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City Manager's Office



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Jennifer A. Maguire

**SUBJECT:** 2011-2012 BUDGET IN BRIEF

**DATE:** November 4, 2011

Approved

Date

11-4-11

## INFORMATION ONLY

The Budget Office has prepared a Budget in Brief document that provides an overview of the 2011-2012 Adopted Operating and Capital Budgets. This document has become a useful summary of the services the public can expect during the current fiscal year.

A total of 25 copies are included for each City Council member. If you would like additional copies, please contact the Budget Office at 535-8144.

JENNIFER A. MAGUIRE  
Budget Director

Attachment

# 2011-2012 BUDGET IN BRIEF

*The Mission of the City of San José is to provide quality public services, facilities, and opportunities that create, sustain, and enhance a safe, livable, and vibrant community for its diverse residents, businesses, and visitors.*

## OVERVIEW

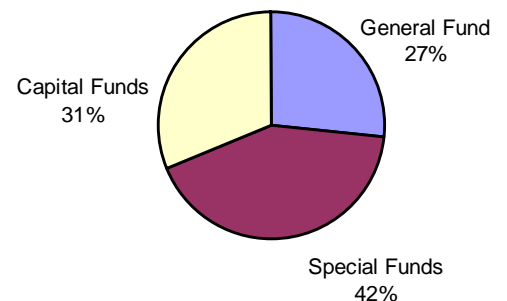
The 2011-2012 Adopted Operating and Capital Budgets for the City of San José total \$2.8 billion and represent the City's financial plan for the upcoming year.

The City of San José continues to face significant and enduring fiscal challenges. For the tenth consecutive year, the Adopted Budget closed a General Fund shortfall as the growth in revenues has not kept pace with the growth in expenditures. The 2011-2012 Adopted Budget addressed a General Fund gap of \$115.2 million. Over the last three years, cumulative General Fund shortfalls of over \$300 million have been solved. In 2011-2012, a combination of strategies to close the budget gap was approved, including:

- *Service reductions and eliminations*
- *Employee total compensation reductions*
- *New service delivery models and efficiencies*
- *Use of reserves, one-time funds, and fee increases*

This budget directs limited resources to meet the most critical needs of the community with a continued focus on City Council and community priorities, delivering essential services and basic infrastructure needs. However, given the large General Fund shortfall, significant service reductions were unavoidable. These include reduced police and fire services with cuts in both sworn and non-sworn personnel, reduced library hours, reduced community centers, reduced park services, along with reduced maintenance of many City facilities and the transportation infrastructure. The City's workforce was also reduced by 7.5% in 2011-2012 and has dropped over 20% in the last three years.

## 2011-2012 Adopted Budget



**TOTAL BUDGET: \$2.8 Billion**

**General Fund:** used for regular operating expenditures, such as public safety, parks, and libraries.

**Special Purpose Funds:** used for operations that receive direct funding, which can only be used for a specific purpose, such as the Airport and the Water Pollution Control Plant.

**Capital Funds:** used for infrastructure improvements, including transportation, public safety, airport, parks, and library projects.



**INSIDE**  
**San José at a Glance**  
**Balancing the Budget**  
**Service Delivery Highlights**  
**Capital Budget Highlights**  
**Roster of City Officials**  
**Managing Our Finances**  
**Accessing the Budget**



# San José at a Glance

## Basic City Facts

**FOUNDED:** 1777; California's first civilian settlement  
**INCORPORATED:** March 27, 1850; California's first incorporated City, and site of the first State capital

## General Data

Population	958,789
Registered Voters	373,272
Median Household Income	\$78,660
Miles of Streets	2,310
Miles of Alleys	2
Area of City (square miles)	179.8

## Major Employers

Santa Clara County	15,420
Cisco Systems	11,600
IBM	6,750
City of San José	5,400
San José State University	3,300
Ebay, Inc.	3,000
San José Unified School District	2,690
Xilinx	2,440

## Airport

Size	Approx. 1,000 Acres
Terminals	2
Runways	3
Hours of Operation	24
Number of Passengers in 2010-2011:	8.4 Million

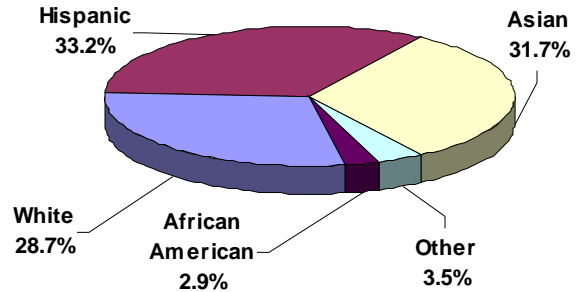
## Environment and Utilities

Miles of Municipal Sewer Mains	2,258
Tons of Recyclables	120,819
Tons of Yard Trimmings	130,637
Gallons of Used Motor Oil	122,745

