

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 Service*

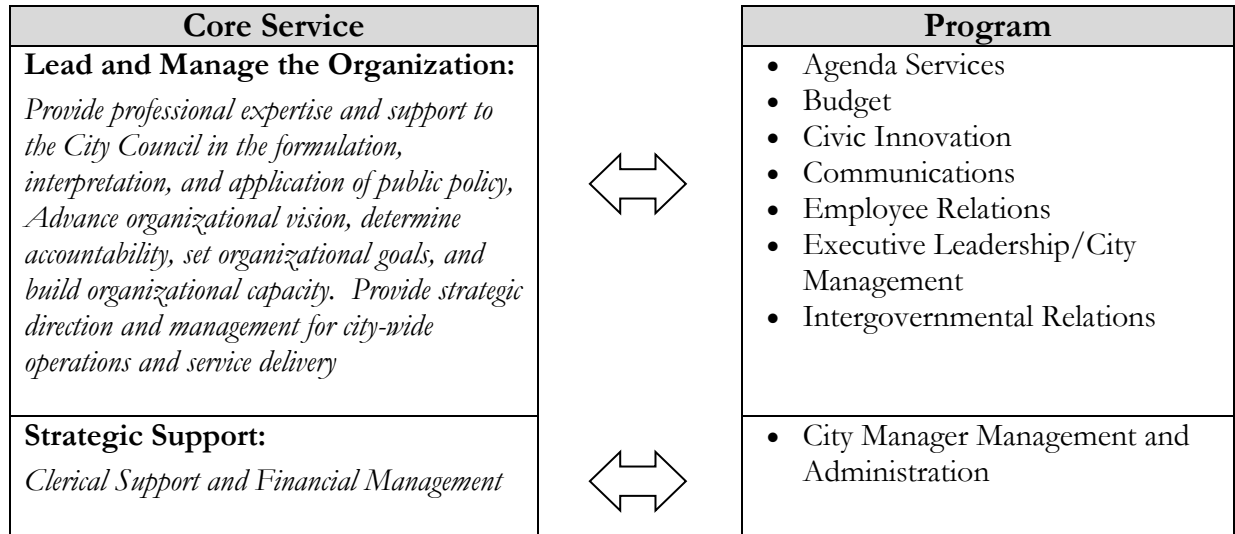
**LEAD AND MANAGE THE ORGANIZATION**

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

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### 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 support 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 with resources dedicated in the Office of the City Manager and the Sacramento Legislative Office.
- 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 an 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".

### Operating Funds Managed

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

# Office of the City Manager

## Department Budget Summary

	2015-2016 Actual 1	2016-2017 Adopted 2	2017-2018 Forecast 3	2017-2018 Proposed 4
<b>Dollars by Core Service</b>				
Lead and Manage the Organization	n/a	n/a	n/a	\$ 15,309,464
Strategic Support	n/a	n/a	n/a	281,305
City Manager Other	n/a	n/a	n/a	3,814,979
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 19,405,748</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	\$ 11,398,756	\$ 12,408,656	\$ 13,389,759	\$ 13,490,433
Overtime	64,923	62,478	50,000	50,000
Subtotal Personal Services	<u>\$ 11,463,679</u>	<u>\$ 12,471,134</u>	<u>\$ 13,439,759</u>	<u>\$ 13,540,433</u>
Non-Personal/Equipment	<u>825,673</u>	<u>1,894,336</u>	<u>1,334,336</u>	<u>1,959,336</u>
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$ 12,289,352</b>	<b>\$ 14,365,470</b>	<b>\$ 14,774,095</b>	<b>\$ 15,499,769</b>
<i>Other Costs *</i>				
City Manager Gifts	n/a	n/a	n/a	\$ 2,479
City Manager Other	n/a	n/a	n/a	3,903,500
Departmental - City-Wide	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>\$ 3,905,979</u>
<b>Total Other Costs</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 3,905,979</b>
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 19,405,748</b>
<b>Dollars by Fund</b>				
General Fund	n/a	n/a	n/a	\$ 19,254,189
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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 19,405,748</b>
<b>Authorized Positions by Core Service</b>				
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
Departmental - City-Wide	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>0.65</u>
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>66.10</b>

\* Departmental Fund Balance, Transfers, and Reserves have been excluded from this display. This information can be found in the department Source and Use Statement elsewhere in this document.

