

## CHANGE | TRANSPARENCY | TRUST

Milpitas needs a **SMART** budget that protects essential services, prepares for the future, and delivers better value for residents. I will make fiscal discipline a priority at City Hall while investing in the services and infrastructure that make Milpitas a great place to live.

**I will lead City Hall with fiscal discipline and hold our city government accountable for every taxpayer dollar.**

### **I WILL NOT:**

1. Balance the budget with gimmicks
2. Use one-time money to create permanent obligations
3. Ignore long-term liabilities
4. Add programs without identifying sustainable funding
5. Approve major projects without understanding the full lifecycle cost

### **I WILL:**

- Protect essential services
- Plan five years ahead
- Control recurring costs
- Pursue outside funding
- Maintain responsible reserves
- Demand competitive contracts
- Prioritize maintenance and safety
- Make City finances transparent

## THE MILPITAS FISCAL PROMISE

1. **I will run City Hall like a responsible steward of your money.**
2. **I will protect essential services.**
3. **I will eliminate waste before asking taxpayers for more.**
4. **I will leverage state and federal funding before spending local dollars.**
5. **I will invest in infrastructure and maintenance before adding unnecessary new obligations.**
6. **And I will make the City budget understandable, transparent, and accountable to every resident.**

SMARTER SPENDING. STRONGER SERVICES. A STRONGER MILPITAS.

## 1. I Will Start With a Zero-Based Budget Review

I will conduct a comprehensive review of City spending not because every program should be cut, but because every major expenditure should have a clear purpose.

For major programs and contracts, I will ask:

- What service are we providing?
- How many residents benefit?
- What does it cost?
- Are we getting the results we expected?
- Can we deliver it more efficiently?
- Can another agency or partner provide it at lower cost?
- Is there grant funding available?

**If we cannot explain the value, we should reconsider the spending.**

## 2. I Will Protect Core City Services First

Before adding new programs, I will protect the services residents depend on every day.

### **My priorities:**

- Public safety
- Street maintenance
- Parks and recreation
- Libraries and community services
- Clean and well-maintained public spaces
- Infrastructure
- Emergency preparedness
- Responsible permitting and customer service

**Core services come first.**

## 3. I Will Build a Multi-Year Financial Plan

I will move beyond balancing one year's budget at a time.

Milpitas should have a **5-year financial forecast** that shows:

- General Fund revenues
- Personnel costs

- Pension obligations
- Health-care costs
- Debt
- Capital needs
- Infrastructure maintenance
- Reserve levels
- Future liabilities

Every major policy decision should be evaluated against its **5-year financial impact**, not just its first-year cost.

## **4. I Will Control Personnel Costs Through Better Planning**

Personnel is one of the City's largest ongoing expenses.

I will not promise arbitrary layoffs or across-the-board cuts. Instead, I will:

- Review vacancies before automatically filling them
- Analyze staffing levels by department
- Identify opportunities for shared services
- Reduce unnecessary overtime
- Improve workforce planning
- Invest in technology where it can reduce repetitive administrative work
- Review contracting versus in-house delivery based on measurable value

**The goal is a right-sized workforce not simply a smaller workforce.**

## **5. I Will Rebid and Audit Major Contracts**

I will establish a regular review cycle for major City contracts.

We will examine:

- Cost
- Performance
- Contract utilization
- Competitive pricing
- Service quality
- Renewal terms

When competition can save money without reducing service quality, **I will make competition the default.**

## **6. I Will Build a Grant-and-Leverage Budget Strategy**

The City should not look at the operating budget and grants separately.

I will connect them. For every major capital project, we will ask:

**How much can we leverage from state, federal, county and regional funding before using local dollars?**

I will prioritize projects where local dollars can unlock significantly more outside funding.

**Goal: maximize every local dollar.**

## **7. I Will Protect Reserves**

Reserves are not excess money. They protect residents when there is:

- A recession
- Major infrastructure failure
- Natural disaster
- Emergency response
- Unexpected revenue loss
- Major liability

I will maintain a responsible reserve policy and establish clear rules for when reserves can and cannot be used. **One-time money should not fund permanent spending.**

## **8. I Will Separate One-Time Money From Ongoing Spending**

I will not use: **one-time grants + temporary revenues + reserves** to permanently increase recurring expenses. One-time money should primarily support:

- Infrastructure
- Technology
- Deferred maintenance
- Capital improvements
- One-time projects
- Investments that reduce future operating costs

## **9. I Will Make Development Pay Its Fair Share**

Growth should contribute to the infrastructure and services required to support it.

I will ensure that development fees are:

- Properly calculated
- Regularly reviewed
- Transparent
- Consistent with City infrastructure needs

At the same time, I will avoid unnecessary fees that make it harder to build housing, attract businesses, or create jobs.

**The goal is responsible growth not growth at any cost.**

## **10. I Will Create a Capital Improvement Priority List**

Milpitas has more infrastructure needs than available funding. I will establish a transparent ranking system based on:

### **Priority 1 Safety**

Projects that address immediate safety risks.

### **Priority 2 Maintenance**

Projects that prevent more expensive repairs later.

### **Priority 3 Essential infrastructure**

Roads, sidewalks, drainage, facilities and critical systems.

### **Priority 4 Quality of life**

Parks, recreation, streetscapes and community improvements.

### **Priority 5 New amenities**

Projects that should proceed when funding is available.

**We will fix what we already own before taking on unnecessary new obligations.**

## 11. I Will Create a Taxpayer Value Dashboard

Residents deserve to see where their money goes. I will establish a public dashboard showing:

| Measure   | What Residents Will See          |
|-----------|----------------------------------|
| Revenue   | Where City money comes from      |
| Spending  | Where it goes                    |
| Personnel | Staffing and compensation trends |
| Contracts | Major contracts and costs        |
| Grants    | Dollars received                 |
| Capital   | Projects and budgets             |
| Reserves  | Reserve levels                   |
| Debt      | Outstanding obligations          |
| Results   | What taxpayers received          |

### No more budget numbers without context.

Residents should be able to understand the City's finances without being a budget expert.

## 12. I Will Establish an Annual “Value for Milpitas” Review

Every year, I will ask City departments to identify:

**10 ways to save money, improve service, or generate additional revenue without raising taxes.**

Ideas could include:

- Energy savings
- Fleet efficiency
- Technology improvements
- Shared services

- Better purchasing
- Contract renegotiation
- Grant reimbursement
- Fee modernization
- Asset utilization
- Process simplification

The best ideas should be implemented not simply placed in a report.