

# Office of the City Manager

Debra Figone, 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

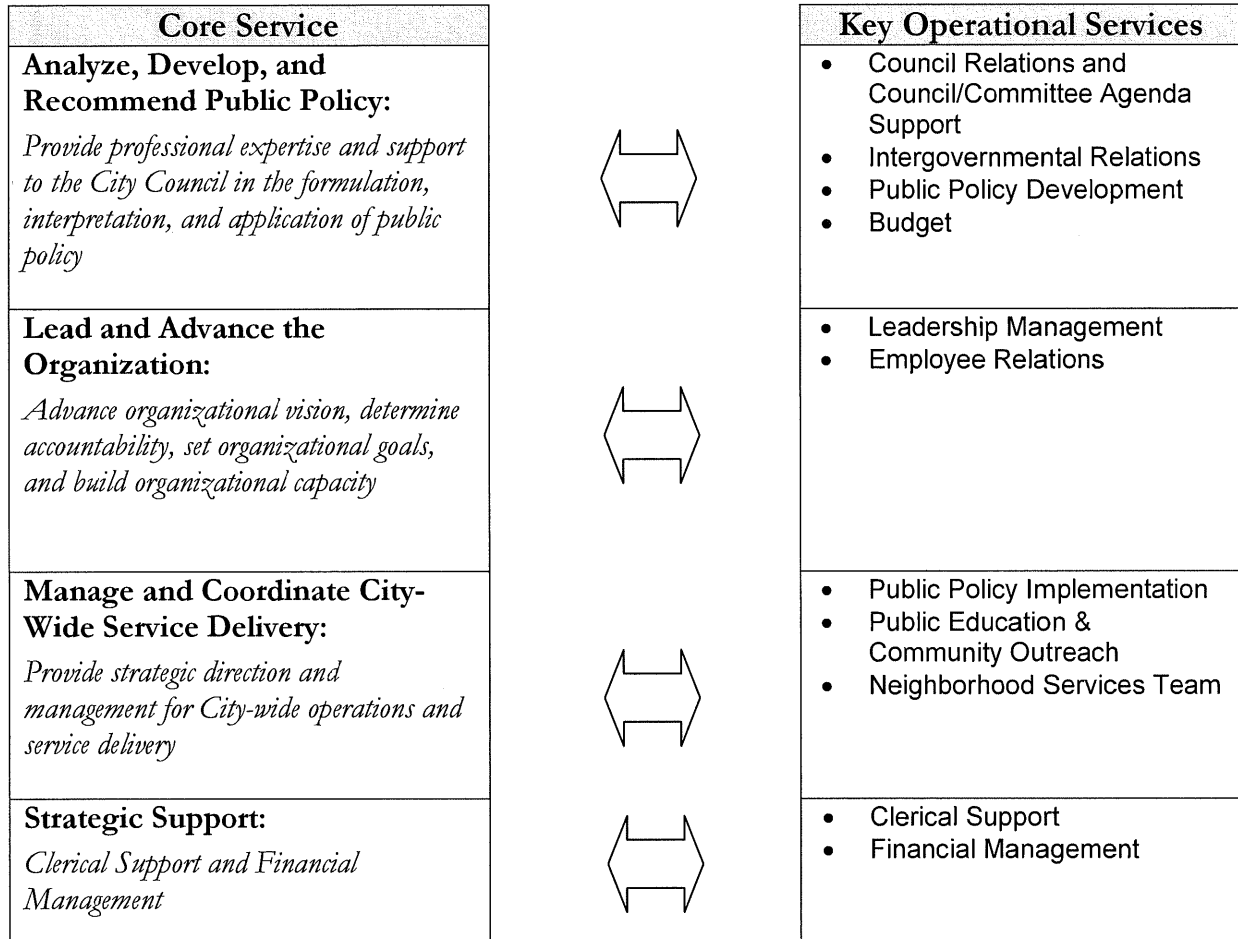
#### **Manage and Coordinate City-Wide Service Delivery**