## Parking

Parking Meters	2,601
Parking Lots (1,009 total spaces)	6
Parking Garages (6,270 total spaces)	8

## Demographics



## Public Safety

Police Stations	1
Emergency Police Calls in 2010-2011	669,594
Non-Emergency Police Calls in 2010-2011	435,312
Fire Stations	33
Fire Companies	40
Emergency Medical Calls in 2010-2011	49,683
Fire Safety Code Inspections in 2010-2011	11,508
Fires in 2010-2011	1,570
Hazardous Materials Incidents in 2010-2011	291

## Neighborhood Services

Park Sites	189
Park Amenities:	
Basketball Courts	94
Skate Parks	4
Softball/Baseball/T-Ball Fields	52
Swimming Pools	6
Tennis Courts	92
Soccer Fields	35
Park Acreage	3,415
Community Centers	12
Re-Use Sites	43

## Libraries

Number of Outlets:	
Main Library	1
Branches	21
Items Checked Out (Circulation)	13,560,762

# San José at a Glance

## 2011-2012 Adopted Budget

### GENERAL FUND

Police	\$ 298,335,882
Fire	158,623,872
City-wide Expenses	112,940,556
Parks, Recreation & Neighborhood Services	45,560,206
Transportation	24,561,744
Planning, Building & Code Enforcement	27,322,064
Libraries	22,641,679
City Management (Manager and City Council)	20,431,961
Finance and Human Resources	18,204,680
Information Technology	13,973,626
City Attorney	10,789,776
Public Works	26,447,178
Transfers to Other Funds	25,093,798
Capital Improvements	9,695,000
Other	11,229,486
Reserves	80,606,501
<b>Total General Fund</b>	<b>\$ 906,458,009</b>

### ENTERPRISE/SPECIAL PURPOSE FUNDS

Airport	\$ 421,013,102
Waste Water Treatment Plant & Sanitary Sewer	275,495,713
Housing	151,906,382
Waste Mgmt (Garbage Collection/Recycling)	138,423,585
Municipal Water	33,878,930
Storm Sewer Operations	46,651,709
Convention and Cultural Facilities	23,595,854
Community Development Block Grant	18,695,769
Parking	19,425,673
Workforce Investment Act	16,243,911
Other	265,936,313
<b>Total Special Purpose Funds</b>	<b>\$ 1,411,266,941</b>

### CAPITAL IMPROVEMENT FUNDS

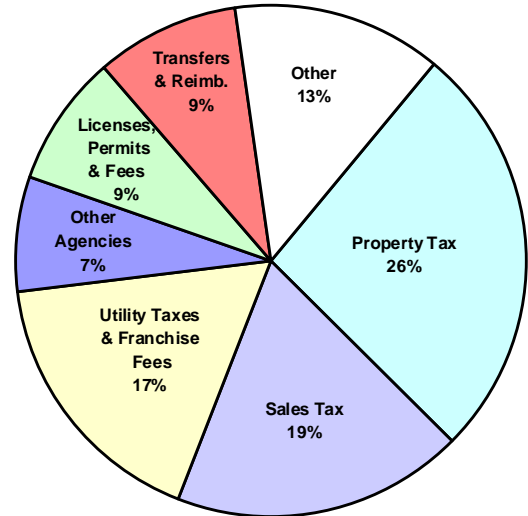
Airport	\$ 376,071,332
Parks and Community Facilities	158,014,441
Water Pollution Control	132,294,744
Sanitary Sewer	105,847,584
Traffic	76,898,540
Library	38,750,777
Public Safety	23,269,710
Water Utility System	10,158,047
Other	143,578,286
<b>Total Capital Funds</b>	<b>\$ 1,064,883,461</b>

**TOTAL ALL FUNDS** \$ 3,382,608,411

*Less Transfers, Loans & Contributions* (538,697,847)

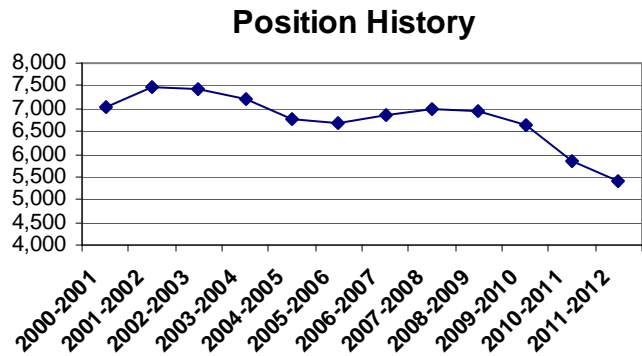
**NET CITY USE OF FUNDS** \$ 2,843,910,564

## 2011-2012 Major Sources of General Fund Revenues\*



\* Excludes Fund Balance

## Total City Positions



With the reduction of 440 positions from the 2010-2011 Adopted Budget to the 2011-2012 Adopted Budget, the total number of City positions now totals 5,400, a level not experienced since 1988 when San José's population was approximately at 765,000. With the number of displaced employees far outnumbering vacancies that could be used to place these employees, approximately 140 employees were laid off as part of the adoption of this budget.

