

# 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

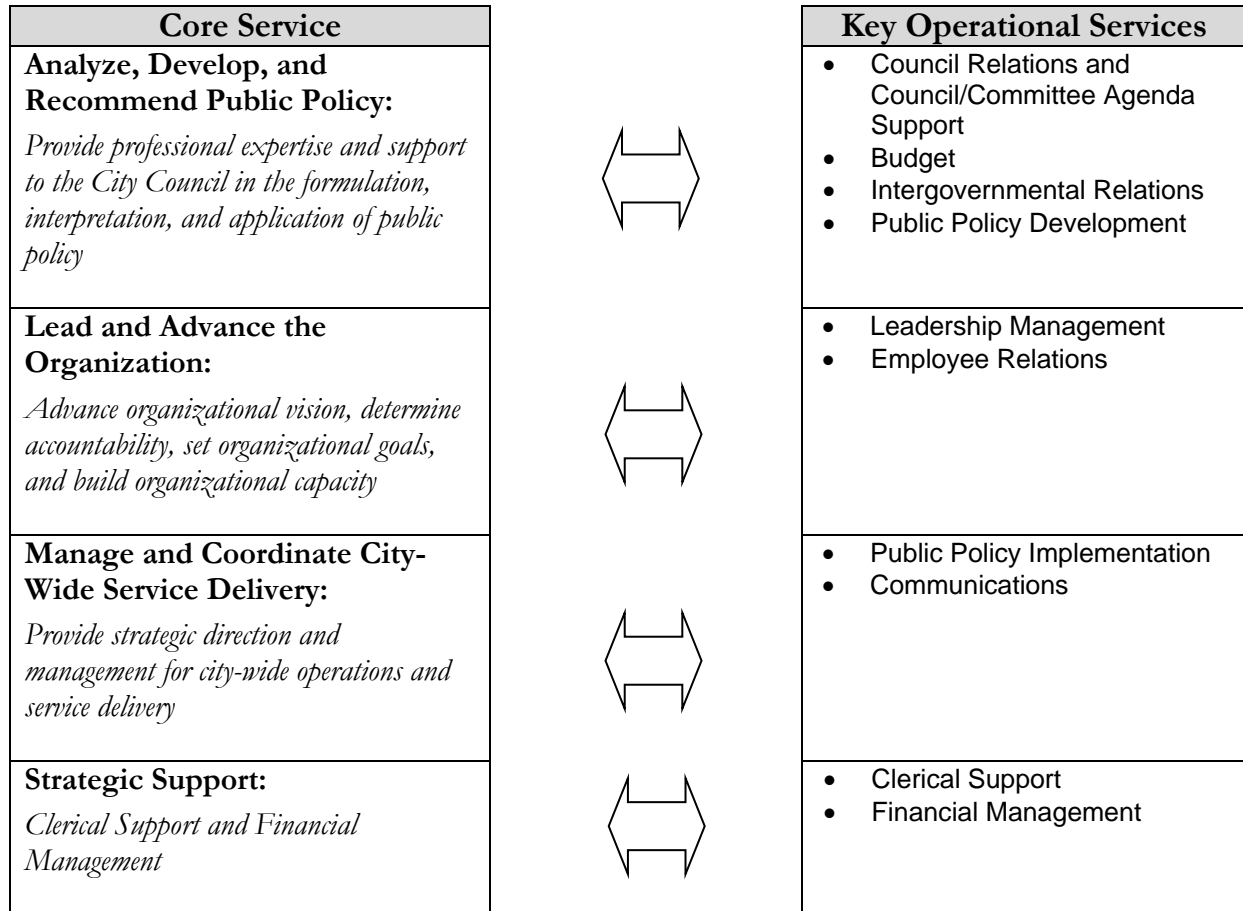
Lead and Advance the Organization  
Advance organizational vision, determine accountability, set organizational goals, and build organizational capacity

