



Memorandum

TO: CITY COUNCIL

FROM: Kay Winer

SUBJECT: Priority Setting Process Report Out

DATE: January 24, 2007

Approved

Date 2/1/07

RECOMMENDATION

- (a) Acceptance of report on the January 20, 2007 Neighborhood Association Priority Setting Session.
- (b) Acceptance of report on the Telephone Community Survey.

OUTCOME

To provide an overview of the results of the Neighborhood Association Priority Setting Session and the Community Budget Prioritization Survey, which will guide the discussion for the February 20, 2007 City Council Priority Setting Session.

BACKGROUND

On January 9, 2007, the City Council approved several items related to the Reed Reforms, including the reforms that speak specifically to a "Change to a Community Based Budgeting Process". These Reforms are:

- 29. Start the budget process with a survey of the public in early January.
- 30. Hold a Conference on Priorities with neighborhood associations in late January.
- 31. Have Council hearings in February on New Initiatives and Unfunded Programs (NIUPS) and have the Council specify their spending priorities.
- 32. Report the results of items 29-31 in the Mayor's March Budget Message.

This Council memo reports out on Reed Reforms # 29 and 30.

ANALYSIS

Neighborhood Association Priority Setting Session: On January 20, 2007, the City held a Neighborhood Association Priority Setting Session. This meeting provided a forum for various neighborhood groups to set neighborhood priorities with the assistance of a facilitator, Marilyn

HONORABLE MAYOR AND CITY COUNCIL

February 1, 2007

Subject: Priority Setting Process Report Out

Snider. As previously stated, Marilyn Snider of Snider and Associates, is a renowned facilitator, process management consultant, and trainer in organizational development and communications. Marilyn's educational background includes a Masters Degree in Psychiatric Nursing from the University of Washington, Seattle; a B.S. from Fort Hays State University, Kansas and advanced facilitation certificates. Her firm is based in Oakland and Sacramento, and her clients include cities such as Oakland, Alameda, Alhambra, Citrus Heights, Palo Alto, Sacramento, and Sausalito.

The session was recorded by two professional recorders hired by the City. The results of the session are attached (Attachment A) for your review. In summary, the meeting was attended by over 100 participants. Marilyn Snider successfully guided participants through the agenda that concluded with five 3-year goals. Additionally, each goal had associated one-year action steps, as noted in the attachment.

The five goals are:

1. Increase the number of jobs in the City of San Jose.
2. Improve proactive code enforcement.
3. Provide full funding for parks, pools, community centers and libraries, including maintenance and operations and development.
4. Improve community policing in the neighborhoods.
5. Improve General Fund Revenue.

Community Survey:

Fairbank, Maslin, Maullin & Associates conducted a telephone survey of San Jose residents on behalf of the City to explore residents' perceptions of City services and their policy and funding priorities. The community survey was conducted between January 17 and 21 using a random-digit dial method to reach a random and representative sample of 450 San Jose residents. The survey was translated and conducted in Spanish and Vietnamese as well as English. It included questions exploring residents' rating of the quality of City services, residents' perception of the city budget, residents' priorities for increases or cuts in City spending, residents' attitudes toward budget-related policy issues, and a number of demographic questions that will allow analysis of survey results according to demographic and geographic subgroups.

The survey results show that a majority of residents believe the City is spending the right amount of money on the key services areas that were the subject of the survey. If additional money was available, the survey respondents would prefer that those dollars be dedicated to police services, as well as road maintenance, repair, and improvements. A majority of surveyed residents indicate an unwillingness to make significant cuts in funding in any one area in order to augment services in another.

The executive summary, which provides more detailed survey results, and the topline survey responses are included as Attachments B and C.

The results of both the Neighborhood Association Meeting and the Telephone Community Survey will guide the discussion for the February 20 Council Priority Setting Session.

February 1, 2007

Subject: Priority Setting Process Report Out

PUBLIC OUTREACH/INTEREST

- Criteria 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- Criteria 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: E-mail and Website Posting)**
- Criteria 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach. **(Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

This action establishes a new method of beginning the budget process at the community level with the survey and a neighborhood association meeting. The outreach for the January 20, 2007 meeting was coordinated with the different neighborhood groups via the Neighborhood Development Center, the United Neighborhoods of Santa Clara County and Strong Neighborhoods to ensure that representatives from the different groups are present at the meeting. In addition, the survey consisted of statistically valid sampling of San Jose residents through a telephone poll to determine how residents would prioritize different city services for budgeting purposes.

For the February 13 Council Meeting, staff outreached to several groups. These groups include but are not limited to the following: the Developers Roundtable, Construction Roundtable, Industry Roundtable, Boards and Commissions, various Chambers of Commerce, Neighborhood Business Districts, nonprofit organizations, Affordable Housing Groups, and the Downtown Association. In addition, the announcement was sent to the Neighborhood Development Center for neighborhood coordination.

COORDINATION

This memorandum was coordinated with the City Attorney's Office.

CEQA

Not a Project.


Kay Winer
Chief Deputy City Manager

For questions, please contact Kay Winer at 408.535.8130.

**SAN JOSE NEIGHBORHOOD ASSOCIATIONS'
PRIORITY SETTING SESSION
Saturday, January 20, 2007
San Jose City Hall
200 East Santa Clara Street
Committee Rooms
9:00 – 1:00 PM**

- 8:30 a.m. Continental Breakfast**
- 9:00 a.m.**
- (1) Welcome, Purpose of the Meeting and Public Comment
Chuck Reed, Mayor**
 - (2) Introduction of the Facilitator and Recorders – Kay Winer,
Chief Deputy City Manager**
 - (3) Role of the Facilitator, Recorder, Participants and Public;
Strategic Planning Elements; Agenda – Marilyn Snider,
Facilitator – Snider and Associates**
 - (4) Introductions of the Group**
 - (5) What is Going Well With the City of San José (e.g., the City's
strengths)?**
 - (6) What is Not Going as Well as You Would Like with the City of
San José (e.g., the City's weaknesses/challenges)?**
 - (7) Financial Forecast – Presentation by City Staff**
 - (8) Identify Three-Year Goals/Priorities (what the City needs to
accomplish) to Recommend to the Mayor and City Council**
 - (a) Brainstorm Goals**
 - (b) By Consensus, Select 4 or 5 Goals/Priorities**
 - (9) Brainstorm One-Year Action Steps to Address Each of the
Three-Year Goals**
 - (10) Next Steps in the Priority Setting Process**
 - (11) Summary of the Session**
 - (12) Closing Remarks**
 - (13) Open Forum**
- 1:00 p.m. Adjourn for a Group Lunch**

To arrange for accommodation under the Americans with Disabilities Act to participate in this public meeting, please call 408.535.8253 (Voice) or 408.294.9337 (TTY) at least 72 hours before the meeting.

C I T Y O F S A N J O S E

NEIGHBORHOOD ASSOCIATIONS' PRIORITY SETTING SESSION

20 January 2007 * City Hall Meeting Room

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904 or (916) 483-9802
Gail Tsuboi, Recorder – Tsuboi Design (925) 376-9151
Sarah Davis, Recorder (510) 558-7384

WHAT IS GOING WELL WITH THE CITY OF SAN JOSE?

Brainstormed List of Perceptions:

- Neighborhood involvement
- Public safety
- Neighborhood access to senior management staff
- Low income housing
- Good communication with the San Jose Police Dept.
- Not closing community centers
- Continued green space
- Homework Centers still open
- Ability to walk safely in your neighborhood
- Increase in our police force
- Youth involvement
- Expansion of the public outreach policy to neighborhood groups for development and regarding the development community; good notification
- Loan and housing programs for teachers
- Loans for housing rehab for low income residents
- Well-marked downtown crosswalks
- Strengthening of elementary schools as a part of the community and other services
- Assignment of city staff to work with SNIs
- Energy reduction – use of LED in stoplights
- Homeless Program
- Food program in emergency preparedness in place
- Anti-Graffiti and Anti-Litter Programs
- Active citizen involvement; bottom up, not top down
- Entrepreneurial support
- Beginning to support the arts community, e.g., Zero One
- Increased capital funding to parks
- City website is improving
- Response time to the community has improved
- Good communication with code enforcement
- National visibility – San Jose's safety
- The civility of city staff
- New and improved parks
- City staff is the most important asset
- Neighborhood Beautiful Project
- Redevelopment funds coming into the community
- First Time Housing Program
- Funds for the existing centers for youth and seniors

- City is able to attract developers for downtown
- City and University working together
- The CAP Grant Program
- Increased budget for street and tree replacement
- Increased street lights in neighborhoods
- Public arts programs in communities and libraries
- Audible signals in crosswalks
- Moving sex predators out of school areas
- More traffic lights and VTA
- Anti-Gang Task Force and programs that work with youth
- Motivating community activism and welcoming the community to the table
- City Attorney going after slum lords
- Quality public education and safe schools
- Concept of SNI to ensure parity
- Senior involvement
- Sunshine happening; more openness
- Library extension
- Participatory meetings like this
- Survival in spite of the dot.com bust
- Better response and cooperation within city agencies
- City staff assigned to neighborhood groups have become part of the neighborhood team
- Neighborhood Development Centers
- Neighborhood access to police
- Information provided in several languages
- More police substations
- San Jose Prepared Program
- We actively embrace diversity
- Recycling Program
- Façade beautification programs in strong neighborhoods
- Increased traffic calming in neighborhoods
- Blight ordinance and enforcement
- City philosophy/premise of promoting quality of life, safety and healthy families
- Increased efforts to create pedestrian walkways
- More programs for youth in and after school
- Children's Health Initiative

WHAT IS NOT GOING AS WELL AS YOU WOULD LIKE WITH THE CITY OF SAN JOSE?
items marked with a star (*) indicate consensus by the neighborhood participants

Brainstormed List of Perceptions:

- Lack of retail downtown
- Not enough signals for area schools and speed limits
- Land use policy is not balanced
- Insufficient tree trimming due to a difficult permit process
- *Too many codes and not enough code enforcement or code enforcement officers
- Lack of a restorative justice system
- Idle old libraries
- Stoplights not coordinated
- Cost of living is too high; living wage is too limited
- City projects lack green buildings and buildings that are environmentally conscious
- Lack of parking
- Lack of beautifying the gateways into the neighborhoods
- Streets, storm drains and sidewalks not completed in Alviso for the past 40 years
- Not enough bike lanes
- Park projects on hold for too long; no follow ups given
- Inaccessibility to the Rental Dispute Program for Spanish speakers
- Unnecessary police roughness and brutality
- Speed bumps not allowed in some neighborhoods
- Planning staff not receptive to community input
- Old firehouse behind the community police station in Alviso needs repairs
- Swimming pools' hours and maintenance neglected in Alviso
- Open lots have too much dry grass in Alviso
- Lack money for public arts groups
- Public Works bloat
- RDA power of eminent domain over homes in the SNI area
- Lack of quality education/school of choice
- Lack of community policing
- Lack of programs for first-time offenders
- Elimination of school-age, after-school and other programs for children under 17
- Inadequate prevention programs for gangs
- Lack of planning for secondary housing
- Lack of coordination between city and county regarding landlord-tenant issues
- Inequity in attention from PRNS; some areas get high attention, others are inadequate
- Lack of infrastructure planning for future development
- No recreation programs for families
- Failure of the city to seek corporate grants
- Community input comes too late to intervene
- Public Works surcharge unreasonable
- CAP Underfunded \$1 million
- No tree sand
- People working on cars in the street
- People not stopping at stop signs in the malls, plazas, etc.
- Illegal dumping
- Lack of funding for SNI projects
- Not enough parks maintenance
- Not enough police; recruitment is a problem