# Balancing the Budget

The General Fund is used to provide many of the basic services provided by the City, including police, fire, libraries, parks, and street maintenance.

<b>2011-2012 GENERAL FUND BALANCING PLAN</b>		
<b>(\$ in 000s)</b>		
	<b>2011-2012</b>	<b>Ongoing</b>
General Fund Shortfall	(\$115,132)	(\$115,132)
Development Fee Program Shortfall	(101)	(101)
<b>Total General Fund Shortfall</b>	<b>(\$115,233)</b>	<b>(\$115,233)</b>
<b>Source of Funds:</b>		
Elimination of Reserves/Liquidated Encumbrances	\$16,101	\$226
2010-2011 Expenditure Savings/Additional Revenue	6,536	0
Fee and Fine Increases/Activity Level Adjustments	3,729	3,553
Revised Revenue Estimates/Miscellaneous	2,576	2,459
Sales Tax/Marijuana Business Tax	1,970	850
Transfers/Overhead Reimbursements	(4,448)	(15,215)
<b>Total Change to Source of Funds</b>	<b>\$26,464</b>	<b>(\$8,127)</b>
<b>Use of Funds:</b>		
Employee Total Compensation Reductions	(\$58,509)	(\$58,509)
Position Eliminations/Other Personal Services	(53,929)	(52,334)
Non-Personal/Equipment and City-Wide Expenses	(7,655)	(8,814)
New Facilities Operating and Maintenance	(6,288)	(91)
Redevelopment Agency Support Services	(3,635)	(3,660)
Mayor, City Council, and Appointees	(3,162)	(2,498)
Funding Shifts to Other Funds	(2,864)	(1,214)
Annual Required City Retirement Contributions	33,288	33,288
Revenue-Related Activities	4,731	3,384
Unemployment Insurance Contributions	4,463	0
Technology & Capital Infrastructure Maintenance	2,064	1,010
Other	2,727	961
<b>Total Change to Use of Funds</b>	<b>(\$88,769)</b>	<b>(\$88,477)</b>
<b>Total Change in the General Fund</b>	<b>(\$115,233)</b>	<b>(\$80,350)</b>
<b>Remaining Shortfall</b>		<b>(\$34,883)</b>

## How was the General Fund Budget Deficit Calculated?

Each year, a Five-Year General Fund Forecast is prepared that compares the estimated revenues and expenditures over the next five years to determine if there is a projected surplus or deficit.

The expenditure figures, which reflect the cost of existing programs, are updated to reflect estimated salary and benefit costs and any changes in contractual obligations. In addition, expenditures to which the City is considered to be committed by prior City Council action are included, such as costs related to operating new facilities.

In 2011-2012, expenditures were projected to exceed revenues by \$115 million (excluding the Development Fee Program). In the February 2011 Forecast, budget deficits were projected in each of the five years of the Forecast.

The Adopted Budget closed 70% of the \$115.2 million General Fund budget gap on an ongoing basis with the remaining portion of the budget deficit solved with one-time solutions. The use of one-time funding increases the following year's shortfall dollar for dollar. In 2012-2013, a General Fund budget shortfall of at least \$78 million is anticipated, including \$43 million that was projected for that year in the February 2011 Forecast along with an additional \$35 million that will be carried over from 2011-2012.

The City developed a *General Fund Structural Deficit Elimination Plan* in 2008 as the blueprint to address the organization's long-term fiscal challenges. This plan outlined three strategies to address the structural deficit.

- *Cost-Savings Strategies:* Reduce costs to deliver services, including streamlining service delivery, identifying new delivery models, and reducing employee total compensation costs such as salaries, health, and pension costs.
- *Revenue Strategies:* Increase revenues by maximizing existing revenue streams and identifying new revenue sources.
- *Service Reductions/Eliminations:* Reduce and/or eliminate services to bring expenditures in line with revenues. City Council and community priorities will be used to determine which services to reduce or eliminate.

In May 2011, the City issued a *Fiscal Reform Plan* that served as an update to the original plan. The Fiscal Reform Plan focuses pension reform, other employee compensation changes, as well as potential revenue solutions to help resolve the City's ongoing budget shortfalls and restore core City services that have recently been reduced or eliminated.