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 2015-2016 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 continue to provide support to 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 2015-2016 and will develop the 2016-2017 Proposed Budget for City Council consideration. 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 Budget Office will be working with a vendor to develop a new budget system in 2015-2016.
- The Office of Employee Relations will be engaged in a variety of labor relations with the City's 11 bargaining units as needed in 2015-2016.
- Intergovernmental Relations (IGR) 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. In addition, the City will continue to contract with a firm to represent the City in Washington, D.C.
- The City Manager's Office will continue to oversee the medical marijuana program, providing leadership and direction for this program as well as other priority issues such as the establishment of an Office of Immigrant Affairs.
- The City Manager's Office will establish a new data analytics team that will develop best practices for the use of data analytics throughout the City.
- The City Manager's Office will continue to move the City forward by pursuing opportunities that keep the City on the front line of innovation, including a continuing effort to improve employee engagement across the organization.

### 2015-2016 Key Budget Actions

- Reorganizes staffing to meet the needs of the Office by eliminating 1.0 Deputy City Manager, restoring 1.0 Director of Employee Relations, and adding 0.6 Senior Executive Analyst PT in the Budget Office for a net-zero impact on the General Fund.
- As directed in the Mayor's March Budget Message for 2015-2016, as approved by the City Council, eliminates 1.0 Assistant to the City Manager for civic innovation and strategic partnerships and reallocates the associated funding to the Office of the Mayor to develop and manage relationships with private sector talent to creatively solve problems where internal staff or capacity has been diminished.

### Operating Funds Managed

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

# Office of the City Manager

## Department Budget Summary

	2013-2014 Actual 1	2014-2015 Adopted 2	2015-2016 Forecast 3	2015-2016 Adopted 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Analyze, Develop, and Recommend Public Policy	\$ 4,468,463	\$ 5,319,169	\$ 5,360,194	\$ 5,583,713	5.0%
Lead and Advance the Organization	2,011,266	2,469,022	2,150,826	2,347,142	(4.9%)
Manage and Coordinate City-Wide Service Delivery	3,276,998	4,628,590	4,825,492	4,568,761	(1.3%)
Strategic Support	277,418	399,587	389,491	396,756	(0.7%)
<b>Total</b>	<b>\$ 10,034,145</b>	<b>\$ 12,816,368</b>	<b>\$ 12,726,003</b>	<b>\$ 12,896,372</b>	<b>0.6%</b>
<b>Dollars by Category</b>					
Personal Services					
Salaries/Benefits	\$ 8,978,782	\$ 11,541,082	\$ 11,622,783	\$ 11,793,152	2.2%
Overtime	48,631	62,478	62,478	62,478	0.0%
Subtotal	\$ 9,027,413	\$ 11,603,560	\$ 11,685,261	\$ 11,855,630	2.2%
Non-Personal/Equipment					
Total	1,006,732	1,212,808	1,040,742	1,040,742	(14.2%)
<b>Total</b>	<b>\$ 10,034,145</b>	<b>\$ 12,816,368</b>	<b>\$ 12,726,003</b>	<b>\$ 12,896,372</b>	<b>0.6%</b>
<b>Dollars by Fund</b>					
General Fund	\$ 9,727,248	\$ 12,481,748	\$ 12,585,944	\$ 12,753,823	2.2%
Airport Maint & Oper	207,640	220,087	24,500	24,500	(88.9%)
Low/Mod Income Hsg Asset	43,240	48,352	48,921	49,971	3.3%
Sewer Svc & Use Charge	20,557	25,123	25,356	26,013	3.5%
SJ/SC Treatment Plant Oper	35,460	41,058	41,282	42,065	2.5%
<b>Total</b>	<b>\$ 10,034,145</b>	<b>\$ 12,816,368</b>	<b>\$ 12,726,003</b>	<b>\$ 12,896,372</b>	<b>0.6%</b>
<b>Authorized Positions by Core Service</b>					
Analyze, Develop, and Recommend Public Policy	27.40	28.40	27.40	28.00	(1.4%)
Lead and Advance the Organization	12.90	12.90	12.90	13.40	3.9%
Manage and Coordinate City-Wide Service Delivery	19.45	22.20	21.20	19.70	(11.3%)
Strategic Support	2.00	2.00	2.00	2.00	0.0%
<b>Total</b>	<b>61.75</b>	<b>65.50</b>	<b>63.50</b>	<b>63.10</b>	<b>(3.7%)</b>

