-Total	n/a	n/a	n/a	\$ 15,424,001	63.45
City Manager Strategic Support					
City Manager Management and Administration	n/a	n/a	n/a	\$ 342,040	2.00
	n/a	n/a	n/a	\$ 342,040	2.00
City Manager Strategic Support - Other ²					
City Manager Gifts	n/a	n/a	n/a	2,479	
City Manager Other Departmental - City-Wide	n/a	n/a	n/a	5,307,500	0.65
Sub-Total	n/a	n/a	n/a	\$ 5,309,979	0.65
Total	n/a	n/a	n/a	\$ 21,076,020	66.10

¹ Data for the 2015-2016 Actual, 2016-2017 Adopted, and 2017-2018 Forecast columns are not available. With the change to a program-based budgeting model in 2017-2018, historical budget data by the new programs and core services is not available for prior periods. Beginning with the 2018-2019 Proposed Budget, data by program and core service will be provided for all budget periods.

² Fund Balance, Transfers, and Reserves for funds managed by the Office of the City Manager have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

Office of the City Manager

Budget Reconciliation

Personal Services and Non-Personal/Equipment

(2016-2017 Adopted to 2017-2018 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2016-2017):	66.10	14,365,470	14,220,924
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Web Content Management		(350,000)	(350,000)
• Information and Communications Technology Master Plan and Digital Strategy		(250,000)	(250,000)
• Vietnamese-American Community Center Planning and Fundraising (1.0 Executive Analyst I/II)	(1.00)	0	0
One-time Prior Year Expenditures Subtotal:	65.10	(600,000)	(600,000)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes and the following position reallocations: - 1.0 Senior Executive Analyst to 1.0 Director, City Manager's Office - 1.0 Executive Analyst I/II to 1.0 Senior Executive Analyst		982,102	977,568
• Civic Innovation Non-Personal/Equipment funding transfer from City-Wide Organization Effectiveness Appropriation		50,000	50,000
• Retirement Prepayment Actuarial Services (Shift from City-Wide)		3,000	3,000
• Contractual Services Adjustment		(13,000)	(13,000)
• Overtime Budget		(12,478)	(12,478)
• Professional development program		(1,000)	(1,000)
Technical Adjustments Subtotal:	0.00	1,008,624	1,004,090
2017-2018 Forecast Base Budget:	65.10	14,774,094	14,625,014
Budget Proposals Approved			
1. City Manager's Budget Office Information Systems Staffing and Hyperion Budget System Phase II Implementation	1.00	475,674	475,674
2. Office of Immigrant Affairs		325,000	325,000
3. Alternative Pension Reform Measure F Implementation		31,272	31,272
4. Rebudget: Office of Immigrant Affairs		100,000	100,000
5. Rebudget: Office Space Remodel		60,000	60,000
Total Budget Proposals Approved	1.00	991,946	991,946
2017-2018 Adopted Budget Total:	66.10	15,766,040	15,616,960

Office of the City Manager

Budget Changes By Department Personal Services and Non-Personal/Equipment

2017-2018 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. City Manager's Budget Office Information System Staffing and Hyperion Budget System Phase II Implementation Strategic Support CSA Lead and Manage the Organization Core Service <i>Budget Office Program</i>	1.0	475,674	475,674
2. Office of Immigrant Affairs		325,000	325,000
Strategic Support CSA Lead and Manage the Organization Core Service <i>Office of Immigrant Affairs Program</i>			

This action adds 1.0 Senior Executive Analyst position to the City Manger's Budget Office to support the Hyperion software budgeting module of the recently implemented Human Resources/Payroll/Budget Systems Upgrade project. The position, effective July 1, 2017, will serve as a functional specialist to keep the Hyperion system properly maintained, train new users, and leverage the software's functionality. This action also provides \$375,000 in one-time non-personal/equipment contractual services funding for the second phase of work to streamline the budget system's user interface, improve functionality, and enhance reporting and analysis efforts. (Ongoing costs: \$110,000)

This action adds ongoing non-personal/equipment funding of \$250,000 to make permanent the City's Office of Immigrant Affairs and in so doing support the priority goals contained in the "Welcoming San José Plan". This action serves to meet the direction provided by the Mayor's March Budget Message for Fiscal Year 2017-2018, as approved by the City Council. The City's immigrant integration plan seeks to create a more informed, diverse, and welcoming experience for immigrants throughout San José and increase opportunities for shared prosperity and civic engagement by all community members. The funding will be used to continue efforts in the areas of translation and interpretation services, customer service training and civic engagement, as well as enhanced response to immigrant needs. The program works in coordination with the County of Santa Clara and various non-profit organizations. In addition, as directed in the Mayor's June Budget Message for 2017-2018, as approved by the City Council, this action provides one-time non-personal/equipment funding of \$75,000 to support partner organizations improving communication in our diverse community about immigrants' rights, creating plans for schools to address the needs of children whose parents face arrest and deportation, building out a digital tool for alerts and other information, and training private attorneys to provide pro bono immigration services. (Ongoing costs: \$250,000)

