

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

- Lead and Manage the Organization
- City-Wide Emergency Management aligned to the Public Safety CSA

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

CSA Priorities/Expected 2025-2026 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, including reducing unsheltered homelessness, improving community safety, cleaning up our neighborhoods, growing our economy, and building more housing.
- 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

2025-2026 Key Budget Actions

- Reduces ongoing funding in the Office of the Mayor by \$64,700, and ongoing funding for each City Council Office by \$11,401 for a total of \$114,010.
- Adds 1.0 Deputy City Attorney II position, through June 30, 2026, to provide capacity for enforcement of Municipal Code violations as directed in the Mayor's March Budget Message for Fiscal Year 2025-2026, as approved by City Council.
- Continues and makes permanent 1.0 Legal Analyst position to continue the support of Gun Violence Restraining Orders cases.
- Eliminates 1.0 vacant Senior Deputy City Attorney position assigned to the Legal Transaction division.
- Effective 2026-2027, eliminates 1.0 Program Performance Auditor position as a cost reduction measure, resulting in fewer audits per year and fewer recommendations to improve operations, enhance equity, or reduce risks to the City.
- Adds one-time non-personal/equipment funding of \$94,200, in the Office of the City Clerk, for the implementation of an updated platform for the Government Information Library Electronic System (GILES), resulting in ongoing savings of \$56,000.
- Continues 1.0 Senior Executive Analyst position, through June 30, 2026, in the City Manager's Office of Administration, Policy, and Intergovernmental Relations to continue oversight and management of City Service Area and departmental performance measures, activity and workload highlights, and community indicators that inform the efficiency, effectiveness, and equity of the City's service delivery system, as well as supporting other performance measure projects including updates to the Focus Area scorecards.
- As directed by the Mayor's March Budget Message for Fiscal Year 2025-2026, as approved by the City Council, adds one-time non-personal/equipment funding of \$250,000 to the City Manager's Office of Racial and Social Equity to support services that protect our immigrant community that could include expanding legal services, counseling, peer support networks, family preparedness plans, and strengthening privacy systems for non-profit partners.
- Adds 1.0 Program Manager position to address critical gaps in oversight, compliance, and operational efficiency and eliminates 1.0 Senior Auditor position in the Office of Retirement Services (ORS), which is being transitioned to an external provider to enhance governance standards and independence. The Program Manager position will provide centralized oversight of policy compliance, governance, procurement, and administrative operations, and will lead the new benchmarking initiative for ORS to further position ORS as a data-driven and continuously improving organization.

STRATEGIC SUPPORT

MAYOR, CITY COUNCIL AND APPOINTEES

BUDGET SUMMARY

Mayor, City Council and Appointees Budget Summary

	2023-2024 Actuals **	2024-2025 Adopted	2025-2026 Forecast	2025-2026 Proposed
Dollars by Core Service *				
<i>Mayor & City Council</i>				
City Council	9,773,713	12,935,056	10,805,351	10,691,341
Council General	43,022	49,670	49,670	49,670
Office Of The Mayor	4,948,523	5,151,484	5,257,306	5,192,606
<i>Office of the City Attorney</i>				
Legal Services	23,813,965	24,289,972	24,758,688	24,721,941
Strategic Support - City Council Appointees	1,780,657	2,049,310	2,028,135	2,028,135
Strategic Support - Other - Council Appointees	5,904,415	20,925,263	7,071,575	7,071,575
<i>Office of the City Auditor</i>				
Audit Services	3,006,288	3,510,147	3,727,892	3,727,892
Strategic Support - City Council Appointees	236	201,964	207,649	207,649
Strategic Support - Other - Council Appointees	532,887	0	0	0
<i>Office of the City Clerk</i>				
City Clerk Services	3,496,214	3,618,571	3,725,329	3,819,529
Strategic Support - City Council Appointees	375,916	209,145	211,061	211,061
Strategic Support - Other - Council Appointees	3,236,550	6,599,907	3,227,512	3,227,512
<i>Office of the City Manager</i>				
Lead & Manage The Organization	20,418,069	28,531,526	21,767,092	22,227,990
Strategic Support - City Council Appointees	3,285,032	163,979	156,487	156,487
Strategic Support - Other - Council Appointees	3,929,019	1,525,650	474,378	533,664
<i>Independent Police Auditor's Office***</i>				
<i>Office of Retirement Services</i>				
Retirement Plan Administration	6,236,711	6,600,468	6,814,197	6,711,805
Strategic Support - City Council Appointees	3,184,500	3,262,573	3,250,278	3,344,796
Strategic Support - Other - Council Appointees	10,850	30,000	11,000	11,000
Core Service Subtotal	\$93,976,567	\$119,654,685	\$93,543,600	\$93,934,653
 Authorized Positions****	 271.00	 269.50	 266.50	 268.50

