

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

STRATEGIC SUPPORT

MAYOR, CITY COUNCIL AND APPOINTEES

BUDGET SUMMARY

Expected 2022-2023 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 homeless and affordable housing, public safety, battling blight, climate and seismic resilience, equitable economic recovery, and fiscal sustainability.
- 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.

STRATEGIC SUPPORT

MAYOR, CITY COUNCIL AND APPOINTEES

BUDGET SUMMARY

2022-2023 Key Budget Actions

- Adds 1.0 Senior Deputy City Attorney position in the Office of the City Attorney to support work related to the California Environmental Review Act (CEQA) process.
- Adds 1.0 Legal Analyst and 1.0 Deputy City Attorney positions and continues 1.0 Senior Deputy Attorney IV position in the Office of the City Attorney to provide legal support for housing projects and grants.
- Restores 1.0 Program Performance Auditor I/II position in the Office of the City Auditor, which will result in an increase in the number of performance audits.
- Adds 1.0 Senior Supervisor of Administration and 1.0 Principal Office Specialist positions in the Office of the City Clerk to enhance legislative and election services, provide direct support for the City's Boards and Commissions, schedule and facilitate virtual and hybrid meetings, and manage documentation associated with current elections.
- Adds 1.0 Analyst position in the Office of the City Clerk to provide additional fiscal, grant, human resources, policy, and administrative support for the Mayor and City Council Offices.
- As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, and as approved by the City Council, establishes one-time funding of \$1,750,000 for Climate and Seismic Resilience Planning and Development through the creation of a multi-departmental team to drive results on key resilience objectives (e.g., drought resilience, sea level rise, microgrid development, urban forests, etc.) and major capital projects, and adds 1.0 Assistant to the City Manager position to the Office of the City Manager through June 30, 2024.
- Adds non-personal/equipment funding of \$200,000 (\$100,000 of which is ongoing) in the Office of the City Manager to continue the 20-hour Community Emergency Response Training (CERT) program, with a focus on the City's most vulnerable populations geographically and linguistically.
- Continues and makes permanent 1.0 Executive Analyst position in the Office of City Manager for language access and translation services and provides \$50,000 in ongoing funding to support departments with community outreach and engagement, as needed.
- Continues and makes permanent 1.0 Executive Analyst II position in the Office of Emergency Management to serve as the Emergency Operations Center (EOC) Readiness Coordinator to oversee the coordination of the EOC Readiness Plan, including maintaining equipment, managing services, resources, and systems for the City's primary and alternate EOC.
- Adds 1.0 Senior Analyst, 1.0 Senior Supervisor of Administration, and 1.0 Analyst I/II positions in the Office of Retirement Services to address workload and span of control challenges in the Pension Benefits Program which have impacted service delivery and customer response times. The additional staff will provide oversight and analytical resources for more timely response to workload demands as well as an appropriate span of control for front-office and back-office activities.

