



Why
the City budget





Fiscal Challenges

Economic Recovery



City Revenues

Operating
what we own...





Sticky Downward



Leadership

City of San Jose

Managers/Supervisors discuss challenging questions about City government's future

TODAY

- Security and certainty are gone; all is in flux
- Unrelenting annual budget pressure
- Fiscal sustainability threatened
- Antiquated systems: revenue, civil service, IT
- Now doing less with less
- Public-private is blurring
- Open government is way of life
- Boomer retirements looming
- Public resentment of retirement benefits
- Some employees feel "traumatized" by change & uncertainty
- Rigid civil service rules hinder workforce flexibility & succession planning
- Traditional City model feels outdated
- Uneven approach: regulating vs. facilitating

1. What is City government like today?

LEADERSHIP PRIORITIES

- Align expectations to reduced organizational capacity
- Deal with financial challenges head on
- Take smart risks, reinforce safety net
- Reform retirement benefits
- Reform compensation structure
- Reform civil service system
- Innovation/new models/outsourcing
- Succession planning
- More partnership with community
- Cost control for public safety
- Revenue generation
- Embrace technology solutions; make IT investments
- "Green" infrastructure replacements
- Consolidate services across departments

3. What must we prioritize to get there?

FUTURE LEGACY

- Enable outside partners to deliver services, rather than delivering them ourselves
- Smaller, highly skilled core staff
- Skilled line staff work in self-managing teams
- Residents are citizen-partners, not just customers "buying services"
- More focused; more capacity to prioritize work
- Employee costs aligned; but "Tier 1" talent retained / attracted
- IT fosters more efficiency, reliability
- Smooth transition to next-generation leadership
- Willing to take risks to get rewards
- Many alternate hybrid service models
- No silos within or across departments

2. What should our City government be like in the future?



Passive
Community
Engagement



Spending Priorities

Big Game Hunting?

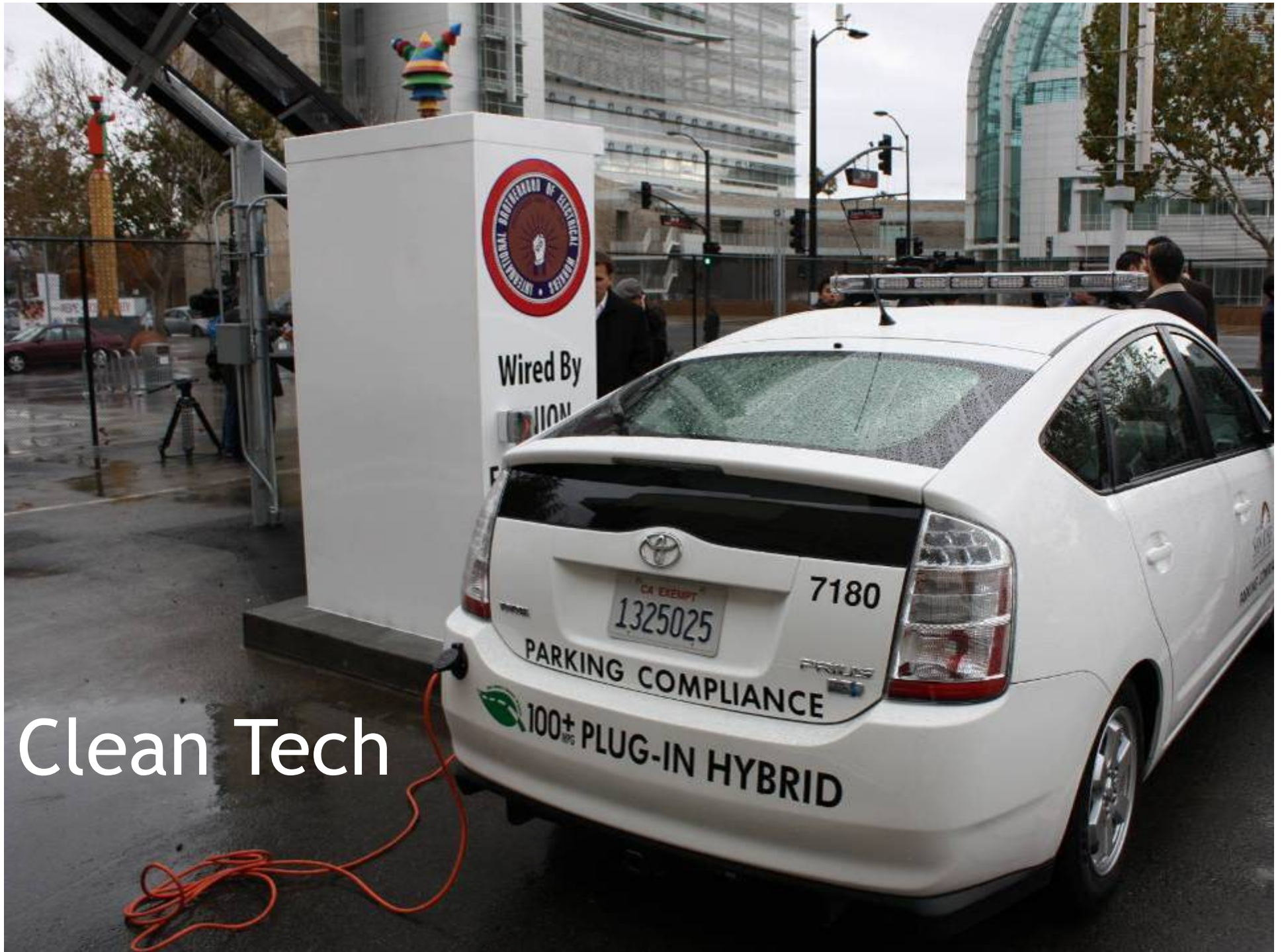


Economic Development



Great Gathering Spaces





Clean Tech

