



# City of San José Annual Report on City Services 2023-24

A Report from the City Auditor  
Report #24-09  
December 2024

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City of San José  
Office of the City Auditor

December 13, 2024

Honorable Mayor and Members  
Of the City Council  
200 East Santa Clara Street  
San José, CA 95113

## Annual Report on City Services 2023-24

With a population of over 950,000, San José is the thirteenth largest city in the United States and the third largest in California. The City of San José serves an ethnically diverse population—about 40 percent Asian, 31 percent Hispanic or Latino/a/x, and 21 percent Non-Hispanic White. Forty-three percent of San José residents are foreign born. More than half of residents speak a language other than English at home.

In 2023, San José’s median household income was over \$136,200; however, the cost of living is among the highest in the nation. The observed rent index for San José was above other large California cities in the last year, with average monthly rents of \$2,800 for all unit types. In mid-2024, the median home price was \$1.7 million. Meanwhile, 13 percent of San José households earned less than \$35,000. An estimated 6,300 residents were homeless, according to the 2023 homeless point in time count. Of these, 70 percent were unsheltered.

The San José city government (City) is comprised of over 20 departments or offices that provide a wide range of public services. These include public safety, neighborhood services, community and economic development, and others. In 2023-24, the City’s overall expenditures from all funds totaled \$4.8 billion. Of that, departmental operating expenditures totaled \$2.0 billion, or about \$2,106 per resident. General Fund expenditures totaled over \$1.5 billion, of which over 50 percent were for the Police and Fire Departments.

Overall, there were 7,040 full-time equivalent positions in 2023-24. San José employs about 7.3 people per 1,000 residents—fewer than any other large California city we surveyed.

### Community Survey

For the fourth year in a row, the City Auditor’s Office and the City Manager’s Office worked with True North Research to develop and conduct a Community Opinion Survey (referred to throughout this report as the community survey). The survey provides a statistically valid sampling of resident opinions about their community and services provided by local government.

Half of respondents rated the overall quality of life in San José as “excellent” or “good.” Approximately 52 percent were satisfied with the City’s overall performance in providing municipal services.

Though satisfaction with specific government services varied, the 2024 survey results show modest improvement in resident satisfaction in a few key areas. Overall satisfaction increased by 3 percent from the prior year. The City’s performance in reducing gang activity showed a statistically significant increase of 7 percent.

Among resident priorities for specific changes to make San José a better place to live, addressing homeless issues was the most commonly mentioned, followed by providing more affordable housing, and improving public safety/reducing crime—the same as last year.

## Performance Results by City Service Area

The City provides a wide array of services that city residents, businesses, and other stakeholders count on. The City integrates services provided by individual departments into City Service Areas (CSAs) that reflect the City's five key lines of business. An additional CSA, referred to as Strategic Support, represents internal functions that support the other CSAs. Performance highlights across the CSAs include:

### *Public Safety*

- The Police Department handled nearly 1.2 million calls for service and responded to about 176,100 Priority 1 to 4 incidents in 2023-24. The citywide average response time for Priority 1 calls was 8 minutes, slower than the 6-minute target. On average, Police responded to Priority 2 calls in 28 minutes, an increase from the prior year and much slower than their 11-minute response target.
- The Fire Department responded to 110,300 incidents in 2023-24, including 4,600 fires. Fire responded to 64 percent of Priority 1 incidents within its time standard of eight minutes (target: 80 percent), a decrease from the prior year. It also responded to 90 percent of Priority 2 incidents within 13 minutes (target: 92 percent).
- Two-thirds of survey respondents reported San José as a very or somewhat safe place to live. Results varied for perceptions of safety in local neighborhoods or downtown. Fire protection and prevention services remain one of the highest rated City services with 66 percent of respondents rating such services as excellent or good.

### *Community and Economic Development*

- San José had 0.8 jobs per employed resident in 2023, less than the Envision 2040 target of 1.1 jobs per employed resident.
- The City issued 6,300 building permits in 2023-24. Staff conducted 92,200 building inspections. The average number of days to the next available building inspection was seven days, above the target of two days.
- Developers completed 527 affordable units with City help in 2023-24. However, facilitating the creation of affordable housing was the second-lowest rated City service by survey respondents.

- About 1,900 homeless San José residents received assistance into housing. The City has eight interim housing sites providing temporary shelter for individuals and families experiencing homelessness. However, addressing homelessness continues to be the lowest rated City service by survey respondents.

### *Transportation and Aviation Services*

- In 2023-24, the Airport served 11.9 million airline passengers, a slight decrease from the prior year. Survey respondents rated operating the San José Mineta International Airport the highest of all City services.
- Overall, the Department of Transportation rated city streets as “good” (73 out of 100 on the Metropolitan Transportation Commission Pavement Condition Index). In 2023-24, 135 miles of street were resurfaced and 78 miles were preventatively sealed as part of the pavement maintenance program.
- Forty-eight percent of survey respondents rated the maintenance of their neighborhood streets as excellent or good. Only 27 percent rated the City’s efforts to manage traffic on city streets as excellent or good.

### *Environmental and Utility Services*

- San José Clean Energy (SJCE) served nearly 350,000 accounts with energy that was at least 95 percent carbon free. SJCE stayed within its target opt-out rate of less than 5 percent. Customers saved between 0.7 and 4.15 percent compared to PG&E rates.
- Sixty-five percent of residential waste was diverted from landfills in 2023-24. The tons of solid waste recycled, reused, or composted decreased from the prior year, while there was an increase in the amount sent to landfill. However, providing trash, recycling, and yard waste services was one of the highest rated City services by survey respondents.
- The City’s Regional Wastewater Facility maintained 100 percent compliance with pollutant discharge requirements for water discharged into the San Francisco Bay.

### *Neighborhood Services*

- The City's libraries were open for about 60,200 hours in 2023-24, comparable to pre-pandemic levels. Total circulation and estimated visitors increased in 2023-24. Providing library services was one of the highest rated City services by survey respondents.
- Sixty-five percent of developed park acres had a Park Condition Assessment (PCA) score of 80 percent or better, above the target of 56 percent. Eighty-two percent of survey respondents reporting visiting a park in San José at least once in the past year.
- Estimated participation at City-operated community centers decreased in 2023-24 compared to the prior year. Thirty-eight percent of survey respondents gave an excellent or good rating to the City's efforts to provide recreation programs and opportunities at City parks and recreation centers.
- In 2023-24, BeautifySJ collected 4,800 tons of illegally dumped material and exceeded its goal to provide on-time trash pickup to encampments at least 80 percent of the time.
- The City had a backlog of Code Enforcement cases totaling 4,260 at the end of FY 2023-24. Thirty percent of survey respondents were generally satisfied with the City's efforts to enforce code violations.

### *Strategic Support*

- The Information Technology Department reports 81 percent of its 2023-24 projects met success criteria, meeting its target of 80 percent. Sixty-five percent of SJ311 customers reported being satisfied.
- Vehicles in the City's general fleet were available when needed 98 percent of the time; emergency vehicles were available 100 percent of the time, the same as the prior year.
- Public Works completed 35 capital projects in 2023-24; 97 percent of projects were completed on budget. Of projects intended for completion in 2023-24, 78 percent were on schedule.

- The City received general obligation bond ratings of Aa1/AA+/AAA by the three leading national ratings agencies: Moody's, Standard & Poor's, and Fitch. The Finance Department managed \$2.96 billion in City cash and investments and procured \$297 million in products and services, a 25 percent increase from the prior year.

Additional information about other City services is included in the report.

### **About This Report**

This report provides performance data on the cost, quantity, quality, timeliness, and public opinion of City services. It includes historical trends and comparisons to targets and other cities. The report is intended to be informational and to provide the public with an independent, impartial assessment of the services the City provides with their tax dollars.

This report builds on the City's existing systems and measurement efforts. The City has been working to improve its performance measures to better represent City services and results. As part of this effort, the City Manager's Office updated measures presented in the City's 2023-24 Operating Budget for three CSAs and related departments. The remaining three CSAs are expected to be reviewed in future operating budgets.

This report complements the Administration's work in those efforts, offering a broad look at services across departments. We are aligning our report with the updated CSA and department measures as they are developed and will continue to provide a resource for readers to understand the full scope of the City's services and performance across programs.

The City Auditor's Office selected and reviewed performance data to provide assurance that the information in this report presents a fair picture of the City's performance. All City departments are included in our review; however, this report is not intended to be a complete set of performance measures for all users. It provides insights into service results but is not intended to thoroughly analyze those results. By reviewing this report, readers will better understand the City's operations.

The report contains an introduction with a community profile of the City, measures about the City's finances, and a summary of the City's overall budget and staffing. This is followed by community survey results. The remainder of the report presents the City Service Area dashboards, followed by performance information for each department in alphabetical order—their missions, descriptions of services, workload and performance measures, and survey results. Additional copies of this report are available from the Auditor's Office and are posted on our website at [www.sanjoseca.gov/servicesreport](http://www.sanjoseca.gov/servicesreport). We thank the many departments that contributed to this report. This report would not be possible without their support.

Respectfully submitted,



Joe Rois,  
City Auditor

Audit staff: Alison Pauly, Hiwad Haider, Brittney Harvey, Dilnoza Khudoyberganova, Michelle Mallari, Gitanjali Mandrekar, Ebelechukwu Obi, Michael O'Connell Jr., Adrian Perez, Maria Valle

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# INTRODUCTION

Background  
City Government  
Community Profile  
City Finances  
Operating Budget and Staffing  
Scope and Methodology

# INTRODUCTION

## BACKGROUND

This is the 17<sup>th</sup> Annual Report on City Services. The purpose of this report is to:

- improve government transparency and accountability,
- provide consolidated performance and workload information on City services,
- allow City officials and staff members to make informed management decisions, and
- communicate to the public on the state of City departments, programs, and services.

The report contains summary information including workload and performance results for the fiscal year ended June 30, 2024. We limited the number and scope of workload and performance indicators in this report to items we identified as the most useful, relevant, and accurate indicators of City government performance that would also be of general interest to the public. This report also includes the results of a community survey, completed in September 2024, rating the quality of City services.

All City departments are included in our review; however this report is not a complete set of performance measures. The report provides three types of comparisons when available: historical trends, selected comparisons to other cities, and selected comparisons to stated targets.

This report covers the functions of the City government of San José. The city's residents are also served by the County of Santa Clara, which provides criminal justice, health and hospital, housing, and social services. The Santa Clara Valley Water District provides water and flood protection to San José residents. Multiple San José school districts serve the city's children and youth.

*Note: "City" is capitalized when referring to the City of San José as an organization and lowercase ("city") when referring to the city as a place.*

The first section of this report contains information about the City government; a short profile of the San José community; the City's operating budget, finances, and staffing; and resident perceptions of the city, City services, and City staff. It also includes City Service Area (CSA) dashboards – the top six measures representing achievements in the City's key lines of business. The remainder of the report displays performance information by department, in alphabetical order. The departments are as follows:

- Airport
- City Attorney
- City Auditor
- City Clerk
- City Manager
- Economic Development and Cultural Affairs
- Energy
- Environmental Services
- Finance
- Fire
- Housing
- Human Resources
- Independent Police Auditor
- Information Technology
- Library
- Parks, Recreation and Neighborhood Services
- Planning, Building and Code Enforcement
- Police
- Public Works
- Retirement
- Transportation

## ACKNOWLEDGEMENTS

The Office of the City Auditor thanks staff from each City department for their time, information, and cooperation in the creation of this report.

## CITY GOVERNMENT

San José operates under a council/manager form of government, where the City Council is the primary legislative body and the City Manager oversees day-to-day municipal operations. The City has an 11-member City Council with many Council-appointed boards and commissions.\* The Mayor is elected citywide; Council members are elected by district (see map).

There were 21 City departments and offices during fiscal year 2023-24. Five of the departments and offices are run by officials directly appointed by the City Council. Those officials are the City Manager, City Attorney, City Auditor, Independent Police Auditor, and City Clerk.

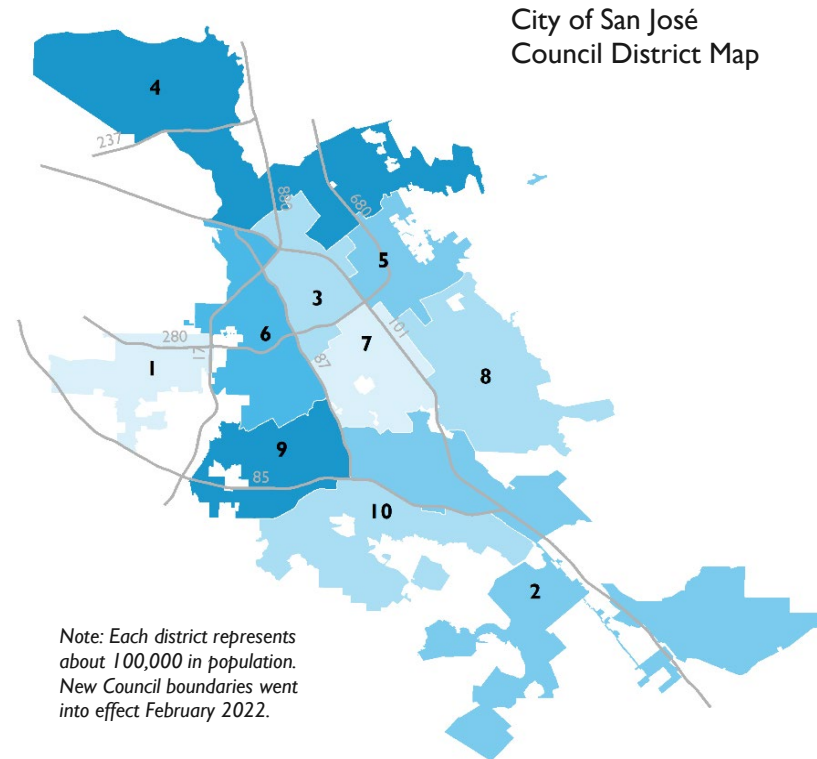
Some departments and programs serve expanded service areas. These departments include Environmental Services, Public Works, and the Airport. For example, the San José/Santa Clara Regional Wastewater Facility is co-owned by the cities of San José and Santa Clara and provides service to those cities as well as Milpitas, Cupertino, Los Gatos, Monte Sereno, Campbell, and Saratoga. The Airport serves the entire South Bay region and neighboring communities.

The Mayor's March 2024 budget message, which was approved by the City Council, included priorities for the upcoming year, with proposed continued investments in the areas of:

- Increasing Community Safety
- Reducing Unsheltered Homelessness
- Cleaning Up Our Neighborhoods
- Attracting Investment in Jobs and Housing

The City Council meets weekly. Meeting schedules and agendas can be viewed [online](#).

