

Office of the City Manager

Edward K. Shikada, 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

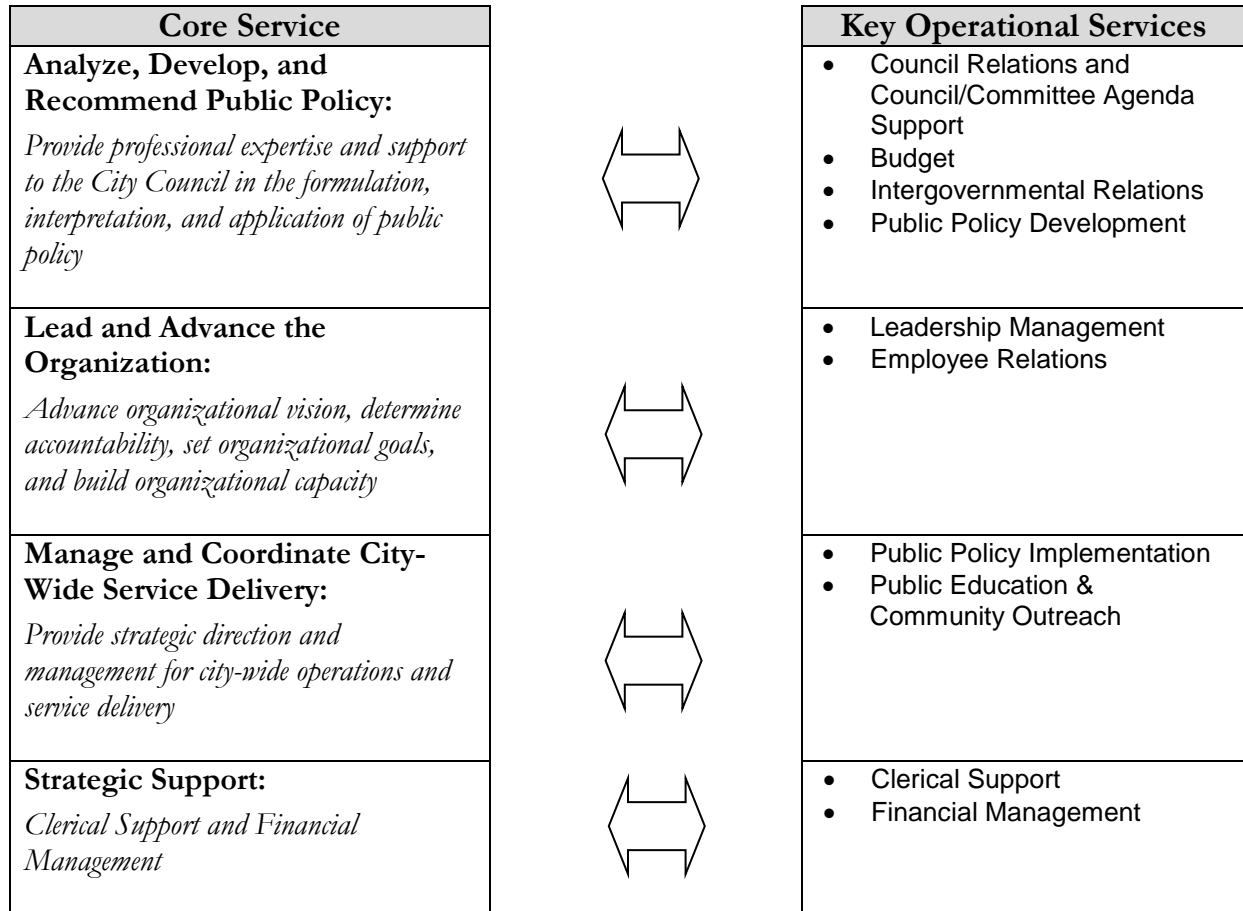
Lead and Advance the Organization
Advance organizational vision, determine accountability, set organizational goals, and build organizational capacity

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

Service Delivery Framework



Office of the City Manager

Department Budget Summary

Expected 2014-2015 Service Delivery

- The City Manager 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 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 2014-2015 and will develop the 2015-2016 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 Office of Employee Relations will be engaged in a variety of labor relations with the City's 11 bargaining units as needed in 2014-2015.
- 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 and cardrooms, providing leadership and direction for these programs as well as other priority issues.
- The City Manager's Office will continue to cultivate partnerships between the private sector and the public sector to effectively leverage resources and further benefit both the community and 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.