# Office of the City Manager

## Budget Reconciliation

(2014-2015 Adopted to 2015-2016 Adopted)

	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>Prior Year Budget (2014-2015):</b>	<b>65.50</b>	<b>12,816,368</b>	<b>12,481,748</b>
<hr/> <b>Base Adjustments</b> <hr/>			
<b>One-Time Prior Year Expenditures Deleted</b>			
● Rebudget: Strategic Planning Efforts		(200,000)	(200,000)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(200,000)</b>	<b>(200,000)</b>
<hr/> <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 Public Information Manager - 1.0 Senior Executive Analyst to 1.0 Assistant to the City Manager - 1.0 Analyst to 1.0 Executive Analyst		469,209	436,702
● Reallocation of Airport Public Information function to the Airport Department (1.0 Public Information Manager)	(1.00)	(227,068)	0
● Reallocation of 1.0 Executive Analyst to the Office of Economic Development for Downtown Activation function	(1.00)	(160,440)	(160,440)
● Medical Marijuana Regulatory Program		25,000	25,000
● Mandated Employee Training contractual increase		2,000	2,000
● Webstreaming Software and Hosting Services		934	934
<b>Technical Adjustments Subtotal:</b>	<b>(2.00)</b>	<b>109,635</b>	<b>304,196</b>
<b>2015-2016 Forecast Base Budget:</b>	<b>63.50</b>	<b>12,726,003</b>	<b>12,585,944</b>
<hr/> <b>Budget Proposals Approved</b> <hr/>			
1. City Manager's Office Salary Program		357,371	354,881
2. City Manager's Office Staffing Realignment	0.60	0	0
3. Civic Innovation/Strategic Partnerships Funding Reallocation	(1.00)	(187,002)	(187,002)
<b>Total Budget Proposals Approved</b>	<b>(0.40)</b>	<b>170,369</b>	<b>167,879</b>
<b>2015-2016 Adopted Budget Total</b>	<b>63.10</b>	<b>12,896,372</b>	<b>12,753,823</b>

# Office of the City Manager

## Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. City Manager’s Office Salary Program</b>		357,371	354,881

**Strategic Support CSA**

*Analyze, Develop, and Recommend Public Policy  
Lead and Advance the Organization  
Manage and Coordinate City-Wide Service Delivery  
Strategic Support*

This action increases the City Manager’s Office personal services allocation (\$354,881 in the General Fund and \$357,371 in all funds) to reflect salary increases that were negotiated and agreed to by the City and 10 bargaining units, including Association of Building, Mechanical, and Electrical Inspectors (ABMEI), Association of Engineers and Architects (AEA), Association of Legal Professionals of San José (ALP), Association of Maintenance Supervisory Personnel (AMSP), City Association of Management Personnel (CAMP), Confidential Employees’ Organization (CEO), International Association of Fire Fighters (IAFF), International Brotherhood of Electrical Workers (IBEW), International Union of Operating Engineers, Local #3 (OE3), and Municipal Employees’ Federation (MEF), effective June 21, 2015. In addition, a salary increase is included for employees in Unit 99 and for Council Appointees. These salary increases were approved by the City Council on June 23, 2015. Further details on the salary increases by each employee group, can be found at: <https://www.sanjoseca.gov/index.aspx?NID=505>. (Ongoing costs: \$293,505)

