

Strategic Support

Mayor, City Council and Appointees



Mission: *The Mayor and City Council serve as the policy body that provides direction to the City Manager and all Council Appointees in the delivery of City services. Council Appointees support and advance the collective work of the City organization through leadership, communication, and coordination.*

- Mayor and City Council**
 - Office of the Mayor
 - City Council
 - Council General

- Office of the City Attorney**
 - Legal Services

- Office of the City Auditor**
 - Audit Services

- Office of the City Clerk**
 - Legislative Services

- Office of the City Manager**
 - City-Wide Emergency Management aligned to the Public Safety CSA
 - Lead and Manage the Organization

- Office of the Independent Police Auditor**
 - Core Service aligned to the Public Safety CSA

- Office of Retirement Services**
 - Retirement Plan Administration

City Service Area

Mayor, City Council and Appointees

OVERVIEW

Expected 2021-2022 Service Delivery

- ❑ The Office of the Mayor provides leadership and guidance to the City Council. Using a variety of tools to engage the public, the Office of the Mayor will continue to ensure that the City's budget reflects the community's spending priorities and major initiatives of the City, including public safety, maintaining streets and roads, reducing homelessness, combatting blight, and economic development.
- ❑ The City Council will continue to exercise its power in determining policy through adoption of ordinances, resolutions, and motions, subject to the provisions of the City Charter and the State Constitution.
- ❑ The Office of the City Manager 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 Office of the City Attorney will provide advice to the City, its Council, boards and commissions, and employees; will represent the same parties in all matters pertaining to their powers and duties; and will advocate, defend, and prosecute legal matters on behalf of the City.
- ❑ The Office of the City Auditor will conduct program performance audits; identify ways to increase the economy, efficiency, effectiveness, and accountability of City government; and provide independent, reliable, accurate, and timely information to the City Council and other stakeholders.
- ❑ The Office of the City Clerk will maintain compliance with open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements as well as conduct elections for City Council, Retirement Boards, Civil Service Commission, City Charter amendments, potential issuance of bonds, and ballot measures in accordance with the City Charter and the State of California elections code.
- ❑ The Office of Retirement Services will work with the Retirement Plans' actuaries to ensure the plans have adopted and implemented the most appropriate rates, assumptions, and methodologies to remove risk from the plans, decrease volatility, and reduce intergenerational shifting of liabilities.

City Service Area

Mayor, City Council and Appointees

OVERVIEW

2021-2022 Key Budget Actions

- ❑ Reduces ongoing funding for the Office of the Mayor by \$9,900 for reprographics contractual services savings.
- ❑ Reduces ongoing funding for Council General by \$5,330 for reprographics contractual services savings.
- ❑ Adds 1.0 Senior Deputy City Attorney and 1.0 Legal Analyst II positions to the Office of the City Attorney ongoing to provide legal support to the Water Pollution Control Capital Improvement Program, the Sanitary Sewer Capital Improvement Program, and the Sanitary Sewer Operating program.
- ❑ Continues 1.0 Deputy City Attorney IV position in the Office of the City Attorney, through June 30, 2022, to provide legal support for the purpose of proactive legal enforcement of blighted and nuisance properties. This position was authorized for two years in the Mayor's March Budget Message for Fiscal Year 2019-2020, as approved by the City Council.
- ❑ Eliminates 1.0 vacant Program Performance Auditor I/II position in the Office of the City Auditor, which will result in fewer performance audits.
- ❑ Reduces ongoing funding for the Office of the City Clerk's Non-Personal/Equipment funding by \$5,230 for reprographics contractual services savings.
- ❑ Adds 4.0 positions in the Office of the City Manager to permanently establish the Office of Racial Equity and one-time non-personal/equipment funding of \$100,000 for consulting services as directed by the Mayor's March Budget Message for Fiscal Year 2021-2022, as approved by the City Council, for a Diversity, Equity and Inclusion training program for City staff, with an emphasis on racial equity, implicit bias and operationalizing equitable practices into the development of policies, programs and practices, and budget recommendations.
- ❑ As directed by the Mayor's March Budget Message for Fiscal Year 2021-2022, as approved by the City Council, adds one-time funding to the Office of the City Manager for a temporary position to serve as the technical lead to advance a data equity framework.
- ❑ As directed by the Mayor's March Budget Message for Fiscal Year 2021-2022, as approved by the City Council, adds one-time non-personal/equipment funding of \$150,000 to the Office of the City Manager for a disability community engagement and service evaluation.
- ❑ Adds 1.0 Senior Investment Officer position in the Office of Retirement Services to be the lead of the public markets function in the Investment Management Division.