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 2012-2013 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.
- 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.
- Continue to engage the workforce in adapting to the City's economic environment and community service priorities, through ongoing structured dialogue and communication.
- The continued implementation of the Fiscal Reform Plan, approved as part of the 2011-2012 Adopted Budget, will be a key priority during 2012-2013. The City Manager's Office will coordinate this multi-year effort to achieve critical reforms designed to generate both cost savings and additional revenues, budget stability, and allow the restoration of key services.
- The Budget Office will continue to effectively forecast and monitor both revenues and expenditures in over 110 different funds in 2012-2013 and will develop the 2013-2014 Proposed Budget for City Council consideration. Moving forward, once budget stability is reached, the focus will be on restoring key services in an effective manner, meeting basic infrastructure needs, and ensuring the City remains a competitive employer.
- The Office of Employee Relations will negotiate with some of the City's bargaining units in 2012-2013 and will focus on the continued implementation of the City's Fiscal Reform Plan. This Office will also work with the City Attorney's Office on addressing potential significant litigation related to the voter approved pension modification ballot measure (Measure B).
- With the City acting as the Successor Agency to the former Redevelopment Agency, the City Manager's Office will continue to manage the multi-departmental transition team, and the winding down of the Successor Agency activities ensuring compliance with the applicable laws and timelines set forth by the legislation.
- 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 multi-departmental program as well as other priority issues needed to address public safety which may include gaming, regional communications interoperability, and other time sensitive issues.

### 2012-2013 Budget Actions

- Continues 1.0 Assistant to the City Manager position through 2012-2013 to support the Medical Marijuana Program (55%), and to provide assistance in managing cardrooms as well as supporting the Public Safety CSA (45%).
- Adds one-time funding for the equivalent of 2.0 Senior Executive Analysts in the Office of Employee Relations to ensure sufficient support for Fiscal Reform Plan efforts.
- Shifts 5.75 positions from the City Manager's Office to the Housing Department and the Parks, Recreation and Neighborhood Services Department to align resources with the multi-departmental Neighborhood Services Team and facilitate the collaboration between departments and programs working in neighborhoods.

### Operating Funds Managed

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

# Office of the City Manager

## Department Budget Summary

	2010-2011 Actual 1	2011-2012 Adopted 2	2012-2013 Forecast 3	2012-2013 Adopted 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Analyze, Develop, and Recommend Public Policy	\$ 4,186,622	\$ 4,637,115	\$ 4,900,107	\$ 4,900,107	5.7%
Lead and Advance the Organization	1,565,605	1,432,487	1,798,865	2,138,865	49.3%
Manage and Coordinate City-Wide Service Delivery	4,468,332	3,931,218	3,858,573	3,617,313	(8.0%)
Strategic Support	229,251	364,471	388,323	388,323	6.5%
<b>Total</b>	<b>\$ 10,449,810</b>	<b>\$ 10,365,291</b>	<b>\$ 10,945,868</b>	<b>\$ 11,044,608</b>	<b>6.6%</b>
<b>Dollars by Category</b>					
Personal Services					
Salaries/Benefits	\$ 9,583,304	\$ 9,331,289	\$ 9,881,632	\$ 9,907,372	6.2%
Overtime	101,342	78,635	78,635	78,635	0.0%
Subtotal	\$ 9,684,646	\$ 9,409,924	\$ 9,960,267	\$ 9,986,007	6.1%
Non-Personal/Equipment					
Total	\$ 10,449,810	\$ 10,365,291	\$ 10,945,868	\$ 11,044,608	6.6%
<b>Dollars by Fund</b>					
General Fund	\$ 10,290,784	\$ 10,113,137	\$ 10,660,062	\$ 10,758,802	6.4%
Affordable Hsg Investment Fd	0	0	44,475	44,475	N/A
Airport Maint & Oper	21,456	81,196	179,546	179,546	121.1%
Integrated Waste Mgmt	9,413	10,088	0	0	(100.0%)
Low/Moderate Housing	35,760	45,387	0	0	(100.0%)
Sewer Svc & Use Charge	17,416	25,254	22,881	22,881	(9.4%)
SJ/SC Treatment Plant Oper	71,451	86,445	38,904	38,904	(55.0%)
Water Utility	3,530	3,784	0	0	(100.0%)
<b>Total</b>	<b>\$ 10,449,810</b>	<b>\$ 10,365,291</b>	<b>\$ 10,945,868</b>	<b>\$ 11,044,608</b>	<b>6.6%</b>
<b>Authorized Positions by Core Service</b>					
Analyze, Develop, and Recommend Public Policy	27.65	27.30	27.50	27.50	0.7%
Lead and Advance the Organization	10.40	9.40	10.75	10.75	14.4%
Manage and Coordinate City-Wide Service Delivery	32.70	23.05	23.00	18.25	(20.8%)
Strategic Support	2.00	2.00	2.00	2.00	0.0%
<b>Total</b>	<b>72.75</b>	<b>61.75</b>	<b>63.25</b>	<b>58.50</b>	<b>(5.3%)</b>