STRATEGIC SUPPORT

MAYOR, CITY COUNCIL AND APPOINTEES

BUDGET SUMMARY

Mayor, City Council and Appointees Budget Summary

	2020-2021 Actuals **	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
Dollars by Core Service *				
<i>Mayor & City Council</i>				
Office Of The Mayor	4,832,200	5,768,428	4,666,133	4,666,133
City Council	8,913,077	12,510,192	9,338,957	9,338,957
Council General	68,726	59,670	49,670	49,670
Strategic Support - City Council Appointees	521,002	0	0	0
<i>Office of the City Attorney</i>				
Strategic Support - Other - Council Appointees	2,161,920	20,048,137	7,255,181	7,310,205
Strategic Support - City Council Appointees	1,838,022	1,728,244	1,806,517	1,806,517
Legal Services	19,829,421	21,056,014	20,427,135	22,282,894
<i>Office of the City Auditor</i>				
Strategic Support - Other - Council Appointees	402,127	0	0	0
Strategic Support - City Council Appointees	95,840	164,890	173,277	173,277
Audit Services	2,407,223	3,029,697	3,247,960	3,304,666
<i>Office of the City Clerk</i>				
Strategic Support - Other - Council Appointees	4,019,991	3,978,790	3,364,996	3,614,996
Strategic Support - City Council Appointees	361,665	295,671	308,740	308,740
City Clerk Services	2,242,164	2,371,021	2,464,006	2,996,449
<i>Office of the City Manager</i>				
Lead & Manage The Organization	15,168,236	19,233,197	17,876,987	18,651,946
Strategic Support - Other - Council Appointees	2,660,733	3,872,293	302,693	1,804,744
Strategic Support - City Council Appointees	4,665,777	12,652,821	4,624,594	4,624,594
<i>Independent Police Auditor's Office***</i>				
<i>Office of Retirement Services</i>				
Strategic Support - Other - Council Appointees	30,441	32,000	32,000	32,000
Strategic Support - City Council Appointees	2,625,500	2,734,880	2,914,834	2,914,834
Retirement Plan Administration	4,361,886	4,765,129	4,855,574	5,330,188
Total	\$77,005,951	\$114,301,072	\$83,709,254	\$89,210,810
 Authorized Positions****	 247.75	 247.00	 245.00	 261.00

* 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 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget. 2020-2021 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.

CITY SERVICE AREA
MAYOR, CITY COUNCIL AND APPOINTEES

PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	Fund (\$)
MAYOR AND CITY COUNCIL			
• NONE			
OFFICE OF THE CITY ATTORNEY			
• Housing Legal Support Staffing	3.00	371,024	152,668
• Body Worn Camera Review		350,000	350,000
• Planning Development Fee Program CEQA Review Staffing	1.00	290,031	0
• Proactive Legal Enforcement of Blighted and Nuisance Properties	1.00	250,054	250,054
• Public Safety Initiatives		200,000	200,000
• Neighborhood Injunction Legal Support	1.00	154,825	154,825
• Workers' Compensation Legal Support	1.00	154,825	154,825
• Electronic Discovery Software Upgrade		85,000	85,000
<i>Subtotal</i>	7.00	1,855,759	1,347,372
OFFICE OF THE CITY AUDITOR			
• Program Performance Auditor Staffing	1.00	56,706	56,706
<i>Subtotal</i>	1.00	56,706	56,706
OFFICE OF THE CITY CLERK			
• Legislative and Election Services Staffing	2.00	252,068	252,068
• Mayor/Council District Office Administrative Support	1.00	146,414	146,414
• Contracts Processing and Coordination Staffing	1.00	133,961	133,961
<i>Subtotal</i>	4.00	532,443	532,443
OFFICE OF THE CITY MANAGER			
• Office of Administration, Policy, and Intergovernmental Relations - Analytical Staffing	2.00	371,551	371,551
• Office of Communications - Language Access and Translation Services	1.00	187,770	187,770
• Executive Leadership/Management - City Roadmap Software		115,000	115,000
• Office of Administration, Policy, and Intergovernmental Relations - Survey and Ballot Measure Work		100,000	100,000
• Office of Racial Equity - Diversity, Equity, and Inclusion Citywide Training		100,000	100,000
• Office of Administration, Policy, and Intergovernmental Relations - Climate and Seismic Resilience Planning and Development	1.00	50,359	0
• Office of Employee Relations - Personnel File Management System		20,000	20,000
• Office of Civic Innovation - Transfer Core Functions to Information Technology Department and the Executive Leadership/Management Program	(3.00)	(169,721)	(169,721)
<i>Subtotal</i>	1.00	774,959	724,600