2014-2015 Key Budget Actions

- Adds 1.0 Senior Executive Analyst to develop and manage relationships with private sector talent to creatively solve problems where internal staff or capacity has been diminished.
- Adds 1.0 Senior Executive Analyst and 1.0 Analyst to add capacity to conduct data-driven analysis throughout the City and develop best practices for the use of data analytics throughout the City.
- Realigns staffing commensurate with the needs of the office by eliminating 1.0 Deputy Director, adding 1.0 Assistant to the City Manager, deleting 0.5 Staff Technician and adding 1.0 Staff Technician.
- Realigns communications staffing by eliminating 0.75 Secretary PT and adding 1.0 Secretary and adjusts funding sources for this staff to more appropriately align resources with the required work.

Operating Funds Managed

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

Office of the City Manager

Department Budget Summary

	2012-2013 Actual 1	2013-2014 Adopted 2	2014-2015 Forecast 3	2014-2015 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Analyze, Develop, and Recommend Public Policy	\$ 4,708,760	\$ 4,938,503	\$ 5,057,315	\$ 5,319,169	7.7%
Lead and Advance the Organization	1,692,297	2,117,549	2,210,589	2,469,022	16.6%
Manage and Coordinate City-Wide Service Delivery	3,338,859	3,940,461	4,423,923	4,628,590	17.5%
Strategic Support	219,221	390,252	393,333	399,587	2.4%
Total	\$ 9,959,137	\$ 11,386,765	\$ 12,085,160	\$ 12,816,368	12.6%
Dollars by Category					
Personal Services					
Salaries/Benefits	\$ 8,972,051	\$ 10,319,086	\$ 11,009,874	\$ 11,541,082	11.8%
Overtime	39,745	62,478	62,478	62,478	0.0%
Subtotal	\$ 9,011,796	\$ 10,381,564	\$ 11,072,352	\$ 11,603,560	11.8%
Non-Personal/Equipment					
Subtotal	947,341	1,005,201	1,012,808	1,212,808	20.7%
Total	\$ 9,959,137	\$ 11,386,765	\$ 12,085,160	\$ 12,816,368	12.6%
Dollars by Fund					
General Fund	\$ 9,693,756	\$ 11,067,874	\$ 11,757,918	\$ 12,481,748	12.8%
Airport Maint & Oper	163,492	210,524	214,614	220,087	4.5%
Integrated Waste Mgmt	(178)	0	0	0	N/A
Low/Mod Income Hsg Asset*	43,188	45,722	47,542	48,352	5.8%
Sewer Svc & Use Charge	22,202	23,477	24,623	25,123	7.0%
SJ/SC Treatment Plant Oper	36,743	39,168	40,463	41,058	4.8%
Water Utility	(67)	0	0	0	N/A
Total	\$ 9,959,137	\$ 11,386,765	\$ 12,085,160	\$ 12,816,368	12.6%
Authorized Positions by Core Service					
Analyze, Develop, and Recommend Public Policy	27.50	27.40	26.40	28.40	3.6%
Lead and Advance the Organization	10.75	12.90	12.90	12.90	0.0%
Manage and Coordinate City-Wide Service Delivery	18.25	19.45	20.45	22.20	14.1%
Strategic Support	2.00	2.00	2.00	2.00	0.0%
Total	58.50	61.75	61.75	65.50	6.1%

* This fund was previously named Affordable Housing Investment Fund.

