

Office of the City Manager

Debra Figone, 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

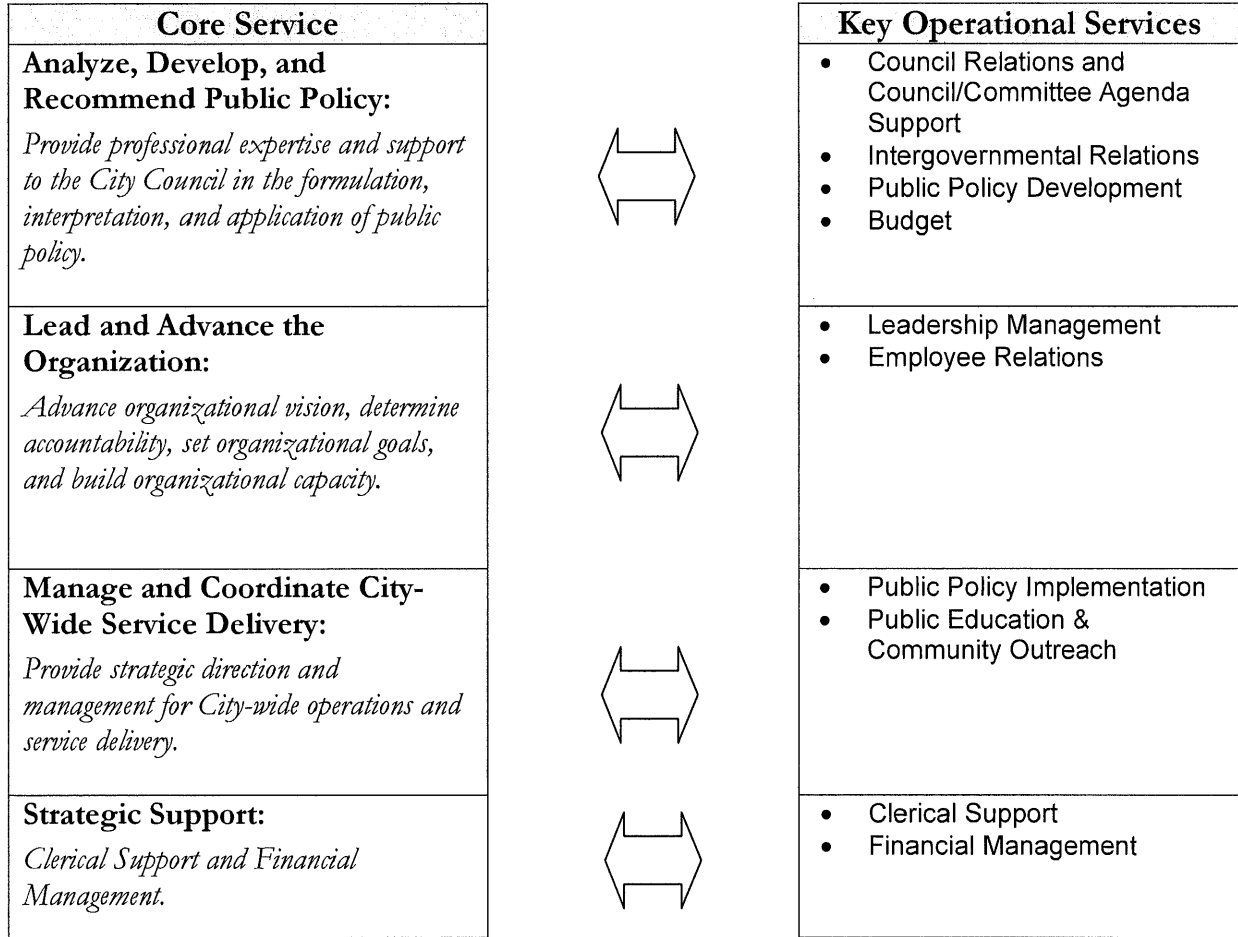
Manage and Coordinate City-Wide Service Delivery