City Service Area

Mayor, City Council and Appointees

OVERVIEW

Mayor, City Council and Appointees Budget Summary

	2019-2020 Actuals **	2020-2021 Adopted	2021-2022 Forecast	2021-2022 Proposed
Dollars by Core Service *				
<i>Mayor & City Council</i>				
Office Of The Mayor	4,006,557	5,074,042	4,613,326	4,603,426
City Council	8,248,799	11,738,388	9,120,192	9,120,192
Council General	44,594	63,453	65,000	59,670
Strategic Support - City Council Appointees	1,059,368	0	0	0
<i>Office of the City Attorney</i>				
Strategic Support - Other - Council Appointees	7,092,595	15,718,321	6,997,676	7,186,144
Strategic Support - City Council Appointees	1,797,727	1,751,734	1,820,556	1,728,244
Legal Services	17,424,180	20,262,206	19,834,768	20,606,914
<i>Office of the City Auditor</i>				
Strategic Support - City Council Appointees	202,375	161,822	164,890	164,890
Audit Services	2,587,737	2,903,770	3,011,126	3,029,697
<i>Office of the City Clerk</i>				
Strategic Support - Other - Council Appointees	2,758,946	4,598,000	2,990,000	2,990,000
Strategic Support - City Council Appointees	259,892	284,310	295,671	295,671
City Clerk Services	2,166,061	2,145,350	2,296,251	2,291,021
<i>Office of the City Manager</i>				
Lead & Manage The Organization	15,637,962	19,993,639	17,233,575	18,094,939
Strategic Support - Other - Council Appointees	8,212,571	8,836,334	299,824	249,824
Strategic Support - City Council Appointees	9,527,727	97,943,319	97,811,863	2,009,861
<i>Independent Police Auditor's Office***</i>				
<i>Office of Retirement Services</i>				
Strategic Support - Other - Council Appointees	34,423	37,000	32,000	32,000
Strategic Support - City Council Appointees	2,567,742	2,640,965	2,734,880	2,734,880
Retirement Plan Administration	4,330,307	4,417,400	4,461,733	4,765,129
Total	\$87,959,563	\$198,570,053	\$173,783,331	\$79,962,502
 Authorized Positions****	 256.85	 247.75	 239.75	 245.00

* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The positions displayed in the 2019-2020 Actuals column reflect those included in the 2019-2020 Adopted Budget. 2019-2020 Actuals may not subtotal due to rounding.

*** This Independent Police Auditor's Office Core Service is aligned to the Public Safety CSA. Please refer to that section of this document for budget summary information.

**** Authorized Positions do not include unclassified staff for the Mayor's Office and City Council Districts.

Strategic Support

Mayor, City Council and Appointees

PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
MAYOR AND CITY COUNCIL			
• Office of the Mayor Reprographics Contractual Services Savings		(9,900)	(9,900)
• Council General Reprographics Contractual Services Savings		(5,330)	(5,330)
<i>Subtotal</i>	0.00	(15,230)	(15,230)
OFFICE OF THE CITY ATTORNEY			
• Environmental Services Department Legal Staffing	2.00	393,778	0
• Proactive Legal Enforcement of Blighted and Nuisance Properties	1.00	241,705	241,705
• Workers' Compensation Litigation Support	1.00	150,290	150,290
• Measure E - Legal Administration Support		60,118	0
• City Attorney's Office Staffing Realignments		0	(298,218)
• Administrative Support Staffing	(1.00)	(92,312)	(92,312)
• Non-Personal/Equipment Savings (Printed Materials)		(62,000)	(62,000)
• Reprographics Contractual Services Savings		(11,745)	(11,745)
<i>Subtotal</i>	3.00	679,834	(72,280)
OFFICE OF THE CITY AUDITOR			
• City Auditor's Office Staffing	(1.00)	(105,000)	(105,000)
• Reprographics Contractual Services Savings		(5,429)	(5,429)
<i>Subtotal</i>	(1.00)	(110,429)	(110,429)
OFFICE OF THE CITY CLERK			
• Reprographics Contractual Services Savings		(5,230)	(5,230)
<i>Subtotal</i>	0.00	(5,230)	(5,230)
OFFICE OF THE CITY MANAGER			
• Office of Racial Equity	4.00	996,692	996,692
• Non-Personal/Equipment Savings			
• Disability Community Engagement and Service Evaluation		150,000	150,000
• California Cities Gaming Authority		30,000	30,000
• Office of Civic Innovation Management Staffing	(1.00)	(244,405)	(244,405)
• Leadership and Analytical Support Staffing	(1.00)	(117,340)	(117,340)
• City Manager's Office General		(40,000)	(40,000)
• Reprographics Contractual Services Savings		(19,767)	(19,767)
<i>Subtotal</i>	2.00	755,180	755,180
OFFICE OF RETIREMENT SERVICES			
• Investment Program Staffing	1.00	280,940	0
• Benefits Program Staffing	0.25	22,456	0
<i>Subtotal</i>	1.25	303,396	0
<i>Subtotal Departments</i>	5.25	1,607,521	552,011