# Service Delivery Highlights

## Public Safety



### Key Public Safety Services

*Crime Prevention*  
*Emergency Medical Services*  
*Emergency Preparedness*  
*Fire Prevention*  
*Fire Suppression*  
*Independent Police Oversight*  
*Police Investigations*  
*Police Patrol*  
*Public Education*



## Expected Service Delivery

### Police Services

- Respond to calls for service and emergencies in a timely and effective manner
- Investigate crimes effectively and seek successful prosecution of criminals
- Continue efforts to deter gang violence
- Prompt review of Police complaints by the Independent Police Auditor

### Fire Services

- Respond to fires, medical calls, and other emergencies in a timely and effective manner
- Provide regulatory enforcement of fire and hazardous materials codes through inspection activities
- Investigate fire causes effectively
- Continue regional all-hazard emergency management and San José Prepared!

## Impacts of Budget Actions

- Patrol reductions of 15 positions, in addition to 62 patrol positions restored one-time in 2010-2011, are anticipated to adversely impact operational performance goals as well as reduce hours available for community policing. The Police Department will focus resources on Priority 1 and Priority 2 calls and limit response to lower priority calls for service.
- Restructured the investigative arm of the Police Department due to the elimination of 25 investigative staff. Persons crimes will have a higher priority and more investigative intensity than Property crimes.
- In response to the Airport's Competitiveness Strategic Plan approved by the City Council in May 2010, reduced Police staffing at the Airport was effective July 2011. An alternative method of staffing for the Airport Police Unit is also under review to be implemented no later than February 1, 2012, in order to generate additional cost savings at the Airport.
- Deferred the opening of the Police Substation from September 2011 to September 2012.
- Implemented a Flexible Brown-Out Plan, which could result in a maximum of two fire companies (trucks and/or engines) being subject to brown-outs each day. No Fire Stations were closed under this plan.
- Accepted the Staffing for Adequate Fire and Emergency Response (SAFER) grant, which will restore 49 positions in the Fire Department that were eliminated in 2010-2011. These positions are funded through June 30, 2013 to mitigate the Flexible Brown-Out Plan and allow sworn Fire Department staffing at the Airport/Fire Station 20 to continue through June 30, 2013.
- Reduced the number of sworn personnel on Fire Trucks and on the Urban Search and Rescue (USAR) unit from five to four, resulting in the elimination of one Firefighter position per apparatus. This staffing level is National Fire Protection Association (NFPA) compliant and consistent with industry standards.

# Service Delivery Highlights

## Neighborhood Services



### Key Neighborhood Services

*After School Programs  
Anti-Graffiti and Anti-Litter  
Code Enforcement  
Libraries  
Senior Services*

*Animal Care Services  
At-Risk Youth Services  
Community Centers  
Park Facilities*



### Expected Service Delivery

#### Parks and Community Services

- Operate 10 hub community centers
- Continue anti-gang activities
- Continue fee-based Homework Centers
- Offer Family Camp Program
- Keep Parks and Trails open
- Deliver Senior Nutrition Program under new model

#### Code Enforcement

- Code Enforcement field inspection for all complaints (Emergency/Priority: 24-72 hours; Routine: 15 days)

#### Library Services

##### *Branch Hours:*

Open 4 days per week (33-34 hours per week total).

##### *Dr. Martin Luther King, Jr. Library:*

Open 72 hours/week during the academic year

Open 58 hours/week when the University is not in session

#### Animal Care and Services

- Animal Care and Services to focus on health and safety related calls

### Impacts of Budget Actions

- Reduced Branch library hours by 5-6 hours per week (open 4 days per week/33-34 hours per week total) effective July 1, 2011 as approved as part of the 2010-2011 Adopted Operating Budget. Branch libraries will be paired based on usage patterns, geographical proximity, and proximity to schools and community centers with one branch open Monday-Thursday and the paired branch open Wednesday-Saturday.
- Delayed opening Seven Trees, Bascom, Educational Park, and Calabazas Branch Libraries until fall 2012. Bascom Community Center placed into Re-Use Program.
- Eliminated City operation of 22 community centers (including Washington United Youth Center and Alma) as a result of a 2010-2011 budget action, placing these facilities into the Re-Use Program. Delayed opening for Bascom Community Center and placement of this site into the Re-Use Program. Reduced hours at the 10 remaining hub community centers, retention of services at Grace Community Center.
- Eliminated City staffing for the Senior Nutrition Program, as approved in the 2010-2011 Adopted Budget. Senior Nutrition services will be continued at up to 14 sites under a new service delivery model.
- Reduced and reallocated Healthy Neighborhoods Venture Fund and San José BEST funding, resulting in the elimination of the STAND Program, a reduction to Safe School Campus Initiative staffing levels, and reduced funding available for community-based organizations.
- Implemented alternative service delivery model for maintenance of small parks, park restrooms, and graffiti abatement services.
- Reduced the Code Enforcement Program, which will result in elimination of field inspection for routine complaints.
- The Family Camp Program opened for the summer 2011 season with a renovated dining hall.
- Reduced and reorganized Park Ranger staff in the City's regional parks.