- Unbalanced influence (lobbying) – developers vs. neighborhoods
- Building and business permitting process too slow
- Not enough ESL classes
- Not enough evening classes
- Poor quality of public education in many parts of town
- Lack of quality inspection on city capital projects leading to maintenance disaster and waste
- Union requirements hamstringing businesses
- No Spanish classes for English-only speakers
- Lack of an RDA 'sanity check' on retail strategy and overall other strategies
- Lack of focus on St. James Park
- City problem with the homeless; no plan for a bed for each homeless person
- VTA is too focused on selling property and developing proposals for income instead of planning traffic initiatives
- Lack of recognition for city volunteers
- Lack a plan for LOS at major intersections and freeway onramps, especially Freeway 87 in South San Jose
- Unequal recreation services for Alviso children
- Lack of maintenance for Alviso Community Police Station
- Too much stormwater runoff and old pumps in Alviso with the housing development
- Lack of marketing of San Jose as California's oldest city
- Police not responsive to the minority community
- Complacency with laziness and inefficiency within the city's bureaucracy
- Lack of emphasis on flood control and protection
- Inefficient Fire Service Sept.
- Lack of English-speaking programs in the community
- Leaking of oil from cars on the street
- Poor spending priorities, e.g. the Grand Prix
- Lack cameras downtown
- Insufficient street maintenance
- Lack of accountability to the public
- Not enough help by non-profits for the homeless
- VTA insufficiencies in planning
- *Short-sighted development plan decisions that don't protect employment lands
- Not enough storm drain cleaning
- Lack of soundwalls
- Not enough crossing guards
- Lack of housing for the homeless
- Lack of sunshine and open government
- *Lack of open space
- Lack of homeless encampment abatement
- Not enough funds for schools
- No smart planning for EVHDS (Evergreen Valley)
- *Insufficient street reconstruction and paving
- *Too much traffic in the neighborhoods
- Known crime areas get too much attention, others do not
- Not enough cultural sensitivity
- *Lack of fiscal responsibility and accountability
- Not enforcing the county code against displaying cars for sale
- Not planning for traffic corridors
- Not enough high-paying jobs
- Website not as good as it should be
- Lack of recognition and programs for homeland Indians

- Lack of public art community involvement
- Not enough energy conservation measures in city facilities
- City seems to show favoritism to certain neighborhoods, e.g., in lighting, maintenance
- *Not enough money for the CAP Program
- Lack of parent education regarding gangs
- Lack of communication
- Limited community center hours
- No restrooms in parks
- Lack of updates on projects and progress
- Not everyone understands what's going well
- Industrial conversion to residential
- Police profiling
- Freeway blight: litter, landscaping, graffiti
- Poor response from the city taking care of parks and green space
- Infected trees with poor maintenance - not trimming or replacing them
- No plan for the development of North San Jose
- *No downtown hospital; no hospital that takes MediCal
- Unnecessary resources for planning processes that are not used
- Too little street lighting maintenance
- Big commitment of huge money without the public being heard
- *Not enough staff to maintain community centers
- *Lack of integration between development and established infrastructure
- *Lack of noise abatement
- *Lack of a master calendar
- *Insufficient resources for sidewalk repair
- *Lack of weekend code enforcement
- Lack of code regarding boats and trailers in front of businesses
- *Too much high density housing without planned open space within walking distance
- No support for small businesses
- Not enough control for guns and graffiti
- Inadequate street sweeping
- Planning Commission doesn't follow city staff recommendations or community input
- *Not enough police patrols
- Planning Dept. is not neighborhood-friendly
- *Lack of funds for operation and maintenance of parks, community centers and pools
- Gangs and drugs overwhelming in city neighborhoods
- *Code enforcement issues with no communication
- Lots of illegal dumping
- *311 doesn't work well
- Unable to create a vibrant downtown where people live, work and play
- Police Dept. not in the community while doing their paperwork
- Increase in pollution in the winter
- Street lights are too high
- Lack of traffic enforcement
- Neighborhood Initiatives staff are overworked and understaffed
- Lack of communication regarding the Aquatics Master Plan
- Lack of free green waste containers
- Use of outside contractors for city buildings
- Lack of a promised park at Tamien
- Bad LOS - too many intersections

- Not honoring the 1968 Alviso consolidation agreement
- City budget not prioritized regarding infrastructure and park upkeep
- Problem with the answering service center for the city
- Lack of city-sponsored preschool programs
- *San Jose has the lowest level of tax revenue and jobs per resident resulting in a lack of adequate public safety, personnel, city staff and city services
- Too much litigation and city staff is making too many "Friends of the Court" briefs
- Lack of funding for first time homebuyers, especially middle and low income
- Lack of earmarked funds for low income youth and elders
- Over-attention to political squeaky hinges
- Airport noise too loud
- Preschool programs not offered to middle class families
- Low funding for parks, recreation and neighborhood services
- Inadequate bathrooms in parks
- *Lack of funds for public safety
- *Lack of funds for water district projects
- Lots of potholes
- Not enough city personnel
- Not looking to develop leadership; narrow minded
- Lack of consideration of the impact of Coyote Valley development on the surrounding community
- Problems with the city staff
- Police helicopters are ineffective
- Lack of funds for traffic control
- Not enough bilingual speakers in city codes for communities
- Lack of oversight for non-profits receiving city funding
- No follow-up to the NASCOP Program
- Lack of parkland acquisition
- No citywide neighborhood commission
- Poor marketing of the city
- No historic preservation strategy
- Redevelopment zones drawn around non-residential areas causing budget crisis
- Reduction of community-serving services
- Insufficient library staff and hours
- *Roaches and rats coming in from the storm drains
- Unplanned and reckless development in all of San Jose, without planning for parks and schools
- *Downtown demands draws police away from outlying areas
- Vehicle abatement not good
- Bringing in outside consultants instead of using local talent
- Truck traffic
- Over-concentration of sober living environments and halfway homes

IDENTIFY THREE-YEAR GOALS/PRIORITIES:

Brainstormed list of potential goals/priorities from which the Three-Year Goals/Priorities were developed

- Increase the number of jobs
- Provide full funding for parks maintenance and operations
- Preserve revenue-producing industrial land
- Spend park funds for parks in insufficient neighborhoods
- Encourage businesses to move to San Jose
- Repair city streets
- Meet medical needs of downtown
- Attract, develop and retain quality city staff
- Utilize city businesses for city projects
- Improve neighborhood/community policing
- Annex county pockets into the city
- Get community feedback when the Council wants more perks
- Build comprehensive mini-cities within neighborhood districts
- Do high profile marketing of San Jose to improve tourism and businesses in San Jose
- Expand and fund the empowerment of the neighborhoods
- Abstain from new capital expenditures until you can fund the ones you've got
- Reopen the closed aquatic facilities and plan for the expansion of facilities to areas without them
- Implement realistic neighborhood-driven traffic calming initiatives
- Improve external communication, e.g. with the state, county
- Promote cooperation among departments to leverage our resources
- Decrease the amount of money paid for retirement of city employees
- Become California's leader in green building technology
- Improve beautification of non-SNI neighborhoods
- Improve proactive code enforcement
- Ensure that city services are prioritized to make sure each gets the most bang for the buck
- Provide full funding for community center maintenance and operation
- Promote non-generic development sensitive to neighborhoods and community
- Provide adequate funds to fund the Top 10 SNI projects
- More children's programs for after school in low income areas
- Review and limit subsidies for businesses and partnerships
- Incorporate community input giving feedback and accountability to the community
- Increase the number of police
- Improve economic development and public safety by improving the public schools
- Cut the cost of city operations
- Delay high-density development until the planning process is completed to avoid overspending
- Increase the yield of the reserve account
- Provide adequate infrastructure to support development
- Monitor the quality and equity of services of non-profits receiving city funding and space
- Reduce the costs of public works projects
- Improve traffic, pedestrian and bicycle safety
- Follow the General Plan
- Improve airport-neighborhood communications and relations
- Coordinate neighborhood development plans to look at the entire city
- Develop and coordinate a traffic-calming strategy
- Increase funding for existing non-profit arts groups
- Manage the cost of living to make living in San Jose affordable
- Remove the homeless, for example, under the freeway overpasses
- Improve grants to small local businesses in the SNI areas

- Improve flood control in neighborhoods
- Build neighborhood pride
- Increase funding for the undercover gang task force
- Provide adequate city services before funding non-governmental groups
- Provide cultural competency training for city staff, contractors (e.g. use NATRA)
- Improve the General Fund revenue stream
- Increase the use of volunteers and volunteer groups including faith-based organizations
- Improve community centers for seniors and youth
- Improve maintenance on city facilities
- Create a balanced land use policy
- Provide permanent community centers in SNI neighborhoods that are lacking them

THREE-YEAR GOALS/PRIORITIES
TO RECOMMEND TO THE MAYOR AND CITY COUNCIL
n o t i n p r i o r i t y o r d e r

- ? **Increase the number of jobs in the city**
- ? **Improve proactive code enforcement**
- ? **Provide full funding for parks, pools, community centers and libraries, including maintenance and operations and development**
- ? **Improve community policing in the neighborhoods**
- ? **Improve General Fund revenue**

BRAINSTORMED ACTION STEPS TO ADDRESS EACH OF THE THREE-YEAR GOALS

RECOMMENDED GOAL/PRIORITY:

INCREASE THE NUMBER OF JOBS IN THE CITY

RECOMMENDED ONE-YEAR ACTION STEPS:

- Hire personnel in lieu of police
- Reduce overregulation of businesses
- "Buy San Jose" campaign
- Develop more neighborhood business districts
- RDA should encourage local businesses
- Make San Jose the "Green Capitol"
- Build and strengthen programs that have a San Jose-Silicon Valley emphasis
- Keep industrial space available for new industry
- Streamline the permit process
- Senior and youth involvement
- Focus on residents' needs so that R&D people stay in San Jose
- Improve the quality of life issues in a broad way

RECOMMENDED GOAL/PRIORITY:

IMPROVE PROACTIVE CODE ENFORCEMENT

RECOMMENDED ONE-YEAR ACTION STEPS:

- Improve communication between Code Enforcement and the neighborhoods
- Better educate the community regarding what the codes are
- Use trained volunteers for Code Enforcement help
- Have Code Enforcement officers respond to complaints
- Hold Code Enforcement accountable for their jobs
- Improve telephone and Internet access for reporting code enforcement violations
- Expand driveway teams citywide

- Reimplement the Block Captain Program
- Change the codes so that you cannot park RVs, boats and trailers and commercial vehicles in front of your house
- Ensure codes are enforced when properties are sold
- Have weekends and night code enforcement
- More bilingual Code Enforcement personnel
- Hire more field staff
- Coordinate Code Enforcement and the Police Dept.
- Annex county pockets to enforce codes in the county
- Reduce the number of codes

RECOMMENDED GOAL/PRIORITY:

PROVIDE FULL FUNDING FOR PARKS, POOLS, COMMUNITY CENTERS AND LIBRARIES, INCLUDING MAINTENANCE AND OPERATIONS AND DEVELOPMENT

RECOMMENDED ONE-YEAR ACTION STEPS:

- Develop a comprehensive plan utilizing private, non-profit and educational institutions to deliver personnel for community centers
- Eliminate funding for the Grand Prix and spend it on the parks
- Create a charter amendment to include a funding source similar to Santa Clara County
- Seek corporate and individual funding
- Monitor the progress
- Investigate the feasibility of a parcel tax
- Pursue state and federal grant programs
- Tap into the Open Space Authority Fund
- Get county VTA to give more money to the city
- Implement a strategy to reopen closed pools and community centers
- Reduce the number of credits in Park Dedication Fees for which developers qualify as well as their low income exemption
- Sell park naming to corporations
- Use more than the Public Works Dept. for maintenance cost estimates
- Increase and index the Public Works cap to above \$100,000
- Ensure that city staff does not work on weekends so as not to pay time and a half
- Expedite the design and planning phases to reduce construction costs
- Treat all parks equally

RECOMMENDED GOAL/PRIORITY:

IMPROVE COMMUNITY POLICING IN THE NEIGHBORHOODS

RECOMMENDED ONE-YEAR ACTION STEPS:

- More Neighborhood Watch Programs
- Lengthen rotation of officers in the neighborhoods
- Increase the number of police
- Increase the number of police after 10 p.m.
- Require the police to walk the neighborhoods
- Show police presence in parks, especially those with gang and drug activity
- Have police in the neighborhoods when they write up their reports
- Expand the community policing center to all neighborhoods
- Don't have police change shifts when school lets out
- Teach neighborhood organizations how to incorporate police
- Multilingual police
- Identify houses and businesses that are a constant problem to eliminate
- Increase communication between police and neighborhood associations
- Reevaluate beat boundaries
- Ensure police are culturally sensitive
- Invite police to neighborhood association meetings

RECOMMENDED GOAL/PRIORITY:

IMPROVE GENERAL FUND REVENUE

RECOMMENDED ONE-YEAR ACTION STEPS:

- Develop a new retail business incubation program through the Office of Economic Development
- Redraw redevelopment zone boundaries to include only existing residential areas
- Look to the First Act goals to improve San Jose as a destination city
- Be more critical of business subsidies
- Increase collection of Account Receivables
- Bring BART downtown via aerial means
- Promote, internally and externally, San Jose as a destination for tourism and conventions
- Reduce staff as there are more funds for projects
- Retain retail dollars in San Jose

NEXT STEPS

WHEN	WHO	WHAT
Monday, January 22	Kay Winer	Distribute the meeting record electronically to the invited neighborhood associations, the Mayor, City Council and senior staff.
February 13, 2007	Mayor, City Council	Hearing session for stakeholders to address the Council as a part of the process in developing budget priorities.
February 20, 2007	Mayor City Council Senior City Staff	Strategic Planning Retreat to: <ul style="list-style-type: none">- develop a Mission Statement- identify Three-Year Goals- develop initial Six-Month Strategic Objectives- determine a Follow-Up Process

*Fairbank,
Maslin,
Maullin &
Associates*

*Opinion Research &
Public Policy Analysis*

TO: Les White, City Manager
City of San José

FROM: Dave Metz & Alex Laskey
Fairbank, Maslin, Maullin & Associates

RE: Key Findings from Recent Community Budget Survey

DATE: January 31, 2007

Fairbank, Maslin, Maullin & Associates (FMM&A) recently completed a survey of 450 residents of San José to assess their attitudes towards -- and priorities for -- the City's 2007-2008 annual budget.ⁱ

The results, like those of past surveys, show positive attitudes towards the community and high levels of satisfaction with City services. Nearly nine in ten residents (87%) rate San José as an "excellent" or "good" place to live, and eight in ten residents (81%) are satisfied with the quality of services provided by the City. A narrow majority of residents (54%) say they follow news about City government closely, though only about one-third (35%) know that the City will begin the upcoming budget process with a deficit.

By and large, residents believe that the City is spending the appropriate amounts of money on key public services. Were additional monies available, residents would prefer that the additional funds be dedicated to police as well as road maintenance, repair and improvements. However, a majority of residents indicate they are unwilling to make significant cuts in funding for other services mentioned in the survey in order to fund additional police or road maintenance and repairs.

More generally, residents are hesitant to support budget cuts to many City activities or departments. When asked to prioritize services for budget cuts, there is little consensus among residents. When residents are informed about the severity of the budget shortfall and pushed to make recommendations, a majority of residents suggest balancing the budget by reducing the size of the staff in offices of elected officials and City administrators and cutting funding for libraries, parks and recreation.

2425 Colorado Ave. Suite 180
Santa Monica, CA 90404
Phone: (310) 828-1183
Fax: (310) 453-6562

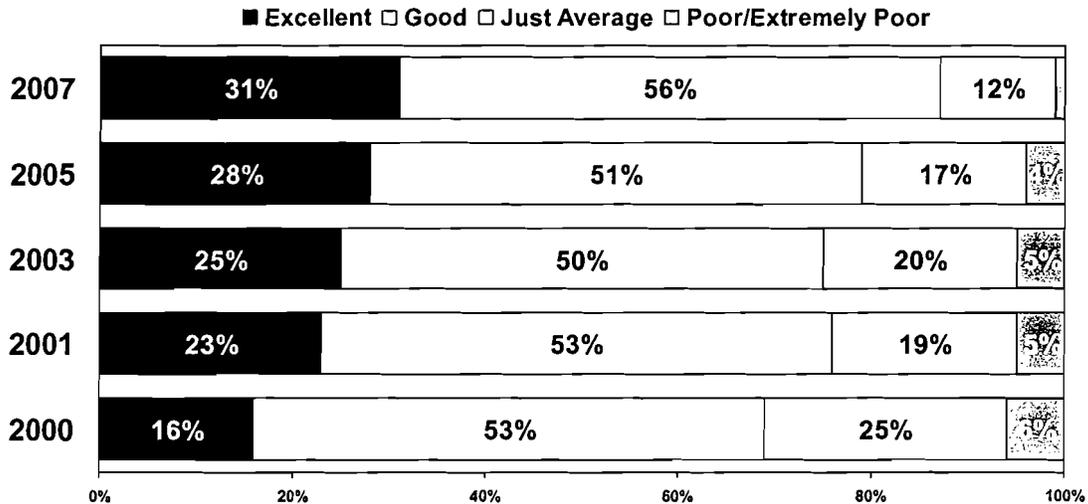
1999 Harrison Street Suite 1290
Oakland, CA 94612
Phone: (510) 451-9521
Fax: (510) 451-0384

The survey’s findings, outlined herein, are discussed in three sections. Section I reviews public attitudes toward local issues and City government. Section II focuses on residents’ priorities for service enhancements. Section III outlines residents’ priorities for budget cuts. Section IV discusses residents’ opinions on several other policy proposals.

SECTION I: ATTITUDES TOWARD THE COMMUNITY AND LOCAL GOVERNMENT

- **An overwhelming majority of residents think San José is a good place to live.** Nearly one-third of residents (31%) rate San José as an “excellent” place to live and almost nine in ten residents (87%) believe that the City is an “excellent” or “good” place to live. Virtually no one (one percent of all respondents) rates the City as a “poor” place to live. In addition, the results show that positive attitudes about San José are on the rise. As illustrated in **Figure 1** below, the proportion of residents rating the City’s quality of life as “excellent” has doubled over the past seven years.

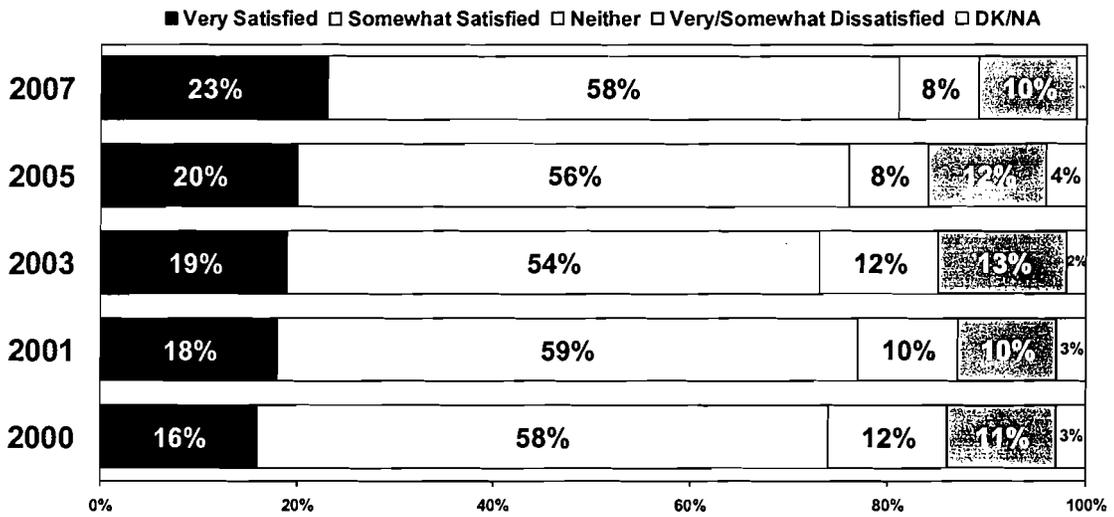
Figure 1: Residents’ Evaluation of San José’s Quality of Life



- **Similarly, four in five residents are satisfied with the quality of City services.** 81% of residents say they are satisfied with the quality of City services. Despite cuts in City services, satisfaction with those services has climbed slowly but steadily, as illustrated in **Figure 2** on the following page. Today, only ten percent of residents are dissatisfied with the quality of services. Satisfaction with City services is widespread, as more than three-quarters of all major ethnic, age, and socioeconomic demographic subcategories of the population express satisfaction:
 - 82% of white residents, 80% of Latinos and 76% of Asian-Americans are satisfied with the quality of City services.
 - 81% of residents under 50 and 82% of residents age 50 and over, including 81% of senior citizens, are satisfied with the quality of City services.

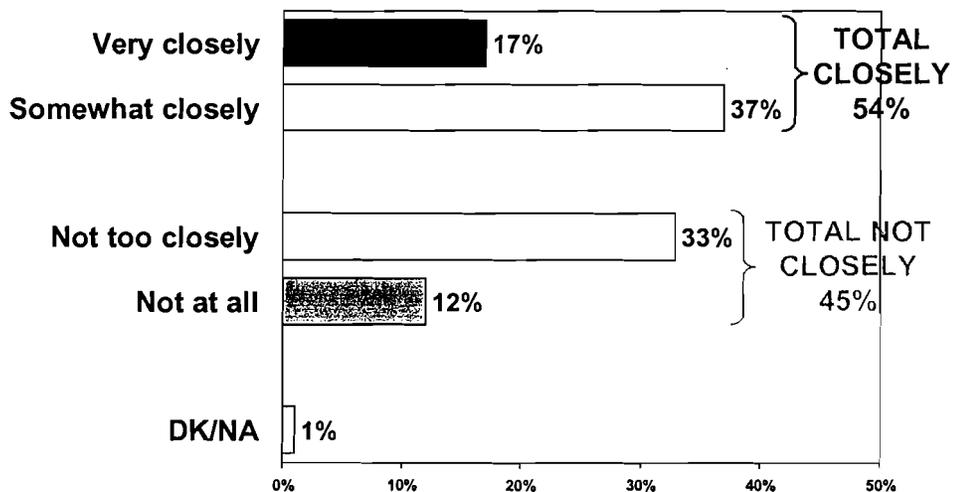
- Among lower-income residents – those with household incomes below \$30,000 – satisfaction with City services is at 79% while 86% of respondents reporting annual household incomes of more than \$75,000 are satisfied with City services.
- Homeowners (81%) and renters (79%) express similar levels of satisfaction, as do residents with children at home (78%) and those without (82%).

Figure 2: Residents’ Satisfaction with City Services



- **Half of San José’s residents say they follow news about City government and its budget closely.** 12 percent of residents report that they do not follow local news at all, while 54% say they follow the news “closely” including 17% of residents who say they follow the news about San José city government and the city budget “very closely.”

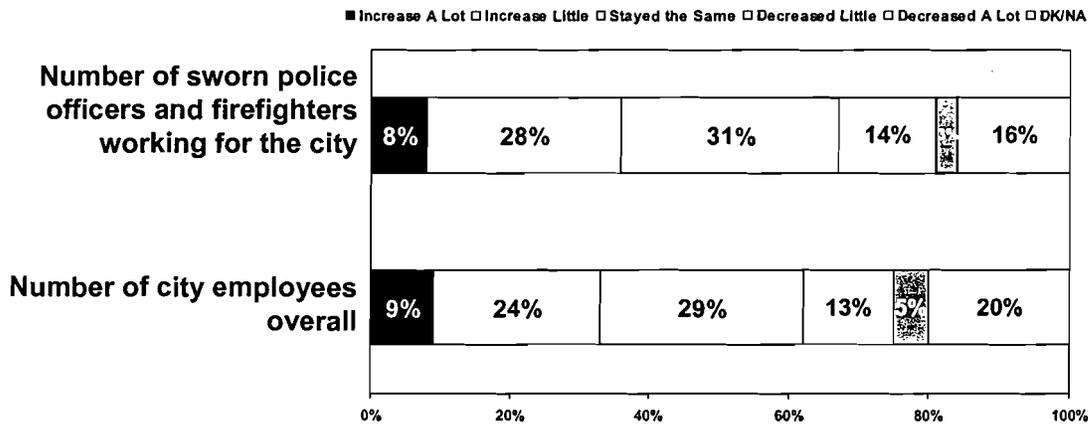
Figure 3: How Closely Residents Follow News About City Government and the City Budget



Those most likely to say they follow City government “closely” tend to be disproportionately male, age 50 and over, and homeowners. Renters, residents under age 50, Asian-Americans, and those with household incomes under \$30,000 per year were somewhat less likely than others to say that they followed City government “closely.”