# Office of the City Manager

## Budget Reconciliation

(2011-2012 Adopted to 2012-2013 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2011-2012):</b>	<b>61.75</b>	<b>10,365,291</b>	<b>10,113,137</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Office of the City Manager Unemployment Contribution		(75,619)	(75,906)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(75,619)</b>	<b>(75,906)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position additions, deletions, and reallocations:		263,966	397,697
- 1.0 Administrative Assistant to 1.0 Executive Analyst II			
- 1.0 Analyst I/II to 1.0 Senior Executive Analyst			
- 1.0 Program Manager II to 1.0 Senior Executive Analyst			
- 1.0 Program Manager I to 1.0 Senior Executive Analyst			
- 1.0 Senior Executive Analyst to 1.0 Assistant to the City Manager			
- 1.0 Video/Multimedia Producer to 1.0 Audiovisual Engineer			
• Office of the City Manager Leadership Reorganization Restoration		107,513	107,513
• Office of the City Manager Administrative Staffing Restoration (1.0 Administrative Assistant)	1.00	99,170	99,170
• Special Projects Funding Restoration		75,000	75,000
• Professional Development Restoration		14,700	14,700
• Airport Public Information Officer reallocation from the Airport Department (1.0 Program Manager II)	1.00	167,096	0
• Return-to-Work Program Reallocation from the Human Resources Department (1.0 Program Manager I)	1.00	142,472	142,472
• Medical Marijuana Regulatory Program (0.5 Administrative Assistant, 1.0 Assistant to the City Manager; reallocation of remaining 0.5 Administrative Assistant to 0.5 Administrative Assistant Part-Time) (not implemented)	(1.50)	(243,955)	(243,955)
• Hosted Web Maintenance and Support Costs (City Council approval – December 13, 2011)		30,234	30,234
<b>Technical Adjustments Subtotal:</b>	<b>1.50</b>	<b>656,196</b>	<b>622,831</b>
<b>2012-2013 Forecast Base Budget:</b>	<b>63.25</b>	<b>10,945,868</b>	<b>10,660,062</b>

# Office of the City Manager

## Budget Reconciliation

(2011-2012 Adopted to 2012-2013 Adopted)

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	Positions	All Funds (\$)	General Fund (\$)
<hr/> <b>Budget Proposals Approved</b> <hr/>			
1. Office of Employee Relations Fiscal Reform Staffing		290,000	290,000
2. Gaming Unit Oversight/Public Safety City Service Area Staffing	0.55	108,812	108,812
3. Medical Marijuana Program	0.45	89,028	89,028
4. Ballot Polling Measures		50,000	50,000
5. Civic Center Television Upgrade		23,000	23,000
6. Neighborhood Services Team Reorganization	(5.75)	(462,100)	(462,100)
<b>Total Budget Proposals Approved</b>	<b>(4.75)</b>	<b>98,740</b>	<b>98,740</b>
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<b>2012-2013 Adopted Budget Total</b>	<b>58.50</b>	<b>11,044,608</b>	<b>10,758,802</b>