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 2011-2012 Service Delivery

- The City Manager will continue to provide leadership necessary to manage transitions and support the ongoing organizational change involved in implementing the 2011-2012 budget while maintaining standards of quality and customer service.
- A key focus will be on the development of the 2012-2013 Budget for City Council consideration in addition to the Budget Office effectively forecasting and monitoring both revenues and expenditures in over 110 different funds in 2011-2012. This will include continuing to address the General Fund structural deficit as well as budget challenges in other City funds. Significant service reductions and eliminations are expected that will require a re-focusing and retooling of business practices.
- The Office of Employee Relations will continue to work to maintain an effective workforce, encouraging positive working relations with our employees and with each of the bargaining units. These working relationships will allow City staff to continue to resolve labor/employment issues at the lowest level possible. In addition, ongoing discussions will continue around reforms for retirement benefits for current and future employees, Supplemental Retiree Benefit Reserve (SRBR), sick leave payouts, and the City's layoff process.
- In 2011-2012, 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.
- Staff will continue to lead efforts on city-wide issues including: Pension Sustainability, Medical Marijuana, Regional Public Safety Interoperability, Redistricting efforts, Green Vision, Economic Development Strategy, City and County relationship building, and Alternative Service Delivery.
- Oversee implementation of the Medical Marijuana Regulatory Program and serve as the central point of contact and coordination. With the approval of Measure V by the voters in 2010, a tax was placed on the gross receipts on all marijuana businesses operating in San José.
- The Strong Neighborhoods Initiative (SNI) business plan will implement a new cross-departmental team to build and develop community engagement focusing on providing neighborhoods with Strong Neighborhoods Action Kits and assisting with strategic community clean-up events.

Impacts of 2011-2012 Budget Actions

- The reorganization of executive management in conjunction with the actions taken in the Human Resources Department will significantly reduce the current level of executive management. The reorganization will be extremely challenging to manage given the current organizational transition, though important benefits, savings, and organizational improvements will be achieved.
- The elimination of dedicated staff and resources for the Domestic Violence program will require the Manager's Office to have a dialogue with the Domestic Violence Advisory Board to discuss future composition of the board and how best to ensure that Domestic Violence priorities are addressed. The Mayor's Office and Council Districts dedicated \$55,000 in transitional funding for 2011-2012.
- Reductions in dedicated resources for city-wide special projects will significantly reduce the Administration's ability to address complex and difficult projects. Past projects led with these resources include the Cardroom Tax and Medical Marijuana.

Operating Funds Managed

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

Office of the City Manager

Department Budget Summary

	2009-2010 Actual 1	2010-2011 Adopted 2	2011-2012 Forecast 3	2011-2012 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Analyze, Develop, and Recommend Public Policy	\$ 4,301,248	\$ 4,326,613	\$ 5,004,928	\$ 4,637,115	7.2%
Lead and Advance the Organization	1,436,005	1,584,128	1,711,084	1,432,487	(9.6%)
Manage and Coordinate City-Wide Service Delivery	4,989,752	4,282,391	3,300,206	3,931,218	(8.2%)
Strategic Support	229,890	389,737	408,898	364,471	(6.5%)
Total	\$ 10,956,895	\$ 10,582,869	\$ 10,425,116	\$ 10,365,291	(2.1%)
Dollars by Category					
Personal Services					
Salaries/Benefits	\$ 10,114,370	\$ 9,569,220	\$ 9,396,467	\$ 9,331,289	(2.5%)
Overtime	117,425	78,635	78,635	78,635	0.0%
Subtotal	\$ 10,231,795	\$ 9,647,855	\$ 9,475,102	\$ 9,409,924	(2.5%)
Non-Personal/Equipment					
Total	725,100	935,014	950,014	955,367	2.2%
Total	\$ 10,956,895	\$ 10,582,869	\$ 10,425,116	\$ 10,365,291	(2.1%)
Dollars by Fund					
General Fund	\$ 10,785,291	\$ 10,391,523	\$ 10,167,512	\$ 10,113,137	(2.7%)
Airport Maint & Opers	79,029	24,977	81,091	81,196	225.1%
Integrated Waste Mgmt	0	9,742	10,537	10,088	3.6%
Low/Moderate Housing	39,791	44,159	46,177	45,387	2.8%
Sewer Svc & Use Charge	18,494	24,532	26,121	25,254	2.9%
SJ/SC Treatment Plant Oper	34,290	84,282	89,726	86,445	2.6%
Water Utility	0	3,654	3,952	3,784	3.6%
Total	\$ 10,956,895	\$ 10,582,869	\$ 10,425,116	\$ 10,365,291	(2.1%)
Authorized Positions by Core Service					
Analyze, Develop, and Recommend Public Policy	29.40	27.65	27.90	27.30	(1.3%)
Lead and Advance the Organization	10.40	10.40	10.40	9.40	(9.6%)
Manage and Coordinate City-Wide Service Delivery	43.89	32.70	17.20	23.05	(29.5%)
Strategic Support	2.00	2.00	2.00	2.00	0.0%
Total	85.69	72.75	57.50	61.75	(15.1%)