- **City residents are divided in their perceptions of the size of the City workforce.** When asked whether they thought that the number of City employees has increased or decreased in recent years, almost half of the respondents said that they either did not know or thought that the size of the overall workforce and the number of public safety officers had stayed about the same (See **Figure 4** below.) Among the subgroup residents who believe that there has been a change in workforce size, nearly two-thirds think that the number of City employees overall and the number of sworn police officers and firefighters has increased.

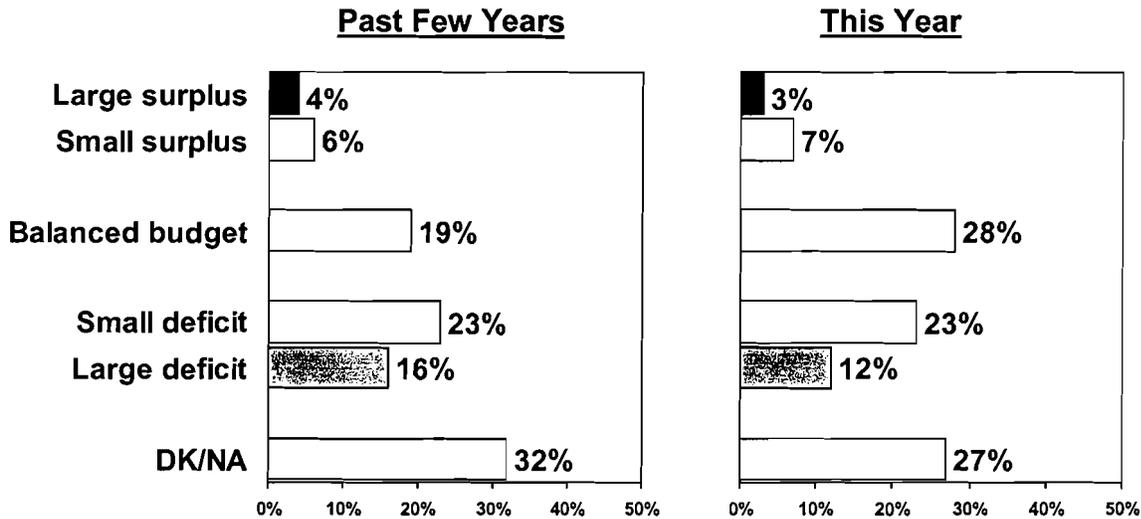
Figure 4: Perceptions of Changes on the Size of the City Workforce Over the Past Few Years



Those residents who say they follow City government “very closely” are more likely to say that the number of City employees has increased over the past few years than are other residents.

- **Most residents are not aware that City has faced – and continues to face – budget deficits.** Although plurality of residents are aware that the City has faced budget deficits in recent years (39%), and many know that this year’s budget process will begin with a deficit (35%), the majority of City residents either don’t know the condition of this year’s budget (26%) or believe that the budgeting process will begin with a surplus (10%) or balanced budget (28%). These responses are illustrated in **Figure 5** on the following page.

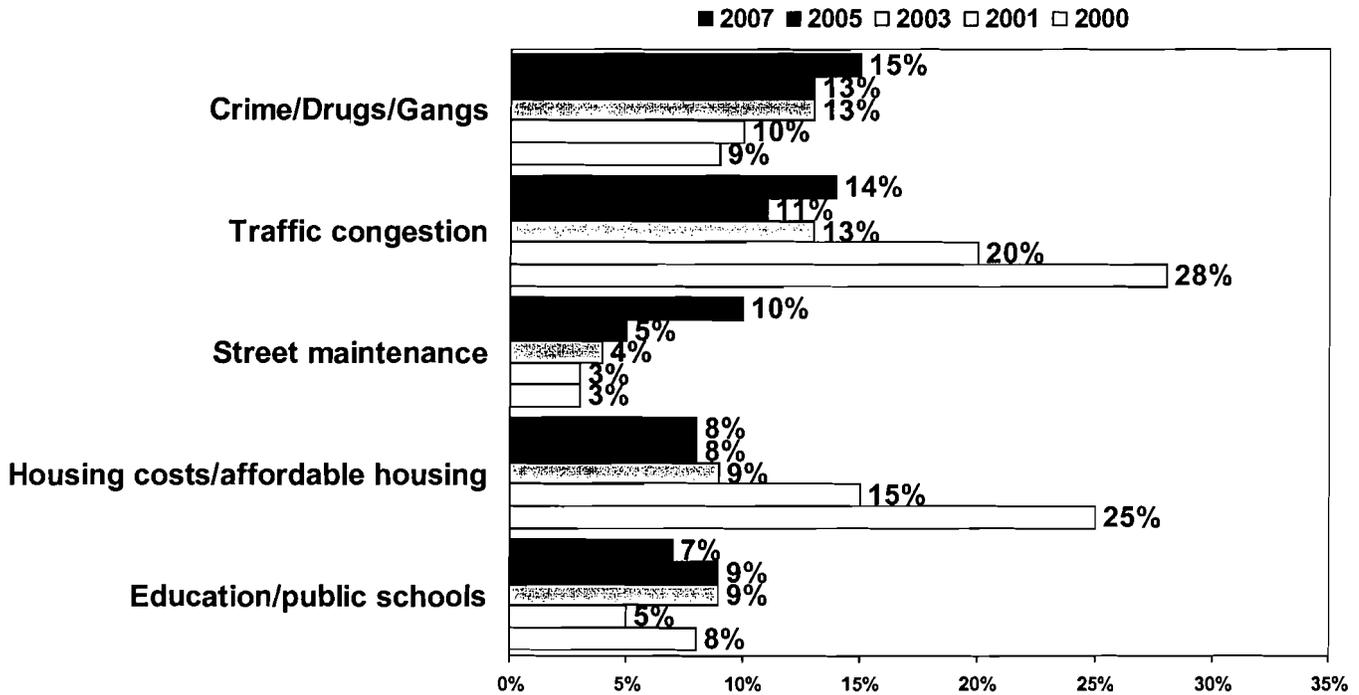
Figure 5: Perceived Condition of City Budget



- Street maintenance, traffic and public safety are most significant concerns among city residents.** When asked, in an open-ended question, to name the most serious issue facing the residents of San José that they would like to see City government do something about, nearly one-quarter of respondents said either traffic congestion (14%) or street maintenance and pothole repair (10%). Fifteen percent of residents described public safety issues as their leading concern, with eight percent mentioning crime in general, six percent mentioning gangs or violence and one percent mentioning drugs as the most important issue. The cost of housing (eight percent) and education (seven percent) are also prominent among residents’ concerns overall.

As highlighted in **Figure 6** on the following page, residents’ major concerns have not changed dramatically over the last few years. However, residents are placing a greater emphasis on street maintenance than they have in the past. In 2005 only five percent and in 2003 only four percent of residents said road maintenance was the most important issue; that concern has grown more prominent in the current survey.

Figure 6: Concerns Named as the “Most Serious Issue” Facing San José
(Open-End, Top Responses Only, Responses Grouped)



- Though a majority of residents believe the City spends “too little” on street maintenance and repair, most believe that the City allocates about the right amount of funds on other departments and activities. When asked whether they believe the City spends “too much,” “too little” or “about the right amount” on a series of services and departments, a plurality of respondents said they thought the City was spending the right amount on all but one service: street maintenance and repair. 56% of San José residents believe that the City spends too little on street maintenance.

More than one-third of residents believe that the City spends too little on police (36%), park maintenance (35%), recreation programs (35%), and traffic management programs (34%). Few residents think that too much money is dedicated to any particular department or activity. General approval of the allocation of City funds is consistent with the high levels of satisfaction with the quality of City services noted above. The table in Figure 7 on the next page provides a complete accounting of residents’ attitudes towards current levels of funding for City services.

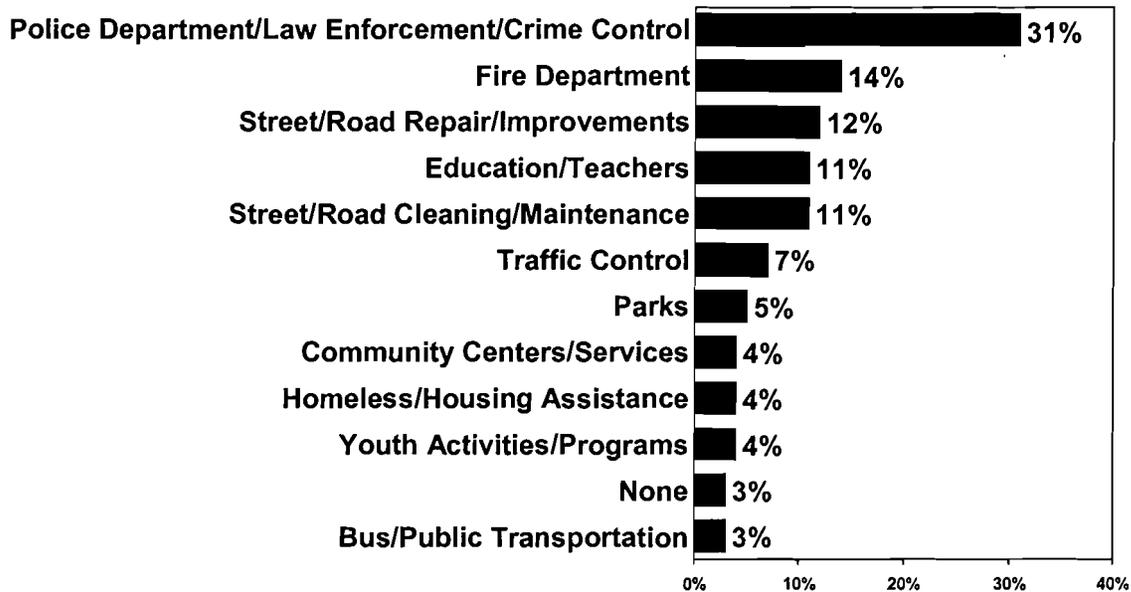
**Figure 7: Residents’ Opinions about Current Levels of Funding for City Services
(Ranked by % Saying “Too Little” is Spent)**

Service	Too Little	About Right	Too Much	DK/NA
Street maintenance and repair	56%	34%	4%	6%
The Police Department	36%	47%	8%	9%
Maintaining parks	35%	52%	5%	9%
Providing recreation programs	35%	47%	3%	15%
Traffic management and safety programs	34%	54%	4%	9%
Graffiti removal	32%	55%	4%	9%
Tree trimming	31%	45%	8%	16%
Attracting businesses to San José and keeping existing businesses here	31%	44%	10%	15%
Street cleaning	30%	60%	4%	6%
Senior citizens programs	29%	40%	5%	26%
Community centers	28%	51%	3%	18%
The Fire Department	27%	51%	6%	16%
Supporting arts and cultural activities	27%	50%	7%	15%
Providing public library services	23%	63%	7%	7%
Recruiting and training city employees	23%	38%	6%	33%
Building code enforcement	22%	45%	10%	24%
Collecting revenues and managing city finances	20%	44%	12%	25%
Garbage and waste removal	18%	64%	10%	8%