Office of the City Manager

Budget Reconciliation

(2013-2014 Adopted to 2014-2015 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2013-2014):	61.75	11,386,765	11,067,874
<hr/> Base Adjustments <hr/>			
Technical Adjustments to Costs of Ongoing Activities			
● Salary/benefit changes and the following position reallocations: - 1.0 Audiovisual Engineer to Program Manager I - 1.0 Principal Office Specialist to Staff Technician		691,788	683,437
● Webstreaming software and hosting services		6,700	6,700
● City hosted web maintenance and support		907	907
● Changes to professional development funding		(1,000)	(1,000)
Technical Adjustments Subtotal:	0.00	698,395	690,044
2014-2015 Forecast Base Budget:	61.75	12,085,160	11,757,918
<hr/> Budget Proposals Approved <hr/>			
1. City Manager's Office Salary Program		242,257	234,879
2. Data Analytics Team	2.00	195,000	195,000
3. Civic Innovation Staffing	1.00	93,951	93,951
4. City Manager's Office Special Projects Staffing Realignment	0.50	0	0
5. City Manager's Office Communications Staffing Realignment	0.25	0	0
6. Rebudget: Strategic Planning Efforts		200,000	200,000
Total Budget Proposals Approved	3.75	731,208	723,830
2014-2015 Adopted Budget Total	65.50	12,816,368	12,481,748

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. City Manager's Office Salary Program		242,257	234,879

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 to reflect a 3% salary increase that was negotiated and agreed to by the City and four bargaining units, including Municipal Employees' Federation (MEF), Confidential Employees' Organization (CEO), Association of Legal Professionals of San José (ALP), and the International Union of Operating Engineers, Local No. 3 (OE#3), effective June 22, 2014. In addition, a 3% salary increase is included for those employees in Unit 99 and for Council Appointees. These salary increases were approved by the City Council on June 3, 2014. Agreements were also reached with other bargaining units; however, due to the timing of those agreements and the publication of memorandums necessary for the final budget adoption, those adjustments will be included in the 2013-2014 Annual Report as appropriate. (Ongoing costs: \$242,257)

Performance Results: N/A (Final Budget Adjustment)

2. Data Analytics Team	2.00	195,000	195,000
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Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

As directed in the Mayor's June Budget Message for Fiscal Year 2014-2015, as approved by the City Council, this action adds funding for 1.0 Senior Executive Analyst and 1.0 Analyst to conduct data analytics throughout the City. These positions will add capacity to use additional data and data analytics to increase the effectiveness and efficiency of the decision-making process and improve outcomes. These positions will execute data analysis projects directly, undertake a review of all City departments and their existing analytic capability, and develop best practices for the use of data analytics across the City. (Ongoing cost: \$209,000)

Performance Results:

Quality, Customer Satisfaction This action provides a higher level of support to City departments by providing additional resources to facilitate increased use of data analytics to improve service delivery.

3. Civic Innovation Staffing	1.00	93,951	93,951
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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 2014-2015, as approved by the City Council, this action provides funding for 1.0 Senior Executive Analyst to manage skills-based volunteers for the City of San José through the Silicon Valley Talent Partnership. Through this program, the City has been able to access private sector talent and innovative problem solving to address issues and has used skilled volunteers in various capacities throughout the City. This is particularly helpful given the loss of City staffing and capacity due to budget reductions. This position will be responsible for continuing to foster relationships between the City and the community in order

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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3. Civic Innovation Staffing

to effectively leverage resources and maximize the City's ability to use skilled volunteers in various capacities throughout City operations. (Ongoing costs: \$103,695)

Performance Results:

Quality This action will continue to improve the quality of services by further leveraging community and private sector resources to creatively solve problems and deliver services to the community.