Strategic Support
Mayor, City Council and Appointees
PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
CITY-WIDE EXPENSES			
• City Outreach and Education Efforts		(50,000)	(50,000)
GENERAL FUND CAPITAL, TRANSFERS AND RESERVES			
• Transfer to the Public Safety and Infrastructure Bond Fund		2,300,000	2,300,000
• Earmarked Reserves: Deferred Infrastructure and Maintenance Reserve		(1,250,000)	(1,250,000)
• Earmarked Reserves: Essential Services Reserve		3,000,000	3,000,000
• Earmarked Reserves: Language Access Coordination Reserve		200,000	200,000
<i>Subtotal Other Changes</i>	0.00	4,200,000	4,200,000
Total Proposed Budget Changes		5.25	5,807,521
			4,752,011

Strategic Support Office of the City Attorney



Mission: *The Office of the City Attorney is committed to providing excellent legal services, consistent with the highest professional and ethical standards, with the goal of protecting and advancing the City's interests in serving the people of San José.*

Primary Partners

Mayor and City Council
Office of the City Attorney
Office of the City Auditor
Office of the City Clerk
Office of the City Manager
Office of the Independent Police Auditor

CSA OUTCOMES

- City Business is Conducted Lawfully
- City's Interests are Protected and Advanced

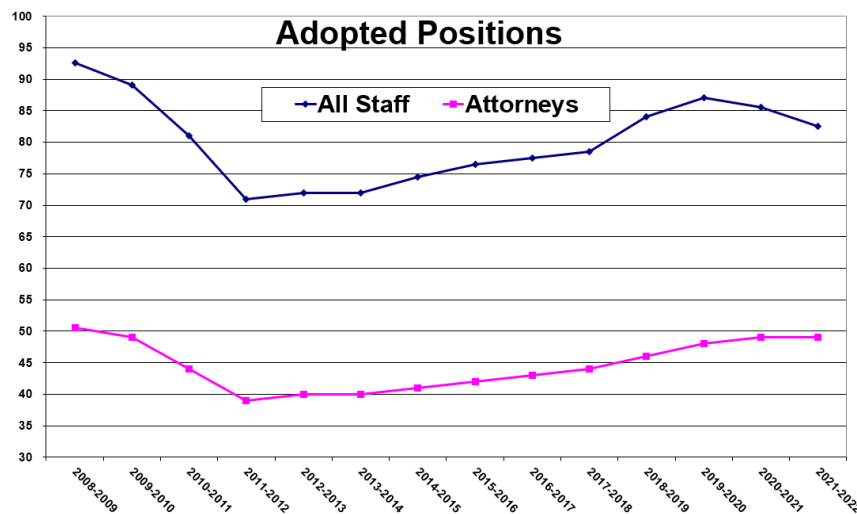
Strategic Support Office of the City Attorney OVERVIEW

Service Delivery Accomplishments

- The Office of the City Attorney effectively and economically represents and defends the City and its employees in all types of lawsuits, administrative hearings, arbitrations, appeals and criminal prosecutions. The Office also represents the City in Workers Compensation matters.
- Since the City's declaration of the local emergency related to COVID-19, attorneys working remotely have worked with City staff to address the myriad of resulting issues and impacts, including 1) eviction moratorium and residential rent freeze ordinances, 2) agreements related to housing the unsheltered, 3) agreements related to food distribution, 4) advising on FEMA and CARES Act funding, and 5) advising on the implementation of the County and State Orders.
- The Office continues to work with the Police Department and Code Enforcement to close unlawful and illegal businesses and to address blighted properties, recently including the use of receiverships.
- The Office has worked on a variety of matters with the Clean Energy Department to address the impacts of the PG&E Bankruptcy. In addition, the Office has assisted the Department in various filings with the California Public Utilities Commissions to address issues related to rates and procurement of energy for the City's ratepayers.

Service Delivery Environment

- The total budget decrease may jeopardize the Office's ability to meet basic daily operational demands and involve risks that could adversely affect the City. A substantial amount of the non-personal/equipment budget is earmarked for experts and consultants that assist the Office in complex litigation and transactional matters. If the funding for these expenditures is not adequate, it may be more difficult to effectively advocate the City's position.
- Staffing has remained almost static over the last twelve years and remains lower than 2009-2010 levels. General Fund budget reduction actions will decrease Office resources to minimum levels at a time when the demand for legal services has increased. The Office had 85.5 positions in 2020-2021 compared to 89 positions in 2009-2010. The Office's 2021-2022 Proposed Budget has 82.50 positions.



Strategic Support *Office of the City Attorney* OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: CITY BUSINESS IS CONDUCTED LAWFULLY

- ✓ Provide legal counsel at all City Council and Council Committee meetings and certain meetings of major boards and commissions, as necessary. The Office continues to provide staffing at all Planning Commission, Civil Service Commission, and Appeals Hearing Board Commission meetings. In addition, the Office provides legal counsel to all other Boards and Commissions.
- ✓ Prepare and review ordinances, resolutions, permits, contracts, and other legal documents.
- ✓ Perform analyses on relevant federal and state legislative actions.
- ✓ Provide oral and written legal advice and opinions.
- ✓ Provide legal services to assist City staff in identifying additional revenue sources, including analysis and implementation of revenue sources (e.g. taxes, assessments, and fees).
- ✓ Continue to provide significant construction related legal services for the various Public Works capital projects as well as implementation of the Water Pollution Control Capital Program and the Sanitary Sewer System Capital Program.
- ✓ Respond, review, and coordinate complex Public Records Act requests. Considerable resources are dedicated to increasingly complex Public Records Act requests involving electronic data.