\*Details of the boards and commissions can be found on [the City's website](#).



The City Council also holds Council Committee meetings each month. The current Council Committees are:

- Community & Economic Development Committee
- Neighborhood Services & Education Committee
- Public Safety, Finance & Strategic Support Committee
- Rules & Open Government Committee
- Transportation & Environment Committee

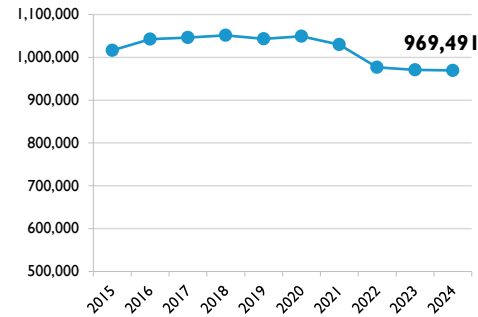
# INTRODUCTION

## COMMUNITY PROFILE

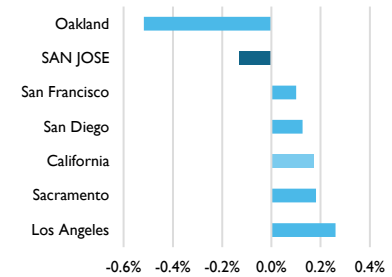
San José, with a population of over 950,000, is the thirteenth largest city in the United States and the third largest city in California. Major California cities had slight population increases over the past year, although San José and Oakland experienced slight declines.

Both San José and Santa Clara County have experienced population changes over the past few years. In 2023, San José's population has generally stabilized after large out-migration in 2021 and 2022. Using 2023 Census data, the number of lower- and middle-income households (income of under \$150,000) in San José declined in 2023 while the number of higher income households increased. The state experienced an overall population increase, with a net migration of about 67,100 in the past year.

**San José's Population Growth**



**Population Change in Major California Cities**

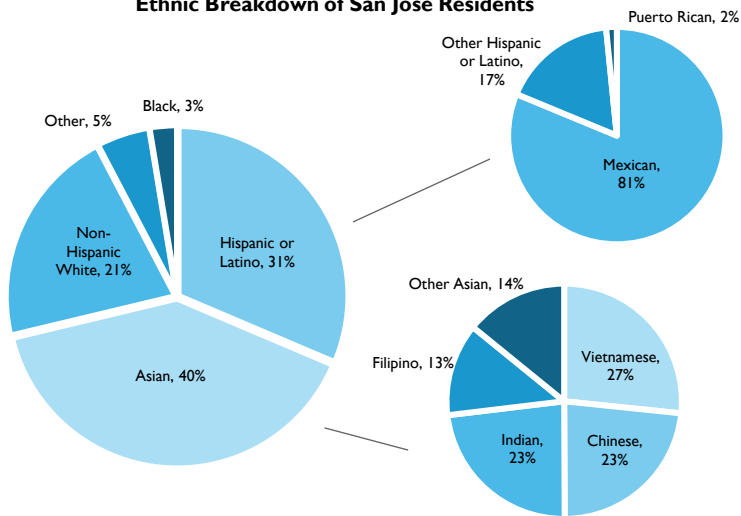


Source: California Department of Finance population estimates. Net flows are from January 1 to December 31. Population change in major California cities as of January 1, 2024.

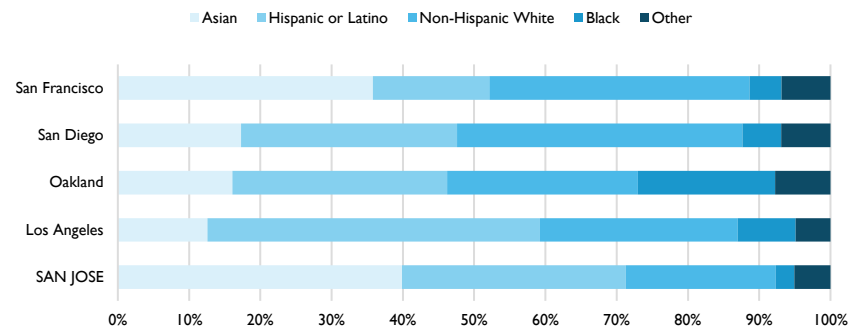
## THE CITY'S RESIDENTS ARE DIVERSE

The City serves an ethnically diverse population. Understanding the demographics of San José is important because they influence the type of services the City provides and residents demand. It can also influence how services are provided (e.g., providing programming in other languages).

**Ethnic Breakdown of San José Residents**



**Population by Ethnicity**



Source: U.S. Census Bureau, American Community Survey, 2023 1-year estimates (Table DP05)

Source: U.S. Census Bureau, American Community Survey, 2023 1-year estimates (Table DP05)

**MANY RESIDENTS ARE FOREIGN BORN**

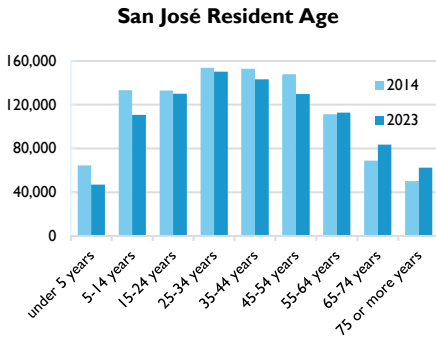
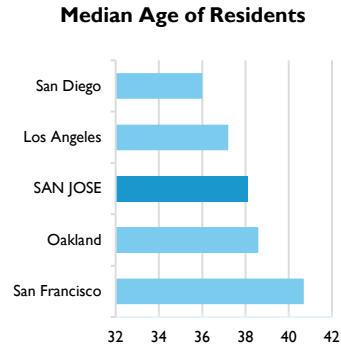
There were an estimated 415,200 foreign-born residents in 2023 (43 percent of the total population). This is an increase of nearly 13,500 from 2014 to 2023—though there has been a slight demographic shift within the foreign born population. Over that period, the number of residents born in Asia increased by 22,600, while the number of residents born in Latin America decreased by 9,800.

The proportion of the city's residents that speak a language other than English at home slightly increased from 2014 to 2023. The proportion of the City's residents who are not U.S. citizens in 2023 was 19 percent, compared to 17 percent in 2014.

**THE MEDIAN AGE IS SLIGHTLY LOWER THAN THE UNITED STATES' GENERALLY**

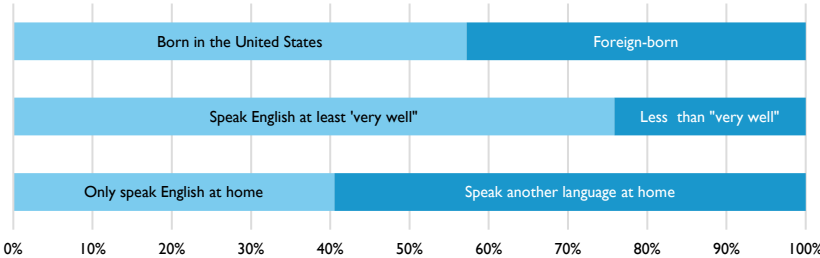
According to 2023 Census data, San José's population has a median age of 38 years. This is lower than the median age of the U.S. population in 2023. In 2014, the city's median age was 37.

In 2023, San José's population 34 years old and under decreased while the population 65 and over increased compared to 2014. In 2023, 438,100 residents were under 34 years old, and 145,700 were 65 or over. In 2014, the population 34 years old and under was 484,700 and 65 and over was 118,900.



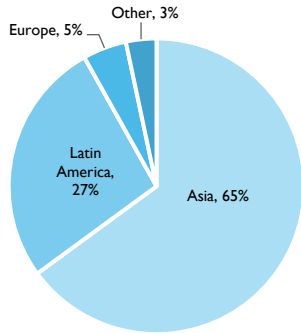
Source: U.S. Census Bureau, American Community Survey, 2023 1-year estimates (Table DP05)

**Characteristics of San José Residents**

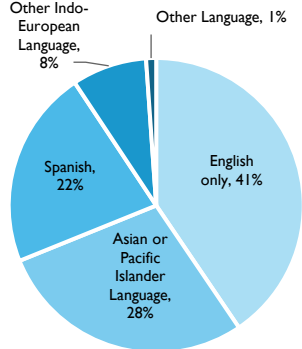


Source: U.S. Census Bureau, American Community Survey, 2023 1-year estimates (Table DP02)

**Foreign Born Population by Region**



**Languages Spoken at Home**



Source: U.S. Census Bureau, American Community Survey, 2023 1-year estimates (Table DP02)

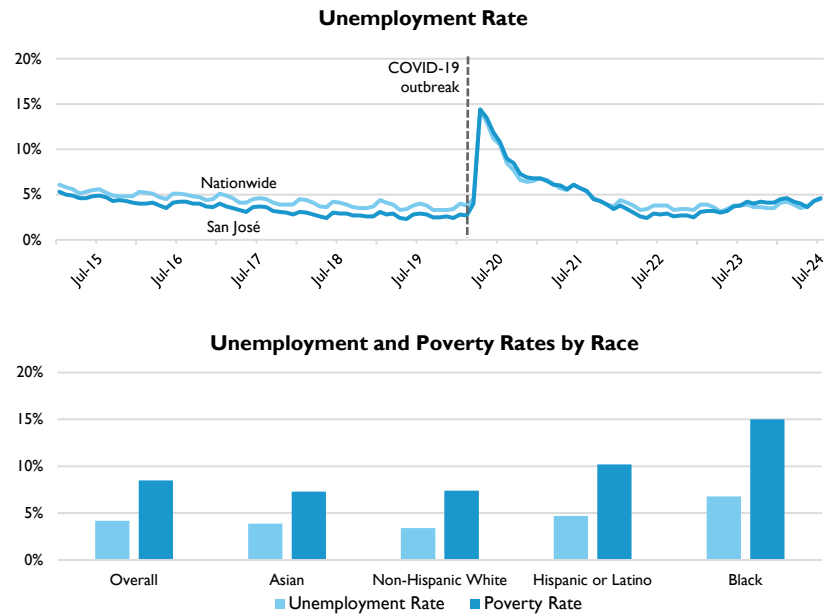
# INTRODUCTION

## DESPITE HIGH MEDIAN INCOMES, MANY RESIDENTS MAY EXPERIENCE ECONOMIC DISTRESS

In 2023, median household income in the city was over \$136,200. This figure varied by race, with Black and Latino/a/x households having median household incomes of \$77,700 and \$91,900, respectively. This is less than Asian and Non-Hispanic White households, who had median household incomes of \$180,700 and \$146,900, respectively.

In 2023, about 13 percent of households earned less than \$35,000 in income and benefits, and 19 percent of the population received supplemental income or public assistance. The city's overall poverty rate was 8.5 percent, with the Black population experiencing the highest poverty rate in the city. The 2023 homeless census estimated that 6,300 residents were homeless, and of these, around 4,400 (70 percent) were unsheltered.

In July 2024, the city's unemployment rate was 4.6 percent. This was up from 3.8 percent in July 2023, but still lower than the high unemployment rates seen during the COVID-19 pandemic.



Source: U.S. Bureau of Labor Statistics; U.S. Census Bureau, American Community Survey, 2023 1-year estimates (Tables S1701 and S2301)

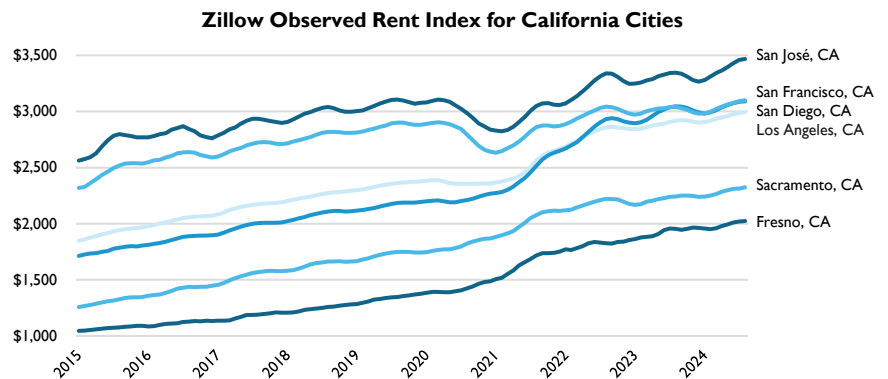
## HOUSING PRICES HAVE ALSO INCREASED

The cost of living in San José is among the highest in the country. As of mid-2024, the median home price in San José was \$1,700,000 and the average monthly rent for all unit types was \$2,800. This is up from \$1,192,000 and \$2,500, respectively, from mid-2020. Nationally, the median single-family home price was approximately \$422,100, according to the National Association of Realtors. In California, the single-family home price was approximately \$906,600.

In 2023, 33 percent of homeowners and 53 percent of renters in San José reported spending more than 30 percent of household income on housing costs.\* In addition, the National Equity Atlas\*\* reports that approximately 11,400 households in San José were behind on rent in September 2024, with an average rent debt per household of \$5,100. It further estimates that there are 8,500 children in households that are behind on rent.

\*The U.S. Department of Housing and Urban Development defines "housing affordability" as housing that costs less than 30 percent of the occupant's gross income.

\*\*The National Equity Atlas publishes data on racial and economic equity and is a partnership between PolicyLink and the USC Equity Research Institute. These figures are taken from its [Rent Debt Dashboard](#) and are based on the U.S. Census Bureau's Household Pulse Survey from July 23 to August 19, 2024.



Source: Zillow Research

The Zillow Observed Rent Index measures changes in asking rents over time, controlling for changes in the quality of the available rental stock. The index varies from average rent in that it represents price differences for the same rental units over time, rather than the average market rent for units available at a given time.

**CITY FINANCES**

As reflected in the City's [Annual Comprehensive Financial Report \(ACFR\)](#), the City received \$3.5 billion in revenues in 2023-24. Of this, business-type activities (Airport, San José Clean Energy, Wastewater Treatment System, Muni Water, and Parking System) generated \$1.2 billion. Governmental activities and general revenues totaled \$2.3 billion, which comes from a variety of sources, including taxes, fees, and grants. In 2023-24, the City's tax revenues were \$1,347 per capita.

The City's total expenses increased slightly in 2023-24 to \$3.3 billion. Business type activities incurred \$967 million in expenses, while governmental activities incurred \$2.3 billion.

In total, the City had \$7.5 billion in obligations as of June 30, 2024. Of this, \$511 million was for short-term obligations and \$6.9 billion was for long-term obligations. *Short-term obligations* are due within the next year. This includes things like accrued wages that City employees have earned, and accounts payable (money owed for supplies or for services rendered). *Long-term obligations* are generally not due within the next year, but will need to be paid in the future. This includes accrued vacation and sick leave, bonds, and pensions and other post-employment benefits (OPEB).