# Service Delivery Highlights

## Community & Economic Development



### **Key Community & Economic Development Services**

*Building Permits  
Development Services  
Economic Development  
Housing Services  
Land Use and Planning  
Local & Small Business Technical Services  
Public Art  
Workforce Investment Network*



### Expected Service Delivery

#### **Economic Development**

- Attract and retain companies, with focus on clean technology and emerging technology companies
- Expand range of workforce programs and services for displaced workers

#### **Housing Services**

- Provide financial assistance to individuals for home purchases and rehabilitations
- Achieve success with Destination: Home, a program that provides services and financial assistance to the homeless and those at-risk of homelessness

#### **Planning and Building Services**

- Provide excellent development review process customer service
- Complete the community-based General Plan Update
- Provide expedited plan review services

#### **Arts and Cultural Events**

- Through arts and cultural development programs, maintain a culturally vibrant community

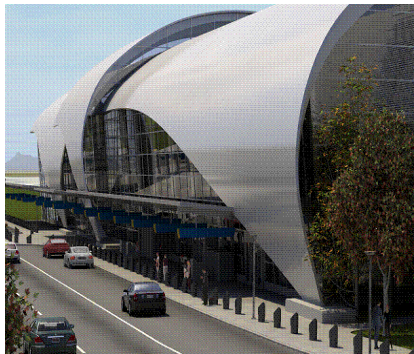
### Impacts of Budget Actions

- Made permanent three services that were added temporarily in 2010-2011: the Enhanced Expedited plan review line, second service line for Industrial Tool Installation or Special Tenant Improvement projects, and Development Services Project Manager/Expediter.
- Reduced Development Services Public Information staffing, which will result in longer wait times for general inquiry questions or requests. For Planning inquiries taking longer than 15 minutes to answer, customers will be offered additional staff time on a fee recovery basis in 15 minute increments.
- Reduced outdoor special events staff, which will result in the loss of City-funded specialized support for the 2012 Christmas in the Park event. Remaining staff will provide only basic authorization and advisory/coordination services to the 340 events anticipated city-wide next year.
- Reduced Housing Department administrative funding as a result of decreased tax increment revenues and to align with project funding.
- Additional funds from various federal sources will be used to purchase properties in foreclosure, provide housing assistance to those at risk of homelessness, provide workforce training for adult and youth programs, and support clean tech job development.
- Added grant funding from the Valley Transportation Authority for development of the Alameda Urban Village Master Plan and Zoning Revisions project and the Alum Rock Main Street District Rezoning project. These projects will implement the growth strategy of the proposed Envision San José 2040 General Plan.



# Service Delivery Highlights

## Transportation & Aviation Services



### Key Transportation & Aviation Services

Airport Operations  
Landscape & Tree Maintenance  
Parking Services  
Street Pavement Maintenance  
Traffic Capital Improvements  
Traffic Maintenance  
Traffic Safety Education  
Transportation Planning and Project Delivery



### Expected Service Delivery

#### Airport Operations

- ❑ Continue to provide services to ensure the safety of all travelers
- ❑ Operate the new Terminal B, remodeled Terminal A, new roadways, the new consolidated rental car and public parking garages, and new long-term parking lots
- ❑ Access to new terminal concessions, public art installations, and baggage and parking systems
- ❑ Provide mandated security, safety, and regulatory compliance in Airport operation and maintenance

#### Transportation Operations

- ❑ Manage a growing and aging infrastructure by investing available funding and resources in the most efficient and effective way
- ❑ Plan a progressive surface transportation system that will support viable transportation choices, future City growth, and economic development
- ❑ Improve regional travel on major arterials, freeways, and transit corridors to address ongoing concerns with traffic congestion

### Impacts of Budget Actions

- ❑ Continue implementation of the Airport's Competitiveness Strategic Plan with operational efficiencies associated with the new terminal and roadways, staffing consolidations and fee reductions.
- ❑ Eliminated five positions from Pavement Maintenance to align resources with the 46-mile residential program budgeted in street sealing (well below the average need of 150 miles per year).
- ❑ Eliminated the two positions responsible for the School Safety Education program, which will eliminate all adult education and only allow for limited training in elementary and middle schools.
- ❑ Reduced staff support for the Street Landscape Maintenance program, which will eliminate proactive expansion of the Adopt-a-Street program and result in reduced supervision of the Alternate Work Program.
- ❑ Provided funding in several Maintenance Assessment Districts for the design and renovation of old landscape, turf and tree replacement, and associated maintenance.
- ❑ Increased rates for parking in City garages and eliminated funding for commuter assistance programs. Assumed debt service payments on the 4<sup>th</sup> and San Fernando Parking Garage through 2012-2013 as a result of San Jose Redevelopment Agency's financial situation.
- ❑ The 2012-2016 Adopted Capital Improvement Program (CIP) includes funding for the City's transportation system, including pavement maintenance, regional system expansion projects, and safety and efficiency projects.