SECTION II: PRIORITIES FOR CITY SERVICE ENHANCEMENTS

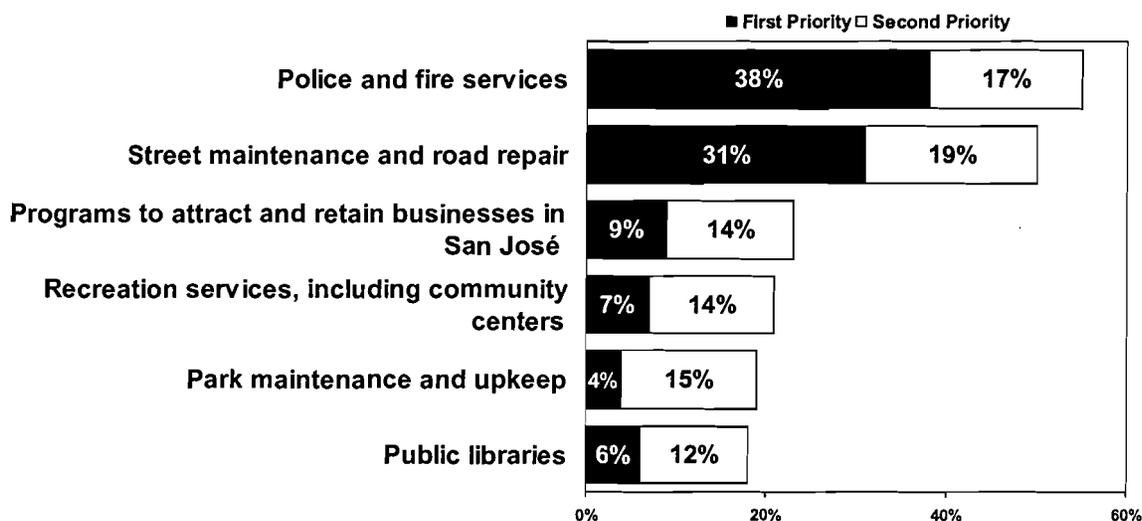
- **Law enforcement and street maintenance and repairs are residents’ top priorities for additional City funding.** After a basic description of the City budget process, residents were asked to volunteer (in an open-ended question) which services should be the highest priorities for additional funding in the upcoming City budget. A full 31% of respondents said police, law enforcement or crime reduction programs should be the top priority. Another 20% said that either road maintenance or improvements (or both) should be the highest priority. The fire department (14%), public schools (11%) and traffic control (7%) were the most-frequently recommended priorities from other respondents. **Figure 8** on the following page outlines residents’ responses to this question.

Figure 8: Priorities for Additional City Funds
(Open-End, Top Responses Only, Responses Grouped)



- When asked to choose funding priorities from a list of program areas, residents still prioritize public safety and street maintenance. When presented with a choice of six program areas that might receive additional funding, including economic development, parks and recreation and libraries, a majority of residents say that either public safety (55% first or second choice) or road repair (50%) is the highest priority for City funds. More than two-thirds of residents say that police and fire (38%) or street maintenance (31%) should be the first choice for funding.

Figure 9: Choice of Priorities for Additional Funding



- **Residents rate synchronization of traffic signals, expansion of street maintenance, hiring of more police and completion of delayed park repairs and maintenance as high-priority service enhancements.** When asked to rate the importance of specific programs on which additional monies could be spent, residents reiterated their priorities: synchronizing traffic signals to improve traffic flow (66% “extremely” or “very important”), expansion of road repairs (65%) and hiring more police officers (61%). However, (as shown in **Figure 10**) the restoration of funding for various other City programs or the addition of funds to complete delayed projects also ranked highly.

In particular, there was significant emphasis placed on parks and recreation, including the completion of park repairs (53% “extremely” or “very important”), restoration of park maintenance levels (46%), and reopening of recently closed community centers (47%). Nearly half of residents also think that reopening libraries on Mondays (45%), expanding streetlight and sign maintenance (48%), and restoring funding to plan for long-term growth (46%) are either “extremely” or “very important.”

Figure 10: Relative Importance of Funding Enhancements for City Programs

Service	TOTAL EXT./ VERY	Ext. Imp.	Very Imp.	SW Imp.	Not Imp.	DK/ NA
Synchronizing traffic signals to improve traffic flow	66%	28%	38%	26%	6%	2%
Expanding street maintenance and repair programs	65%	25%	40%	28%	6%	1%
Hiring more police officers	61%	26%	35%	28%	10%	1%
Completing delayed repairs and maintenance to parks including trees and grass, walkways, benches, parking lots and play equipment	53%	11%	42%	36%	9%	2%
Expanding streetlight and road sign maintenance programs	48%	13%	35%	39%	12%	2%
Reopening recently-closed community centers	47%	13%	34%	33%	15%	5%
Increasing long-range planning for future growth by restoring funding to the planning, building and code enforcement department	46%	13%	33%	38%	11%	4%
Restoring maintenance levels at parks including increasing the frequency of garbage pick-up and lawn mowing	46%	10%	36%	38%	14%	1%
Reopening public libraries on Mondays	45%	14%	31%	27%	24%	4%
Adding more code enforcement officers	42%	12%	30%	31%	23%	5%

Service	TOTAL EXT./ VERY	Ext. Imp.	Very Imp.	SW Imp.	Not Imp.	DK/ NA
Completing maintenance and repairs to city buildings that have been delayed	40%	6%	34%	43%	13%	3%
Increasing funding for revenue collection and management of city finances	39%	10%	29%	34%	19%	8%
Expanding tree trimming services for trees and plants on roadways, including residential park strips and medians	39%	7%	32%	40%	19%	1%
Increasing funding for recruiting and training city employees and recognizing dedicated employees	39%	7%	32%	34%	22%	5%
Replacing run-down city vehicles, including construction and repair equipment, that are overdue for replacement	39%	6%	33%	43%	13%	5%

SECTION III: PREFERENCES FOR SERVICE CUTS

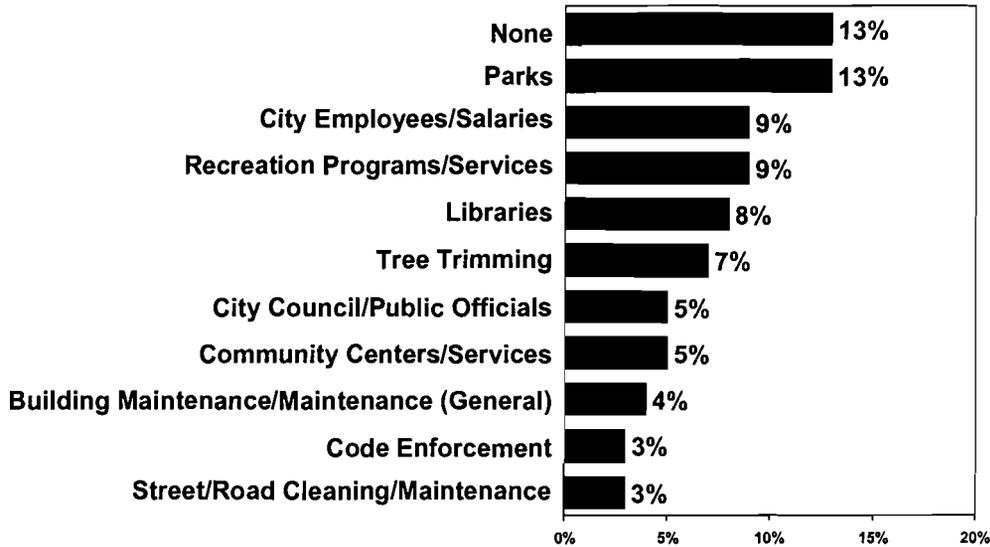
Survey respondents were presented with the following description of the City’s budget situation, and were then asked about their preferences regarding potential budget cuts:

“Now let me give you some more information about this year’s City budget. This year City officials anticipate that there will be a budget shortfall of \$20 million. This means that the City Council and Mayor will have to make significant cuts in existing services in order to balance the budget. Over the past five years, the City has already cut tens of millions of dollars from the budget and reduced the size of the City workforce by eight percent. Even further cuts will be required to balance this year’s budget.”

- **When asked to name areas where the budget could be cut, residents volunteered parks and recreation, jobs and salaries for City staff, libraries, and tree trimming as the most acceptable places to cut funding.** Members of the public typically are hesitant to endorse service cuts, a tendency which may be heightened in San José given the recent history of repeated and significant budget cuts. In response to an open-end question aimed at identifying potential targets for funding reductions, nearly two in five respondents (36%) said that they would not be willing to accept cuts to any services or refused to answer the question. Those who did answer could not reach a consensus (as illustrated in **Figure 11** on the following page). Grouping together those who mentioned parks (volunteered by 13%), recreation programs and services (nine percent) and community centers (five percent) more than a quarter of residents indicate that they’d be most willing to see cuts made to parks and recreation. The only other items mentioned by even one in twenty residents were budget for City

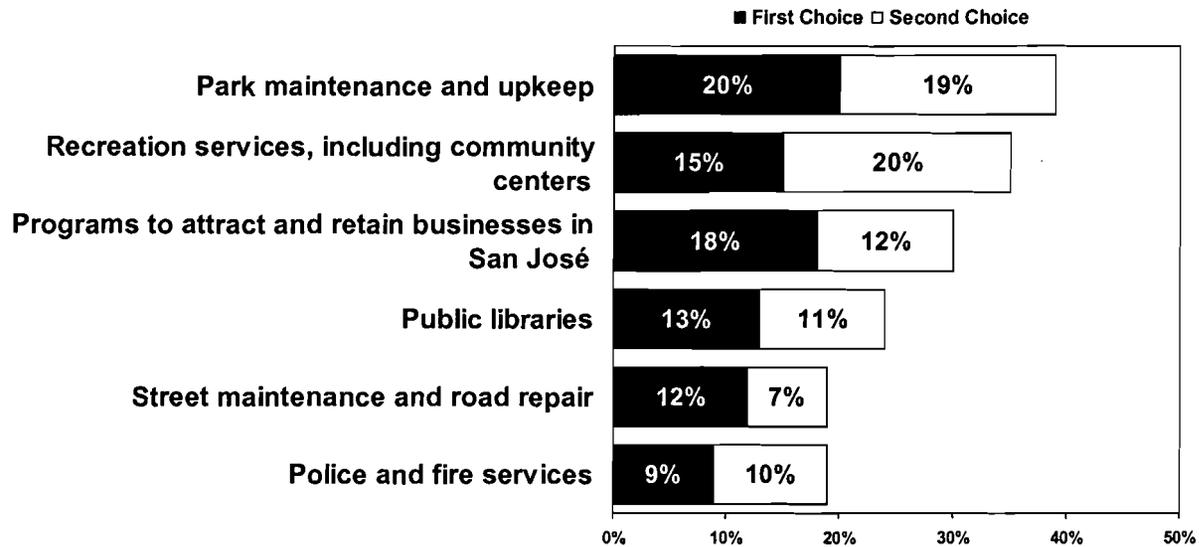
staff (nine percent), libraries (eight percent), tree trimming (seven percent), and elected officials (five percent).

Figure 11: Residents' Recommended Areas for Service Cuts
(Open-End, Top Responses Only, Responses Grouped)



- **When forced to choose, residents remain heavily divided about which services should be cut.** As shown in **Figure 12** on the following page, when asked to choose between six program areas and indicate which should be the top priority for cuts, residents are nearly twice as likely to accept cuts to park maintenance (39% first or second choice) or recreation services (35%) as opposed to cuts to police and fire services (19%) or road maintenance and repairs (15%). Still, even when pushed, a surprisingly large number of respondents (32%) cannot or will not answer the question, suggesting that appetites for additional cuts are limited.