CITY SERVICE AREA
MAYOR, CITY COUNCIL AND APPOINTEES

PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	Fund (\$)
OFFICE OF RETIREMENT SERVICES			
• Pension Benefits Staffing	3.00	474,614	0
<i>Subtotal</i>	3.00	474,614	0
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<i>Subtotal Departments</i>	16.00	3,694,481	2,661,121
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CITY-WIDE EXPENSES			
• Climate and Seismic Resilience Planning and Development		1,287,000	1,287,000
• Council District Outdoor Activation		250,000	250,000
• Customer Service Vision and Standards		200,000	200,000
GENERAL FUND CAPITAL, TRANSFERS AND RESERVES			
• Earmarked Reserves: 2023-2024 Climate and Seismic Resilience Planning and Development Reserve		463,000	463,000
• Earmarked Reserves: Budget Stabilization Reserve		2,000,000	2,000,000
• Earmarked Reserves: Deferred Infrastructure and Maintenance Reserve		(2,000,000)	(2,000,000)
• Earmarked Reserves: Disability Evaluation and Next Steps Reserve		200,000	200,000
• Earmarked Reserves: Essential Services Reserve		3,000,000	3,000,000
<i>Subtotal Other Changes</i>	0.00	5,400,000	5,400,000
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Total Proposed Budget Changes	16.00	9,094,481	8,061,121

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

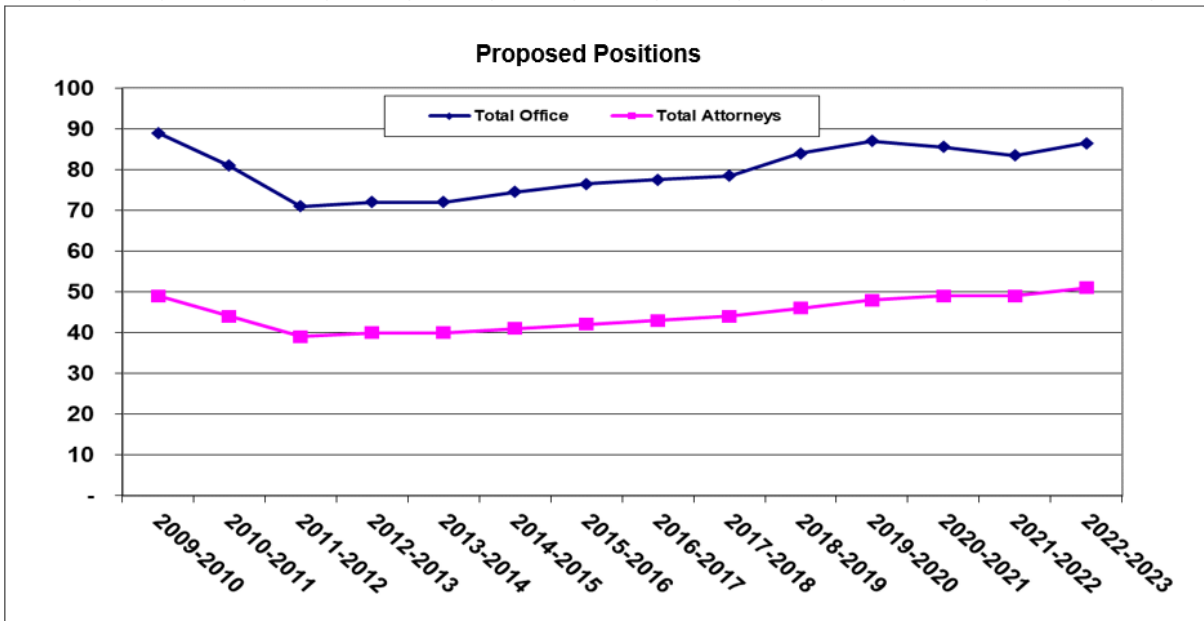
OVERVIEW

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 and in a hybrid capacity 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, CARES Act, and American Rescue Plan 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.

Service Delivery Environment

- 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.
- Staffing has remained almost static over the last thirteen years and remains lower than 2009-2010 levels. The Office had 83.5 positions in 2021-2022 compared to 89 positions in 2009-2010. The Office's 2022-2023 Proposed Budget has 86.50 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, 17 audit projects or approximately 2.0 audits per auditor (Target: 1.5 audits per auditor).
- During 2021-2022, the Office identified \$900,000 in potential cost savings or revenue enhancements, achieving a ratio of about \$0.36 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 261 open audit recommendations. Over the past ten years, departments have implemented or closed about 74% 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 54% of recommendations made in the past five years have been implemented.