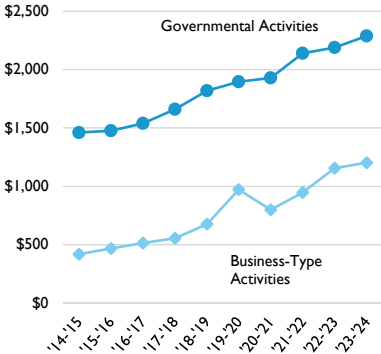
**CAPITAL ASSETS**

The City owns a variety of capital assets—land, buildings, vehicles, equipment, infrastructure (e.g., roads, bridges, sewers), and other assets with a useful life beyond one year. Capital assets also include construction projects currently being built but not yet completed.

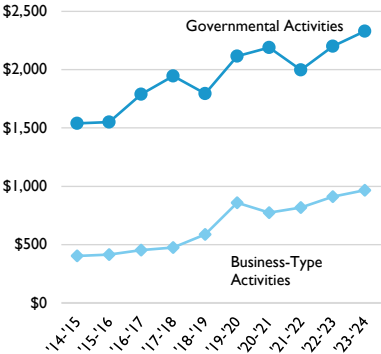
At the end of 2023-24, the City owned \$7.4 billion of capital assets. This figure represents the historical purchase or constructed cost less normal wear and tear from regular use (referred to as *depreciation*). In 2023-24, the City added \$355 million in capital assets; however, these were offset by \$344 million in depreciation.

In March 2024, staff reported that the City faced an estimated \$1.7 billion in deferred maintenance and infrastructure backlog, with an estimated additional \$129 million needed annually to sustain the City's infrastructure in a functional condition. The transportation system (e.g., streets, street lighting) is most affected by the backlog.

Total City Revenues (\$millions)

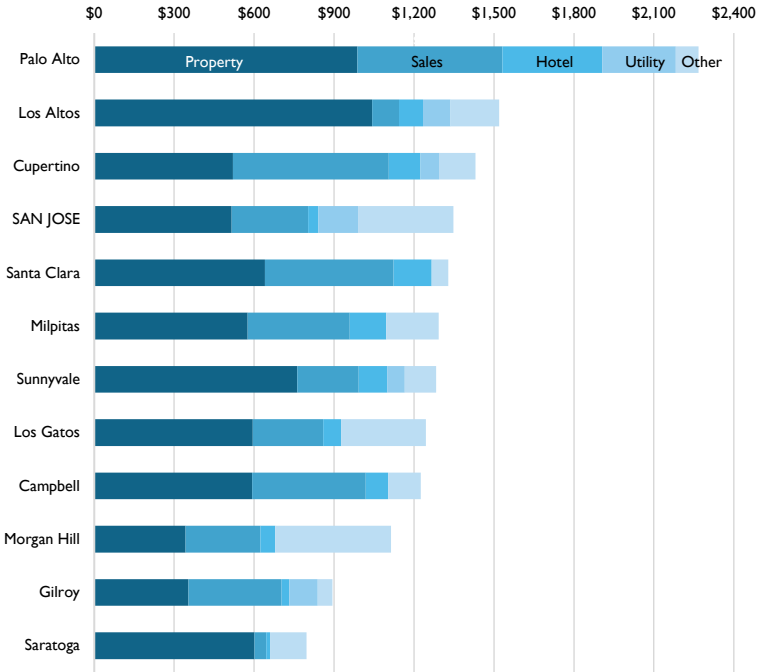


Total City Expenses (\$millions)



Source: 2023-24 City of San Jose Annual Comprehensive Financial Report.

City Comparison of Tax Revenues Per Capita (2022-23)



Source: 2022-23 State Controller's City Data and California Department of Finance population estimates.

# INTRODUCTION

## OPERATING BUDGET AND STAFFING

The City’s operating budget is a financial plan for how the City will provide services, pay obligations, and save for future expenses. It is approved by the Mayor and City Council. It contains information and data regarding expected sources and uses of funds, and performance. The City Charter requires the budget to be balanced for every fiscal year.

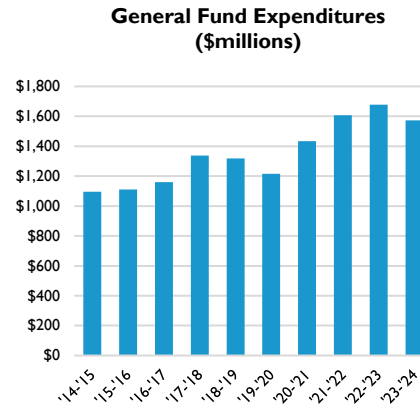
In 2023-24, City expenditures from all funds totaled about \$4.8 billion, a decrease from the prior year. Departmental personal and non-personal operating expenditures totaled approximately \$2.0 billion (or about \$2,106 per resident). The City’s Operating and Capital Budgets are online at the [Budget Office Website](#).

The General Fund is the primary operating fund used to account for the City’s revenues and expenditures which are not related to special or capital funds. In 2023-24, General Fund expenditures totaled over \$1.5 billion. Over 50 percent of expenditures were for the Police and Fire Departments.

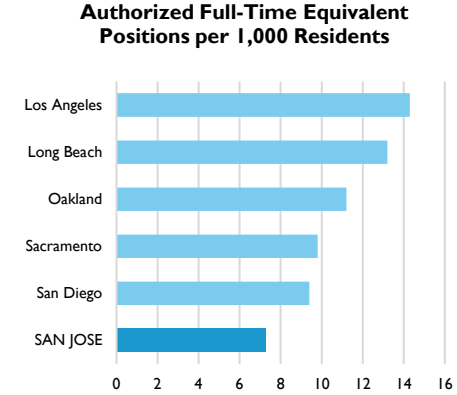
## CITY STAFFING

Much of the General Fund’s expenses are allocated for personnel costs. In 2023-24, there were 7,040 full-time equivalent positions in the City. Increased staffing in recent years restored staffing levels from a low in 2011-12, but current staffing is still below the peak staffing level of around 7,500 in 2001-02. Over 510 full-time employees left City employment in 2023-24, a decrease from last year. In addition, because of budget constraints, there was also a net change of 54 fewer positions from 2023-24 to 2024-25.

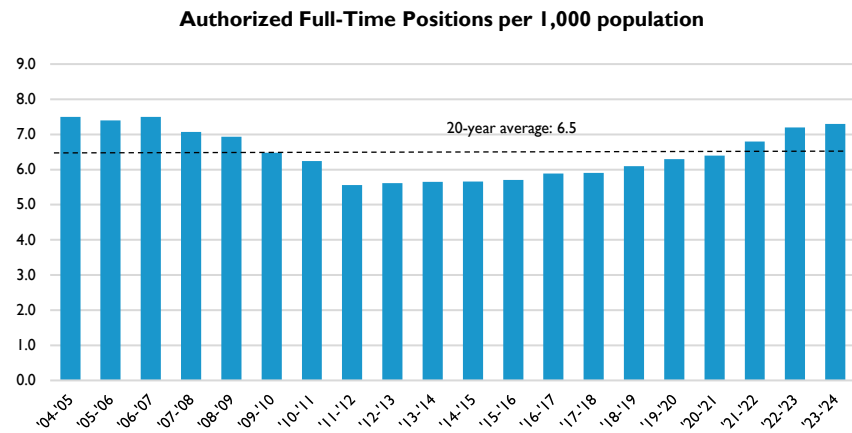
In 2023-24, the City had 7.3 authorized positions per 1,000 residents, far fewer than other large California cities. The number of authorized positions per 1,000 residents was, however, more than San José’s 20-year average of 6.5.



Source: San José Adopted Operating Budgets



Source: 2023-24 Operating Budgets from each jurisdiction and California Department of Finance Demographic Research Unit  
Note: The type and range of services may vary across jurisdictions.



Source: 2011 Fiscal and Service Level Emergency Report, November 2011, San José 2012-13 through 2023-24 Adopted Operating Budgets



**SCOPE & METHODOLOGY**

The City Auditor’s Office prepared this report in accordance with the City Auditor’s FY 2024-25 Work Plan. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The workload and performance results that are outlined here reflect current City operations. The report is intended to be informational and does not fully analyze performance results. The City Auditor’s Office compiled and reviewed departmental performance data. We reviewed information for reasonableness and consistency. We questioned or researched data that needed additional explanation. We did not however audit the accuracy of source documents or the reliability of the data in computer-based systems. We also did not assess the internal controls over performance data unless it was significant to determine the reasonableness and consistency of the reported information. Our review of data was not intended to give absolute assurance that all information was free from error. Rather, our intent was to provide reasonable assurance that the reported information presented a fair picture of the City’s performance.

**SELECTION OF INDICATORS**

This report relies on existing performance measures, many of which of which are reviewed yearly by Council, staff, and interested residents during the annual budget process. Unless otherwise indicated, this report uses population data from the California Department of Finance and demographic data from the U.S. Census Bureau. In some cases we have presented per capita data to adjust for population.

We used audited information from the City’s Annual Comprehensive Financial Reports ([ACFRs](#)). We cited mission statements, performance targets, performance outcomes, workload outputs, and budget information from the City’s Annual Operating Budget. We held numerous discussions with City staff to determine which performance information was most useful and reliable to include in this report. Where possible, we included ten years or more of historical data. We strove to maintain consistency with prior years’ reports by including most of the same performance indicators; however, due to issues such as reporting and program updates, some indicators have changed.

We welcome input from City Council, City staff, and the public on how to improve this report in future years. Please contact us with suggestions at [city.auditor@sanjoseca.gov](mailto:city.auditor@sanjoseca.gov).

**COMPARISONS TO OTHER CITIES**

Where possible and relevant, we have included benchmark comparisons to other cities (usually other large California cities, the state, or the nation). It should be noted that we took care to ensure that performance data comparisons with other cities compare like with like; however, other cities rarely provide exactly the same programs or measure data with exactly the same methodology.

**ROUNDING & INFLATION**

For readability, many numbers in this report are rounded. In some cases, tables or graphs may not add to 100 percent due to rounding. Financial data have not been adjusted for inflation. Please keep in mind inflation (in the table of San Francisco Area Consumer Price Index for All Urban Consumers below) when reviewing historical financial data included in this report.

<b>Year</b>	<b>Index</b>
2014-15	259.12
2023-24	351.06
% change in last 10 years	35.5%

Source: Bureau of Labor Statistics, based on June 2015 and June 2024



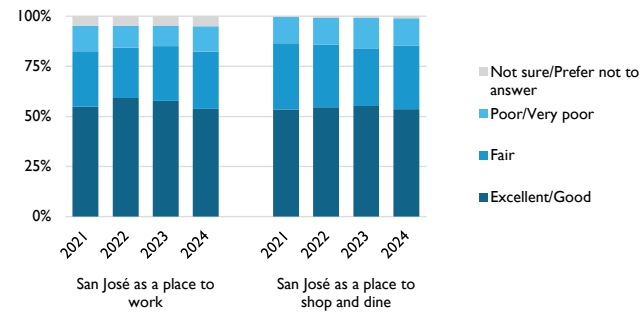
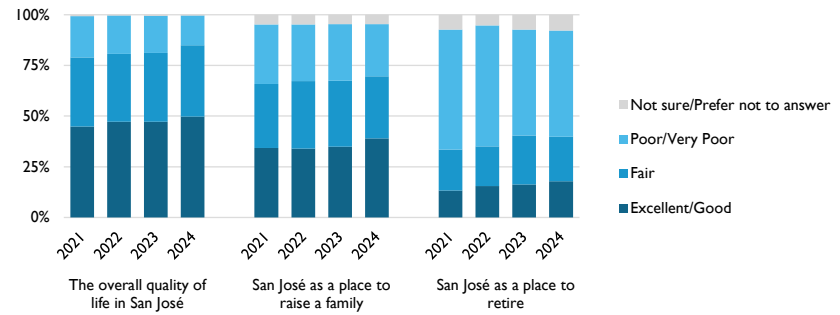
Resident perceptions about quality of life and City services in San José

# COMMUNITY SURVEY

For the fourth year in a row, the City Auditor's Office and the City Manager's Office worked with True North Research to develop and conduct a Community Opinion Survey (referred to throughout the report as the community survey). The survey provides a statistically valid sampling of resident opinions about their community and services provided by local government. Survey results in this chapter and in the following chapters provide the opinions of 1,122 randomly selected residents of the city who responded by telephone or online. The survey was administered in four languages: English, Spanish, Chinese, and Vietnamese.

The appendix of this report includes more information on survey responses. Complete survey results are posted online at [sanjoseca.gov/servicesreport](http://sanjoseca.gov/servicesreport) and include breakdowns by demographics and geography. The end of this chapter provides more specific information about the survey methodology.

Separate from the annual Community Opinion Survey, the City has conducted a quarterly Focus Area Community Survey to understand resident opinions on the Focus Area topics, as identified by the City Council.



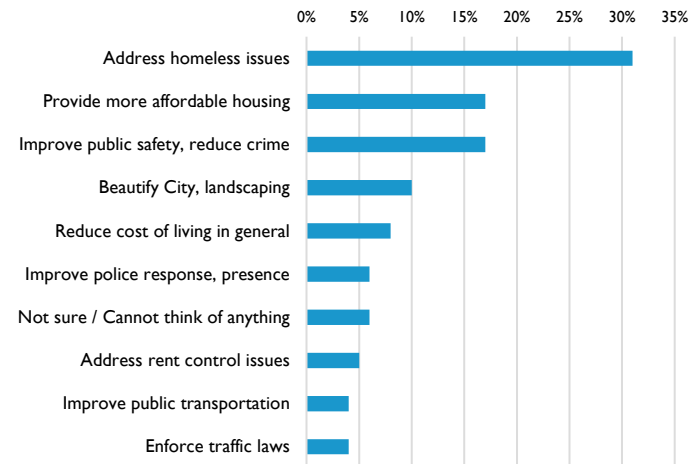
## QUALITY OF LIFE IN SAN JOSÉ

How residents rate their overall quality of life is an indicator of the overall health of a community.

Half of surveyed respondents rated the overall quality of life in San José as "excellent" or "good," a slight increase from last year. Respondents had the most favorable opinions of San José as a place to work (54 percent rated as "excellent" or "good") and as a place to shop and dine (54 percent rated as "excellent" or "good"). Thirty-nine percent of surveyed residents rated the city as an "excellent" or "good" place to raise a family. Just 18 percent rated the city as an "excellent" or "good" place to retire.

Among resident priorities for specific changes to make San José a better place to live, addressing homeless issues was the most commonly mentioned (31 percent), followed by providing more affordable housing (17 percent), and improving public safety and reducing crime (17 percent).