# Service Delivery Highlights

## Environmental & Utility Services



### Key Environmental & Utility Services

Energy Conservation Efforts  
Garbage Collection & Recycling  
"Green" Building Program  
Municipal Water System  
Neighborhood Cleanups  
Sanitary Sewer Maintenance  
Storm Sewer Maintenance  
Water Pollution Control Plant  
Water Recycling



### Expected Service Delivery

- ❑ Build, operate, and maintain the City's wastewater, stormwater, recycled water, and potable water utility infrastructure to ensure system reliability and public health and safety
- ❑ Promote the health of the environment and South Bay Watershed through collection, treatment, and management of wastewater and stormwater runoff
- ❑ Collect, process, and dispose of solid waste to maximize diversion from landfills and protect public health, safety, and the environment
- ❑ Reduce the City's environmental footprint through energy efficiency, water conservation, renewable energy use, environmentally preferable purchases, and green building construction
- ❑ Support the community in implementing sustainable infrastructure, equipment, and behaviors through education, public-private partnerships, the City's Green Building Policy, and advancement of the City's Green Vision
- ❑ Provide city-wide leadership to advance San José's Green Vision

### Impacts of Budget Actions

- ❑ Increased the Sewer Service and Use Charge and Storm Sewer Service Charge by 3% for single family residential customers. Rate increases for non-single family residential customers were also approved, and vary depending on the category of user. These increases support Wastewater Treatment Plant and sanitary sewer system rehabilitation, replacement, and operating and maintenance; and storm sewer system capital improvements and operating needs, including National Pollutant Discharge Elimination System (NPDES) stormwater permit compliance.
- ❑ Increased Recycle Plus rates by 9% due to the increased costs of collecting and sorting garbage and recycling material. Municipal Water System rates increased by 5.9% due to wholesale water cost increases.
- ❑ Aging sewer cleaning equipment will be replaced to improve operational efficiency and reduce maintenance costs, and funding provided for a Supervisory Control and Data Acquisition System for storm and sanitary pump stations.
- ❑ To comply with new stormwater permit requirements, funding was approved for the City's first Green Street storm sewer retrofit project.
- ❑ The 2012-2016 Adopted Capital Improvement Program (CIP) includes funding for Water Pollution Control Plant projects, such as Headworks Enhancement and Digester Rehabilitation; Sanitary Sewer projects focusing on system assessment and rehabilitation, such as Condition Assessment Sewer Repairs; and Storm Sewer projects in areas such as master planning and pump station repairs.

# Service Delivery Highlights

## Strategic Support



### Key Strategic Support Services

Facility Maintenance  
Financial Management  
Fleet Maintenance  
Human Resources  
Information Technology  
Public Works Services  
Retirement Services



## Expected Service Delivery

- ❑ Attract and retain qualified employees
- ❑ Ensure that the City's finance and technology resources are protected and available to address the short and long-term needs of the community
- ❑ Oversee the City's capital projects, ensuring on-time and on-budget delivery of facilities that meet both customer and City staff needs
- ❑ Manage the City's real property assets
- ❑ Maintain City facilities, equipment, and vehicles