* 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 2023-2024 Actuals column reflect those included in the 2023-2024 Adopted Budget. 2023-2024 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			
• City Council Offices		(114,010)	(114,010)
• Office of the Mayor		(64,700)	(64,700)
<i>Subtotal</i>	0.00	(178,710)	(178,710)
OFFICE OF THE CITY ATTORNEY			
• Legal Representation Staffing	1.00	240,923	240,923
• Gun Violence Restraining Order Staffing	1.00	168,102	168,102
• Legal Transaction Staffing	(1.00)	(445,772)	(445,772)
<i>Subtotal</i>	1.00	(36,747)	(36,747)
OFFICE OF THE CITY AUDITOR			
• Program Performance Audit Staffing (Effective 2026-2027)		0	0
<i>Subtotal</i>	0.00	0	0
OFFICE OF THE CITY CLERK			
• Government Information Library Electronic System (GILES)		94,200	94,200
<i>Subtotal</i>	0.00	94,200	94,200
OFFICE OF THE CITY MANAGER			
• Performance Measure Management Staffing	1.00	255,898	255,898
• Immigrant Community Support Services		250,000	250,000
• Executive Leadership/City Management – Deputy City Manager Funding Shift	0.00	0	(256,020)
• Office of Communications - City-wide Campaigns		(25,000)	(25,000)
• Office of Racial and Social Equity - Training		(20,000)	(20,000)
<i>Subtotal</i>	1.00	460,898	204,878
OFFICE OF RETIREMENT SERVICES			
• Administration Program Staffing		(7,874)	0
<i>Subtotal</i>	0.00	(7,874)	0
<i>Subtotal Departments</i>		2.00	331,767
GENERAL FUND CAPITAL, TRANSFERS AND RESERVES			
• Transfers to Other Funds: Emergency Reserve Fund		10,000,000	10,000,000
• Earmarked Reserves: Essential Services Reserve		1,250,000	1,250,000
• Earmarked Reserves: Deferred Infrastructure and Maintenance Reserve		(2,000,000)	(2,000,000)
<i>Subtotal Other Changes</i>	0.00	9,250,000	9,250,000
Total Proposed Budget Changes		2.00	9,581,767
		9,333,621	9,333,621

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STRATEGIC SUPPORT

OFFICE OF THE CITY ATTORNEY



MISSION

The Office of the City Attorney is committed to providing excellent legal services and advice, 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

Office of Retirement Services

CSA OUTCOMES

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

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.

OUTCOME 2: CITY'S INTERESTS ARE PROTECTED AND BUSINESS GOALS ARE 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.

STRATEGIC SUPPORT

OFFICE OF THE CITY AUDITOR



MISSION

Identify ways to increase the economy, efficiency, effectiveness, equity, and accountability of City government by independently assessing and reporting 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, City management, and the general public

STRATEGIC SUPPORT

OFFICE OF THE CITY AUDITOR

OVERVIEW

Budget Dollars at Work: Performance Goals

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

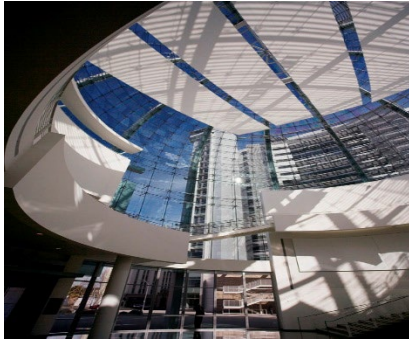
- ✓ Conduct performance audits, special audits, and reviews that identify ways to increase the economy, efficiency, effectiveness, equity, and accountability of City government. The Office's 2025-2026 Audit Workplan will target City Council and other City Appointee concerns and areas identified in the 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 2024 approximately 80% of the 678 recommendations made over the last 10 years have been implemented.
- ✓ The Office will continue to work 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.

OUTCOME 2: PROVIDE INDEPENDENT, RELIABLE, ACCURATE, AND TIMELY INFORMATION TO THE CITY COUNCIL, CITY MANAGEMENT, AND THE GENERAL PUBLIC

- ✓ Prepare audit reports and memoranda that provide independent, reliable, accurate, and timely information to the City Council. The 2025-2026 Audit Workplan will be submitted for City Council approval in August 2025.
- ✓ Provide performance reporting and enhance the display of online performance information. In December 2024, the Office published the City's 17th *Annual Report on City Services*. The Office will continue this project in 2025-2026 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.

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

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;
- ✓ Continuing to conduct City Council Meetings and City Board, Commissions, and Committee meetings as needed in coordination with the Office of the City Manager, and ensure the availability of Spanish and Vietnamese interpretation services along with over 50 other languages for City Council meetings, study sessions, and committee meetings using artificial intelligence technology;
- ✓ 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, City Council Salary Setting Commission, and City 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).