Office of the City Manager

Budget Reconciliation

(2010-2011 Adopted to 2011-2012 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2010-2011):	72.75	10,582,869	10,391,523
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Strong Neighborhoods Initiative Staffing Restoration (3.0 Community Activity Worker PT)	(3.00)	(221,934)	(221,934)
One-time Prior Year Expenditures Subtotal:	(3.00)	(221,934)	(221,934)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes		693,670	690,357
• Transfer Strong Neighborhoods Initiative Program to the Housing Department (2.0 Community Services Supervisor, 1.0 Development Specialist, 1.0 Analyst I, 7.0 Community Coordinator, 1.0 Community Activity Worker FT, and 0.75 Community Activity Worker PT)	(12.75)	(1,373,885)	(1,373,885)
• Employee One-Time Total Compensation Reduction Restoration		349,690	347,208
• Senior Executive Manager Temporary Vacancy		301,109	240,646
• City Manager's Office Administrative Support Staffing (0.50 Secretary)	0.50	87,297	87,297
• Video Multi-Media Contractual Costs		15,000	15,000
• Changes in professional development program		(8,700)	(8,700)
Technical Adjustments Subtotal:	(12.25)	64,181	(2,077)
2011-2012 Forecast Base Budget:	57.50	10,425,116	10,167,512
Budget Proposals Approved			
1. Office of the City Manager Employee Total Compensation Reduction		(573,304)	(559,148)
2. Office of the City Manager Leadership Reorganization	(1.00)	(352,001)	(352,001)
3. Administrative Support Staffing	(2.50)	(284,160)	(283,602)
4. Special Projects Funding	0.00	(115,740)	(115,740)
5. Office of the City Manager Non-Personal/Equipment and Professional Development Funding		(94,700)	(94,700)
6. Domestic Violence Prevention Program	(1.00)	0	0
7. Agenda Services Staffing Reorganization	0.50	0	0
8. Office of the City Manager Annual Retirement Contribution		357,890	350,339
9. Office of the City Manager Unemployment Contribution		75,619	73,906
10. Medical Marijuana Regulatory Program	1.50	255,850	255,850
11. Strong Neighborhoods Initiative	6.75	670,721	670,721
Total Budget Proposals Approved	4.25	(59,825)	(54,375)
2011-2012 Adopted Budget Total	61.75	10,365,291	10,113,137

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Office of the City Manager Employee Total Compensation Reduction		(573,304)	(559,148)

Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

Lead and Advance the Organization

Manage and Coordinate City-Wide Service Delivery

Strategic Support

As directed at the November 18, 2010, 2011-2012 Organizational and Budget Planning Special Council Meeting, the City Council approved direction for labor negotiations to achieve a 10% ongoing total employee compensation reduction for all bargaining groups and to roll back any general wage increases received in 2010-2011. Direction was also included to pursue City Auditor's recommendations for healthcare cost containment including increased cost sharing, increased co-pays, reduced health and dental in-lieu costs, and elimination of dual coverage.

For 2011-2012, agreements to achieve these compensation reductions were approved by the City Council on March 22, 2011 for the San Jose Fire Fighters, IAFF, Local 230, on April 19, 2011 for AEA, AMSP and CAMP, on May 31, 2011 for ALP and ABMEI, and on June 14, 2011 for the POA. Approval for compensation changes for Unit 99 and Units 81/82 also occurred on April 19, 2011. On May 31, 2011, the City Council approved the implementation of terms contained in the City's Last, Best, and Final Offers for the remaining bargaining groups (CEO, IBEW, MEF and OE3).