Figure 12: Choice of Priorities for Budget Cuts



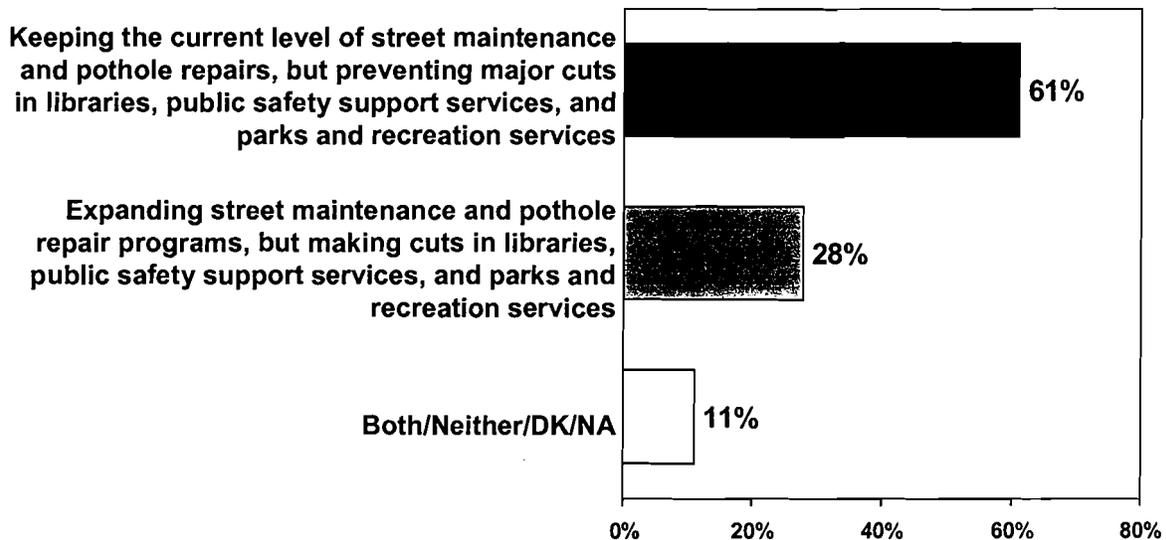
- Residents are most likely to label cuts in administrators’ and elected officials’ staff as “acceptable.” Figure 13 on the following page shows responses to a question in which respondents were asked to rate the acceptability of a variety of potential cuts in City services. Not surprisingly, residents are most willing to cut those services or budgets to whose impact may be least direct or visible to them:
 - More than seven in ten residents would accept reductions of staff in the Mayor’s office (80%), other city hall offices (78%) and the planning department (71%). Eliminating City staff with whom they are more likely to have direct relationships (or who work in the public safety field) is less acceptable: police support staff (61%), City pool staff (60%), community center staff (60%), administrative staff at the fire department (55%), and senior-center staff (51%).
 - A majority of residents would find the reduction of non-administrative public safety staff unacceptable, including traffic enforcement (53%), school crossing guards (61%) and property crimes personnel (65%).
 - When it comes to many other services, residents are divided: a majority would accept reductions in funding to Community Based Organizations (62%) and City revenue collection programs (61%), but most residents would not accept the elimination of crime-prevention programs (67%) or reductions in street (61%) or park maintenance (51%) or park bathroom availability (63%).

Figure 13: Residents’ Evaluation of the Acceptability of Potential Budget Cuts

Potential Cut	TOTAL ACCEPT.	Completely Acceptable	Somewhat Acceptable	Not Acceptable	DK/ NA
Reducing staff in the mayor’s office	80%	46%	34%	12%	8%
Reducing staff in the offices of the City Attorney, City Auditor, City Clerk, City Manager, Independent Police Auditor or City Council’s offices	78%	32%	46%	17%	5%
Reducing funds for recruiting, training and recognizing City employees	71%	22%	49%	27%	2%
Reducing staff at the planning department	71%	20%	51%	22%	7%
Reducing funding to community based organizations	62%	14%	48%	33%	5%
Reducing funds for revenue collection and management of City finances	61%	15%	46%	31%	7%
Reducing support staff, but <u>not</u> sworn police officers, in the police department	61%	15%	46%	36%	3%
Eliminating staffing at city pools and aquatics centers	60%	15%	45%	37%	4%
Reducing staff at community centers	60%	9%	51%	38%	3%
Reducing library hours by one day per week	59%	20%	39%	40%	2%
Reducing homework centers	56%	13%	43%	35%	9%
Further reducing sidewalk repair and maintenance programs	56%	11%	45%	41%	3%
Reducing administrative staff at the fire department	55%	12%	43%	41%	5%
Reducing staff at senior centers	51%	7%	44%	46%	4%
Reducing garbage pick-up and mowing at parks	46%	4%	42%	51%	3%
Reducing the number of officers doing traffic enforcement	44%	11%	33%	53%	2%
Eliminating city programs that educate young people in character and decision-making or give them work experience in city government	42%	9%	33%	54%	3%
Reducing street maintenance	39%	6%	33%	61%	1%
Closing bathrooms in neighborhood parks	36%	8%	28%	63%	2%
Reducing the number of school crossing guards	35%	10%	25%	61%	4%
Reducing police staffing dedicated to solving property crimes	32%	4%	28%	65%	3%
Eliminating crime prevention programs in which the City works with neighborhoods	31%	5%	26%	67%	2%

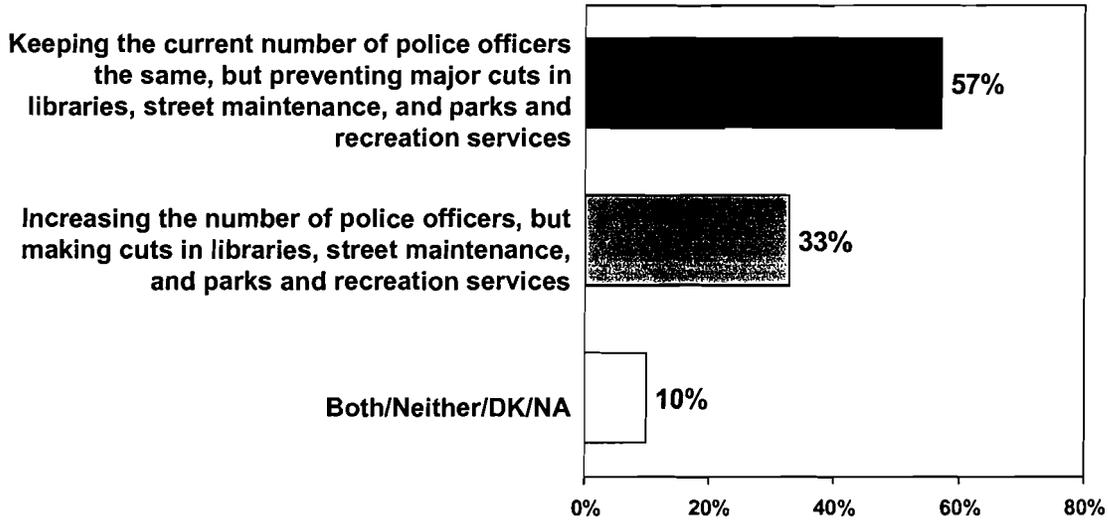
- **When forced to choose, residents prefer maintaining current levels of funding for police and road repair while avoiding major cuts in other City services.** Survey respondents were asked to choose between two pairs of statements, which posed tradeoffs between increases in funding for police or street maintenance and cuts in other major City services.
 - By more than a two-to-one margin, residents support preserving funding for libraries, public safety support services, and parks and recreation services over expanding street maintenance funding (see **Figure 14** below). Even those respondents who, in the survey’s initial open-ended question, indicated that street maintenance and pothole repair was the most important issue the City should address favor maintaining current levels of maintenance rather than making drastic cuts in other services.

Figure 14: Tradeoff Between Enhanced Street Maintenance and Other Service Cuts



- A 57-percent majority of voters prefer preventing major cuts in libraries, street maintenance and parks and recreation services to expanding the number of police officers (see **Figure 15** on the next page). Respondents who indicated that crime was the most important issue for the City to address are split on the question, with 46% favoring cutting City services to hire more officers and 46% favoring maintaining current levels of policing while preserving funding for other City services.

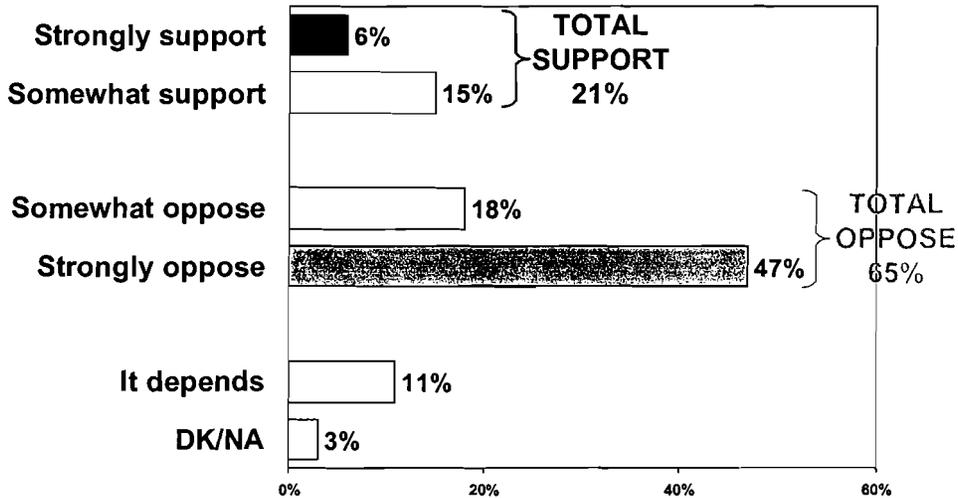
Figure 15: Tradeoff Between Enhanced Public Safety Services and Other Service Cuts



SECTION IV: OTHER POLICY PROPOSALS

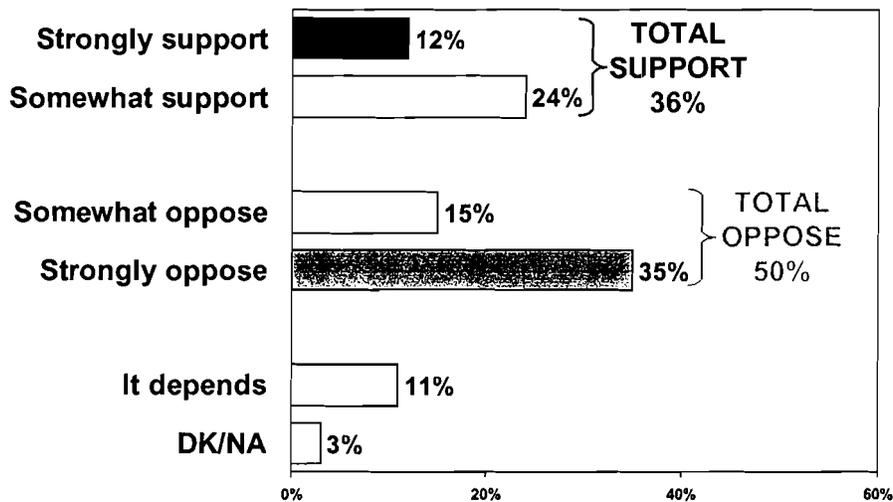
- **Residents strongly oppose increasing salaries for elected officials, even in the context of a potential independent commission’s recommendations.** Survey respondents were asked whether they would support salary increases for City elected officials if they were recommended by “an independent commission established by San José voters.” Nearly two-thirds of San José residents oppose giving elected officials a raise in this context (65%), including almost half who “strongly oppose” (47%).

Figure 16: Support for Increasing Elected Officials’ Salaries



- **A narrow majority of residents oppose public financing for City elections.** Survey respondents were informed that “some cities are considering public funding for City Council and Mayoral campaigns in order to reduce the influence of fundraising from private donors in local elections,” and were asked whether they would support public financing of local campaigns in San José. Although public financing for municipal elections enjoys the support of a significant minority (36%), more than one-third (35%) of residents “strongly oppose” it and fully half the city’s residents oppose it overall.

Figure 17: Support for Publicly-Financed City Elections



Results for these two questions must be viewed with some caution, since they followed a detailed series of questions about the City’s budget that likely sensitized respondents to the City’s financial shortfall and may have made them more reluctant to endorse proposals that involve additional expenditures of City funds. Nevertheless, the margins of opposition are sizable enough that it is likely that they reflect the general direction of public opinion on the issue.

ⁱ **Survey Methodology:** From January 17 to 21, 2007, FMM&A interviewed 450 randomly-selected adult San Jose residents. Interviews were conducted over the telephone in English, Spanish and Vietnamese. The margin of sampling error for the full sample is +/- 4.6%; margins of error for subgroups within the survey sample will be higher.