OUTCOME 2: CITY'S INTERESTS ARE PROTECTED AND ADVANCED

- ✓ Initiate and defend lawsuits and other legal actions involving the City.
- ✓ Initiate collection actions on behalf of the City for matters where the debt is over \$5,000.
- ✓ Provide legal representation at administrative hearings.
- ✓ Prosecute select municipal code violations to address serious health and safety concerns.
- ✓ Investigate and respond to claims filed against the City.
- ✓ Conduct and coordinate confidential internal City investigations.
- ✓ Devote considerable resources to respond to increasingly complex discovery and Public Records Act requests involving electronic data.

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Strategic Support

Office of the City Auditor



Mission: *To independently assess and report on City operations and services*

Primary Partners

Mayor and City Council
Office of the City Attorney
Office of the City Auditor
Office of the City Clerk
Office of the City Manager
Office of the Independent Police Auditor
Office of Retirement Services

CSA OUTCOMES

- ❑ Identify Ways to Increase the Economy, Efficiency, Effectiveness, Equity, and Accountability of City Government
- ❑ Provide Independent, Reliable, Accurate, and Timely Information to the City Council and Other Stakeholders

Strategic Support

Office of the City Auditor

OVERVIEW

Service Delivery Accomplishments

- The Office of the City Auditor completed, or substantially completed, 14 audit projects or approximately 1.3 audits per auditor (Target: 1.5 audits per auditor).
- During 2020-2021, the Office identified \$2,858,350 in potential cost savings or revenue enhancements, achieving a ratio of about \$1.20 in monetary benefits to every \$1 in audit costs (Target: \$2 to \$1).
- The Office provided oversight of external financial auditors regarding the City of San José Annual Financial Audit, Single Audit, and related financial audits; the audits of bond programs such as the Parks and Recreation Bond Projects, Branch Libraries Bond Projects, Neighborhood Security Bond, and Public Safety and Infrastructure Bond, and Library Parcel Tax funds; the Annual Compliance Review of San Jose Clean Energy's Risk Management Practices, and the Semi-Annual Reviews for compliance with the City's Investment Policy.
- The Office followed up on over 287 open audit recommendations. Over the past ten years, departments have implemented or closed about 70% of all audit recommendations that improve service delivery to residents, identify operational efficiencies or cost savings, increase transparency and accountability, or improve security over City assets. About 52% of recommendations made in the past five years have been implemented.
- Audit staff provided support to the City's emergency response to the COVID-19 pandemic, including two audit memos related to the City's recovery operations and reassignments of audit staff as disaster service workers.

Service Delivery Environment

- The City Charter provides that the Office of the City Auditor conduct performance audits to determine whether City resources are being used in an economical, effective, efficient, equitable manner; established objectives are being met; and desired results are being achieved.
- As the City continues to look for efficiencies in service delivery, the Office will continue its focus on identifying revenues and cost-savings opportunities, and will work with the City Manager's Office to target areas for audit that are likely to yield the most benefit and address areas identified in the City Auditor's Citywide risk assessment model.
- The Office will also continue to improve the availability and usage of audited performance data and focus audit recommendations on improving City services through better use of technology and data.

Strategic Support *Office of the City Auditor* OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: IDENTIFY WAYS TO INCREASE THE ECONOMY, EFFICIENCY, EFFECTIVENESS, AND ACCOUNTABILITY OF CITY GOVERNMENT

- ✓ Conduct performance audits, special audits, and reviews that identify ways to increase the economy, efficiency, effectiveness, and equity of City government. The Office's 2021-2022 Audit Workplan will target City Council and other City Appointee concerns and areas identified in the City Auditor's City-Wide Risk Assessment model.
- ✓ Conduct recommendation follow-up. The Office prepares a status report of all open audit recommendations as of June 30 and December 31 each year. Through December 2020 approximately 70% of the 814 recommendations made over the last 10 years have been implemented.
- ✓ The Office looks forward to participating in the implementation of the *Smart City Vision* by improving the availability and usage of audited performance data and focusing audit recommendations on improving City services through better use of technology and data.