# Office of the City Manager

## Department Budget Summary

	2015-2016 Actual	2016-2017 Adopted	2017-2018 Forecast	2017-2018 Proposed	2017-2018 Proposed FTE
<b>Dollars by Program</b>					
<b>Lead and Manage the Organization</b>					
Agenda Services	n/a	n/a	n/a	\$ 388,835	2.00
Budget Office	n/a	n/a	n/a	4,298,786	20.60
Office of Civic Innovation	n/a	n/a	n/a	937,097	4.00
Communications	n/a	n/a	n/a	1,727,439	6.22
Office of Employee Relations	n/a	n/a	n/a	2,215,788	13.00
Executive Leadership/City Management	n/a	n/a	n/a	4,698,174	14.63
Intergovernmental Relations	n/a	n/a	n/a	1,043,345	3.00
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 15,309,464</b>	<b>63.45</b>
<b>City Manager Strategic Support</b>					
City Manager Management and Administration	n/a	n/a	n/a	\$ 281,305	2.00
	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 281,305</b>	<b>2.00</b>
<b>City Manager Strategic Support - Other *</b>					
City Manager Gifts	n/a	n/a	n/a	2,479	
City Manager Other					
Departmental - City-Wide	n/a	n/a	n/a	3,737,500	0.65
City Manager Other					
Departmental - Grants				75,000	
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 3,814,979</b>	<b>0.65</b>
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 19,405,748</b>	<b>66.10</b>

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# Office of the City Manager

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment (2016-2017 Adopted to 2017-2018 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2016-2017):</b>	n/a	14,365,470	14,220,924
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• 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
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(1.00)</b>	<b>(600,000)</b>	<b>(600,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• 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		982,103	977,569
• 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)
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>1,008,625</b>	<b>1,004,091</b>
<b>2017-2018 Forecast Base Budget:</b>	<b>(1.00)</b>	<b>14,774,095</b>	<b>14,625,015</b>
<b>Budget Proposals Recommended</b>			
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		250,000	250,000
<b>Total Budget Proposals Recommended</b>	<b>1.00</b>	<b>725,674</b>	<b>725,674</b>
<b>2017-2018 Proposed Budget Total:</b>	<b>0.00</b>	<b>15,499,769</b>	<b>15,350,689</b>

# Office of the City Manager

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









2017-2018 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. City Manager's Budget Office Information System Staffing and Hyperion Budget System Phase II Implementation</b> <i>Strategic Support CSA</i> <i>Lead and Manage the Organization Core Service</i> <i>Budget Program</i>  This action adds 1.0 Senior Executive Analyst position to the City Manger's Budget Office to support further implementation of 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. In addition, the proposal includes \$375,000 in one-time non-personal/equipment contractual services funding to provide for the second phase of work to streamline the systems' user interface, improve functionality, and enhance reporting and analysis efforts. (Ongoing costs: \$110,000)	1.0	475,674	475,674
<b>2. Office of Immigrant Affairs</b> <i>Strategic Support CSA</i> <i>Lead and Manage the Organization Core Service</i> <i>Executive Leadership/City Management Program</i>  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. (Ongoing costs: \$250,000)		250,000	250,000
<b>2017-2018 Proposed Budget Changes Total</b>	<b>1.00</b>	<b>725,674</b>	<b>725,674</b>

# 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 <sup>1</sup>	56%	65%	60%	65%
 Ratio of engaged employees for every one actively disengaged employee <sup>1</sup>	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) <sup>1</sup>	3.18	3.90	3.54	3.90
 % of core services meeting or exceeding levels established by the City Council	47.1%	63%	57.6%	63%
 % of core services meeting or exceeding their cycle time targets	37.7%	58%	45.2%	58%
 % of residents that are satisfied or very satisfied with the quality of City services	N/A <sup>1</sup>	65%	N/A <sup>1</sup>	65%
 % of residents contacting the City who say they are satisfied or very satisfied with the:				
- timeliness of City employees	N/A <sup>2</sup>	70%	N/A <sup>2</sup>	70%
- courtesy of City employees	N/A <sup>2</sup>	80%	N/A <sup>2</sup>	80%
- competency of City employees	N/A <sup>2</sup>	75%	N/A <sup>2</sup>	75%
 % of residents rating the quality of life in San José as good or excellent	N/A <sup>2</sup>	75%	N/A <sup>2</sup>	75%

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

<sup>2</sup> Data for this measure is typically collected in the fall through the biennial City-Wide Community Survey. This survey was not issued last fall, however, which limits the information available to report. The next community survey will be conducted in spring 2017, and those results will be reported in the 2017-2018 Adopted Budget.



# 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 <sup>1</sup>	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

<sup>1</sup> 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 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	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	-
<b>Total Positions</b>	<b>66.10</b>	<b>66.10</b>	<b>0.00</b>