### Top Ten Resident Priorities to Improve San José



Note: Verbatim responses were recorded and later grouped.

**CITYWIDE QUALITY OF SERVICES**

Surveyed respondents were fairly split in their satisfaction with the City's overall performance in providing services. A little over half of survey respondents (52 percent) expressed satisfaction with the City's overall performance in providing services, 42 percent expressed dissatisfaction, and 6 percent said they were not sure or preferred not to answer.

Highly rated government services include operating the Mineta San José International Airport, providing library services; fire protection and prevention services; and trash, recycling, and yard waste services.

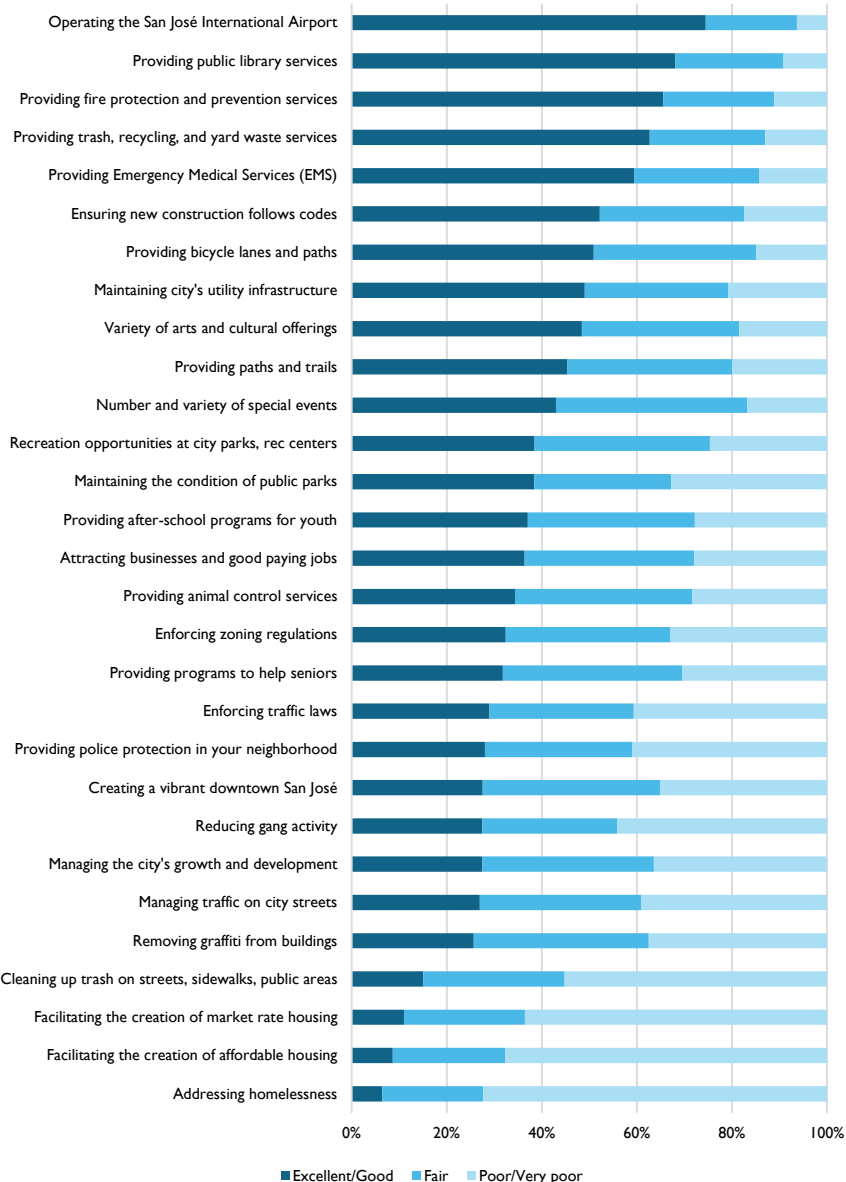
In comparison, few survey respondents rated the City's performance in addressing homelessness, facilitating the creation of affordable housing, and facilitating the production of market rate housing as "excellent" or "good."

Satisfaction ratings for City services generally remained consistent over the past year. Relative to last year, resident ratings of the City's performance in reducing gang activity was the only service to see a statistically significant change in satisfaction. Overall, approximately 28 percent of respondents rated reducing gang activity as "excellent" or "good" (up from 20 percent).

Over 40 percent of survey respondents reported being dissatisfied with the City's code enforcement efforts. Respondents who reported being dissatisfied were asked to describe the particular issue in their neighborhood that the City isn't addressing to cause their dissatisfaction. Similar to the prior year, top responses crossed departmental responsibilities and included cars and RVs illegally parking on streets (31 percent), abandoned vehicles (23 percent), illegal dumping or trash (21 percent), and homeless camping and living in vehicles (18 percent).

More information on survey results related to specific services can be found in individual department pages later in this report.

Quality of Services



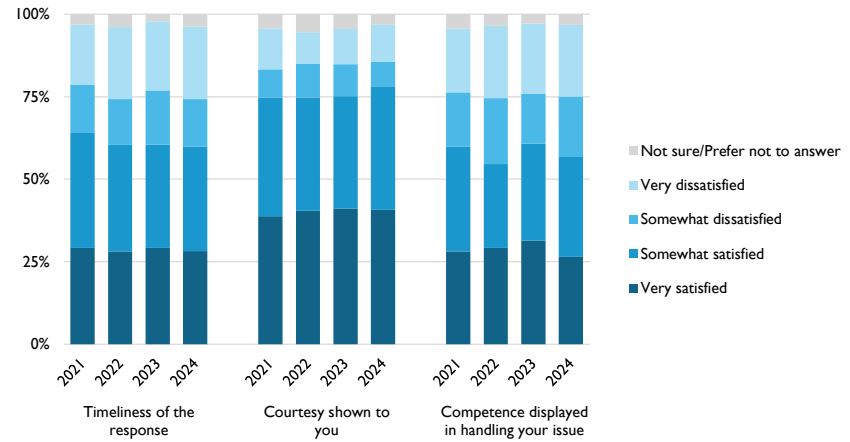
# COMMUNITY SURVEY

## CUSTOMER SERVICE

The community survey also asked residents a variety of questions about their interactions with City staff and their perceptions of the City.

Forty-one of respondents reported having contact with City staff in the past 12 months, either in person, on the phone, or by email. A majority of respondents who had contact with City staff expressed satisfaction with staff's courtesy (78 percent), timeliness in response (60 percent), and competence handling their issue (57 percent).

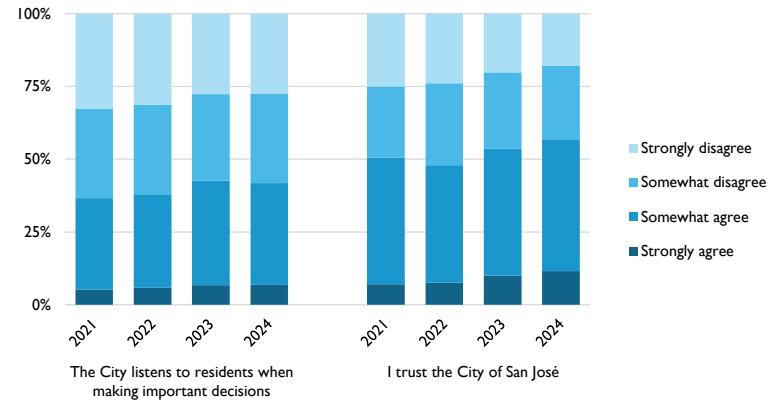
Around 6 percent reported that a language barrier had interfered with their ability to access City services.



## GOVERNANCE AND PUBLIC TRUST

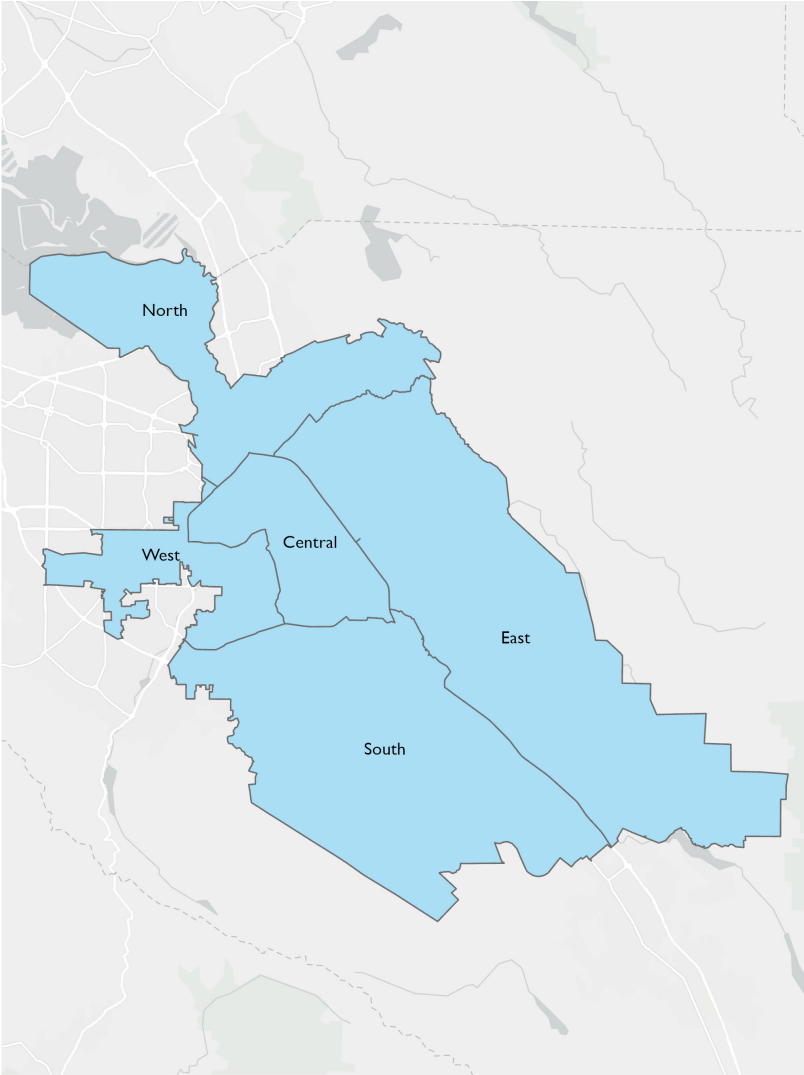
The community survey asked residents about their perceptions of the City's transparency and fiscal responsibility. Over half of respondents with an opinion agreed that they trust the City (57 percent strongly or somewhat agree) and that the City operates in a way that is open and accountable to the public (52 percent). Four in ten respondents also agreed that the City listens to residents when making important decisions (42 percent) and manages its finances well (40 percent).

Residents' perceptions related strongly to their overall satisfaction with the City's performance in providing services. For example, survey respondents who expressed satisfaction with City services were also much more likely to agree that they trusted the City, that it operates in an open and accountable way, and listens to residents.



\*Note: these questions exclude "Not sure" and "Prefer not to answer" responses.

**SURVEY REGIONS**



**SURVEY METHODOLOGY**

The survey data presented in this report was collected and analyzed by the True North Research, Inc. on behalf of the City Auditor's Office and the City Manager's Office.

True North collected survey results from phone interviews and online surveys. To ensure all households had the opportunity to participate in the survey, True North used a database of San José households. Once randomly selected, individuals were recruited to participate in the survey either through text or email invitations to the online survey. After a period of online data collection, True North made calls to those who had not yet participated in the online survey (who were previously recruited via text or email) or for whom only telephone contact information was available.

A total of 1,122 completed surveys were gathered online and by telephone between August 28 and September 10, 2024. The survey was administered in four languages: English, Spanish, Chinese, and Vietnamese.

True North re-weighted the final data results to balance the sample by age and ethnicity to closely reflect San José's demographic profile on age, ethnicity, home ownership, presence of a child in the home, and geographic area based on the latest population estimates from the U.S. Census Bureau's American Community Survey (ACS).

The precision of estimates made from surveys are usually described by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional level of confidence, and the one used here, is 95 percent. The margin of error around results for this survey is plus or minus 3 percentage points for questions answered by all 1,122 respondents. With this margin of error, one may conclude that when 60 percent of survey respondents report that a particular service is "excellent" or "good," somewhere between 57 to 63 percent of all residents are likely to feel that way. For questions where not all respondents provided a response (i.e., preferred not to answer), the margin of error is greater.

The survey collected responses by regions within the City. These regions are shown in the map to the left.

Complete survey report is posted online at [sanjoseca.gov/servicesreport](https://sanjoseca.gov/servicesreport).





## CITY SERVICE AREA DASHBOARDS

City Service Areas (CSAs) integrate services provided in individual departments into the City's five key lines of business: Community and Economic Development; Environmental and Utility Services; Neighborhood Services; Public Safety; and Transportation and Aviation Services. An additional CSA, referred to as "Strategic Support," represents the internal functions that enable the other five CSAs to provide services to the community

The City has been working to improve its use of performance measures with a renewed focus on performance management.

- In 2022, the City Council approved an initiative with a goal of “transforming the City’s current processes, culture, and infrastructure for managing and measuring the City’s performance.” This work is ongoing and at the time of this report, the City Manager's Office had completed its review and changes to the Neighborhood Services CSA, Public Safety CSA, and Community and Economic Development CSA were included in the 2024-25 Adopted Operating Budget. Changes to the performance measures in the remaining CSAs will be made in future reports.
- In 2023, the City Council identified four focus areas for the City to measure performance on pressing community issues, including: Increasing Community Safety; Reducing Unsheltered Homelessness; Cleaning Up Our Neighborhoods; and Attracting Investment in Jobs and Housing. The Administration developed scorecards in 2023-24 began reporting on a regular basis on these focus areas.

For more information about specific departments, see their corresponding chapters later in the report.

# COMMUNITY AND ECONOMIC DEVELOPMENT

## MISSION

Facilitate the equitable and focused evolution of the City to foster strong communities and a diverse economy with shared prosperity for all.

## CSA OUTCOMES

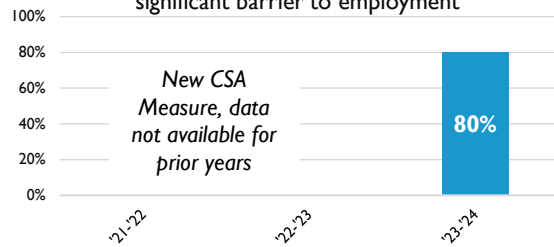
- Thriving, inclusive, and attractive communities and vibrant public spaces.
- Strong, responsive, and equitable economy.
- Accessible and diverse range of housing and business opportunities.