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 2022-2023 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 2021 approximately 74% of the 840 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.

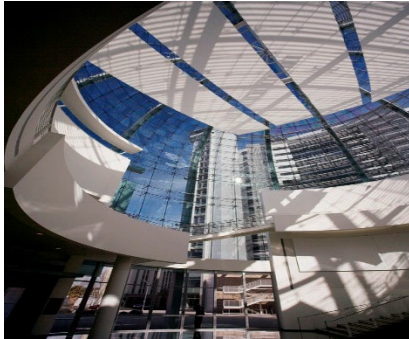
OUTCOME 2: PROVIDE INDEPENDENT, RELIABLE, ACCURATE, AND TIMELY INFORMATION TO THE CITY COUNCIL AND OTHER STAKEHOLDERS

- ✓ Prepare audit reports and memoranda that provide independent, reliable, accurate, and timely information to the City Council. The 2021-2022 Audit Workplan was approved by the City Council in August 2021. The 2022-2023 Audit Workplan will be submitted for City Council approval in August 2022.
- ✓ Provide performance reporting and enhance the display of online performance information. In December 2021, the Office published the City's thirteenth *Annual Report on City Services*. The Office will continue this project in 2022-2023 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 City Auditor 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 OUTCOMES

- 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 2021-2022, the Office:

- Conducted an election for City Councilmembers, and ballot measures; oversaw the conclusion of the Charter Review Commission and Redistricting Commission processes as directed and approved 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, and staffed approximately 200 meetings. 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 approximately 2,400 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, including more than 200 grants, 30 recruitments and onboarding for Mayor and City Council Offices, and 46 appointments and approximately 150 applications for Boards and Commissions.

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, and Council Appointment Advisory 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

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, oversaw all core service delivery to the City's diverse community, led, and engaged the workforce, advanced the City Council-approved City Roadmap of 41 priority initiatives which includes 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.
- **Executive Leadership and City Management** seamlessly transitioned to a new City Manager, Assistant City Manager, and established a new *One Team* Leadership Values and Expectations vision for the Senior Staff and all City employees, including Senior Staff and City Councilmember Communication and Briefing Norms, began a Customer Service Vision and Standards initiative, made significant progress on bringing the City's General Fund back into structural balance, focused on a new Recruitment and Retention strategy for City employees, and continued to advance the City's Racial Equity work and Police Reforms Work Plan.
- **Executive Leadership and City Management** established the COVID-19 Recovery Task Force (Task Force) with 55 member organizations pursuant to City Council direction; developed a web page to provide information, materials, and resources to the Task Force and the public; facilitated six monthly virtual Task Force meetings with topics including the City Roadmap Recovery Initiatives, establishment of nine committees, and the proposed community engagement plan; developed a scope of work for a consultant to work with the City and Task Force to create and implement a community engagement strategy, provide strategic support, and develop a framework to assist committees in developing recommendations for the final Task Force report; and represented the City and Task Force in regional recovery working groups such as the Health and Racial Equity Task Force, the Regional Recovery Coordination Group, and Collaborating Agencies' Disaster Relief Effort (CADRE).
- **Office of Administration, Policy, and Intergovernmental Relations** processed approximately 1,000 contracts; reviewed over 550 City Council Agenda reports; assigned and tracked over 75 Council Referrals; created a new City Council referral system; successfully advocated for \$2.5 million in direct funding to the City of San José from federal delegation member requests; facilitated the creation of a strategic infrastructure project list for the City; reviewed over 2,500 legislative items and sponsored or supported nearly 30 bills in the state legislative session; coordinated responses to over 120 multi-department Public Records Act requests; provided advocacy leadership to the Emergency Operations Center (EOC) during the City's COVID-19 pandemic response; authored the City's first Cannabis Equity Assessment and began the City's Disability Assessment; supported several City Council Committees and working groups; and ensured implementation of the City's Suicide Prevention Council Policy.