4. City Manager's Office Special Projects Staffing Realignment	0.50	0	0
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Strategic Support CSA

*Analyze, Develop, and Recommend Public Policy
Manage and Coordinate City-Wide Service Delivery*

This action eliminates 1.0 Deputy Director and 0.5 Staff Technician PT, and adds 1.0 Assistant to the City Manager and 1.0 Staff Technician, for a net-zero impact on the General Fund, to better align current resource needs with staffing responsibilities. The Assistant to the City Manager position supports both the Transportation and Aviation City Services Area and the Environmental and Utility Services City Service Areas. In addition, this position supports complex multi-departmental projects that require City Manager's Office guidance. The Assistant to the City Manager classification, rather than the Deputy Director, is more commensurate with this role and the responsibilities of this position. The addition of 1.0 Staff Technician and deletion of the part-time position better aligns the position with the necessary duties and provides consistent administrative support to multiple management staff in the City Manager's Office responsible for intergovernmental relations, the medical marijuana program, cardrooms oversight, and public safety initiatives. This maintains and makes permanent current temporary staffing levels for these programs. (Ongoing costs: \$0)

Performance Results:

Quality, Customer Satisfaction This action ensures appropriate support to the City Manager's Office, timely and quality services and documents, and effective coordination with both internal and external stakeholders.

5. City Manager's Office Communications Staffing Realignment	0.25	0	0
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Strategic Support CSA

Manage and Coordinate City-Wide Service Delivery

This action eliminates 0.75 Secretary PT, adds 1.0 Secretary, and reallocates funding sources for Communications staffing to better align current resource needs with staffing responsibilities. The addition of the Secretary and deletion of the part-time position better aligns the position with the necessary duties and provides consistent administrative support to Communications staff (5.0 positions). This position will be funded primarily by the City Manager's Office Personal Services budget, with a small portion funded by the City Outreach and Education Efforts City-Wide Expenses allocation. The realignment of funding of 1.0 Program Manager from 50% City Manager's Office General Fund personal services and 50% Government Access – Capital Expenditures City-Wide Expenses appropriation will be adjusted to 38%/62%. This position is responsible for administering Public, Educational, and Governmental (PEG) Access and Capital Improvements and the funding

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
5. City Manager's Office Communications Staffing Realignment			
adjustment more accurately aligns with the body of work performed. Overall, this action has no net impact to the General Fund. (Ongoing costs: \$0)			
Performance Results:			
Quality, Customer Satisfaction This action ensures appropriate support to the City Manager's Communications staff, timely and quality services and documents, and improved interaction with both internal and external stakeholders.			
6. Rebudget: Strategic Planning Efforts		200,000	200,000
Strategic Support CSA <i>Lead and Advance the Organization</i>			
This action rebudgets funding for strategic planning efforts. The City Manager's Office is currently undertaking significant strategic projects that were delayed due to vacancies in the Office during 2013-2014. Now that a number of key positions have been filled, those efforts will continue to be implemented through 2014-2015. (Ongoing costs: \$0)			
Performance Results: N/A (Final Budget Modification)			
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2014-2015 Adopted Budget Changes Total	3.75	731,208	723,830

Office of the City Manager

Performance Summary

Analyze, Develop and Recommend Public Policy

Activity and Workload Highlights

	2012-2013 Actual	2013-2014 Forecast	2013-2014 Estimated	2014-2015 Forecast
# of City Council agenda reports approved	811	800	800	825
# of City Council referrals assigned	73	80	75	80
# of City-sponsored bills	2	5	5	4
# of legislative items reviewed	5,166	5,000	4,263	4,800





Changes to Activity & Workload Highlights from 2013-2014 Adopted Budget: No

Office of the City Manager

Performance Summary

Lead and Advance the Organization

Performance Measures

	2012-2013 Actual	2013-2014 Target	2013-2014 Estimated	2014-2015 Target
 % of employees who agree or strongly agree they understand and support the City's vision to be a customer-focused, results-driven organization	N/A*	N/A*	N/A*	N/A*
 % of employees who say they utilize performance measures to track results and make improvements	N/A*	N/A*	N/A*	N/A*
 % of employees who agree or strongly agree they are provided opportunities to make decisions about how to do their jobs	N/A*	N/A*	N/A*	N/A*
 % of employees who are satisfied or very satisfied with the recognition received for doing a good job	N/A*	N/A*	N/A*	N/A*