The compensation reduction actions, which vary by employee group, include: base pay reductions, reversing the additional employee contributions to retirement to offset the City's contributions, healthcare cost sharing changes (from 90% City/10% employee to 85% City/15% employee), healthcare plan design changes including increased co-pays, changes in healthcare in lieu and elimination of dual coverage. The specific actions are described in each bargaining unit's agreement, as applicable, with the City that can be found at: <http://www.sanjoseca.gov/employeerelations/labor.asp>.

These total compensation reductions generate Base Budget savings of \$74.5 million in all funds and \$58.5 million in the General Fund (including fee programs), offset by annual required retirement contributions of \$23.6 million in all funds and \$18.9 million in the General Fund, result in total net savings of \$50.9 million in all funds and \$39.6 million in the General Fund. With these compensation reductions, decreases to overhead (\$3.9 million) and other reimbursements were also approved in this budget. In the Office of the City Manager, the General Fund savings totals \$559,148 as reflected in this document. (Ongoing savings: \$573,304)

Performance Results: N/A

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
2. Office of the City Manager Leadership Reorganization	(1.00)	(352,001)	(352,001)

Strategic Support CSA

Lead and Advance the Organization

Manage and Coordinate City-Wide Service Delivery

This action defunds the Director of Employee Relations and reallocates these duties to the Deputy City Manager defunded for a two-year period in 2009-2010. This action is in conjunction with the defunding of the Director of Human Resources position. The duties of the Deputy City Manager will include management of both Employee Relations and the Human Resources organization and staff. It should be noted, however, that while this action reflects the City's current fiscal condition, the Administration will revisit this structure with the goal of restoring the Director positions at some point in the future when the City's fiscal situation improves.

This action also reallocates 0.75 Deputy City Manager position funding to the Department of Parks, Recreation and Neighborhood Services (PRNS) for a six month period, while the incumbent serves as the Acting PRNS Director. These actions will reduce the current number of senior-level positions during a time of extremely challenging organizational transitions that will continue to take place in 2011-2012. (Ongoing savings: \$251,833)

Performance Results:

Quality, Customer Satisfaction With these changes, the span of control for Deputy City Managers and the Assistant City Manager will increase as these positions will continue to absorb the critical tasks previously performed by the Directors of the Office of Employee Relations and Human Resources and the partially reallocated Deputy City Manager. The City Manager's Office will continue to have limited capacity to address City Council initiatives and coordinate complex operational issues, and the City Manager will have limited support to ensure that the day-to-day operations of City departments remain optimally aligned.

3. Administrative Support Staffing	(2.50)	(284,160)	(283,602)
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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 Administrative Assistant position, holds vacant 1.0 Administrative Assistant for one year, and makes permanent the current staffing complement of 1.5 Secretary part-time positions through the conversion of 2.0 Secretary positions from full-time to part-time benefited (from 40 hours to 30-34 hours per week). The reduction of 2.0 Administrative Assistant positions will significantly reduce the availability of administrative support within the City Manager's Office to respond to the public as well as other external and internal inquiries, coordinate meetings and other scheduling issues, manage records, and handle other essential administrative duties.

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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3. Administrative Support Staffing (Cont'd.)

Similarly, elimination of 2.0 full-time Secretary positions to 1.5 Secretary part-time positions will continue reduced administrative support to the Budget Office and the Communications Division at current service levels. These positions provide general administrative support for day-to-day operations for the two offices as well as perform seasonal special projects, such as managing the posting of budget documents on the City's website, assisting in the production of budget documents, and assisting in the production of *Inside San Jose*, *Employee News*, and other city-wide communications. These two positions also provide reception support to welcome public visitors to the City Manager's Office. (Ongoing savings: \$182,618)

Performance Results:

Quality, Customer Satisfaction This action will reduce administrative support throughout the City Manager's Office and administrative staff increasingly will work in a cross-functional manner throughout the City Manager's Office. There will likely be a noticeable impact on customer service related to the timeliness and depth of follow-up to public inquiries, as well as in the ability to coordinate schedules to address important (but not urgent) issues.