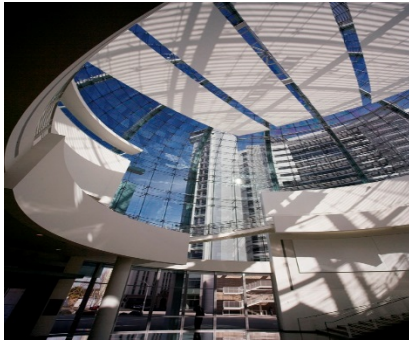
OUTCOME 2: PROVIDE INDEPENDENT, RELIABLE, ACCURATE, AND TIMELY INFORMATION TO THE CITY COUNCIL AND OTHER STAKEHOLDERS

- ✓ Prepare audit reports and memoranda that provide independent, reliable, accurate, and timely information to the City Council. The 2020-2021 Audit Workplan was approved by the City Council in August 2020. The 2021-2022 Audit Workplan will be submitted for City Council approval in August 2021.
- ✓ Provide performance reporting and enhance the display of online performance information. In December 2020, the Office published the City's thirteenth *Annual Report on City Services*. The Office will continue this project in 2021-2022 and will continue to work with City staff on audit projects designed to improve the City's performance management and reporting systems.
- ✓ Continue to improve the website. The Office's website includes copies of audit reports issued by the Office since 1985 and links to the City Council Committee archive video of the hearings where available. The Office will continue to ensure that information on the site is current and relevant, and work toward translating audit results into multiple languages.

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Strategic Support

Office of the City Clerk



Mission: *Provide strategic support services and leadership to maximize public access to municipal government*

Primary Partners

Mayor and City Council
Office of the City Attorney
Office of the City Auditor
Office of the City Clerk
Office of the City Manager
Office of the Independent Police Auditor
Office of Retirement Services

CSA OUTCOME

- The Municipal Legislative Process is Accessible and Open to the Community

Strategic Support *Office of the City Clerk* OVERVIEW

Service Delivery Accomplishments

The Office of the City Clerk continued to ensure that mandated services were provided in the most cost-effective manner. In 2020-2021, the Office:

- Conducted an election for City Councilmembers, and ballot measures; initiated the formation of the Charter Review Commission and Redistricting Commission as directed by the City Council; and maintained compliance with open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements.
- Prepared and distributed agenda packets, synopses, and action minutes of City Council, Rules and Open Government committee meetings, and posted them on the City's website. Prepared and distributed minutes for other City Council committees, and other entities, such as the Financing Authority. All City Council and City Council committee meetings were web-casted live, indexed, and archived for on-demand replay.
- Provided access to the City's legislative records and documents; reviewed and executed all City contracts for administrative compliance, and made them available for review. Fulfilled requests for the City's legislative records and related public documents under provisions of the California Public Records Act. Updated and posted the Municipal Code, City Charter, and Council Policy Manual on the City's website. Indexed all documents presented to the City Council for storage and retrieval, and made available to the public.
- Provided fiscal, grant, budget, human resources, payroll, administrative, and technical support services for the Office of the Mayor, City Council Offices, and for the City's Boards, Commissions, and Committees.

Service Delivery Environment

The Office of the City Clerk continues to see heavy workload in all areas of Office operations. As the Office plans for the next five years, the overarching goal remains to enhance the use of technology to improve and expedite services. Specific examples of trends, issues, and opportunities include:

- Continued work on new Open Government policies and procedures in line with the "Open Data Policy" and recommendations from the Sunshine Reform Task Force, including disclosure requirements (calendars, outside income, and fundraising) for the Mayor and City Councilmembers.
- The need for an improved, less labor-intensive process for creating and disseminating City Council meeting agendas and memoranda, and improved technology to enhance the public's access to the City's legislative process and records.
- The increased demand for access to a wide variety of public records, including a rising community expectation for online access to candidate and committee campaign disclosure statements and lobbyist activity reports.

Strategic Support *Office of the City Clerk* OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME: THE MUNICIPAL LEGISLATIVE PROCESS IS ACCESSIBLE AND OPEN TO THE COMMUNITY

The Office of the City Clerk has three strategic goals and objectives:

- ✓ Deploy technology resources effectively;
- ✓ Increase efficiency of service delivery; and
- ✓ Maintain high levels of customer service.

The Office of the City Clerk will provide the following services directly related to this outcome:

- ✓ Successfully conducting municipal elections for the City Council members and ballot measures;
- ✓ Creating and distributing agenda packets, synopses, and minutes for all City Council meetings and City Council Rules and Open Government Committee meetings; additionally, provide legislative services to all other Council Committees by writing and distributing minutes pertaining to Ordinances, Resolutions, and Charter Amendments;
- ✓ Continue to conduct virtual Council Meetings and City Board, Commissions, and Committee meetings as needed in coordination with the Office of the City Manager;
- ✓ Posting all changes to the San José Municipal Code and the City Council Policy Manual on the web; publishing and distributing hard-copy supplements;
- ✓ Creating and maintaining a legislative history of City Council, Successor Agency to the Redevelopment Agency, the Oversight Board, and related entities' actions; and indexing and filing all public records such that the records can be retrieved in a timely manner and the history is readily available;
- ✓ Conducting the recruitment, application, and selection processes for boards and commissions through the Council Appointment Advisory Commission; directing City Council interview and appointment; and facilitating the City Council's appointment of public members to the Retirement Boards and the Civil Service Commission;
- ✓ Conducting employee and retiree elections for the employee and retiree members, as applicable, of both Retirement Boards and the Civil Service Commission;
- ✓ Providing administrative support services to the Board of Fair Campaign and Political Practices, Civil Service Commission, Council Salary Setting Commission, Council Appointment Advisory Commission; Charter Review Commission, and the Redistricting Commission;
- ✓ Researching City Council actions and records from the adoption of the City Charter to the present;
- ✓ Providing administrative support including fiscal management, human resources administration, budgeting, grant administration, and procurements for the Mayor and City Council Offices; and
- ✓ Accepting and making available all Statements of Economic Interests, campaign finance disclosure forms, lobbyist registration and reporting forms, and all disclosures required of the Mayor and City Council members (calendars, fundraising solicitations, and outside income disclosure).