FAIRBANK, MASLIN, MAULLIN & ASSOCIATES

JANUARY 17-21, 2007

Interviewer _____

Station _____

Time Began _____

Time Finished _____

Total Time _____

2007 CITY OF SAN JOSÉ COMMUNITY BUDGET SURVEY
320-299WT
N = 450

Hello, I'm _____ from FMA, a public opinion research company. We're conducting a public opinion survey about issues that interest residents of the City of San José. **(IF RESPONDENT REPLIES IN SPANISH OR VIETNAMESE, OR DESIRES TO SPEAK ONE OF THESE LANGUAGES, FOLLOW THE ESTABLISHED PROCEDURE FOR HANDING OFF TO AN INTERVIEWER WHO SPEAKS THE APPROPRIATE LANGUAGE.)** We are definitely not trying to sell anything, and we are only interested in your opinions. May I speak with the adult in your household who celebrated a birthday most recently? **(IF NOT AVAILABLE, ASK:)** "May I speak to another adult member of your household who is 18 years old or older?"

1. I will not need to know your exact address, but in order to help me verify that you live within the boundaries of our interviewing area, could you please tell me what the ZIP code is for your current residence? **(TERMINATE ALL WHOSE ZIP CODE IS NOT ON THE LIST OF SAN JOSÉ ZIPS)**

(T)

2. Do you live in the City of San José or in some other city?

(T) San José ----- 100%
 All other responses ----- **TERMINATE**
 (DON'T KNOW/NA) ----- **TERMINATE**

3. Generally speaking, how would you rate San José as a place to live: is it an excellent place to live, a good place to live, just average, poor, or an extremely poor place to live?

(T) Excellent ----- 31%
 Good ----- 56%
 Just average ----- 12%
 Poor ----- 1%
 Extremely poor ----- 0%
 (DON'T KNOW/NA) ----- 0%

FAIRBANK, MASLIN, MAULLIN & ASSOCIATES

JANUARY 17-21, 2007

Interviewer _____

Station _____

Time Began _____

Time Finished _____

Total Time _____

<p>2007 CITY OF SAN JOSÉ COMMUNITY BUDGET SURVEY 320-299WT N = 450</p>

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1. I will not need to know your exact address, but in order to help me verify that you live within the boundaries of our interviewing area, could you please tell me what the ZIP code is for your current residence? **(TERMINATE ALL WHOSE ZIP CODE IS NOT ON THE LIST OF SAN JOSÉ ZIPS)**

(T)

2. Do you live in the City of San José or in some other city?

(T)

San José ----- 100%
 All other responses ----- **TERMINATE**
 (DON'T KNOW/NA) ----- **TERMINATE**

3. Generally speaking, how would you rate San José as a place to live: is it an excellent place to live, a good place to live, just average, poor, or an extremely poor place to live?

(T)

Excellent ----- 31%
 Good ----- 56%
 Just average ----- 12%
 Poor ----- 1%
 Extremely poor ----- 0%
 (DON'T KNOW/NA) ----- 0%

4. Next, what do you think is the most serious issue facing the residents of San José that you would like to see City government do something about? (DO NOT READ OPTIONS-- OPEN-END; RECORD VERBATIM RESPONSE AND THEN CODE)

(T)

Traffic congestion -----	14%
Street maintenance/pothole repair -----	10%
Crime -----	8%
None/No Problems-----	8%
Housing costs/affordable housing -----	8%
Education/public schools -----	7%
Gangs/violence -----	6%
Jobs/keeping businesses -----	3%
Taxes -----	3%
Public transportation/buses/rail-----	3%
Cost of living -----	3%
Homelessness-----	2%
Public recreation -----	2%
Government waste/inefficiency -----	2%
Drugs -----	1%
Budget/city finances -----	1%
Immigration issues -----	1%
Energy/power plants-----	1%
Health insurance -----	1%
Overcrowding/overpopulation -----	1%
Garbage pick-up-----	1%
Revitalizing neighborhoods -----	1%
Sidewalk repairs-----	1%
Graffiti -----	1%
Libraries-----	1%
Police corruption -----	1%
Blight/abandoned buildings -----	0%
Cable TV service-----	0%
Environment/pollution -----	0%
Growth and development -----	0%
Housing – repair or condition -----	0%
Parking -----	0%
Recycling pick-up-----	0%
Revitalizing downtown-----	0%
Sewer maintenance-----	0%
Speeding/unsafe traffic conditions-----	0%
Street lighting-----	0%
Tree trimming-----	0%
Water supplies-----	0%
Increase police officers -----	0%
Gov't corruption-----	0%
Senior services -----	0%
Other-----	2%
(DK/NA)-----	7%

NOW I WOULD LIKE TO ASK YOU ABOUT SOME OF THE SERVICES SAN JOSÉ'S CITY GOVERNMENT PROVIDES TO CITY RESIDENTS.

5. First, thinking about the overall quality of the services provided by the City of San José, would you say that you are..? **(READ LIST)**

- (T)
- Very satisfied-----23%
 - Somewhat satisfied -----58%
 - Neither satisfied nor dissatisfied ----- 8%
 - Somewhat dissatisfied, or ----- 8%
 - Very dissatisfied----- 2%
 - (DON'T KNOW/NA)** ----- 2%

MY NEXT QUESTIONS DEAL WITH SAN JOSÉ'S CITY GOVERNMENT BUDGET.

6. How closely do you follow the news about San José city government and the city budget: very closely, somewhat closely, not too closely, or not at all?

- Very closely-----17%
- Somewhat closely -----37%
- Not too closely-----33%
- Not at all -----12%
- (DK/NA)** ----- 2%

7. Thinking about the last couple of years, do you think that the City of San José started its budget process with a budget surplus, a balanced budget, or a budget deficit? **(IF BUDGET SURPLUS/DEFICIT: Has it been a very large SURPLUS/DEFICIT or just a small SURPLUS/DEFICIT?)**

- Large surplus ----- 4%
- Small surplus ----- 6%
- Balanced budget-----19%
- Small deficit-----23%
- Large deficit-----16%
- (DON'T KNOW/NA)** -----31%

8. Thinking about this upcoming year, 2007, do you think that the City of San José will start its budget process with a budget surplus, a balanced budget, or a budget deficit? **(IF BUDGET SURPLUS/DEFICIT: Will it be a very large SURPLUS/DEFICIT or just a small SURPLUS/DEFICIT?)**

- Large surplus ----- 3%
- Small surplus ----- 7%
- Balanced budget-----28%
- Small deficit-----23%
- Large deficit-----12%
- (DON'T KNOW/NA)** -----26%

9. Now I am going to ask you a few questions about different categories of City employees. After I read each one, please tell me whether you think the number of City of San José employees in that category has increased, stayed about the same, or decreased over the last few years? (IF INCREASED/ DECREASED: Is that INCREASED/DECREASED a lot or just a little?) (DO NOT ROTATE)

	<u>INCR A LOT</u>	<u>INCR LITTLE</u>	<u>STAYED SAME</u>	<u>DECR LITTLE</u>	<u>DECR A LOT</u>	<u>(DON'T READ DK/NA)</u>
a. Number of city employees overall-----	9%	24%	29%	13%	5%	19%
b. Number of sworn police officers and firefighters working for the city -----	8%	28%	31%	14%	3%	16%

10. Next, I am going to mention some of the major departments and activities of San José's City government. After you hear each one, please tell me whether you think the City spends too much, about the right amount, or too little on that department or activity. If you really have no idea or simply don't have an opinion, you can tell me that too. (ROTATE)

	<u>TOO MUCH</u>	<u>ABOUT RIGHT</u>	<u>TOO LITTLE</u>	<u>DON'T KNOW</u>
[]a. The Fire Department-----	6%	51%	27%	16%
[]b. Building code enforcement-----	10%	45%	22%	24%
[]c. Tree trimming -----	8%	45%	31%	16%
[]d. Maintaining parks -----	5%	52%	35%	9%
[]e. Street maintenance and repair-----	4%	34%	56%	6%
[]f. Recruiting and training city employees-----	6%	38%	23%	33%
[]g. Providing public library services-----	7%	63%	23%	7%
[]h. Senior citizens programs-----	5%	40%	29%	26%
[]i. The Police Department -----	8%	47%	36%	9%
[]j. Community centers-----	3%	51%	28%	18%
[]k. Attracting businesses to San José and keeping existing businesses here -----	10%	44%	31%	15%
[]l. Garbage and waste removal-----	10%	64%	18%	8%
[]m. Providing recreation programs -----	3%	47%	35%	15%
[]n. Collecting revenues and managing city finances -----	12%	44%	20%	25%
[]o. Supporting arts and cultural activities-----	7%	50%	27%	15%
[]p. Graffiti removal -----	4%	55%	32%	9%
[]q. Traffic management and safety programs-----	4%	54%	34%	9%
[]r. Street cleaning-----	4%	60%	30%	6%

NEXT, LET ME TELL YOU A LITTLE BIT MORE ABOUT THE PROCESS BY WHICH SAN JOSÉ'S CITY BUDGET IS SET EACH YEAR. EVERY YEAR, THE CITY MANAGER PROPOSES A BUDGET TO THE MAYOR AND CITY COUNCIL. THE CITY COUNCIL THEN REVIEWS THAT BUDGET, CONSIDERS CHANGES PROPOSED BY THE MAYOR, AND THEN APPROVES IT FOR IMPLEMENTATION. BY LAW, THE CITY'S FINAL BUDGET MUST BE BALANCED. THE CITY CANNOT SPEND MORE ON SERVICES THAN IT TAKES IN REVENUE.

THE MAYOR AND THE CITY COUNCIL ARE ABOUT TO BEGIN THEIR PLANNING FOR THE 2007/2008 CITY BUDGET.

11. In general, which City services do you think should be the highest priority for additional funding in the upcoming City budget? (OPEN END; RECORD VERBATIM RESPONSE AND THEN CODE)

Police Department / Law Enforcement / Crime Control-----	31%
Fire Department-----	14%
Street/Road Repair/Improvements-----	12%
Education / Teachers-----	11%
Street/Road Cleaning/Maintenance-----	11%
Traffic Control-----	7%
Parks-----	5%
Community Centers/Services-----	4%
Homeless/Housing Assistance-----	4%
Youth Activities/Programs-----	4%
None-----	3%
Bus/Public Transportation-----	3%
Business Development/Retention-----	2%
Recreation Programs/Services-----	2%
Senior Services-----	2%
Employment Services / Training Programs-----	2%
Libraries-----	2%
Health Care-----	2%
Building Maintenance / Maintenance (General)-----	2%
Arts / Cultural Programs-----	1%
City Of San José (General)-----	1%
City Council / Public Officials-----	1%
Immigration-----	1%
Infrastructure (Unspecified)-----	1%
Planning Department / Growth/Development Control-----	1%
Downtown Rejuvenation-----	1%
Social Services-----	1%
Tree Trimming-----	1%
Waste Management / Garbage Collection-----	1%
City Employees/Salaries-----	0%
Code Enforcement-----	0%
Grand Prix Race-----	0%
City Hall Building-----	0%
Revenue Collection-----	0%
Bilingual Programs/Services-----	0%
All-----	0%
Miscellaneous Other Mentions-----	2%
Don't Know / NA / Refuse-----	13%

12. Now I am going to read you some of the main categories of spending in the San José City budget. Please tell me which of these six categories you think should be the highest priority for funding from City government in next year's budget. **(IF CHOICE MADE, FOLLOW UP BY ASKING: And which should be the second-highest priority?) (ROTATE)**

	<u>FIRST</u> <u>PRIORITY</u>	<u>SECOND</u> <u>PRIORITY</u>
[] a. Street maintenance and road repair -----	31%	19%
[] b. Police and fire services -----	38%	17%
[] c. Public libraries -----	6%	12%
[] d. Park maintenance and upkeep -----	4%	15%
[] e. Recreation services, including community centers -----	7%	14%
[] f. Programs to attract and retain businesses in San José -----	9%	14%
(DON'T READ) Other (Specify) -----	1%	2%
(DON'T READ) All -----	2%	3%
(DON'T READ) None -----	1%	2%
(DON'T READ) Don't Know -----	0%	2%