## PRIMARY PARTNERS

- Economic Development and Cultural Affairs
- Fire
- Housing
- Planning, Building and Code Enforcement

### Workforce Innovation and Opportunity Act Clients

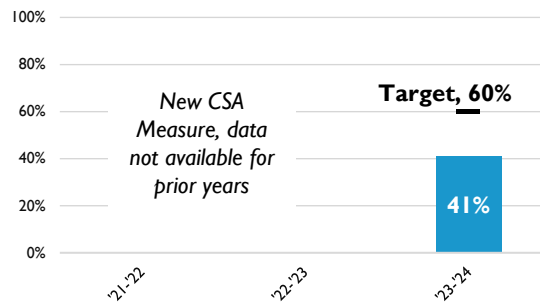
Percent of work2future adult and youth clients served who are low income or have a significant barrier to employment



Note: This number is based on WIOA methodology which individually counts clients in each program and may result in duplicates.

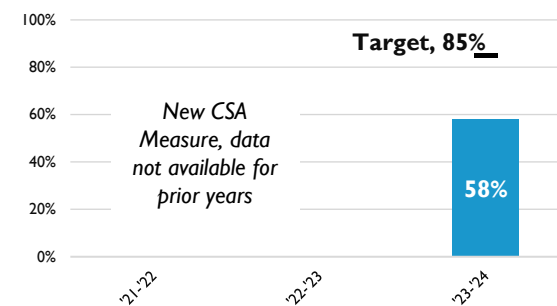
### Quality of Arts and Cultural Offerings

Percent of residents surveyed rating the availability and variety of arts and cultural offerings as "good" or "excellent"



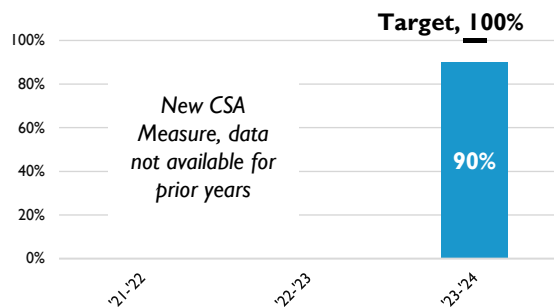
### Development Project On-Time Reviews for Construction Process

Percent of development projects completed within published timelines for first review for construction process



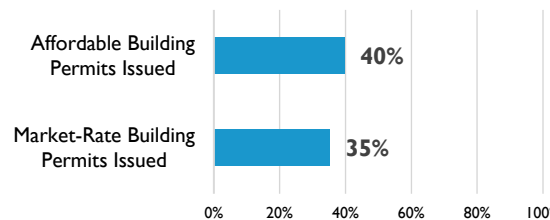
### Development Project On-Time Reviews for Planning Permit Process

Percent of development projects completed within published timelines for first review for planning permit process



### Housing Production Rates

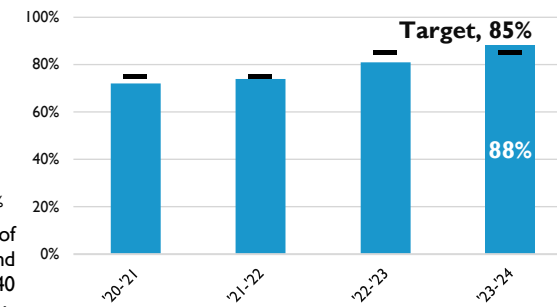
Percent of affordable and market-rate housing production measured against annual Regional Housing Needs Allocation (RHNA) targets, 2023



Note: The annual allocation target is one-eighth (12.5 percent) of the total 8-year RHNA allocation, or 4,311 affordable units and 3,464 market-rate units for 2023. The City issued permits for 40 percent and 35 percent of the annual unit allocations, respectively.

### Rent Stabilization Rates

Percent of rent-stabilized units that did not have vacancy turnover in the past year



# NEIGHBORHOOD SERVICES

## MISSION

To serve, foster, and strengthen the community by providing access to lifelong learning, supportive services, opportunities to enjoy life, and preserving and stewarding healthy neighborhoods with shelter and housing opportunities for all.

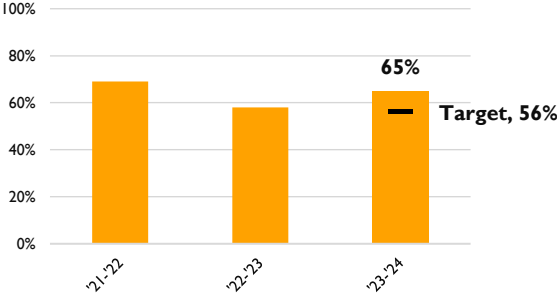
## CSA OUTCOMES

- Safe and Clean Neighborhoods and Public Spaces.
- Welcoming and Vibrant Neighborhoods and Public Life.
- Equitable Access to Community Opportunities to Flourish.
- Housing Security through Supportive Solutions.

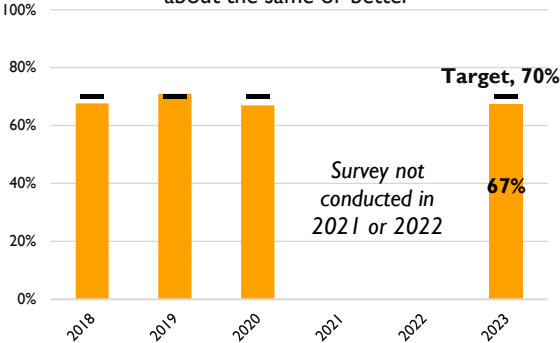
## PRIMARY PARTNERS

- Housing
- Library
- Parks, Recreation and Neighborhood
- Services
- Planning, Building and Code Enforcement
- Public Works

**Park Condition Assessment Score**  
Percent of developed park acres by park condition assessment (PCA) score 80% or better



**Neighborhood Physical Condition**  
Percent of residents who indicate that the physical condition of the neighborhood is about the same or better

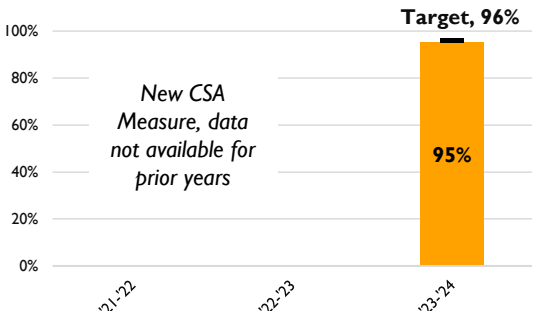


**Animal Live Release Rate**

Percent of animals that leave the shelter through adoption, rescue, transfer, or return to owner

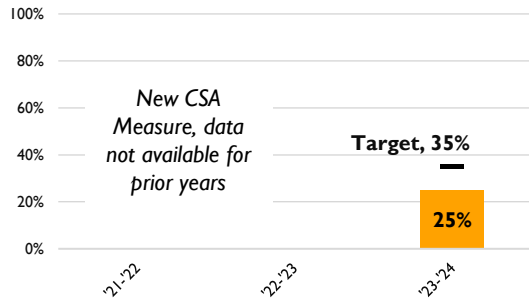
A recent audit of Animal Care and Services had recommendations relating to data and tracking. Data relating to this performance measure may be revised based on work related to those audit recommendations.

**Library Service Quality Rating**  
Percent of customers rating the quality of library services as "Good" or "Very Good"



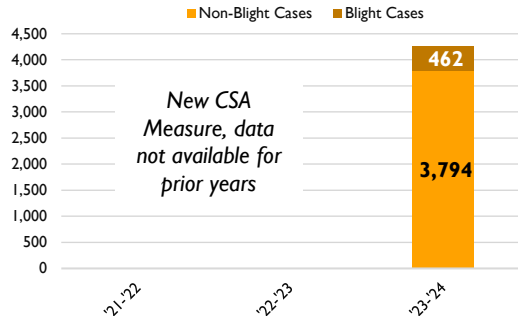
**Program Participants Entering Sheltered Homelessness**

Percent of individuals enrolled in an outreach/supportive services program that move into sheltered homelessness



**General Code Program Case Backlog Volume by Fiscal Year and Case Type**

Total number of cases in the general code program case backlog annually



# PUBLIC SAFETY

## MISSION

Engage the community to partner on public safety and emergency prevention, mitigation, preparedness, response, and recovery.

## CSA OUTCOMES

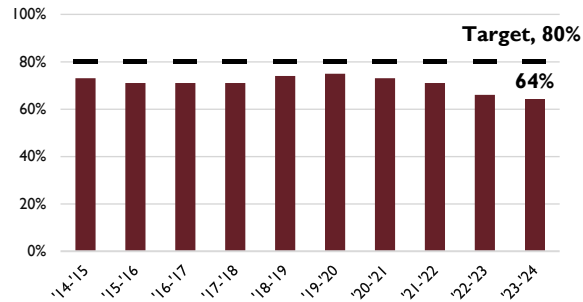
- A safer San José with effective emergency response services.
- Resilient communities that are prepared for emergencies.

## PRIMARY PARTNERS

- City Manager's Office
- Fire
- Independent Police Auditor
- Police

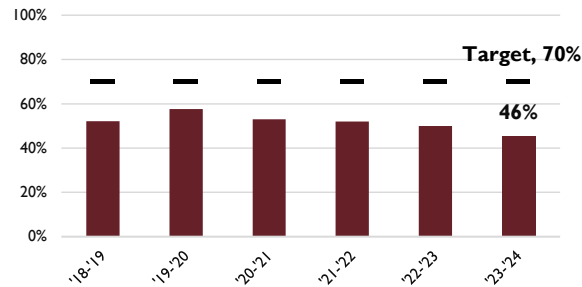
### Fire Emergency Responsiveness

Percent of time the initial responding Fire unit arrives to Priority I calls within eight minutes (red lights/siren)



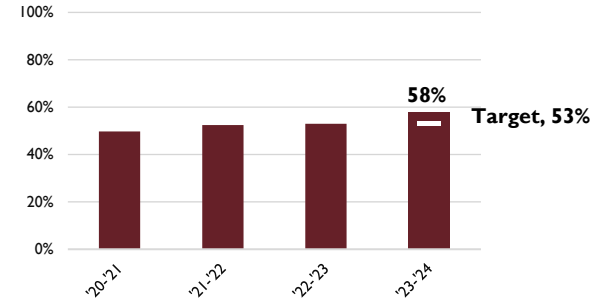
### Police Emergency Responsiveness

Percent of time the first dispatched Police unit arrives to Priority I calls in less than six minutes (present or imminent danger)



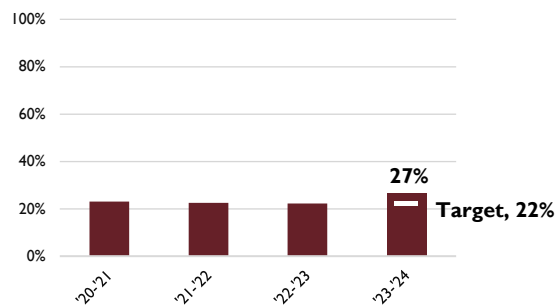
### Quality of Fire Protection and Prevention

% of residents surveyed who rate the quality of fire protection and prevention as "good" or "excellent"



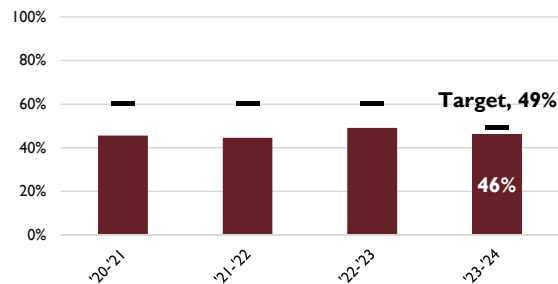
### Quality of Police Protection

Percent of residents surveyed who rate the quality of police protection in their neighborhood as "good" or "excellent"



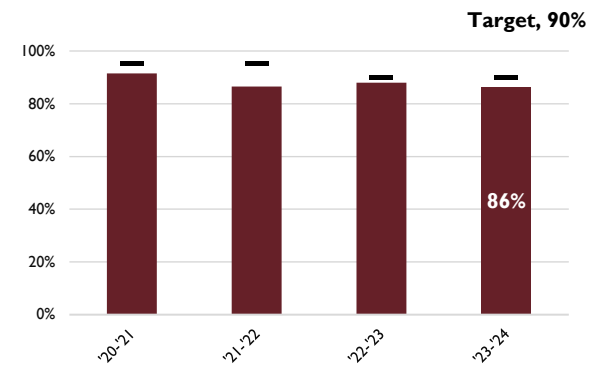
### Resident Household Emergency Preparedness

Percent of residents surveyed rating of household preparedness for a natural disaster of other citywide emergency as "well prepared" or "somewhat prepared"



### Emergency Calls for Service

Percent of 9-1-1 calls that are answered in less than 15 seconds



# ENVIRONMENTAL AND UTILITY SERVICES

## MISSION

Provide environmental leadership through policy development, program design, and reliable utility services.

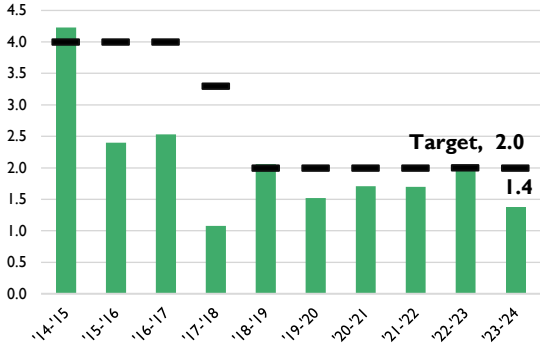
## CSA OUTCOMES

- Reliable Utility Infrastructure.
- Healthy Streams, Rivers, Marsh, and Bay.
- “Clean and Sustainable” Air, Land, and Energy.
- Safe, Reliable, and Sufficient Water Supply.