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# Office of the City Manager

## Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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1. <b>Office of Employee Relations Fiscal Reform Staffing</b>		290,000	290,000
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***Strategic Support CSA***

*Lead and Advance the Organization*

Adds one-time funding of \$290,000 for the equivalent of 2.0 Senior Executive Analysts through 2012-2013 in the Office of Employee Relations to ensure sufficient resources are dedicated to the Fiscal Reform Plan efforts. The additional in-house staffing resources are necessary to maintain continuity on critical labor relations issues and to address increased workload associated with the following: implementation of the City's Fiscal Reform Plan, including Retirement Reform and negotiation and mediation on sick leave payments upon retirement; potential significant litigation related to the retirement reform ballot measure, including preparation for potential arbitration; extensive labor negotiation efforts as AB 646 may require a fact finding process prior to implementation of various Fiscal Reforms; and Public Employment Relations Board (PERB) charges filed by bargaining units pertaining to the ballot measure and other Fiscal Reforms. (Ongoing costs: \$0)

**Performance Results:**

**Quality, Customer Satisfaction, Cycle Time** This action increases the in-house labor relations resources to assist with the negotiations with the City's 11 bargaining units and implementation of the Fiscal Reform Plan. There will likely be a noticeable impact on the quality, customer satisfaction and cycle time related to labor relations issues as there will be more in-house resources available to work on these issues.

2. <b>Gaming Unit Oversight/Public Safety City Service Area Staffing</b>	0.55	108,812	108,812
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***Strategic Support CSA***

*Manage and Coordinate City-Wide Service Delivery*

Continues 0.55 of an Assistant to the City Manager position on a one-time basis through 2012-2013 to assist in the oversight of the Gaming Unit and to provide high level support to the Public Safety City Service Area (CSA). This position will continue to work with the City's Gaming Unit in the Police Department to manage the licensing and permitting of the cardrooms and their employees, to implement amendments to Title 16 of the Municipal Code that pertains to Cardrooms, as well as to work with the Cardrooms on any modification, expansion, and/or relocation of the cardroom facilities. Given the current build-out and relocation of one of the two cardrooms, additional management oversight is necessary in the Manager's Office to ensure execution and city-wide coordination during this critical time. In addition to the oversight of the cardrooms, this position will continue to provide support to the Public Safety CSA by undertaking high level special projects. (Ongoing costs: \$0)

**Performance Results:**

**Quality, Customer Satisfaction** Significant improvements in customer service will be seen by the Cardrooms as a result of the work completed by the Gaming Unit such as amendments to Title 16 to streamline permitting and licensing procedures. In addition, tracking of critical items and the reporting of these items to the City Council related to the Public Safety CSA will be completed in a thorough and timely fashion.

# Office of the City Manager

## Budget Changes By Department

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Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>3. Medical Marijuana Program</b>	<b>0.45</b>	<b>89,028</b>	<b>89,028</b>

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### **Strategic Support CSA**

*Manage and Coordinate City-Wide Service Delivery*

Continues 0.45 of an Assistant to the City Manager position on a one-time basis through 2012-2013 to maintain oversight, coordination, and continued development and implementation of the multi-departmental Medical Marijuana Program. In the 2011-2012 Adopted Operating Budget, a Medical Marijuana Program was approved to both regulate the collectives through a regulatory ordinance and to ensure collection of the Marijuana Business Tax. Due to the suspension of the Regulatory Ordinance and pending cases in the California Supreme Court, the future of the regulatory program continues to be uncertain.