4. Special Projects Funding	0.00	(115,740)	(115,740)
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Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

This action eliminates 1.0 Senior Executive Analyst and \$75,000 in funding for special projects (one-time), and adds 1.0 Executive Analyst I. Although this action aligns staffing levels with available resources, in the long term, this results in the elimination of higher level analytical capacity in the City Manager's Office, which will impact the Office's ability to respond to and take on various high-profile projects. As a result, senior management, with support from the Executive Analyst I, will need to continue to absorb more of these efforts in their entirety to the extent possible. The reduction in the special project staffing funding will result in reduced capacity for the City Manager's Office to address Council directives that require extensive community outreach such as the Police Chief Recruitment, Cardroom policy development, and ballot measure development as well as other high profile projects. (Ongoing savings: \$40,582)

Performance Results:

Customer Satisfaction Reduced special project resources will require existing staff to absorb special projects to the extent possible, decreasing the capacity of City Manager's Office to address complex and difficult projects.

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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5. Office of the City Manager Non-Personal/ Equipment and Professional Development Funding		(94,700)	(94,700)
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Strategic Support CSA

Manage and Coordinate City-Wide Service Delivery

This action reduces the City Manager's Office's non-personal/equipment funding and eliminates funding for professional development. With this action, reduced funding will be available for supplies and materials, dues and subscriptions, printing and advertising as well as equipment rental costs. The elimination of the dedicated allocation for the professional development program funding in 2011-2012 will require the Office to absorb any costs that may arise. The Office will strive to focus on internal professional development initiatives to the extent possible. (Ongoing savings: \$80,000)

Performance Results:

Cost This action will limit the amount of funding available for contracts, supplies, professional development, and conferences.

6. Domestic Violence Prevention Program	(1.00)	0	0
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Strategic Support CSA

Manage and Coordinate City-Wide Service Delivery

This action eliminates 1.0 Executive Analyst II position that provides staff support for resources for the Domestic Violence Prevention Program. As a result, a dialogue with the Domestic Violence Advisory Board will be necessary to discuss the future composition of the Board and how best to ensure that the City's Domestic Violence prevention priorities remain addressed. The facilitation of the evaluation of all possible alternative service delivery models will need to be evaluated including, but not limited to, the examination of nonprofit agencies' ability to continue support for public events and community communications related to domestic violence prevention programs and public awareness. A corresponding elimination of the dedicated Domestic Violence Prevention Program funding is included in the City-wide Expenses section of this document (\$137,810). As part of the 2011-2012 Adopted Budget, the Mayor's Office and various Council Districts (Districts: 1, 9, and 10) have dedicated \$55,000 to provide transitional funding in 2011-2012. (Ongoing savings: \$0)

Performance Results:

Cost, Customer Satisfaction This action will require dialogue with the Domestic Violence Advisory Board and will most likely result in a change in the service delivery while maintaining the City's Domestic Violence priorities.

7. Agenda Services Staffing Reorganization	0.50	0	0
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Strategic Support CSA

Analyze, Develop, and Recommend Public Policy

This action eliminates 1.0 Assistant to the City Manager and 1.0 Staff Technician and adds 0.5 Administrative Assistant, 1.0 Executive Analyst I, and 1.0 Senior Executive Analyst, to meet the needs of the organization and core functions in the City Manager's Office. Agenda Services is one of the core functions in the City Manager's Office, with rigid deadlines required to maintain the City's

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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7. Agenda Services Staffing Reorganization (Cont'd.)

compliance with Open Government Rules and the Council Agenda Process. The revised staffing complement will allow for increased depth to the Agenda Services function and provide appropriate staffing levels to meet the needs of the organization. (Ongoing savings: \$0)

Performance Results:

Customer Satisfaction, Cycle Time The restructuring of the Agenda Services division will ensure appropriate staffing remains to continue completion of duties associated with Open Government Rules and the Council Agenda processes within the required deadlines.

8. Office of the City Manager Annual Retirement Contribution		357,890	350,339
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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
Strategic Support*

This action increases the Office of the City Manager personal services allocation as a result of the adoption of changes by the Federated Retirement Board (Board) to the policy determining the City's share of the annual required contribution to the Federated City Employees' Retirement System Plan (Plan). To ensure the fiscal health of the Plan, the Board adopted a policy setting the annual required contribution to be the greater of the dollar amount reported in the actuarial valuation (adjusted for interest based on the time of the contributions) or the dollar amount determined by applying the percent of payroll contribution reported in the actuarial valuation to the actual payroll for the fiscal year. Due to the contraction in City positions approved as part of the 2011-2012 Adopted Budget, with this adopted contribution methodology, the City is required to pay a minimum dollar amount regardless of the actual payroll experienced to ensure that the Plan is funded in accordance with the annual actuarial valuation. To cover these costs, total Plan contributions of \$108.4 million in all City funds and \$54.5 million in the General Fund, assuming a July 1 pre-payment, is required to be made in 2011-2012. (Ongoing costs: \$357,890)