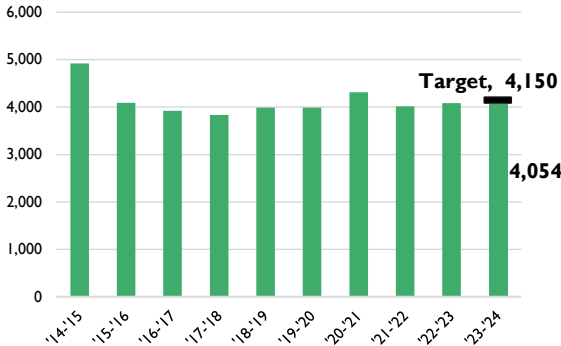
## PRIMARY PARTNERS

- Energy
- Environmental Services
- Transportation

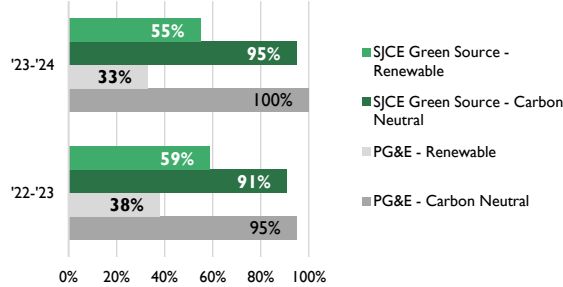
**Number of Sanitary Sewer Overflows per 100 Miles of Sanitary Sewer Lines**



**Millions of Gallons of Recycled Water Delivered to Customers Annually**

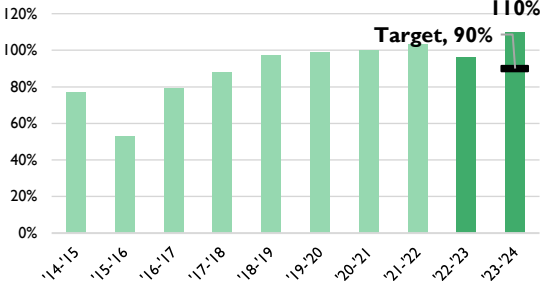


**San José Clean Energy and PG&E Power Content**



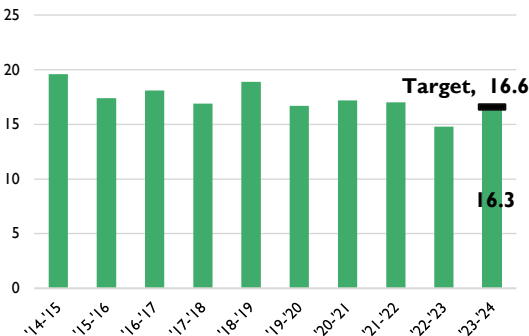
Note: Renewable energy comes from resources that are naturally replenished such as sunlight and wind. Other energy sources such as nuclear power and hydropower are not considered renewable by California state law but do not emit greenhouse gas emissions, making them carbon-free sources of power.

**Percent of Trash Reduced from the Storm Sewer System**

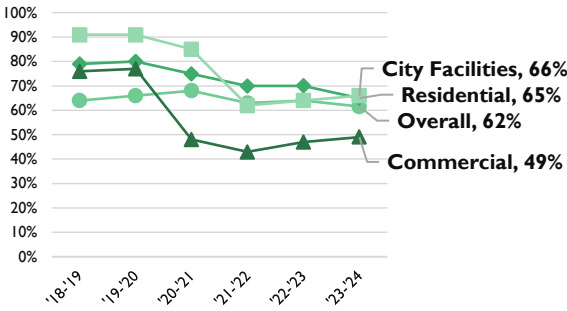


Note: The trash load reduction calculation measures compliance with the City’s Municipal Regional permit requirements, which were updated in 2022-23. The reduction target is based on reducing trash from receiving waters before 2009 levels.

**Millions of Gallons per Day Diverted from Flow to the Bay for Beneficial Purposes during the Dry Weather Period**



**Percent of Waste Diverted from Landfills**



Targets: City Facilities (85%), Residential (85%), Commercial (60%), and Overall (70%).

# TRANSPORTATION AND AVIATION SERVICES

## MISSION

To provide the community with safe, secure, and efficient surface and air transportation systems that support San José’s livability and economic vitality.

## CSA OUTCOMES

- Provide Safe and Secure Transportation Systems.
- Provide Viable Transportation Choices that Promote a Strong Economy.
- Travelers Have a Positive, Reliable, and Efficient Experience.
- Preserve and Improve Transportation Assets and Facilities.
- Provide a Transportation System that Enhances Community Livability.

## PRIMARY PARTNERS

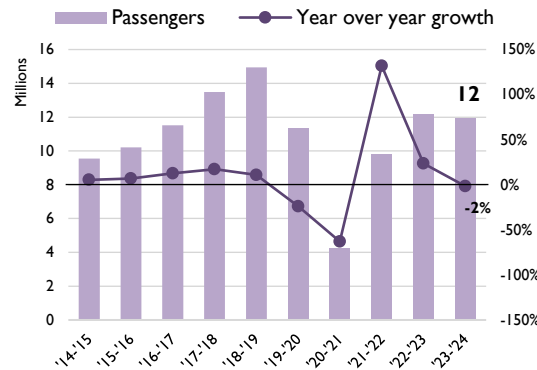
- Airport
- Transportation

**SJC Passenger Satisfaction with the Airport**

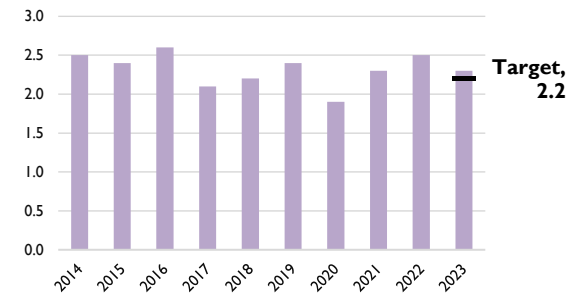


Source: Airport Industry survey conducted at the Airport

**Annual Airport Passengers**

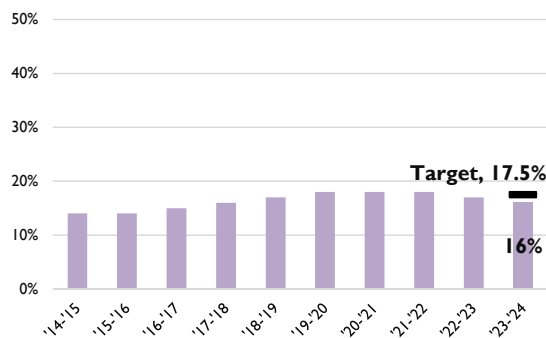


**Number of Injury Crashes per Thousand**

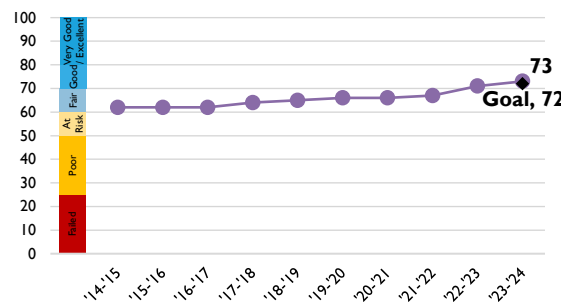


Note: This measure is calculated by DOT and reflects fatal and injury crashes that occurred on City roads and within 50 feet of an intersection on county expressways.

**Percent of Regional Air Service Market Bay Area Market Share**

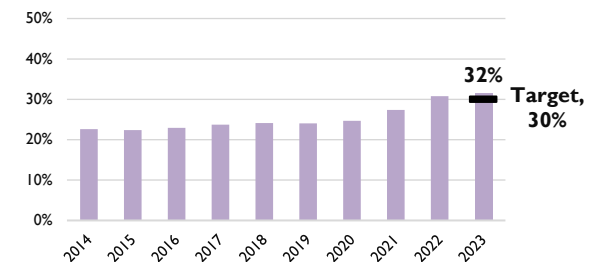


**Pavement Condition Index (PCI) Rating**



Note: This is based on DOT’s 1-year estimates. The Metropolitan Transportation Commission reports a 3-year moving average. In 2023, this was 71.

**Percent of Trips by Alternative Modes of Transportation**



Source: American Community Survey 1-year and 5-year estimates. 2023 is a 1-year estimate. This measure is comprised of commuting trips and working from home.

**MISSION**

To effectively develop, manage, and safeguard the City’s fiscal, physical, technological, and human resources to enable and enhance the delivery of City services and projects.

**CSA OUTCOMES**

- Sound Fiscal Management that Facilitates Meeting the Needs of the Community.
- A High Performing Workforce Committed to Exceeding Internal and External Customer Expectations.
- Technology and Data Tools that Enable a Collaborative, Responsive, and Productive City.
- Safe and Functional Public Infrastructure, Facilities, and Equipment.

**PRIMARY PARTNERS**

- Finance
- Human Resources
- Information Technology
- Public Works

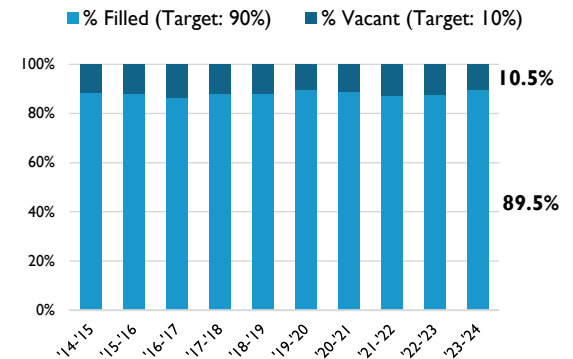
**City’s Bond Ratings  
(General Obligation Bond Ratings)**

	Moody’s	Standard & Poor’s	Fitch
'19-'20	Aa1	AA+	AA+
'20-'21	Aa1	AA+	AAA
'21-'22	Aa1	AA+	AAA
'22-'23	Aa1	AA+	AAA
'23-'24	Aa1	AA+	AAA
Target	Aa1	AA+	AAA

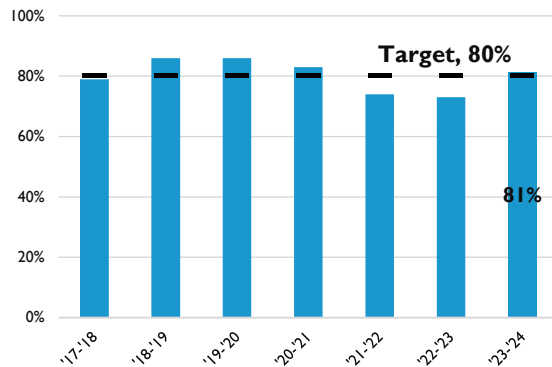
**Percent of Non-Management Performance Appraisals Submitted**

This performance measure is being revised based on results of a 2024 audit of the non-management performance appraisal process. Future reporting will reflect changes based on audit recommendations.

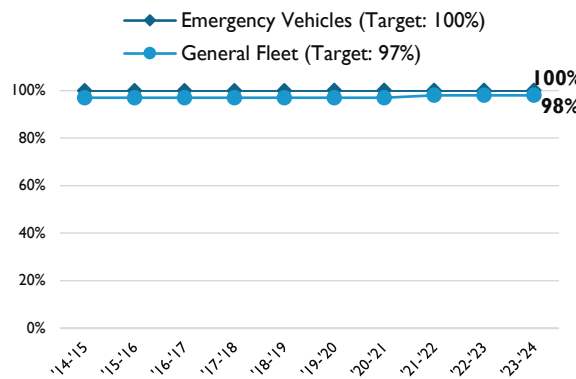
**Percent of Positions Filled as a Total of Budgeted Positions (as of June 30)**



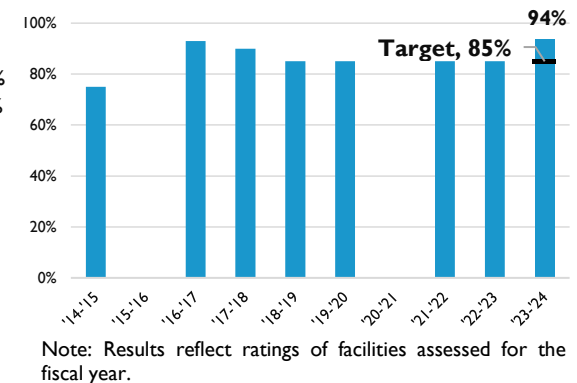
**Percent of Information Technology Project Success Rate**



**Percent of Vehicles and Equipment that is Available for Use When Needed**



**Percent of Facilities with a Condition Assessment Rating of Good or Better**







The mission of the Airport is to connect, serve, and inspire.

# AIRPORT

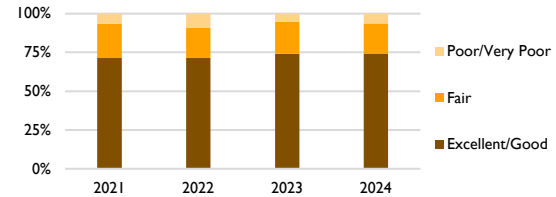
The City operates [San José Mineta International Airport](#) (SJC, Airport), which provides non-stop air service to 41 domestic and international destinations. Destinations include Chicago, Atlanta, Cabo San Lucas, Guadalajara, and Tokyo, and four Hawaiian islands (Hawai'i, Kaua'i, Maui, and O'ahu). While the total number of destinations remained unchanged, there have been changes in some destinations. The Airport no longer offers flights to London, but now provides seasonal services to Baltimore.

The Airport had 228 authorized positions in 2023-24. The Airport does not receive General Fund dollars; Airport operational revenues include rents, concession fees, parking, and landing fees. Operating revenues increased from \$199.1 million in 2022-23 to \$222.1 million in 2023-24.

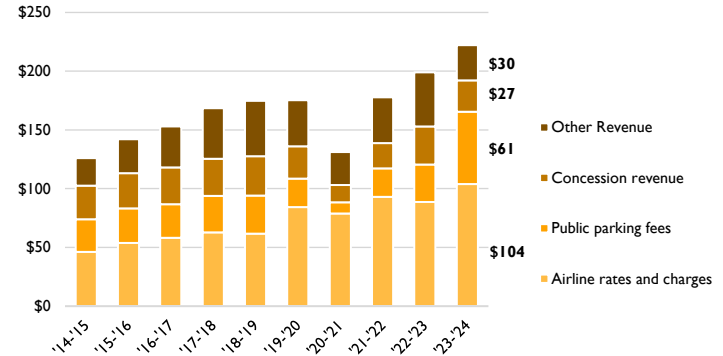
Airport operating expenditures, excluding debt service, totaled \$90.7 million. As of June 30, 2024, outstanding bonds totaled \$1.02 billion, with an additional \$27.7 million in commercial paper notes. Total debt service for the fiscal year was \$69.8 million.

*\*Operating expenditures do not include police and fire services at the Airport, capital project expenditures or reserves. In 2023-24, the cost of police and fire services totaled \$19.8 million.*

**Community Survey**  
Residents' rating of the City operating the San José International Airport

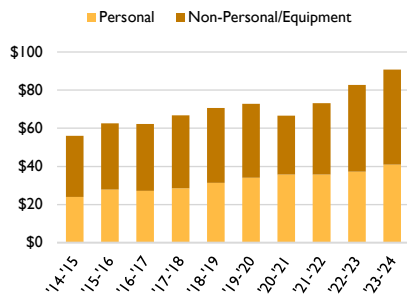


**Airport Operating Revenues (\$millions)**

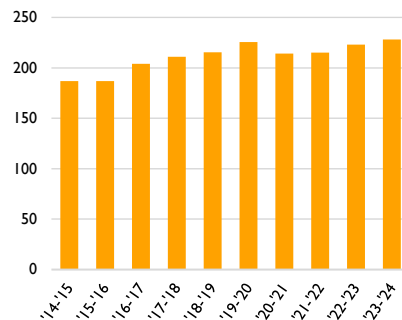


Note: Other Revenue includes but is not limited to General Aviation and Customer Facility charges.

