

Citizens for Fiscal Responsibility

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Our government can no longer afford to be all things to all people. In the aftermath of decades of overly ambitious growth in programs and expenditures at all levels of government, a prolonged recession has accelerated inevitable structural budget deficits and unacceptable cutbacks in services.

In San Jose, this has meant debilitating reductions in staffing. One very troubling result is a sharp increase in crime. Frightened and intimidated neighborhoods are now faced with the choice of suffering the consequences or hiring their own private security services. Beyond threats to public safety, results include a poorly maintained city; our weed- and litter-strewn streets and city parks now look third-world, library hours have been cut, etc.

San Joseans are no longer getting the level of government services they have in good faith grown to expect. City employees are in jeopardy of further losses in pay and benefits they have in good faith grown to expect. The consequences of cost-driven structural deficits are impacting those who work for the city and those who depend on it for their safety and quality of life.

Now subsidizing government's fiscal woes via reduced services, most residents and businesses are unwilling to accept the burden of even higher taxes--which are now being considered--but face the daunting threat of reduced property valuation as the quality of our city and its services continue to decline. Moreover, based upon past experience, there is a sense that higher taxes won't necessarily lead to improved services--more money may just "feed the beast".

To avoid further deterioration in services and the prospect of even higher tax rates, it is clear that our elected representatives must focus on delivering a reduced set of improved core services. Across-the-board spending cuts (or increases) are not acceptable because not all existing services are equally important to or needed by San Joseans.

We need to distinguish between wants and needs, identify and eliminate duplicative services, and then prioritize the fulfillment of those services that are truly necessary for the proper safety and comfort of our citizens.

To do this, we must achieve fiscal sustainability. San Jose's over-extended government must, through a public process, define those core services needed by the great majority of our citizens and most appropriately provided by city government. Having an agreed-upon set of non-duplicative core services will ease and make rational the annual task of funding allocation and program changes.

Police and fire protection are core city services. There are others. Our challenge will be to define and scale-back those services not deemed core.

San Jose's 2014-15 budget process should include formulating a list of core city services, followed by resource reallocation to more adequately meet those publicly chosen priority needs.

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In pursuit of its Mission, Citizens for Fiscal Responsibility has reviewed San Jose's Organization Charts. There is a very clear need to flatten the city's management profile--to put more boots on the street, delivering services. There are numerous departments that are duplicating services provided by other agencies. Those departments that do not in our opinion address core service needs should be eliminated, contracted out, or privatized.

The following table (page 2) illustrates our first-cut at defining core services and a re-structured city model. All departments included in the city's list (see page 3) are included. "Contract Services", some of which we believe are core, are those we feel should be subject to public/private competitive contracting.

Citizens for Fiscal Responsibility is dedicated to advocating a common sense approach to government that will achieve fiscal, economic, and environmental sustainability and an improved quality of life for current and future generations.

Budget & Taxation Committee
★Proposed City Departments★

Department	Function	Core?	Formerly
Fire	Fire Fighting	yes	
Police	Patrol	yes	
	Investigation	yes	
	Crime Prevention/Public Outreach	yes	
Planning, Building, Code	General Land Use Planning/Zoning	yes	
	Regulate/Facilitate Private Development	yes	Public Works
	Natural and Energy Resources Protection	yes	Environment/Utilities
Public Works	Sewer (Wastewater)	yes	Environment/Utilities
	Water Pollution Control Plants	yes	Environment/Utilities
	Pavement management	yes	Transportation
	Street Landscaping	yes	Transportation
	Traffic Maintenance/Control	yes	Transportation
	Stormwater Management	yes	Environment/Utilities
Manager's Office	Budget	yes	
	Communication/ Information Tech	yes	
	Retirement Services	yes	Finance
	Tax Collection (Business, Other)	yes	Finance
	Human Resources	yes	
Contract Services	Emergency Response	yes	Fire
	Fire Prevention	yes	Fire
	Emergency Response	yes	Police
	Library	no	Library
	Community Development/Investment	no	Housing
	Housing Development/Preservation	no	Housing
	Neighborhood Devel/Stabilization	no	Housing
	Development Plan Review	no	Planning
	Construction Inspection	no	Planning
	Animal Care/Services	no	Public Works
	Municipal Water	no	Environment/Utilities
	Recycling/Garbage	yes	Environment/Utilities
	Parks	yes	PRNS
	Sports Facilities	yes	PRNS
	Community Centers	yes	PRNS
	Golf Courses	no	PRNS
	Gymnasiums	no	PRNS
	Fitness Rooms	no	PRNS
	Youth Centers	no	PRNS
	Ped/Bike Trails	no	PRNS
	Office of Economic Development	no	
	Parking Services	no	Transportation
	Airport	yes	
Auditor		yes	
City Clerk		yes	
City Attorney	Make elective office & contract legal services	yes	
	Independent Police Auditor	yes	

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Existing City of San Jose Departments (From CSJ Website)

- Fire
- Police
- Library
- Housing
 - Community Development/Investment
 - Housing Development/Preservation
 - Neighborhood Development/Stabilization
- PBCE
 - Development Plan Review
 - Land Use Planning/Zoning
 - Construction Inspection
- Public Works
 - Regulate/Facilitate Private Development
 - Animal Care/Services
 - Facilities Maintenance (Muni Plants)
- Environment/Utilities
 - Sewer (Wastewater)
 - Water Pollution Control Plants
 - Muni Water
 - Recycling/Garbage
 - Stormwater Management
 - Natural and Energy Resources Protection
- PRNS
 - Parks
 - Sports facilities
 - Community Centers
 - Golf Courses
 - Gymnasiums
 - Fitness Rooms
 - Youth Centers
 - Walk/Bike Trails
- Manager's Office
 - Office of Economic Development
 - Budget
 - Communication
- Finance
 - Retirement Services
 - Tax Collection
 - Business
 - Other
- Auditor
- HR
- IT
- Clerk
- Attorney
- Transportation
 - Parking Services
 - Pavement Maintenance
 - Street Landscaping
 - Traffic Maintenance

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