Performance Results: N/A

9. Office of the City Manager Unemployment Contribution		75,619	73,906
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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
Strategic Support*

This action increases the Office of the City Manager personal services allocation to ensure sufficient funding to the Unemployment Insurance Fund for projected unemployment insurance claims. Based on potential claims from employee separation from service and the approved federal extension of unemployment benefits up to a total of 99 weeks, an increase to the unemployment contribution was

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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9. Office of the City Manager Unemployment Contribution (Cont'd.)

approved. To cover these costs, the total transfer of \$11.2 million across all City funds and \$8.1 million in the General Fund to the Unemployment Insurance Fund was approved. (Ongoing costs: \$0)

Performance Results: N/A

10. Medical Marijuana Regulatory Program	1.50	255,850	255,850
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Strategic Support CSA

Manage and Coordinate City-Wide Service Delivery

This action increases the Office of the City Manager personal services (\$230,850) and non-personal/equipment (\$25,000) allocations and adds 1.0 Assistant to the City Manager and 0.50 Administrative Assistant in order to support the collection and implementation of the Marijuana Business Tax, administer the application process for medical marijuana establishments to register with the City, and sustain the Medical Marijuana Regulatory Program as outlined in the San José Municipal Code. These resources, fully supported by medical marijuana operating fees, will provide oversight for the entire Medical Marijuana Regulatory Program city-wide, regional coordination, and other unanticipated needs for the Medical Marijuana Regulatory Program. (Ongoing costs: \$255,850)

Performance Results:

Quality, Cost This allocation will allow for the establishment of a Medical Marijuana Regulatory Program, fully supported by operating fees.

11. Strong Neighborhoods Initiative	6.75	670,721	670,721
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Strategic Support CSA

Manage and Coordinate City-Wide Service Delivery

This action shifts the Strong Neighborhood Initiative (SNI) Program from the Housing Department to the Office of the City Manager (3.75 Community Activity Worker PT positions, 1.0 Community Coordinator position, and 1.0 Community Services Supervisor position) and adds 1.0 Assistant to the City Manager. As described in the Housing Department section of this document, the Strong Neighborhoods Program is eliminating a net of 7.00 positions including the elimination of a Program Manager which will be replaced by the addition of the Assistant to the City Manager. The remaining resources identified in this action are being transferred from the Housing Department to the City Manager's Office to provide a city-wide approach.

The remaining resources for the SNI program will work to help stabilize neighborhoods in crisis and support resident leaders across the city to take action to improve their communities. This transfer of staff and associated resources ends SNI as a separate program. The creation of the Assistant to the City Manager will lead a cross-departmental team to provide a holistic look at how the city works with the community. Implementation of community engagement will focus on the development of a community action networks. The community action networks will create opportunities for anyone to volunteer to take action in their community and supports residents in the City's most fragile communities in bringing their strengths together in service. An increase in the City Manager's Office Non-Personal/Equipment appropriation in the amount of \$60,353 will provide limited necessary

Office of the City Manager

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
11. Strong Neighborhoods Initiative (Cont'd.)			
resources for the SNI team. These actions are offset by a decrease in the Housing Department's Personal Services in the amount of \$585,721, and a decrease in the City-Wide Expenses Strong Neighborhood Initiative appropriation in the amount of \$85,000. (Ongoing costs: \$670,721)			
Performance Results:			
No impacts to performance results are anticipated as a result of the transfer of this program from the Housing Department to the City Manager's Office.			
2011-2012 Adopted Budget Changes Total	4.25	(59,825)	(54,375)

Office of the City Manager

Performance Summary

Analyze, Develop and Recommend Public Policy

Activity and Workload Highlights

	2009-2010 Actual	2010-2011 Forecast	2010-2011 Estimated	2011-2012 Forecast
# of City Council agenda reports approved	1,100	1,000	1,000	1,000
# of City Council referrals assigned	127	100	130	130
# of City-sponsored bills	3	6	3	3
# of legislative items reviewed	4,861	5,000	5,000	5,000