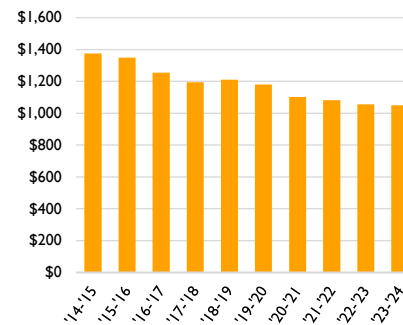
**Airport Operating Expenditures (\$millions)**



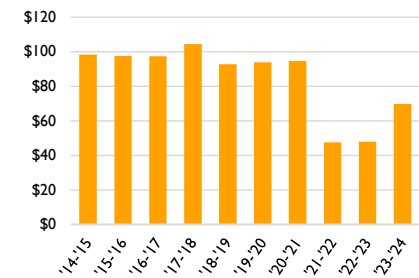
**Authorized Positions**



**Outstanding Debt (\$millions)**



**Annual Debt Payments (\$millions)**



Note: The Airport completed a refunding of bonds to reduce and restructure debt service in 2020-21.

In 2023-24, the Airport served 11.9 million airline passengers, a slight decrease from 12.1 million in 2022-23. There were nearly 107,000 passenger airline takeoffs and landings, or 292 per day. Total operations were 6 percent lower than the previous year, marking the first decrease in operations since the COVID-19 pandemic.

The airlines' cost per enplanement (CPE) was \$15.81 in 2023-24, noticeably higher than \$13.67 in 2022-23. San José's CPE was lower than San Francisco's, but slightly higher than Oakland's.

In 2023-24, the Airport represented 16 percent of the regional market share of passengers, which is lower than the target of 17.5 percent. Additionally, the Airport represented 3 percent of the regional market share for freight, handling 64 million pounds of cargo, freight, and mail. This was down from 73.2 million pounds in 2022-23.

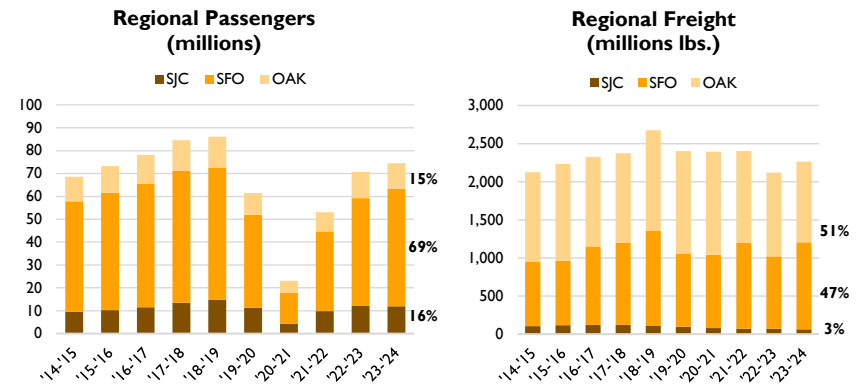
The Airport received over 16,800 noise complaints in 2023-24, with about 350 concerned flights subject to the curfew between 11:30 pm and 6:30 am.

**Regional Comparisons, 2023-24**

	SJC	OAK	SFO
Passenger Airlines	10	14	54
Destinations	41	44	134
Domestic	34	37	80
International	7	7	54
Passengers (millions)	11.9	11.2	51.3
Passenger Flights/Day	292	257	1,012
On-Time Arrival Percentage	81.7%	80.2%	70.5%

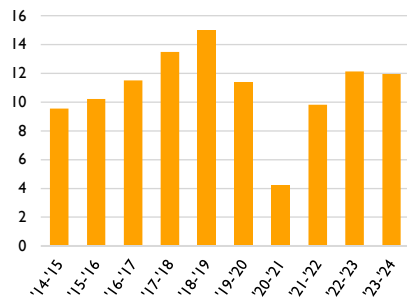
Sources: San Francisco Bay Oakland International Airport Information and staff; San Francisco International Airport Information; Monthly Reports for SJC, SFO, and OAK; and Airline On-Time Statistics U.S. Bureau of Transportation Statistics.

**Market Shares**

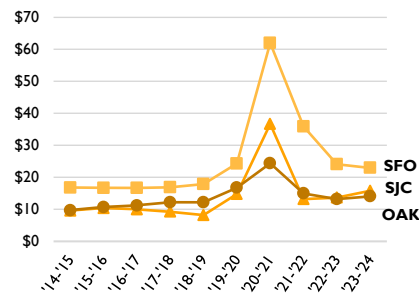


Note: Percentages may not add to 100 due to rounding.

**Annual Airport Passengers (millions)**

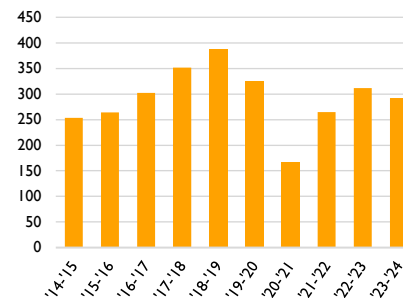


**Airline Cost per Enplanement Comparison**

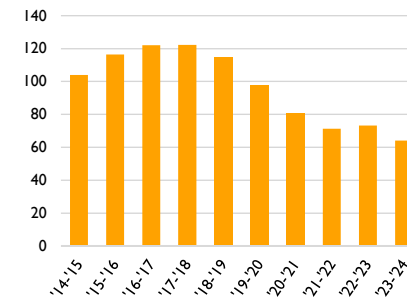


Note: The CPE (industry standard) is based on rates and charges paid by airlines divided by the number of boarded passengers.

**Passenger Flights Per Day (Takeoffs and Landings)**



**Air Cargo, Freight, and Mail (millions lbs.)**





The mission of the San José City Attorney's Office is to provide excellent legal services, consistent with the highest professional and ethical standards, with the goal of protecting and advancing the City's interests in serving the people of San José.

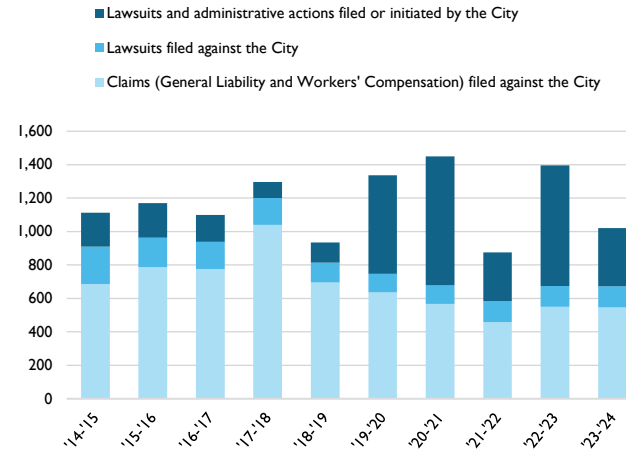
# CITY ATTORNEY

The City Attorney’s Office provides legal counsel and advice, prepares legal documents, and provides legal representation to advocate, defend, and prosecute on behalf of the City of San José and the Successor Agency to the San José Redevelopment Agency.

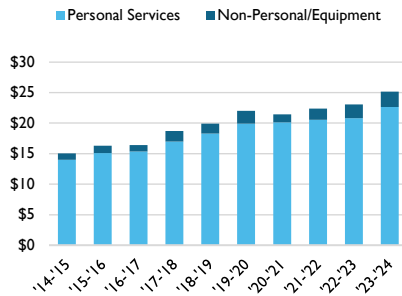
The 2023-24 operating expenditures for the City Attorney’s Office totaled \$25.1 million, which is comprised of personal and non-personal expenditures. In addition, the City Attorney’s Office was responsible for approximately \$6 million in general liability claims, a Citywide expense. Authorized staffing totaled 88.5 positions, slightly up from the prior year.

The City Attorney’s Office handled over 1,000 new claims and litigation matters in 2023-24 and prepared or reviewed around 4,500 legal transactions, documents, and memoranda. Lawsuits and administrative actions filed or initiated by the City decreased by more than 50 percent from the prior year. The City Attorney’s Office attributes the decrease to fewer municipal criminal case filings related to participation in or attendance at sideshows. The City Attorney’s Office handled 65 sideshow-related citations in 2023-24 compared to 522 in 2022-23. Litigation-related collections totaled about \$14.2 million in 2023-24.

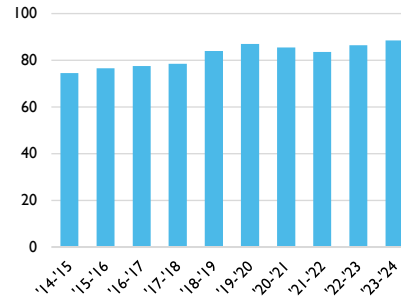
**Claims and Lawsuits**



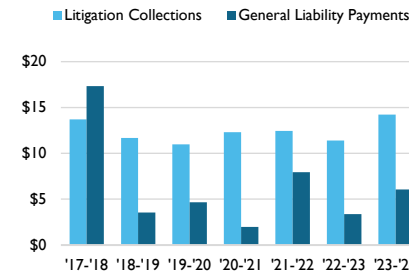
**City Attorney Operating Expenditures (\$millions)**



**City Attorney Authorized Positions**



**Litigation-Related Collections and General Liability Payments (\$millions)**



The mission of the San José City Auditor's Office is to independently assess and report on City operations and services.

# CITY AUDITOR

The City Auditor’s Office conducts performance audits that identify ways to increase the economy, efficiency, effectiveness, equity, and accountability of City government. The Office aims to provide independent, reliable, accurate, and timely information to the City Council and other stakeholders. The Office also oversees a variety of external audits including the Annual Comprehensive Financial Report (ACFR) and the Single Audit.

The City Auditor’s annual work plan is [posted online](#), along with copies of all issued audit reports and semi-annual recommendation status reports. The Office’s 2023-24 operating expenditures totaled \$2.81 million. Staffing totaled 14 authorized positions. In addition, the City Auditor's Office was responsible for \$533,000 in Citywide costs, including the ACFR, the grant compliance Single Audit, and the bond projects audits.

The Office translates parts of all audit reports into Vietnamese and Spanish and beginning in September 2023 has begun Chinese translations as well. In October 2023, the Office passed its biennial external quality control review.

In 2023-24, the City Auditor's Office identified \$9.1 million in monetary benefits from its audit recommendations, or \$3.11 in savings for every \$1 spent on audit costs in 2023-24 (target: \$2 to \$1). Monetary benefits vary from year to year based on the types of audits that are on the Office's annual work plan. For comparison, the 2022-23 ratio was \$5.58 of estimated monetary benefits for every \$1 on audit costs.

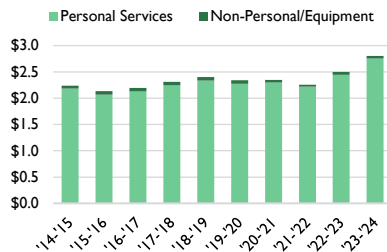
## KEY FACTS (2023-24)

Number of reports issued	17
Number of reports per auditor	1.5
Ratio of estimated monetary benefits to audit cost	\$3.11:\$1
Percent of approved work plan completed or substantially completed during the fiscal year	71%

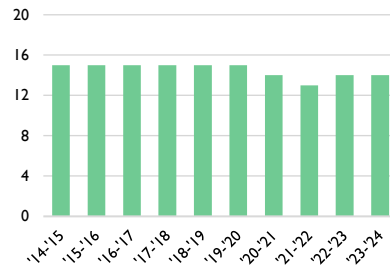
### Subject area of performance audits issued in 2023-24:

- *Annual Report on City Services 2022-23*
- *Housing Performance Measures*
- *Integrated Waste Management Enforcement Program*
- *Language Accessibility*
- *Non-Management Performance Appraisals*
- *Residential Building Permits for Additions and Alterations*
- *Retirement Services - interim and final reports*
- *Team San Jose Performance FY 2022-23*

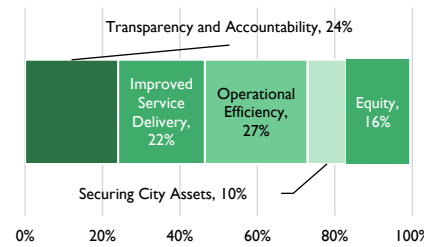
**City Auditor Operating Expenditures**



**City Auditor Authorized Positions**

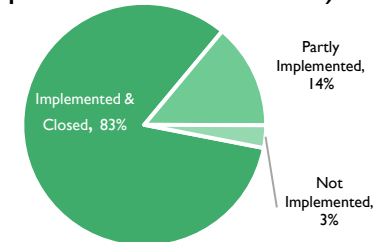


**Recommendations Issued in 2023-24 by Category**



Note: 49 recommendations were made in 2023-24.

**Audit Recommendation Implementation Status (Reports Issued in the last 10 Years)**



Note: 692 recommendations were made in the last 10 years.



The mission of the San José City Clerk is to maximize public access to municipal government.

# CITY CLERK

The City Clerk’s Office assists the City Council in the legislative process and maintains the legislative history of the City Council. The Office is responsible for:

- Open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements.
- Preparing and distributing agenda items for City Council, Committee, and Commission meetings.
- Providing access to the City’s legislative records and documents under the California Public Records Act and reviewing all City contracts for administrative compliance.
- Facilitating City Council and Board and Commissions meetings in accordance with California’s open meeting laws (i.e., Brown Act). In 2023-24, funding was provided for onsite and virtual interpretation services as well as the initiation of artificial intelligence translation for City Council meetings.

The City Clerk’s operating expenditures totaled \$3.8 million in 2023-24, with \$3.1 million in personal services and \$0.7 million in non-personal expenditures. In addition, the City Clerk was responsible for \$3.3 million in Citywide expenses, out of which \$2 million was spent on elections and ballot measures. Staffing remained at 18 authorized positions.