This position will continue to track policy issues surrounding the development and implementation of the program, maintain community engagement through public outreach efforts, coordinate the multi-departmental program (includes Police and Finance Departments, Code Enforcement, and City Attorney's Office) that ensures collection of the Marijuana Business Tax and compliance with various City codes, and provide fiscal management of the program. This position will also be responsible for oversight of any regulatory program that is approved. The regulatory program has been suspended; however, as this issue is revisited in the future, the Assistant to the City Manager position will coordinate and execute any reworking of the regulatory ordinances and implementation of the ordinances that may be allowed. The Medical Marijuana Program will be reevaluated as part of the 2013-2014 budget as certain legal issues regarding this program continue to be unknown. (Ongoing costs: \$0)

### **Performance Results:**

**Quality, Customer Satisfaction** This action will provide needed oversight and management of the complex Medical Marijuana Program and area of law which continues to be developed and determined in the Courts. This action will also provide needed communication and coordination between the Administration and the Medical Marijuana advocates following decisions from the Supreme Court on issues surrounding Medical Marijuana.

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<b>4. Ballot Polling Measures</b>		<b>50,000</b>	<b>50,000</b>
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### **Strategic Support CSA**

*Lead and Advance the Organization*

Adds one-time non-personal/equipment funding of \$50,000 to support additional polling in July 2012 of a potential Sales Tax measure for the November 2012 ballot. This polling will help gauge public support for a potential Sales Tax measure and will test the impact of other potential ballot measures on a Sales Tax measure. The Administration will use the polling results to bring a resolution to the City Council in August 2012 to consider the placement of a Sales Tax measure on the November election ballot. (Ongoing costs: \$0)

### **Performance Results:**

**Cost** The polling will provide additional information necessary to make an informed critical decision regarding recommendation for putting a Sales Tax ballot measure on the November 2012 ballot. Given the cost of placing a measure on the ballot, it is important to have data on the likelihood of success.



# Office of the City Manager

## Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>5. Civic Center Television Upgrade</b>  <b>Strategic Support CSA</b> <i>Manage and Coordinate City-Wide Service Delivery</i>  Adds non-personal/equipment funding of \$23,000 to complete a variety of functions for city-wide electronic agenda management systems including improving the quality of current video streaming and adding streaming of meetings to mobile devices. Enhancements will commence with an entirely electronic process for agenda/synopsis/minutes creation and document management, and will also include the ability for use of digital signatures and electronic Council meeting management with support for tablets. Additional improvements anticipated include: a searchable voting database; replacement of obsolete equipment in current operations; and improving efficiency of the Clerk's Office agenda/document workflow; reducing printing costs; and addressing Americans with Disabilities Act (ADA) compliance issues for electronic documents. (Ongoing costs: \$0)		23,000	23,000
<b>6. Neighborhood Services Team Reorganization</b> (formerly Neighborhood Engagement Team)  <b>Strategic Support CSA</b> <i>Manage and Coordinate City-Wide Service Delivery</i>  This action shifts 5.75 positions (3.75 Community Activity Worker PT, 1.0 Community Coordinator and 1.0 Community Services Supervisor) from the City Manager's Office to the Housing and Parks, Recreation and Neighborhood Services Departments. Consistent with the City Council direction for 2011-2012, the City Manager's Office began developing a coordinated cross-departmental team to lead neighborhood engagement efforts most notably with the Mayor's Gang Prevention Taskforce and the Housing Department. The City's Neighborhood Services Team is drawing on existing resources from across the City to form a multi-departmental collaborative Policy Team comprised of representatives from Departments such as Housing, Parks, Recreation and Neighborhood Services (PRNS), Police, Library, and Planning Building and Code Enforcement (PBCE).  To address day to day implementation and execution of initiatives, a smaller Technical Team of the City Manager's Office, the Housing Department and the PRNS Department will be convened to oversee and coordinate efforts such as the community crisis response, Graffiti and Blight Abatement, CDBG funded neighborhood programs, housing rehabilitation, B.E.S.T. funding, as well as efforts to awaken neighborhood capacity across San José. (Ongoing savings: \$462,100)	(5.75)	(462,100)	(462,100)
<b>2012-2013 Adopted Budget Changes Total</b>	<b>(4.75)</b>	<b>98,740</b>	<b>98,740</b>

# Office of the City Manager

## Performance Summary

### Analyze, Develop and Recommend Public Policy

#### Activity and Workload Highlights

	2010-2011 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
# of City Council agenda reports approved *	1,097	1,000	905	900
# of City Council referrals assigned	79	130	90	80
# of City-sponsored bills	3	3	5	3
# of legislative items reviewed	4,851	5,000	4,266	5,000

*Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget: No*





\* Beginning in 2011-2012, the methodology was revised to reflect the number of City Council memorandums and information memorandums processed.