Office of the City Manager

Budget Changes By Department Personal Services and Non-Personal/Equipment









2017-2018 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p>3. Alternative Pension Reform Measure F Implementation</p> <p><i>Strategic Support CSA</i> <i>Core Service: Department-Wide</i> <i>Program: Department-Wide</i></p> <p>This action increases the Personal Services appropriation in various funds to account for additional retirement costs associated with the implementation of the Alternative Pension Reform Framework Settlement Agreement and the corresponding ballot measure, also known as Measure F, which was approved by the voters in November 2016. In 2015, the City entered into Alternative Pension Reform Framework Agreements with the eleven (11) bargaining units that represent City employees. The changes impact Tier 2 employees in the Federated City Employees' Retirement System and the Police and Fire Department Retirement Plan. As part of these Agreements, the City and the bargaining units agreed to enhance the Tier 2 pension benefits so that Tier 2 would be comparable to the CalPERS benefits at surrounding agencies. These revised pension benefits will assist with the recruitment and retention of City employees by making the City more competitive with other public agencies. The revised pension benefit structures have resulted in increased pension contribution rate costs for the City and employees. In addition, the revised pension contribution rates contain the unfunded liability associated with enhancing the Tier 2 benefit retroactively as each current employee's Tier 2 pension will be changed to the new formula retroactive to their date of hire. This cost is split on a 50/50 basis between the City and the Tier 2 employees. The Boards for the Federated City Employees Retirement System and the Police and Fire Department Retirement Plan approved the revised pension contribution rates factoring in Measure F on May 18, 2017 and June 1, 2017. (Ongoing costs: \$31,272)</p>		31,272	31,272
<p>4. Rebudget: Office of Immigrant Affairs</p> <p><i>Strategic Support CSA</i> <i>Lead and Manage the Organization Core Service</i> <i>Office of Immigrant Affairs Program</i></p> <p>This action rebudgets unexpended 2016-2017 non-personal/equipment funding of \$100,000 for Office of Immigrant Affairs for translation and interpretation services; customer service training, including cultural competency; and civic engagement. (Ongoing costs: \$0)</p>		100,000	100,000
<p>5. Rebudget: Office Space Remodel</p> <p><i>Strategic Support CSA</i> <i>Strategic Support Core Service</i> <i>City Manager Management and Administration Program</i></p> <p>This action rebudgets unexpended 2016-2017 non-personal/equipment funding of \$60,000 for an office space remodel of the 17th floor of City Hall. This action will provide funding to reconfigure office space for existing City Manager's Office personnel. (Ongoing costs: \$0)</p>		60,000	60,000
2017-2018 Adopted Budget Changes Total	1.00	991,946	991,946

Office of the City Manager

Performance Summary

Lead and Manage the Organization

Performance Measures

	2015-2016 Actual	2016-2017 Target	2016-2017 Estimated	2017-2018 Target
 % of employees who take the workforce engagement survey ¹	56%	65%	60%	65%
 Ratio of engaged employees for every one actively disengaged employee ¹	2.0 : 1	2.5 : 1	2.5 : 1	2.9 : 1
 Average employee rating of progress made on survey goals (1 to 5 scale) ¹	3.18	3.90	3.54	3.90
 % of core services meeting or exceeding levels established by the City Council	47.1%	63%	58.0%	63%
 % of core services meeting or exceeding their cycle time targets	37.7%	58%	45.8%	58%
 % of residents that are satisfied or very satisfied with the quality of City services	N/A ²	65%	N/A ²	65%
 % of residents contacting the City who say they are satisfied or very satisfied with the:				
- timeliness of City employees	N/A	70%	68%	70%
- courtesy of City employees	N/A	80%	78%	80%
- competency of City employees	N/A	75%	69%	75%
 % of residents rating the quality of life in San José as good or excellent	N/A ²	75%	N/A ²	75%

¹ Data for these measures is collected biennial from the newly revamped Employee Survey, utilizing the Gallup Q12 methodology. ²

² Data for this measure is not available since the question to collect the data was removed from the biennial City-Wide Community Survey. Survey questions were removed in an effort to streamline the survey to improve effectiveness and participation. A reevaluation of the entire set of survey questions will be conducted, and any corresponding performance measure changes will be reported in a future budget document.

Office of the City Manager

Performance Summary

Lead and Manage the Organization

Activity and Workload Highlights

	2015-2016 Actual	2016-2017 Forecast	2016-2017 Estimated	2017-2018 Forecast
# of "Step 3" grievances received ¹	4	5	2	5
# of training sessions offered by the Office of Employee Relations	94	90	64	72
# of formal disciplines received	32	35	23	35
# of external fair employment complaints filed	5	5	1	5
# of City Council agenda reports approved	742	750	750	750
# of City Council referrals assigned	105	75	80	80
# of City-sponsored bills	5	5	6	8
# of legislative items reviewed	4,868	4,000	3,500	3,700
# of contracts/agreements approved	933	1,100	950	900

¹ 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

Departmental Position Detail

Position	2016-2017 Adopted	2017-2018 Adopted	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	11.00	11.00	-
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, City Manager's Office	0.00	1.00	1.00
Director of Communication	1.00	1.00	-
Employee Relations Director	1.00	1.00	-
Executive Analyst I/II	6.00	4.00	(2.00)
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	1.00	1.00	-
Senior Executive Analyst	17.00	18.00	1.00
Senior Executive Analyst PT	0.60	0.60	-
Senior Supervisor, Administration	1.00	1.00	-
Staff Technician	5.00	5.00	-
Total Positions	66.10	66.10	0.00