Changes to Performance Measures from 2013-2014 Adopted Budget: No

* Data for these measures was previously collected through the biennial City-Wide Employee Survey. The survey, last issued in 2010-2011, has been temporarily suspended. The 2014-2015 Proposed Budget contains a recommendation to add funding for a new annual employee engagement program survey and training effort as described elsewhere in this document. Possible new performance measures and targets will be developed as a result of this program and will be reported in the 2015-2016 Proposed Budget document as appropriate.

Activity and Workload Highlights

Activity & Workload Highlights	2012-2013 Actual	2013-2014 Forecast	2013-2014 Estimated	2014-2015 Forecast
# of "Step 3" grievances received*	13	25	10	15
# of training sessions offered by the Office of Employee Relations	49	40	80	60
# of formal disciplines received	45	60	35	45
# of external fair employment complaints filed	9	20	8	10

Changes to Activity & Workload Highlights from 2013-2014 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

	2012-2013 Actual	2013-2014 Target	2013-2014 Estimated	2014-2015 Target
 % of core services meeting or exceeding levels established by the City Council	48%	60%	57%	60%
 % of core services meeting or exceeding their cycle time targets	44%	55%	47%	55%
 % of residents that are satisfied or very satisfied with the quality of City services	70%	78%	N/A*	75%*
 % of residents contacting the City who say they are satisfied or very satisfied with the:				
- timeliness of City employees	74%	N/A**	N/A*	76%
- courtesy of City employees	86%	N/A**	N/A*	88%
- competency of City employees	76%	N/A**	N/A*	78%
 % of residents rating the quality of life in San José as good or excellent	76%	80%	N/A*	80%

Changes to Performance Measures from 2013-2014 Adopted Budget: Yes¹

* Data for this measure is collected through the biennial City-Wide Community Survey. The survey was last issued in 2012-2013. The next scheduled survey will be conducted in 2014-2015.

** In the 2013-2014 Adopted Budget, targets were not set for the individual components of this performance measure.

¹ Changes to Performance Measures from 2013-2014 Adopted Budget:

- U “% of residents contacting the City who say they are satisfied or very satisfied with the timeliness, courtesy, and competence, of City employees” is now displayed as three separate measures to more appropriately reflect the independence of those factors and how the survey captures the responses.

Activity and Workload Highlights

	2012-2013 Actual	2013-2014 Forecast	2013-2014 Estimated	2014-2015 Forecast
# of contracts/agreements approved	1,125	1,400	1,100	1,250

Changes to Activity & Workload Highlights from 2013-2014 Adopted Budget: No

Office of the City Manager

Departmental Position Detail

Position	2013-2014 Adopted	2014-2015 Adopted	Change
Administrative Assistant	1.00	1.00	-
Analyst I/II	6.00	7.00	1.00
Assistant Budget Director	1.00	1.00	-
Assistant City Manager	1.00	1.00	-
Assistant to the City Manager	9.00	10.00	1.00
Audiovisual Engineer	1.00	0.00	(1.00)
Budget Director	1.00	1.00	-
City Manager	1.00	1.00	-
Deputy City Manager	3.00	3.00	-
Deputy Director	3.00	2.00	(1.00)
Director of Communication	1.00	1.00	-
Employee Relations Director*	0.00	0.00	-
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	-
Principal Office Specialist	1.00	0.00	(1.00)
Program Manager I	0.00	1.00	1.00
Secretary	0.00	1.00	1.00
Secretary PT	1.25	0.50	(0.75)
Senior Executive Analyst	17.00	19.00	2.00
Senior Supervisor, Administration	1.00	1.00	-
Staff Technician	3.00	5.00	2.00
Staff Technician PT	0.50	0.00	(0.50)
Total Positions	61.75	65.50	3.75

* This position is currently defunded on an ongoing basis pending further analysis.