# Office of the City Manager

## Performance Summary

### Lead and Advance the Organization

#### Performance Measures

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
 % of employees who agree or strongly agree they understand and support the City's vision to be a customer-focused, results-driven organization	55%/41%*	80%	N/A**	N/A**
 % of employees who say they utilize performance measures to track results and make improvements	48%	45%	N/A**	N/A**
 % of employees who agree or strongly agree they are provided opportunities to make decisions about how to do their jobs	78%	80%	N/A**	N/A**
 % of employees who are satisfied or very satisfied with the recognition received for doing a good job	47%	55%	N/A**	N/A**

*Changes to Performance Measures from 2011-2012 Adopted Budget: No*

\* This measurement was included in the 2010-2011 biennial City-Wide Employee Survey as separate questions. The actual results are reported respectively.

\*\* Data for these measures is collected through the biennial City-Wide Employee Survey. The survey was last issued in 2010-2011 and was temporarily suspended. The Employee Survey will be reinstated in 2013-2014.

#### Activity and Workload Highlights

Activity & Workload Highlights	2010-2011 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
# of "Step 3" grievances received*	28	18	35	30
# of training sessions offered by the Office of Employee Relations	29	30	25	30
# of formal disciplines received	69	70	70	70
# of external fair employment complaints filed	13	15	30	30

*Changes to Activity & Workload Highlights from 2011-2012 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

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
 % of core services meeting or exceeding levels established by the City Council	62%	65%	58%	65%
 % of core services meeting or exceeding their cycle time targets	67%	60%	57%	60%
 % of residents that are satisfied or very satisfied with the quality of City services	N/A*	78%	N/A*	78%
 % of residents contacting the City who say they are satisfied or very satisfied with the timeliness, courtesy and competence of City employees	N/A*	83%	N/A*	83%
 % of residents rating the quality of life in San José as good or excellent	N/A*	80%	N/A*	80%

*Changes to Performance Measures from 2011-2012 Adopted Budget: No*

\* Data for these measures is collected through the biennial City-Wide Community Survey. The survey was temporarily suspended in 2011-2012 and will be reinstated in 2012-2013.

#### Activity and Workload Highlights

	2010-2011 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
# of contracts/agreements approved	1,508	1,300	1,500	1,400

*Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget: No*

# Office of the City Manager

## Departmental Position Detail

Position	2011-2012 Adopted	2012-2013 Adopted	Change
Administrative Assistant	3.00	2.00	(1.00)
Administrative Assistant PT	0.00	0.50	0.50
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	9.00	10.00	1.00
Audiovisual Engineer	0.00	1.00	1.00
Budget Director	1.00	1.00	-
City Manager	1.00	1.00	-
Community Activity Worker PT	3.75	0.00	(3.75)
Community Coordinator	1.00	0.00	(1.00)
Community Services Supervisor	1.00	0.00	(1.00)
Deputy City Manager	3.00	3.00	-
Deputy Director	2.00	2.00	-
Director of Communication	1.00	1.00	-
Employee Relations Director*	0.00	0.00	-
Executive Analyst I/II	6.00	7.00	1.00
Executive Assistant	1.00	1.00	-
Executive Assistant to the City Manager	1.00	1.00	-
Legislative Research Specialist	1.00	1.00	-
Office Specialist II	1.00	1.00	-
Secretary PT	2.00	2.00	-
Senior Executive Analyst	11.00	13.00	2.00
Senior Supervisor, Administration	1.00	1.00	-
Staff Technician	2.00	2.00	-
Video/Multimedia Producer	1.00	0.00	(1.00)
<b>Total Positions</b>	<b>61.75</b>	<b>58.50</b>	<b>(3.25)</b>

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

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