STRATEGIC SUPPORT

OFFICE OF THE CITY MANAGER

OVERVIEW

- **Budget Office** provided ongoing review, monitoring, analyses, forecasts, and reporting on the City's over 135 Operating and Capital funds totaling \$5.1 billion with 6,647 positions, allowing for effective oversight and controls throughout the fiscal year, including bi-monthly financial reports to the Public Safety, Finance and Strategic Support Committee, and budgetary adjustments included within the 2020-2021 Annual Report, the 2021-2022 Mid-Year Budget Review, and the 2021-2022 Year-End Budget Adjustments memorandum anticipated in June; oversaw and coordinated the development of the 2022-2023 Proposed Operating Budget, 2022-2023 Proposed Capital Budget and 2023-2027 Capital Improvement Program, 2022-2023 Proposed Fees and Charges Report, and the issuance of various cost estimates and Manager's Budget Addenda requested by the Mayor and City Council; collaborated with the Office of Racial Equity and departmental staff to further embed the explicit consideration of equity into the budgeting process, including a new iteration of the Budgeting for Equity Worksheet; coordinated with departments on the review of hundreds of City Council memoranda; and led the mid-year allocation of resources from the American Rescue Plan (ARP) Fund to support community and economic recovery activities.
- **Communications Office** released 52 Flash Reports supporting COVID-19 EOC activations resulting in over 735,000 emails sent and a 38% open rate among those emails; received over 250,000 visits to Emergency Notification Pages with 28% attributed to Spanish, Vietnamese, and Chinese translated pages; garnered over six million social media impressions; completed EOC storm & flood preparations and gas leak outreach; informed the community of Council District boundary changes due to redistricting with a digital campaign and a series of direct mail postcards to 39,000 affected San José addresses; deployed a SJ311 awareness campaign to reach Spanish and Vietnamese residents; partnered with the Fire Department and SJ311 on an updated fireworks awareness campaign; and provided video interpretation services and language access resources for City departments.
- **Office of Civic Innovation** filled several Operations Section and Planning Section roles in the EOC during the COVID-19 pandemic response; rolled-out the Objective and Key Results quarterly reporting for the City Roadmap; assisted the Human Resources Department in developing and operating an Agile Recruiting process for the City; selected a vendor to formulate a Customer Service Vision and Standards project to dramatically improve the City's 1:1 customer service; developed an outcome and performance measurement driven City Roadmap for 2022-2023; managed the City's broadband provider relationship; managed the City Manager's Digital Inclusion Advisory Board and awarded \$500,000 in additional grants to help connect digitally underserved residents; accelerated permitting of 148 T-Mobile macro-cell sites; and, in conjunction with the Information Technology Department, permitted 81 small cell 4G and 5G permits to improve broadband speed and capacity to date.
- **Office of Emergency Management** filled several Operations Section and Planning Section roles in the EOC during the COVID-19 pandemic response; coordinated with Santa Clara County on response operations including vaccinations, logistics, public information, and alerts; provided leadership in the implementation of initial COVID-19 recovery efforts and creation of a formal Recovery Team in the City Manager's Office; activated the EOC to respond to two gas leaks with alerts and evacuations; activated the EOC to respond to an atmospheric river event and flood warning; retooled instructional delivery to conduct seven virtual Community Emergency Response Team (CERT) Training courses resulting in 200 graduates; and collaborated with the Public Works Department and Fire Department to build a new EOC and Fire Training Center.

STRATEGIC SUPPORT

OFFICE OF THE CITY MANAGER

OVERVIEW

- **Office of Employee Relations** continued to negotiate with one bargaining unit whose Memorandum of Agreement expired on June 30, 2021, and a successor Memorandum of Agreement with one bargaining unit whose current agreement expired on June 30, 2022, and engaged with bargaining units with whom the City agreed to reopen the Memoranda of Agreement on the subject of wages if specific fiscal conditions were met. The Office also conducted several trainings, performed personnel investigations, served as a grievance hearing officer, and oversaw a leave entitlement program created by federal law.
- **Office of Racial Equity** collaborated with the Budget Office and departmental staff to further embed the explicit consideration of equity into the budgeting process, including a new iteration of the Budgeting for Equity Worksheet, consulted in drafting of budget proposals, and advised on equitable distribution of ARP Fund dollars; organized and delivered foundational racial equity training for the City workforce; provided information and instruction on department-specific Racial Equity Action Plans; developed and implemented strategies to combat anti-Asian hate; supported the Rapid Response Network, which received nearly 800 hotline calls related to immigration enforcement activity; supported local refugee resettlement efforts; and helped the City of San José become designated as Certified Welcoming by Welcoming America for demonstrating progress towards a set of standards related to immigrant inclusion and belonging.