STRATEGIC SUPPORT

OFFICE OF THE CITY MANAGER



MISSION

Provide strategic leadership to the Mayor and City Council to support their public policy decision making and the City organization to ensure the delivery of accessible, equitable, and quality services that meet our diverse community 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

- ❑ Supported and Actively Engaged Employees who are Empowered to Deliver Inclusive, Customer-Focused, and Results-Driven Services.
- ❑ A Responsible Policy, Administrative, and Budgetary Framework for Organizational Decision Making and Efficient and Effective Service Delivery.

STRATEGIC SUPPORT

OFFICE OF THE CITY MANAGER

OVERVIEW

Budget Dollars at Work: Performance Goals

Performance goals for department City Service Areas (CSA) and Core Services are described throughout this document. This section describes what is needed from a leadership perspective to guide and achieve those goals and is organized around key efforts and objectives of the Office of the City Manager based on two outcomes.

OUTCOME 1: SUPPORTED AND ACTIVELY ENGAGED EMPLOYEES WHO ARE EMPOWERED TO DELIVER INCLUSIVE, CUSTOMER-FOCUSED, AND RESULTS-DRIVEN SERVICES

- ✓ Focus on recruiting, hiring, and retaining City employees so that service-delivery is maximized to the community.
- ✓ Provide strategic leadership for the organization, support the City Council, and motivate the workforce to deliver high quality and inclusive services in an environment of increasing demands and limited resources.
- ✓ 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 positive difference in the lives 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 needed to feel safe and supported in the workplace, including providing and promoting 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.
- ✓ Provide organizational and customer service improvement efforts through implementation of the Customer Service Vision and Standards Initiative to improve how we do business, streamline processes, increase employee empowerment, and achieve results in an environment of constant change, increasing complexity, and constrained financial resources.

STRATEGIC SUPPORT

OFFICE OF THE CITY MANAGER

OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 2: A RESPONSIBLE POLICY, ADMINISTRATIVE, AND BUDGETARY FRAMEWORK FOR ORGANIZATIONAL DECISION MAKING AND EFFICIENT AND EFFECTIVE SERVICE DELIVERY.

- ✓ Focus on providing the leadership necessary for organizational initiatives that continue to position the City as a more focused, efficient, and sustainable organization for the future.
- ✓ Coordinate City agenda items for City Council consideration, including preparation and development of City Council meeting scheduling, and track and monitor City Council referrals for appropriate departmental follow-up. Disseminate City Information Memoranda that support monitoring the organization's work.
- ✓ Provide staff expertise, written memorandums, reports, and general staffing support for City Council Committees, Commissions, and working groups.
- ✓ Strengthen the City-County partnership and regional governance partnerships by meeting regularly, supporting meetings between key City and County elected officials and staff, and focusing attention on issues of shared services between agencies.
- ✓ Promote intergovernmental relations with strong advocacy for the City's budgeting, policy, and community needs at the regional, state, and federal levels.
- ✓ Provide City Council, Department/Office, and public access to performance management and evaluation tools for policy making and priority setting within the budget process and service delivery to ensure accountability and transparency.
- ✓ Provide organizational strategic support, training, tools, and capacity building that advances racial and social equity, through decision-making that strongly considers historically underserved communities through the intersections of race, ethnicity, national origin, immigration status, gender, sexual orientation, disability, religion, and other forms of marginalization.
- ✓ Provide appropriate service delivery when the City recovers from extreme weather events to ensure staff safety and that community and economic recovery efforts are equitable and comprehensive.
- ✓ Continue to strategically target efforts that 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.
- ✓ Provide support to the City Council in implementing fiscal sustainability and other potential ballot measures or initiatives.
- ✓ Monitor the fiscal and economic environment and adjust the 2025-2026 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 2025-2026 that reflect City Council and community goals, have an applied equity lens, and help ensure fiscal stability for the \$5.6 billion budget, with over 140 Operating and Capital funds, impacting approximately 7,000 budgeted positions.

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STRATEGIC SUPPORT

OFFICE OF RETIREMENT SERVICES



MISSION

Provide and maintain financially sound pension and healthcare 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.
- Ensure Fiscally Sound Investments to Satisfy Retirement Plans' Obligations.

STRATEGIC SUPPORT

OFFICE OF RETIREMENT SERVICES

OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: RETIREMENT PLANS ARE PROPERLY ADMINISTERED

- ✓ Work with the Retirement Plans' actuaries to ensure the plans have adopted and implemented rates, assumptions, and methodologies reflective of the plans' liabilities and with appropriate contribution volatility.
- ✓ 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 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 Annual Comprehensive Financial Report (ACFR) and the Popular Annual Financial Report (PAFR), to maintain accountability and provide fiscal transparency.

OUTCOME 2: ENSURE FISCALLY SOUND INVESTMENTS TO SATISFY RETIREMENT 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 the 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.