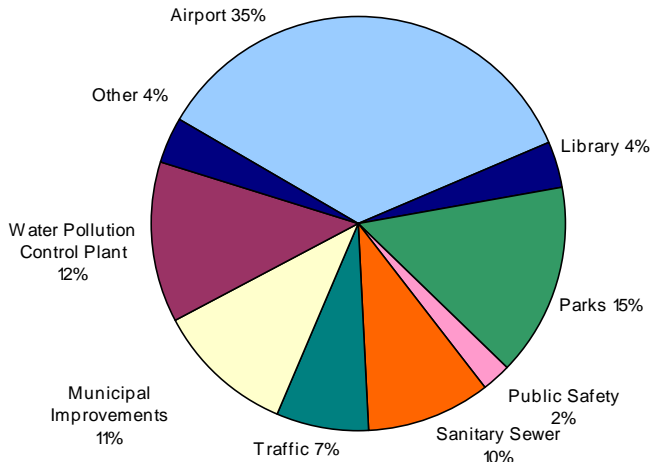
## Impacts of Budget Actions

- ❑ Reduced capital staffing in the Public Works Department to bring resources in line with projected capital activity.
- ❑ Reduced accounting management staffing, which will negatively impact the City's overall ability to provide technical accounting services and financial reports in a timely manner.
- ❑ Reduced Accounts Payable staffing, which will result in biweekly payments to vendors, replacing the current weekly payments to vendors.
- ❑ Eliminated the Training and Development division in the Human Resources Department, discontinuing a coordinated, city-wide effort for workforce planning and management development. Core basic training for employees, technical training, and high priority city-wide efforts to ensure organizational effectiveness will continue to be offered using existing resources.
- ❑ Rolled back workers' compensation staffing to 2007-2008 levels, which may result in increased cycle time to process claims and possible increased claims costs.
- ❑ Implemented the second year of a multi-year phased consolidation of information technology services.
- ❑ Reduced Information Technology staffing in several functional areas, including systems applications, Customer Contact Center, and database administration.
- ❑ Decreased facilities management resources based on anticipated facility closures and reduced hours of operations throughout the City.
- ❑ Reduced fleet maintenance resources, which will result in limiting the accessibility of the vehicle pool program, less preventive maintenance, and increased cycle times to perform corrective maintenance on the City's non-public safety fleet.
- ❑ Consolidation of the General Services Department with the Public Works Department in February 2011 resulted in the elimination of seven positions for a savings of \$1.0 million in 2011-2012.
- ❑ Reorganized executive management staffing, which aligned the Human Resources Department under the direct supervision of a Deputy City Manager. This restructuring allows for the alignment of human resources and employee relations functions during the current fiscal situation and increases the span of control for both functions.

# Capital Budget Highlights

The 2011-2012 Adopted Capital Budget and 2012-2016 Adopted Capital Improvement Program is composed of 14 capital programs. Following is a breakdown of the major programs:

**2011-2012 Adopted Capital Budget  
Use of Funds (\$1.06 billion)**



In the Capital Budget, capital investments fund infrastructure improvements throughout the City including: libraries, parks, community centers, storm and sanitary sewer systems, airport, water pollution control plant, transportation systems, municipal water systems and public safety facilities.

The largest component of the 2011-2012 Adopted Capital Budget is the Airport Capital Program with a budget of \$376.1 million. Funds will be utilized to advance the Airport Master Plan, last amended in June 2010. The Airport Master Plan identifies improvement projects to be implemented in a phased program to adequately serve aviation demand projected out to the year 2027.

The Parks and Community Facility Development (P&CFD) Capital Budget is the second largest program in 2011-2012 with a budget of \$158.0 million. The funds in the P&CFD are used for the acquisition, development, and maintenance of parks, recreational facilities, trails, and open space.

The Water Pollution Control Capital Program is the third largest program with a budget of \$132.3 million. The majority of the funding is allocated to renovate and upgrade the Water Pollution Control Plant infrastructure and to ensure capacity and reliability of treatment plant processes.

## Major Projects to be Completed Over the Next Five Years

### 2011-2012 Projects

Calabazas Branch Library  
 Fair Swim Center Improvements  
 Fire Station 24 – Relocation (Silver Creek/Yerba Buena)  
 Route 101/Mabury Road Interchange (Phase I)  
 SBWR Backup Water Supply  
 Traffic Signal Communications and Synchronization  
 Route 101/Tully Interchange Upgrade (Phase I)

### 2012-2013 Projects

2010 STP Resurfacing and Rehabilitation Project  
 Allen at Steinbeck School Soccer Field, Phase I  
 Alum Rock School District Sports Field Partnership (Sheppard Middle School)  
 Branham Park Playground Renovation  
 Calabazas Basketball Court Renovation  
 City Owned – Garage Elevator Upgrades  
 Convention Center Expansion and Renovation  
 Diridon Area Parking and Multi-modal Improvements  
 Downtown Event Parking Dynamic Message Sign Repair and Upgrades  
 Fire Station 37 (Willow Glen)  
 Guadalupe River Park and Gardens Improvements (Rotary Club)  
 TRAIL: Coyote Creek (Highway 237 Bikeway to Tasman Drive)  
 TRAIL: Lower Guadalupe River (Gold Street to Highway 880)  
 TRAIL: Thompson Creek (Tully Road to Quimby Road)  
 TRAIL: Three Creeks Interim Improvements and Trestle Bridge

### 2013-2014 Projects

Fire Station 21 – Relocation (White Road)  
 Ground Transportation Island Modifications  
 ITS: Transportation Incident Management Center  
 Peppermint Drive Water Main Replacement  
 Southeast Branch Library  
 TRAIL: Penitencia Creek Reach IB (Noble Avenue to Dorel Drive)

### 2014-2015 Projects

Digester Rehabilitation  
 Fourth Major Interceptor, Phase VIIA  
 Lamplighter Relief Pump Station and Force Main  
 Non-Terminal Area Projects  
 Willow Glen-Guadalupe, Phase III