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Strategic Support

Office of the City Manager



Mission: 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

Primary Partners

Mayor and City Council
Office of the City Attorney
Office of the City Auditor
Office of the City Clerk
Office of the City Manager
Office of the Independent Police Auditor
Office of Retirement Services

CSA OUTCOMES

- ❑ The Community Receives Customer-Focused, Results-Driven Services
- ❑ The Mayor and Council are Effectively Supported in Making Public Policy Decisions
- ❑ Support Employees to Actively Engage With and Achieve the City's Vision

Strategic Support *Office of the City Manager* OVERVIEW

Service Delivery Accomplishments

- **Executive Leadership and City Management** provided strategic leadership to support the Mayor and City Council, advanced the City Manager's eight Enterprise Priority work plans, and provided leadership through the COVID-19 pandemic by ensuring the continuation of essential City services, providing vulnerable residents with new services, and keeping City employees safe and supported.
- **Office of Administration, Policy, and Intergovernmental Relations** processed over 1,000 contracts; reviewed over 550 City Council Agenda reports; assigned and tracked over 75 Council Referrals; successfully advocated for a comprehensive federal coronavirus relief package that includes direct, flexible funding for San José's COVID-19 pandemic response; reviewed over 2,500 legislative items and sponsored five bills in the state legislative session; coordinated response to over 80 multi-department Public Records Act requests; provided leadership to multiple Emergency Operations Center (EOC) branches throughout the City's COVID-19 pandemic response, including Community and Economic Recovery and administering federal funding to help San José's most vulnerable residents, small businesses, and nonprofits; supported the development of the City's first encampment trash program with data infrastructure to support systemic trash service; and managed field outreach in low-turnout neighborhoods for the 2020 Census.
- **Budget Office** provided ongoing review, monitoring, analyses, forecasts, and reporting on the City's over 130 Operating and Capital funds totaling \$4.8 billion with 6,592 positions, allowing for effective oversight and controls throughout the fiscal year, including rebalancing several funds in 2020-2021 and resolving significant budgetary shortfalls anticipated for 2021-2022 as a result of the COVID-19 pandemic.
- **Communications Office** released 56 Flash Reports supporting COVID-19 EOC activations, protest safety, wildfires, and flash flood warnings resulting in over 500,000 emails sent and a 42% open rate; received over a quarter million visits to Emergency Notification Pages with 41% attributed to Spanish, Vietnamese, and Chinese translated pages; garnered over seven million social media impressions; launched updated Intranet website; deployed SJ311 awareness campaign; and continued support of virtual and hybrid City Council meetings on CivicCenter TV.
- **Office of Civic Innovation** led the EOC Food and Necessities Distribution Branch and distributed over 100 million meals to underserved communities; supported the EOC Digital Inclusion Branch to equitably relieve digital connectivity impacts during the pandemic – over \$10M in investment to build free-access community wi-fi networks in underserved school attendance areas; provided free high-speed connectivity via hotspots to 12,800 student households and 3,000 for circulation through the San José Public Library; received over \$1.3M in donations to the Digital Inclusion Partnership disbursed as grants to school districts and digital inclusion grantees; executed new agreements to accelerate permitting 240 macro-cell sites; and permitted over 1,850 small cell 4G and 5G permits to improve broadband speed and capacity to date.
- **Office of Emergency Management (OEM)** filled several Operations Section and Planning Section roles in the EOC during the COVID-19 pandemic response; activated the EOC to respond to PG&E Public Safety Power Shutoff events, the Santa Clara Unit Complex Fire, and near flood conditions; and conducted four virtual Community Emergency Response Training refresher courses for 200 attendees.

Strategic Support *Office of the City Manager* OVERVIEW

- **Office of Employee Relations (OER)** is negotiating successor Memoranda of Agreement with eight bargaining units whose current agreements expire June 30, 2021, finalized the Retirement Stakeholder Solutions Working Group report, conducted several trainings, and performed personnel investigations. OER also oversaw leave entitlement programs created by federal and state laws and City ordinance and redeployed City employees in response to the COVID-19 pandemic.
- **Office of Racial Equity (ORE)** supported the COVID response by serving in multiple EOC branches to help residents and local businesses, including the Language Access Unit, which coordinated over 2,650 translation pieces and 141 videos for social media. ORE supported the Rapid Response Network, which received 1,074 hotline calls (totaling 7,343 calls from June 2017 - January 2021) related to immigration enforcement activity, developed a Budgeting for Equity Worksheet and data atlas as well as provided departmental consultations regarding centering equity in budget proposals to support the development of the 2021-2022 Proposed Budget. ORE also assisted with work related to Reimagining Community Safety as part of the Police Reforms Work Plan.