**Performance Results:** N/A (Final Budget Modification)

<b>2. City Manager’s Office Staffing Realignment</b>	0.60	0	0
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**Strategic Support CSA**

*Analyze, Develop, and Recommend Public Policy  
Lead and Advance the Organization  
Manage and Coordinate City-Wide Service Delivery*

This action eliminates 1.0 Deputy City Manager, restores 1.0 Employee Relations Director that was eliminated in 2011-2012, and adds 0.6 Senior Executive Analyst PT, for a net-zero impact on the General Fund, to better align current resource needs with staffing responsibilities. The duties of the Deputy City Manager included management of both the Office of Employee Relations and the Human Resources Department. With the restoration of the Employee Relations Director, along with the existing Human Resources Director, the Deputy City Manager position is no longer necessary. The elimination of 1.0 Deputy City Manager brings the number of Deputy City Managers back to its 2013-2014 level of 3.0 across the organization. The addition of 0.6 Senior Executive Analyst PT will provide additional staffing for the City Manager’s Budget Office necessary to increase capacity for supervision, budget system upgrade implementation, and special projects.

**Performance Results:**

**Customer Satisfaction, Quality** This action ensures appropriate support for the City Manager’s Office, timely and quality services to departments, and effective coordination with stakeholders across the organization.

# Office of the City Manager

## Budget Changes By Department

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Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
3. Civic Innovation/Strategic Partnerships Funding Reallocation	(1.00)	(187,002)	(187,002)

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**Strategic Support CSA**

*Manage and Coordinate City-Wide Service Delivery*

As directed in the Mayor's March Budget Message for Fiscal Year 2015-2016, as approved by the City Council, this action reallocates funding for a civic innovation and strategic partnership position from the Office of the City Manager to the Office of the Mayor. This position will catalyze and facilitate partnerships among the City, non-profits, philanthropy, and businesses to share expertise and leverage resources to creatively solve problems. (Ongoing savings: \$186,535)

**Performance Results:**

**Quality** This action will increase the quality of interactions between the City and stakeholders through collaborative work that benefits the community.

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<b>2015-2016 Adopted Budget Changes Total</b>	<b>(0.40)</b>	<b>170,369</b>	<b>167,879</b>
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# Office of the City Manager

## Performance Summary

Analyze, Develop and Recommend Public Policy

### **Activity and Workload Highlights**

	<b>2013-2014 Actual</b>	<b>2014-2015 Forecast</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Forecast</b>
# of City Council agenda reports approved	811	825	800	880
# of City Council referrals assigned	73	80	75	80
# of City-sponsored bills	2	4	3	4
# of legislative items reviewed	5,166	4,800	4,263	4,800

*Changes to Activity & Workload Highlights from 2014-2015 Adopted Budget: No*






# Office of the City Manager

## Performance Summary

### Lead and Advance the Organization

#### Performance Measures

	2013-2014 Actual	2014-2015 Target	2014-2015 Estimated	2015-2016 Target
 % of employees who take the workforce engagement survey	N/A*	N/A*	58%	65%
 Ratio of engaged employees for every one actively disengaged employee	N/A*	N/A*	1.18 : 1	1.5 : 1
 Average employee rating of progress made on survey goals (1 to 5 scale)	N/A*	N/A*	N/A*	3.56

*Changes to Performance Measures from 2014-2015 Adopted Budget: Yes<sup>1</sup>*

\* Data for these measures is collected from the newly revamped Employee Survey, utilizing the Gallup Q12 methodology. The survey was first taken in December 2014. Accordingly, there were no 2013-2014 Actual results, nor were targets included in the 2014-2015 Adopted Budget.