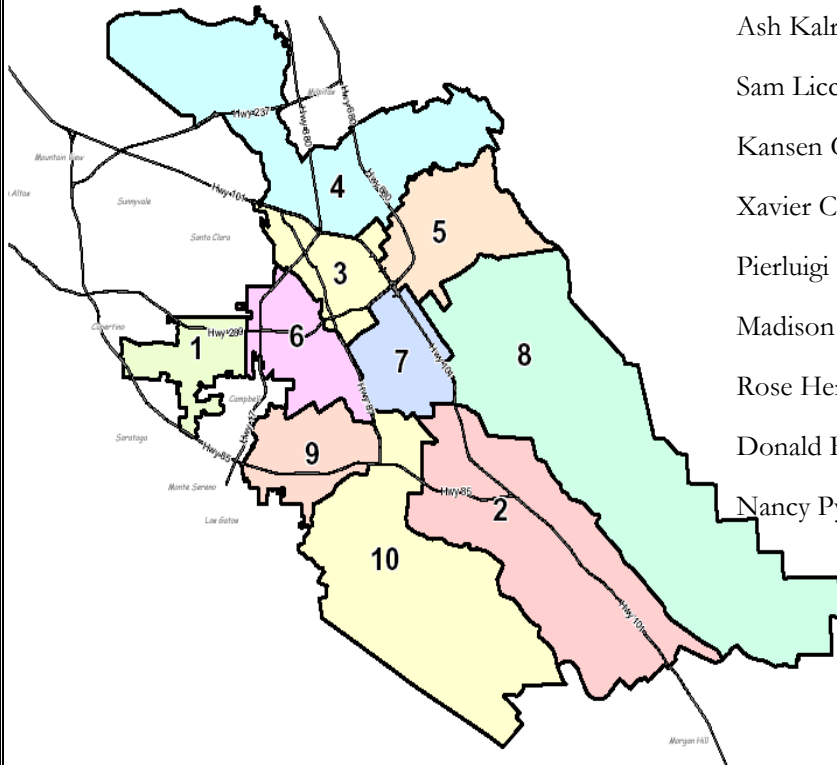
### 2015-2016 Projects

Gumdrop Drive Water Main Replacement  
 Lincoln-Parkinson Storm Sewer Improvement  
 Plant Electrical Reliability  
 Revenue Control Upgrades  
 Taxiway W Improvements



# Roster of City Officials

## City Council Districts



## Roster of Elected Officials

CITY COUNCIL	DISTRICT	TELEPHONE/ E-MAIL
Chuck Reed	Mayor	535-4800 <a href="mailto:mayoremail@sanjoseca.gov">mayoremail@sanjoseca.gov</a>
Pete Constant	1	535-4901 <a href="mailto:District1@sanjoseca.gov">District1@sanjoseca.gov</a>
Ash Kalra	2	535-4902 <a href="mailto:District2@sanjoseca.gov">District2@sanjoseca.gov</a>
Sam Liccardo	3	535-4903 <a href="mailto:District3@sanjoseca.gov">District3@sanjoseca.gov</a>
Kansen Chu	4	535-4904 <a href="mailto:District4@sanjoseca.gov">District4@sanjoseca.gov</a>
Xavier Campos	5	535-4905 <a href="mailto:District5@sanjoseca.gov">District5@sanjoseca.gov</a>
Pierluigi Oliverio	6	535-4906 <a href="mailto:pierluigi.oliverio@sanjoseca.gov">pierluigi.oliverio@sanjoseca.gov</a>
Madison P. Nguyen	7	535-4907 <a href="mailto:District7@sanjoseca.gov">District7@sanjoseca.gov</a>
Rose Herrera	8	535-4908 <a href="mailto:rose.herrera@sanjoseca.gov">rose.herrera@sanjoseca.gov</a>
Donald Rocha	9	535-4909 <a href="mailto:District9@sanjoseca.gov">District9@sanjoseca.gov</a>
Nancy Pyle	10	535-4910 <a href="mailto:District10@sanjoseca.gov">District10@sanjoseca.gov</a>

## City Manager

Debra Figone  
Phone: (408) 535-8100  
[Webmaster.manager@sanjoseca.gov](mailto:Webmaster.manager@sanjoseca.gov)

## Managing Our Finances

Despite the City's economic challenges, San José is recognized for its excellent financial management and has maintained its strong credit ratings (AAA/Aaa/AA+ from Standards and Poor's, Moody's and Fitch, respectively), ranking the highest of any major California city. The City's Operating and Capital Budgets and the Comprehensive Annual Financial Report (CAFR) have received awards from the Government Finance Officers Association and the California Society of Municipal Finance Officers.

These credit ratings have saved taxpayers money in financing costs for the three general obligation bonds passed for park, library, and public safety improvements and other debt obligations.

## Accessing the Budget

On-line versions of the City of San José's 2010-2011 Adopted Operating and Capital budgets are posted on the City's website at [www.sanjoseca.gov/budget](http://www.sanjoseca.gov/budget). These documents are also available at your public library. For more information about the City of San José Budget, please contact the City Manager's Budget Office at (408) 535-8144.

This publication can be made available upon request in alternative formats such as Braille, large print, audio-tape or computer disk. Requests can be made by calling (408) 535-8144 (Voice) or (408) 294-9337 (TTY).