Strategic Support *Office of the City Manager* OVERVIEW

Service Delivery Environment

The City Manager's Enterprise Priorities provide a statement of the critical issues ahead: Emergency Management & Preparedness; Creating Housing & Preventing Homelessness; Safe, Vibrant, and Inclusive Neighborhoods & Public Life; Building the San José of Tomorrow - Private Development Services; the Future of Downtown; and Smart & Sustainable City: 21st Century Infrastructure. The internally focused enterprise priorities – Strategic Fiscal Positioning & Resource Deployment, and Powered by People – serve as the foundation to accomplish the other priorities, as well as other City services.

Budget Dollars at Work: Performance Goals

This section organizes the key goals and objectives of the Office of the City Manager based on three outcomes. These priorities guide the efforts of City Service Areas (CSAs) and departments in providing services.

OUTCOME 1: THE COMMUNITY RECEIVES CUSTOMER-FOCUSED, RESULTS-DRIVEN SERVICES

- ✓ Focus on providing leadership necessary for organizational initiatives that continue to position the City as a more focused, efficient, and sustainable organization for the future.
- ✓ Provide safe service delivery as the City recovers from the COVID-19 pandemic and ensure community and economic recovery efforts are equitable and comprehensive.
- ✓ Provide organizational improvement efforts to change the way we do business, streamline processes, increase employee empowerment, and achieve results in an environment of constant change, increasing complexity, and constrained financial resources.
- ✓ Implement a city-wide equity framework that will examine and improve San José's internal policies, practices and systems to eradicate structural and/or institutional racism that may exist in our City government and ultimately improve outcomes for Black, Indigenous, and People of Color.
- ✓ Implement an aggressive communication plan for community outreach, ensuring the City's diverse population has access to City Hall and critical information.
- ✓ Implement police reforms and work closely with the community, community-based agencies, faith-based organizations, social justice advocates, law enforcement agencies, County, State, and federal agencies, and youth on public safety issues.
- ✓ Work with regional governance partners on Bay Area inter-agency issues.
- ✓ Pursue public-private partnerships both directly with community and corporate partners, as well as convene City departments and offices to develop more effective workforce support and development practices.
- ✓ Ensure public access to current and accurate City data that is not otherwise protected through an ongoing focus on the Open Data initiative.

Strategic Support *Office of the City Manager* OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 2: THE MAYOR AND CITY COUNCIL ARE EFFECTIVELY SUPPORTED IN MAKING PUBLIC POLICY DECISIONS

- ✓ Coordinate City agenda items for City Council consideration, including preparation and development of City Council meeting scheduling.
- ✓ Provide staff expertise and support for City Council Committees and Commissions.
- ✓ Disseminate City Information Memorandums that support the ability to monitor the organization's work as well as track and monitor City Council referrals for appropriate departmental follow-up.
- ✓ Monitor the fiscal and economic environment and adjust the 2021-2022 Adopted Budget, as appropriate, to ensure adequate resources to meet approved expenditure levels.
- ✓ Bring forward balanced budgets for the General Fund and all other City funds for 2022-2023 that reflect City Council and community goals and help ensure fiscal stability.
- ✓ Provide support to the City Council in implementing fiscal sustainability and other potential ballot measures or initiatives.
- ✓ Operationalize the City Council approved City Roadmap of strategic initiatives —ensuring Council can support existing Initiatives and drive new policy recommendations to meet community needs.
- ✓ Strengthen the City-County partnership by meeting regularly with the County Executive, supporting meetings between key City and County elected officials, and focusing attention on issues of shared services between the organizations.
- ✓ Promote intergovernmental relations with the key focus on advocacy for the City's needs at the regional, State, and federal levels, as well as training and coordinating with departments to make San José's voice heard.
- ✓ Continue to ensure San José's position as the Most Innovative City in America by engaging the City Council on Smart City implementations and driving city-wide data analytics to help inform racial equity policy, advocacy, and funding decisions.

OUTCOME 3: SUPPORT EMPLOYEES TO ACTIVELY ENGAGE WITH, AND ACHIEVE, THE CITY'S VISION

- ✓ Provide strategic leadership for the organization, support the City Council, and motivate the workforce to deliver high quality services in an environment of increasing demands and limited resources.
- ✓ Continue to provide the leadership and strategically target efforts to challenge the organization to develop innovative ways to deliver services and streamline operations to be more efficient, including the digital delivery of City services and operations.