Changes to Activity & Workload Highlights from 2010-2011 Adopted Budget: No

Office of the City Manager

Performance Summary

Lead and Advance the Organization

Performance Measures

	2009-2010 Actual	2010-2011 Target	2010-2011 Estimated	2011-2012 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*	76%	76%	80%
 % of employees who say they utilize performance measures to track results and make improvements	N/A*	45%	43%	45%
 % of employees who agree or strongly agree they are provided opportunities to make decisions about how to do their jobs	N/A*	76%	76%	80%
 % of employees who are satisfied or very satisfied with the recognition received for doing a good job	N/A*	N/A*	47%	55%

Changes to Performance Measures from 2010-2011 Adopted Budget: Yes¹

* Data for these measures is collected through the biennial city-wide Employee Survey. The survey was not conducted in 2009-2010; therefore no data is available.

¹ Changes to Performance Measures from 2010-2011 Adopted Budget:

- × “% of administrative discrimination, harassment and accessibility complaint investigations resulting in finding a cause” was eliminated because it is not an accurate measure of performance.
- + “% of employees who are satisfied or very satisfied with the recognition received for doing a good job” was transferred from the Human Resources Department to the City Manager’s Office. Data will continue to be collected through the city-wide Employee Survey

Activity and Workload Highlights

Activity & Workload Highlights	2009-2010 Actual	2010-2011 Forecast	2010-2011 Estimated	2011-2012 Forecast
# of “Step 3” grievances received*	19	15	18	18
# of training sessions offered by the Office of Employee Relations	84	70	40	30
# of formal disciplines received	73	50	75	70
# of external fair employment complaints filed	20	20	10	15

Changes to Activity & Workload Highlights from 2010-2011 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

	2009-2010 Actual*	2010-2011 Target	2010-2011 Estimated	2011-2012 Target
 % of core services meeting or exceeding levels established by the City Council	63%	65%	65%	65%
 % of core services meeting or exceeding their cycle time targets	70%	60%	68%	60%
 % of residents that are satisfied or very satisfied with the quality of City services*	78%	78%	78%	78%
 % of residents contacting the City who say they are satisfied or very satisfied with the timeliness, courtesy and competence of City employees*	83%	83%	83%	83%
 % of residents rating the quality of life in San José as good or excellent*	80%	80%	80%	80%

Changes to Performance Measures from 2010-2011 Adopted Budget: No

* Results from the 2009 Community Survey.

Activity and Workload Highlights

	2009-2010 Actual	2010-2011 Forecast	2010-2011 Estimated	2011-2012 Forecast
# of contracts/agreements approved	1,969	1,100	1,300	1,300

Changes to Activity & Workload Highlights from 2010-2011 Adopted Budget: No

Office of the City Manager

Departmental Position Detail

Position	2010-2011 Adopted	2011-2012 Adopted	Change
Administrative Assistant	4.00	3.00	(1.00)
Analyst I/II	8.00	7.00	(1.00)
Assistant Budget Director	1.00	1.00	-
Assistant City Manager	1.00	1.00	-
Assistant to the City Manager	8.00	9.00	1.00
Budget Director	1.00	1.00	-
City Manager	1.00	1.00	-
Community Activity Worker	4.00	0.00	(4.00)
Community Activity Worker PT	0.75	3.75	3.00
Community Coordinator	7.00	1.00	(6.00)
Community Services Supervisor	2.00	1.00	(1.00)
Deputy City Manager	3.00	3.00	-
Deputy Director	2.00	2.00	-
Development Specialist	1.00	0.00	(1.00)
Employee Relations Director*	1.00	0.00	(1.00)
Executive Analyst I/II	5.00	6.00	1.00
Executive Assistant	1.00	1.00	-
Legislative Research Specialist	1.00	1.00	-
Office Specialist II	1.00	1.00	-
Director of Communication	1.00	1.00	-
Secretary PT	2.00	2.00	-
Executive Assistant to the City Manager	1.00	1.00	-
Senior Executive Analyst	11.00	11.00	-
Senior Supervisor, Administration	1.00	1.00	-
Staff Technician	3.00	2.00	(1.00)
Video/Multimedia Producer	1.00	1.00	-
Total Positions	72.75	61.75	(11.00)

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