13. Now I am going to read you a list of specific enhancements that could be made to city programs or services if funding is available in next year's budget. Recognizing that funding for additional city services will be extremely limited, please tell me how important it is to you personally that the program be funded: extremely important, very important, somewhat important, or not too important. (ROTATE)

	<u>EXT</u> <u>IMP</u>	<u>VERY</u> <u>IMP</u>	<u>SMWT</u> <u>IMP</u>	<u>NOT</u> <u>TOO</u> <u>IMP</u>	<u>(DK/</u> <u>NA)</u>
[]a. Hiring more police officers -----	26%	35%	28%	10%	1%
[]b. Expanding street maintenance and repair programs -----	25%	40%	28%	6%	1%
[]c. Reopening recently-closed community centers-----	13%	34%	33%	15%	5%
[]d. Completing delayed repairs and maintenance to parks including trees and grass, walkways, benches, parking lots and play equipment -----	11%	42%	36%	9%	2%
[]e. Reopening public libraries on Mondays -----	14%	31%	27%	24%	4%
[]f. Increasing funding for recruiting and training city employees and recognizing dedicated employees -----	7%	32%	34%	22%	5%
[]g. Synchronizing traffic signals to improve traffic flow -----	28%	38%	26%	6%	2%
[]h. Completing maintenance and repairs to city buildings that have been delayed -----	6%	34%	43%	13%	3%
[]i. Expanding streetlight and road sign maintenance programs-----	13%	35%	39%	12%	2%
[]j. Expanding tree trimming services for trees and plants on roadways, including residential park strips and medians-----	7%	32%	40%	19%	1%
[]k. Increasing funding for revenue collection and management of city finances -----	10%	29%	34%	19%	8%
[]l. Replacing run-down city vehicles, including construction and repair equipment, that are overdue for replacement-----	6%	33%	43%	13%	5%
[]m. Increasing long-range planning for future growth by restoring funding to the planning, building and code enforcement department -----	13%	33%	38%	11%	4%
[]n. Restoring maintenance levels at parks including increasing the frequency of garbage pick-up and lawn mowing -----	10%	36%	38%	14%	1%
[]o. Adding more code enforcement officers -----	12%	30%	31%	23%	5%

NOW LET ME GIVE YOU SOME MORE INFORMATION ABOUT THIS YEAR'S CITY BUDGET. THIS YEAR CITY OFFICIALS ANTICIPATE THAT THERE WILL BE A BUDGET SHORTFALL OF 20 MILLION DOLLARS. THIS MEANS THAT THE CITY COUNCIL AND MAYOR WILL HAVE TO MAKE SIGNIFICANT CUTS IN EXISTING SERVICES IN ORDER TO BALANCE THE BUDGET. OVER THE PAST FIVE YEARS, THE CITY HAS ALREADY CUT TENS OF MILLIONS OF DOLLARS FROM THE BUDGET AND REDUCED THE SIZE OF THE CITY WORKFORCE BY EIGHT PERCENT. EVEN FURTHER CUTS WILL BE REQUIRED TO BALANCE THIS YEAR'S BUDGET.

IN THE NEXT FEW QUESTIONS I'M GOING TO ASK FOR YOUR OPINIONS ABOUT WHICH CITY PROGRAMS OR SERVICES SHOULD HAVE THEIR FUNDING SCALED BACK OR ELIMINATED.

14. In general, which City services would you be most willing to see cut back in the upcoming City budget? (OPEN END; RECORD VERBATIM RESPONSE AND THEN CODE)

None	13%
Parks	13%
City Employees/Salaries	9%
Recreation Programs/Services	9%
Libraries	8%
Tree Trimming	7%
City Council / Public Officials	5%
Community Centers/Services	5%
Building Maintenance / Maintenance (General)	4%
Code Enforcement	3%
Street/Road Cleaning/Maintenance	3%
Street/Road Repair/Improvements	2%
Business Development/Retention	2%
Planning Department / Growth/Development Control	2%
Police Department / Law Enforcement / Crime Control	2%
Arts / Cultural Programs	1%
Bus Transportation	1%
Employment Services / Training Programs	1%
Fire Department/Emergency Services	1%
Social Services	1%
City Hall Building	1%
Revenue Collection	1%
Waste Management / Garbage Collection	1%
Non-Essential Services/Programs	1%
All	1%
City Of San José (General)	0%
Downtown Rejuvenation	0%
Education / Teachers	0%
Grand Prix Race	0%
Health Care	0%
Homeless/Housing Assistance	0%
Immigration	0%
Infrastructure (Unspecified)	0%
Senior Services	0%
Traffic Control	0%
Youth Activities/Programs	0%
Bilingual Programs/Services	0%
Miscellaneous Other Mentions	2%
Don't Know / NA / Refused	23%

15. Now I am going to read you some of the main categories of spending in the San José City budget one more time. Please tell me which of these six categories of services you would be most willing to see cut back in next year's budget. **(IF CHOICE MADE, FOLLOW UP BY ASKING: "And which should be the second choice?") (ROTATE)**

	<u>FIRST CHOICE</u>	<u>SECOND CHOICE</u>
[] a. Street maintenance and road repair -----	12%	7%
[] b. Police and fire services -----	9%	10%
[] c. Public libraries -----	13%	11%
[] d. Park maintenance and upkeep -----	20%	19%
[] e. Recreation services, including community centers -----	15%	20%
[] f. Programs to attract and retain businesses in San José-----	18%	12%
(DON'T READ) Other (Specify) -----	1%	0%
(DON'T READ) All-----	1%	2%
(DON'T READ) None -----	9%	13%
(DON'T READ) Don't Know-----	3%	7%

16. Now I am going to read you a list of potential cuts to City services. Understanding that 20 million dollars has to be cut from the City budget this year, please tell me whether you would find each of the following potential budget cuts to be completely acceptable, somewhat acceptable, or not acceptable as a way of helping to balance the City budget. (ROTATE)

	COMP ACC	SMWT ACC	NOT ACC	(DK/ NA)
[] a. Reducing homework centers -----	13%	43%	35%	9%
[] b. Further reducing sidewalk repair and maintenance programs-----	11%	45%	41%	3%
[] c. Reducing staff in the mayor's office-----	46%	34%	12%	8%
[] d. Reducing staff in the offices of the City Attorney, City Auditor, City Clerk, City Manager, Independent Police Auditor or City Council's offices-----	32%	46%	17%	5%
[] e. Reducing funding to community based organizations -----	14%	48%	33%	5%
[] f. Reducing support staff, but <u>not</u> sworn police officers, in the police department-----	15%	46%	36%	3%
[] g. Reducing administrative staff at the fire department-----	12%	43%	41%	5%
[] h. Eliminating staffing at city pools and aquatics centers-----	15%	45%	37%	4%
[] i. Reducing staff at the planning department-----	20%	51%	22%	7%
[] j. Reducing street maintenance -----	6%	33%	61%	1%
[] k. Reducing funds for recruiting, training and recognizing City employees-----	22%	49%	27%	2%
[] l. Closing bathrooms in neighborhood parks -----	8%	28%	63%	2%
[] m. Reducing the number of officers doing traffic enforcement -----	11%	33%	53%	2%
[] n. Reducing library hours by one day per week-----	20%	39%	40%	2%
[] o. Reducing the number of school crossing guards-----	10%	25%	61%	4%
[] p. Reducing funds for revenue collection and management of City finances-----	15%	46%	31%	7%
[] q. Eliminating city programs that educate young people in character and decision-making or give them work experience in city government-----	9%	33%	54%	3%
[] r. Eliminating crime prevention programs in which the City works with neighborhoods -----	5%	26%	67%	2%
[] s. Reducing police staffing dedicated to solving property crimes -----	4%	28%	65%	3%
[] t. Reducing garbage pick-up and mowing at parks -----	4%	42%	51%	3%
[] u. Reducing staff at community centers -----	9%	51%	38%	3%
[] v. Reducing staff at senior centers -----	7%	44%	46%	4%

17. Now I am going to read you several sets of choices that the Mayor and City Council may have to make in order to balance the City budget. After I read each one, please tell me which of the two options you think the City should choose: **(ROTATE PAIRS AND WITHIN PAIRS)**

[]a. [] Increasing the number of police officers, but making cuts in libraries, street maintenance, and parks and recreation services-----33%

OR

[] Keeping the current number of police officers the same, but preventing major cuts in libraries, street maintenance, and parks and recreation services-----57%

(DON'T READ)

(BOTH)----- 1%

(NEITHER) ----- 6%

(DON'T KNOW/NA) ----- 2%

[]b. [] Expanding street maintenance and pothole repair programs, but making cuts in libraries, public safety support services, and parks and recreation services-----28%

OR

[] Keeping the current level of street maintenance and pothole repairs, but preventing major cuts in libraries, public safety support services, and parks and recreation services -----61%

(DON'T READ)

(BOTH)----- 1%

(NEITHER) ----- 5%

(DON'T KNOW/NA) ----- 5%

18. Let me ask you about another issue. An independent commission established by San José voters might recommend salary increases for city elected officials. Do you support or oppose salary increases for city elected officials if they are recommended by an independent commission? **(IF SUPPORT/OPPOSE, ASK: "Is that strongly or somewhat?")**

Strongly support----- 6%

Somewhat support -----15%

TOTAL SUPPORT -----**21%**

Somewhat oppose-----18%

Strongly oppose -----47%

TOTAL OPPOSE -----**65%**

(DON'T READ) It depends----- 11%

(DON'T READ) DK/NA----- 3%

19. Some cities are considering public funding for City Council and Mayoral campaigns in order to reduce the importance of fundraising from private donors in local elections. Would you support or oppose the public financing of City Council and Mayoral campaigns in San José? (IF SUPPORT/OPPOSE, ASK: "Is that strongly or somewhat?")

Strongly support-----12%
 Somewhat support -----24%
TOTAL SUPPORT -----36%

Somewhat oppose-----15%
 Strongly oppose -----35%
TOTAL OPPOSE -----50%

(DON'T READ) It depends----- 11%
 (DON'T READ) DK/NA----- 4%

HERE ARE MY FINAL QUESTIONS. THEY ARE JUST FOR STATISTICAL PURPOSES.

20. Do you own or rent the house or apartment where you live?

Own -----66%
 Rent -----32%
(DON'T READ) Don't know/Refused--- 2%

21. Are there any children under the age of 18 living in your household?

Yes-----48%
 No-----51%
(DK/NA) ----- 1%

22. Please stop me when I come to the category that best describes the ethnic or racial group with which you identify yourself. Is it....?

Hispanic/Latino-----27%
 African-American----- 3%
 Asian-----20%
 Caucasian/White -----41%
 Native American/Indian ----- 1%
 Some other group or identification ---- 6%
(DON'T READ) Refused ----- 2%

23. In what year were you born?

1989-1983 (18-24)	9%
1982-1978 (25-29)	10%
1977-1973 (30-34)	10%
1972-1968 (35-39)	11%
1967-1963 (40-44)	12%
1962-1958 (45-49)	10%
1957-1953 (50-54)	9%
1952-1948 (55-59)	8%
1947-1943 (60-64)	5%
1942 or earlier (65 & over)	12%
(DON'T READ) Refused	4%

24. I don't need to know the exact amount but I'm going to read you some categories for household income. Would you please stop me when I have read the category indicating the total combined income for all the people in your household before taxes in 2006?

\$10,000 and under	6%
\$10,001 - \$20,000	8%
\$20,001 - \$30,000	6%
\$30,001 - \$60,000	15%
\$60,001 - \$75,000	12%
\$75,001 - \$100,000	11%
More than \$100,000	17%
(DON'T READ) Refused	26%

THANK YOU VERY MUCH FOR YOUR TIME AND ATTENTION TO MY QUESTIONS.

Gender by observation:

Male	51%
Female	49%

Phone # _____

Date _____

City _____

Interviewer _____

Verified by _____

ZIP _____

County _____

Cluster # _____

Page # _____