Strategic Support *Office of the City Manager* OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 3: SUPPORT EMPLOYEES TO ACTIVELY ENGAGE WITH, AND ACHIEVE, THE CITY'S VISION

- ✓ Continue to provide the leadership and strategically target efforts to challenge the organization to develop innovative ways to deliver services and streamline operations to be more efficient, including the digital delivery of City services and operations.
- ✓ Engage the workforce through ongoing structured communication and ongoing implementation of an overarching workforce support and development strategy to effectively engage, recruit, and retain top talent.
- ✓ Work with employees to develop the organization's capacity in civic engagement and make a difference in the civic life of our community.
- ✓ Invest in employees by aligning their development needs with the current and future needs of the City.
- ✓ Ensure employees have access to training, and the resources and protective equipment needed to feel safe in the workplace, particularly as employees transition to working at City facilities as the COVID-19 pandemic subsides.
- ✓ Continue to provide and promote programs that foster employee health and wellness.
- ✓ Foster constructive and professional working relationships with the City's employee labor unions.
- ✓ Champion the City's Mentorship program as an opportunity for City leadership to support employee growth and development in their career with the City.
- ✓ Make pursuing grants and partnerships a top priority given the significantly limited funding available for infrastructure and new initiatives.

Strategic Support

Office of Retirement Services



Mission: *Provide quality services in the delivery of pension and related benefits and maintain financially sound pension plans*

Primary Partners

Mayor and City Council
Office of Retirement Services
Office of the City Attorney
Office of the City Auditor
Office of the City Clerk
Office of the City Manager
Office of the Independent Police Auditor

CSA OUTCOMES

- Retirement plans are properly administered.
- Investment of assets to satisfy Retirement Plans' obligations.

Strategic Support *Office of Retirement Services* OVERVIEW

Service Delivery Accomplishments

- Continued publication of the Office of Retirement Services (ORS) quarterly newsletter, The Retirement Connection, the first of which was issued in January 2020.
- Completed recruitments to fill the vacancies for a Senior Auditor and a Health Senior Benefits Analyst.
- Implemented Virtual Health Fair for Open Enrollment.
- Completed and launched Open Enrollment website to augment Virtual Health Fair activities.
- Implemented Boards' strategic communications plan, including message direct communication feature for Member portal, Member Direct and users, instructional videos posted on ORS website, enhance the use of email blasts alerting members of news and events, and create and maintain social media accounts (Facebook, Twitter).
- Contracted with Social Media consultant to support Boards' strategic communications plan.
- Implemented technology to support remote workforce.
- Completed the upgrade of the ORS website to streamline its contents and make it more user-friendly and easier to navigate.
- Updated Board equipment for accessing Board agendas.
- Completed contracting with various legal entities to conclude the Requests for Proposal for legal services that was started in the prior fiscal year.
- Renewed contracts with Independent Medical Examiners for disability applications.
- Issued Requests for Proposal for Board Medical Advisor.
- Implemented ordinance to address interest for Reclassified Tier 1 members.
- Implemented transfer from State Street to BNY Mellon for custodial bank services to conclude the Requests for Proposal for custodial services.
- Quickly implemented the Boards' decision to change the strategic asset allocation for both plans to take advantage of market opportunities amid the COVID-19 pandemic.

Service Delivery Environment

- Work with the communications consultant to further develop strategic communications activities for future years.
- Complete Requests for Proposals for a Board Medical Advisor.
- Implement performance metrics for the Chief Executive Officer and Chief Investment Officer.
- Publish revised Tier 1 and Tier 2 Member Handbooks.
- Complete phone upgrade / project for the office.
- Identify return-driven investment opportunities, balancing risk, amid the global economic impacts of the COVID-19 pandemic.

Strategic Support Office of Retirement Services OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: RETIREMENT PLANS ARE PROPERLY ADMINISTERED

- Work with the Retirement Plans' actuaries to ensure the plans have adopted and implemented rates, assumptions, and methodologies reflective of the plans' liabilities and with appropriate contribution volatility, which seeks to mitigate the intergenerational shifting of liabilities.
- Conduct and manage approximately 100 board meetings annually to provide the information necessary to assist the board members in fulfilling their fiduciary duties.
- Provide quality customer service by working with the members to ensure excellent retirement planning and counseling through educational classes and meetings via an average of a thousand phone inquiries and seventy walk-in visits per month.
- Publish annual financial reports, which include the CAFR and the PAFR, to maintain accountability and provide fiscal transparency.

Budget Dollars at Work: Performance Goals

OUTCOME 2: INVESTMENT OF ASSETS TO SATISFY PLANS' OBLIGATIONS

- Manage Retirement Plan assets in a manner which seeks to achieve long-term net returns in excess of the actuarial investment return assumption and adopted benchmarks, while maintaining a reasonable level of investment risk.
- Work with investment consultants to review and adopt asset allocations reflective of the Retirement Boards' risk tolerances; developing enhanced framework for determining appropriate level of risk.
- Monitor and evaluate performance and attribution of Retirement Plan assets to determine areas for potential improvement and focus.
- Perform in-depth due diligence on investment managers, ensuring that investment managers are performing within acceptable parameters and delivering anticipated value-add. Source and perform due diligence on prospective investment managers and retain when appropriate.
- Develop, implement, and ensure compliance with Retirement Board-adopted investment policies.