<sup>1</sup> Changes to Activity & Workload Highlights from 2014-2015 Adopted Budget:

- ✘ “% of employees who agree or strongly agree they understand and support the City’s vision to be a customer-focused, results-driven organization” was eliminated with the implementation of the new employee survey which uses a different methodology to measure employee engagement and satisfaction.
- ✘ “% of employees who say they utilize performance measures to track results and make improvements” was eliminated with the implementation of the new employee survey which uses a different methodology and no longer tracks this data.
- ✘ “% of employees who agree or strongly agree they are provided opportunities to make decisions about how to do their jobs” was eliminated with the implementation of the new employee survey which uses a different methodology to measure employee engagement and satisfaction.
- ✘ “% of employees who are satisfied or very satisfied with the recognition received for doing a good job” was eliminated with the implementation of the new employee survey which uses a different methodology to measure employee satisfaction.
- + “% of employees who take the workforce engagement survey” was added to measure the participation rates for the new employee survey.
- + “Ratio of engaged employees for every one actively disengaged employee” was added to report the level of engagement in City employees as reported by the new employee survey.
- + “Average employee rating of progress made on survey goals (1 to 5 scale)” was added to demonstrate the satisfaction of City employees, and measure the progress the City makes in regards to the goals established as part of the new employee survey. As 2014-2015 was the first employee survey with the revised methodology, this measure will begin to be reported once the 2015-2016 employee survey is completed.

#### Activity and Workload Highlights

Activity & Workload Highlights	2013-2014 Actual	2014-2015 Forecast	2014-2015 Estimated	2015-2016 Forecast
# of “Step 3” grievances received*	13	15	10	12
# of training sessions offered by the Office of Employee Relations	49	60	80	65
# of formal disciplines received	45	45	35	40
# of external fair employment complaints filed	9	10	8	8

*Changes to Activity & Workload Highlights from 2014-2015 Adopted Budget: No*






\* 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

	2013-2014 Actual	2014-2015 Target	2014-2015 Estimated	2015-2016 Target
 % of core services meeting or exceeding levels established by the City Council	57%	60%	61%	63%
 % of core services meeting or exceeding their cycle time targets	48%	55%	56%	58%
 % of residents that are satisfied or very satisfied with the quality of City services	70%	75%	61%	75%
 % of residents contacting the City who say they are satisfied or very satisfied with the:				
- timeliness of City employees	74%	76%	68%	78%
- courtesy of City employees	86%	88%	80%	90%
- competency of City employees	76%	78%	74%	80%
 % of residents rating the quality of life in San José as good or excellent	76%	80%	72%	82%

*Changes to Performance Measures from 2014-2015 Adopted Budget: No*

#### Activity and Workload Highlights

	2013-2014 Actual	2014-2015 Forecast	2014-2015 Estimated	2015-2016 Forecast
# of contracts/agreements approved	1,125	1,250	1,100	1,250

*Changes to Activity & Workload Highlights from 2014-2015 Adopted Budget: No*

# Office of the City Manager

## Departmental Position Detail

Position	2014-2015 Adopted	2015-2016 Adopted	Change
Administrative Assistant	1.00	1.00	-
Analyst I/II	7.00	6.00	(1.00)
Assistant Budget Director	1.00	1.00	-
Assistant City Manager	1.00	1.00	-
Assistant to the City Manager	10.00	10.00	-
Budget Director	1.00	1.00	-
City Manager	1.00	1.00	-
Deputy City Manager	3.00	2.00	(1.00)
Deputy Director	2.00	2.00	-
Director of Communication	1.00	1.00	-
Employee Relations Director	0.00	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	-
Public Information Manager	0.00	0.00	-
Secretary	1.00	1.00	-
Secretary PT	0.50	0.50	-
Senior Executive Analyst	19.00	17.00	(2.00)
Senior Executive Analyst PT	0.00	0.60	0.60
Senior Supervisor, Administration	1.00	1.00	-
Staff Technician	5.00	5.00	-
<b>Total Positions</b>	<b>65.50</b>	<b>63.10</b>	<b>(2.40)</b>

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