Service Delivery Environment

The City's Enterprise Priorities provide a statement of the critical issues ahead: COVID-19 Pandemic: Community and Economic Recovery; Emergency Management and Preparedness; Ending Homelessness; Safe, Vibrant, and Inclusive Neighborhoods and Public Life; Building the San José of Tomorrow with a Downtown for Everyone; and Smart, Sustainable and Reliable City 21st Century Infrastructure. The internally focused Enterprise Priorities – Strategic Fiscal Positioning and 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.

STRATEGIC SUPPORT

OFFICE OF THE CITY MANAGER

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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.
- ✓ Focus on filling positions and retaining City employees so that service-delivery is maximized to the community.
- ✓ Provide organizational and customer service 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 the City'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 People of Color, including Black, Indigenous, Latino/a/x, Asian, and Pacific Islander communities.
- ✓ Implement an aggressive and culturally sensitive communication plan for community outreach, ensuring the City's diverse population has access to City services 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.
- ✓ Pursue grants and partnerships as a top priority given the significantly limited City funding available for infrastructure and new initiatives, and unprecedented new availability of federal infrastructure funding.

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OFFICE OF THE CITY MANAGER

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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, Commissions, and working groups.
- ✓ 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 2022-2023 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 2023-2024 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 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.

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OFFICE OF THE CITY MANAGER

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Budget Dollars at Work: Performance Goals

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

- ✓ Continue to provide 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.

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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 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

- 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.
- Completed recruitments to fill the vacancies in our Benefits and Investments divisions, including the Benefits Division Manager, who was hired in August 2021.
- Implemented Virtual Health Fair for Open Enrollment.
- Updated and continued to use the Open Enrollment website to augment Virtual Health Fair activities.
- Continued implementation of the Boards' strategic communications plan.
- Continued implementation of technology to support remote workforce.
- Maintained the ORS website to ensure accurate and up to date information is communicated.
- Contracted with a new Board Medical Advisor, as a result of the Request for Proposals (RFPs) conducted.
- Implemented ordinance to eliminate employee pension contributions after 30 years of benefit service.
- Continued implementation of AB361 in order for the Boards to meet virtually.
- Conducted operational internal audits in the Benefits and Accounting divisions as part of the Five-Year Internal Audit Plan.
- Worked with Segal, an actuarial company, to conduct an independent audit of Cheiron's (Boards' actuarial consultant) actuarial valuation reports.
- Onboarded new Board trustees for both the Police and Fire and Federated plans.
- Continued working on the enforcement of the Medicare Mandate.
- Implemented performance metrics for the Chief Executive Officer and Chief Investment Officer.
- Continued to evaluate investment opportunities and the Plans' Strategic Asset Allocation mixes in light of the effects of both the COVID-19 pandemic as well as geopolitical risks.

Service Delivery Environment

- Work with the communications consultant to further develop strategic communications activities for future years.
- Complete RFPs for an Independent Financial Auditor.
- Establish policies and procedures regarding Felony Forfeiture.
- Continue implementing workplan identified in 5-year audit plan by the ORS internal auditor.
- Continue implementation of Internal Audit Charter.
- 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

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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 ACFR and the PAFR, to maintain accountability and provide fiscal transparency.

OUTCOME 2: INVESTMENT OF ASSETS TO SATISFY PLANS' OBLIGATIONS

- Manage Retirement Plan assets in a manner that seeks to achieve long-term net returns in more than 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 analysis 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.