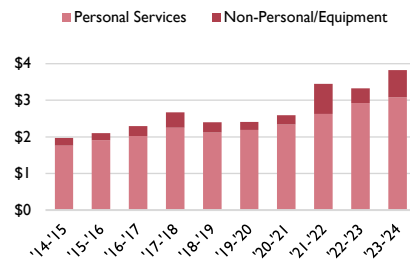
The Clerk’s Office also provides administrative support to the Mayor and Council Offices, tracking office budgets and facilitating the disbursement of grants (362 in 2023-24). The Office coordinated the recruitment of 13 full-time and 5 part-time staff for the Mayor and City Council offices.

During the 2023 Boards and Commissions Spring Recruitment, the Office recruited for 75 appointed positions by screening and processing 157 online applications.

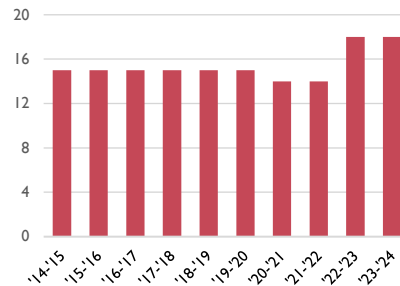
## KEY FACTS (2023-24)

Number of meetings staffed	173
Number of Brown Act agendas posted online	752
Number of Council actions processed and tracked	1,405
Number of External Public Records Requests	311
Number of Ordinances Processed	175
Number of Resolutions Processed	480
Number of contracts processed	2,562
Number of campaign filings processed	246
Council agendas posted 10 days before a meeting*	100%
Council synopsis and/or minutes posted by next meeting*	95%
Council Committee minutes posted 5 days before the relevant Council meeting*	64%
Decision-Making Bodies minutes posted within 10 days*	98%

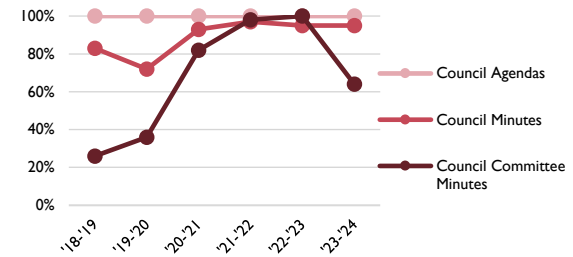
**City Clerk Operating Expenditures (\$millions)**



**City Clerk Authorized Positions**



**Council Documents Posted within Open Government Standards\***



\* Posting requirements are in accordance with the [City's Open Government Policy](#).

The mission of the San José City Manager's Office is to provide strategic leadership that supports the Mayor and the City Council, and motivates and challenges the organization to deliver high quality services that meet the community's needs.

# CITY MANAGER

The City Manager's Office (CMO) develops public policy, leads the organization, and manages Citywide service delivery. 2023-24 operating expenditures totaled \$24.4 million, including personal and non-personal expenditures. In addition, the CMO was responsible for \$5.1 million in Citywide expenses. Staffing in 2023-24 totaled 92.5 positions.

CMO carries out various multi-year Citywide initiatives, including the Customer Service Vision and Standards initiative and the Children and Youth Services Master Plan. CMO reported hosting 143 community meetings during 2023-24, with topics including the Children and Youth Services Master Plan, the Community Plan to End Homelessness, the San José Police Department Chief Executive recruitment, and disability affairs.

## CMO KEY FACTS (2023-24)

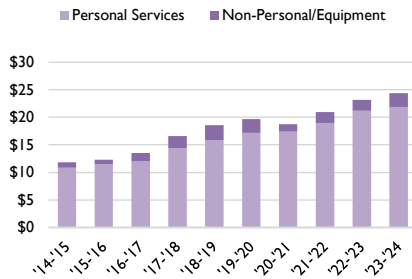
Staff reports approved for City Council consideration	574
City Council referrals assigned	173
Information memoranda issued	75
Community meetings held	143
Public records requests responded to or coordinated	426
City staff attending a language access training	106
Emergency Operations Flash Reports	6
City Manager's 30-Day Roundups	11

### Functions of the City Manager's Office:

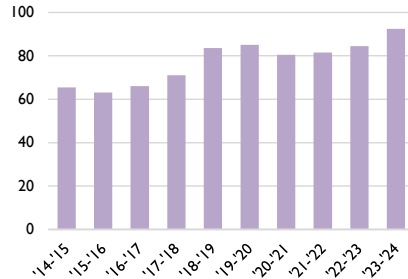
- **Administration, Policy, and Intergovernmental Relations** supports Citywide policy analysis and implementation, and monitors state and federal legislation. Other services include agenda services, open government and public record request coordination, and contract and fiscal services.
- **Budget** develops and monitors the City's operating and capital budgets.
- **Communications** directs and implements the City's communications strategy. It also provides strategic counsel and oversight of media relations; internal communication; emergency public information; and digital, social, and creative services.
- **Employee Relations** negotiates labor contracts and manages employee relations matters, including advising and assisting departments.
- **Executive Leadership/City Management** supports the Mayor and City Council in making public policy decisions to ensure the organization is delivering cost-effective, equity-focused, and data-driven services. It also guides development of long-term strategies to invest in the City's future.

For the Office of Emergency Management and Office of Racial and Social Equity, see later in this chapter. See also the chapter on Office of Economic Development and Cultural Affairs.

**City Manager Operating Expenditures (\$ millions)**

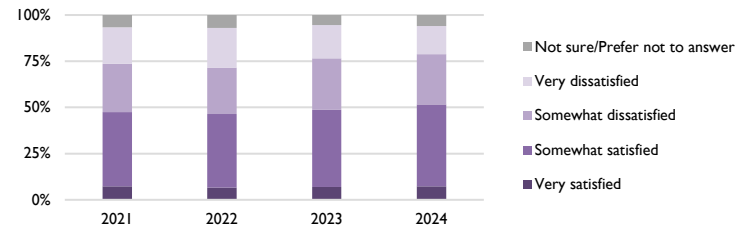


**City Manager Authorized Positions**



**Community Survey**

Residents' rating of the job the City of San José is doing to provide city services



# CITY MANAGER

The CMO is working to modernize performance measures through the *Outcomes, Equity Indicators, and Performance Management* initiative, and utilize the City Service Areas (CSAs) to align measures around inputs, activities, processes, and outcomes. For 2023-24, the City Council identified four focus areas\* for the City: Increasing Community Safety, Reducing Unsheltered Homelessness, Cleaning Up Our Neighborhoods, and Attracting Investment in Jobs and Housing. In addition to the four City Council Focus Areas, the City Manager also approved five Foundational Strategic Support Focus Areas. This includes Driving Organizational Performance, which drives the performance management modernization and alignment initiative.

\* More information can be found on the [City's website](#).

## 2023-2024 Priority-Setting | City of San José

### City Council Focus Areas

	<b>Increasing Community Safety</b>		<b>Reducing Unsheltered Homelessness</b>		<b>Cleaning Up Our Neighborhoods</b>		<b>Attracting Investment in Jobs and Housing</b>
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### City Service Areas and Outcomes

<b>Community and Economic Development</b> <ul style="list-style-type: none"> <li>• Strong Economic Base</li> <li>• Safe, Healthy, Attractive, and Vital Community</li> <li>• Diverse Range of Housing Options</li> <li>• Range of Quality Events, Cultural Offerings, and Public Artworks</li> </ul>	<b>Environment and Utility Services*</b> <ul style="list-style-type: none"> <li>• Reliable Utility Infrastructure</li> <li>• Healthy Streams, Rivers, Marsh, and Bay</li> <li>• Clean and Sustainable Air, Land, and Energy</li> <li>• Safe, Reliable, and Sufficient Water Supply</li> </ul>	<b>Neighborhood Services</b> <ul style="list-style-type: none"> <li>• Safe and Clean Neighborhoods and Public Spaces</li> <li>• Welcoming and Vibrant Neighborhoods and Public Life</li> <li>• Equitable Access to Community Opportunities to Flourish</li> </ul>	<b>Public Safety</b> <ul style="list-style-type: none"> <li>• The Public Feels Safe Anywhere, Anytime in San José</li> <li>• Residents Share the Responsibility for Public Safety</li> </ul>	<b>Transportation and Aviation Services*</b> <ul style="list-style-type: none"> <li>• Provide Safe and Secure Transportation Systems</li> <li>• Provide Viable Transportation Choices that Promote a Strong Economy</li> <li>• Travelers Have a Positive, Reliable, and Efficient Experience</li> <li>• Preserve and Improve Transportation Assets and Facilities</li> <li>• Provide a Transportation System that Enhances Community Livability</li> </ul>
<b>Strategic Support</b> <ul style="list-style-type: none"> <li>• Sound Fiscal Management that Facilitates Meeting the Needs of the Community</li> <li>• A High Performing Workforce Committed to Exceeding Internal and External Customer Expectations</li> <li>• Technology and Data Tools that Enable a Collaborative, Responsive, and Productive City</li> <li>• Safe and Functional Public Infrastructure, Facilities, and Equipment</li> </ul>			<b>City Manager Foundational Strategic Support Focus Areas</b> <ul style="list-style-type: none"> <li>• Delivering Excellent Customer Service</li> <li>• Closing Racial Inequities</li> <li>• Structurally Balancing the General Fund Budget</li> <li>• Driving Organizational Performance</li> <li>• Making San José a Great Place to Work</li> </ul>	
<b>Core Services (98) and Programs (264)</b>				

\*The Environment and Utility Services and Transportation and Aviation Services CSAs collectively share a City Infrastructure Strategy with the following outcomes: disaster ready and climate smart, transportation and aviation, clean energy resilience, water resilience, and natural environment restoration.

# CITY MANAGER

## OFFICE OF EMERGENCY MANAGEMENT

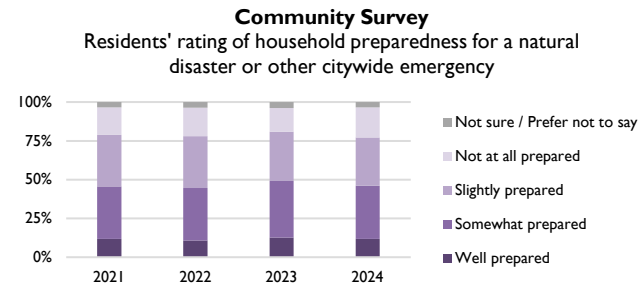
The Office of Emergency Management (OEM) leads efforts to protect life, property, and the environment by managing programs that mitigate, prepare for, respond to, and recover from disasters and emergencies. OEM administers Community Emergency Response Team (CERT) trainings, which train residents on how to organize and respond to major emergencies. OEM reports there were 252 CERT graduates in 2023-24. OEM estimates over 11,300 residents received emergency preparedness outreach during community events.

The Emergency Operations Center (EOC) is comprised of 202 staff from across departments as of October 2024, of which 51 percent received required training. The EOC was activated twice in 2023-24; these responses were related to storm events in February 2024.

## OFFICE OF RACIAL AND SOCIAL EQUITY

The Office of Racial and Social Equity (ORSE) is responsible for embedding an equity practice throughout the City organization to address existing racial and social disparities. ORSE also drives the Welcoming San José Plan 2.0 that enables civic, economic, linguistic, and social inclusion of immigrants and refugees in San José.

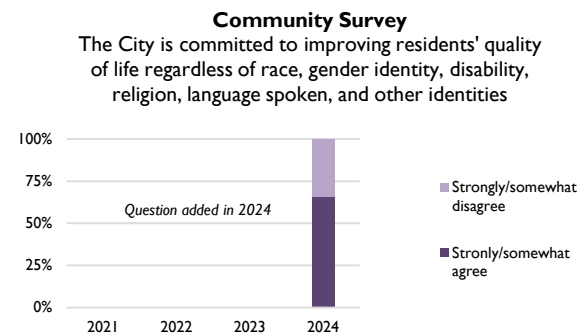
During 2023-24, ORSE worked with all departments to include a Budgeting for Equity analysis to inform the budget process. ORSE has supported 20 City departments and offices in the development Racial and Social Equity Action Plans. ORSE also offered 16 trainings, including Equity Atlas training and Racial Equity Applied Learning Sessions, to about 480 City staff. Additionally, ORSE collaborated with community-based organizations to host an additional 18 events.



**Disability Accessibility, Equity, and Inclusion**  
The CMO launched the disability affairs portfolio centered around proactive accessibility and fostering equitable opportunities in design and funding of City programs, services and facilities. Staff collaborated with departments on immediate accessibility improvements, disability inclusion equity training, and employee surveys for gap analysis.

## ORSE KEY FACTS (2023-24)

Active Department/Office Racial Equity Action Plans	20
Staff that participated in an equity-related training or workshop	480
Citizenship virtual information session attendees	839
Naturalization applications completed	143



## ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

The mission of the Office of Economic Development and Cultural Affairs is to catalyze job creation, private investment, revenue generation, talent development and attraction, and a diverse range of arts, cultural, and entertainment offerings.

# ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

The Office of Economic Development and Cultural Affairs (OEDCA) leads the City's economic strategy, provides assistance for businesses, manages the City's real estate assets, helps connect employers with trained workers, and supports art and cultural amenities in the community. OEDCA's economic strategy workplan seeks to expand economic opportunity and mobility through business support, attraction, and facilitation; talent development; business outreach; and encouraging downtown development.

OEDCA manages several incentive programs for businesses, among them the Foreign Trade Zone and the Storefronts Grants Program, which helps small businesses enhance or enliven their ground-floor storefronts.

OEDCA also oversees agreements with the non-profit operator of the City's [Convention & Cultural Facilities](#) (Team San Jose) and agreements for other City-owned cultural facilities.

In 2023-24, OEDCA's operating expenditures totaled \$13.1 million. This includes personal and non-personal expenditures. The Office was responsible for \$12.8 million in Citywide expenses. Citywide expenses included property leases where the City is the tenant, and subsidies to the operators of convention and cultural facilities for operating and maintenance costs.

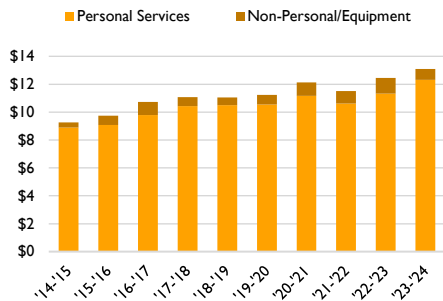


Flor Del Barrio (Neighborhood Flower) Mural at the Washington Community Center  
Source: City Website.

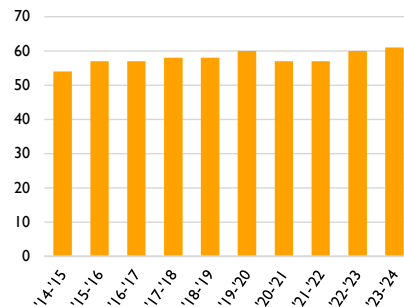
**Community Survey**  
Quality of Life Ratings



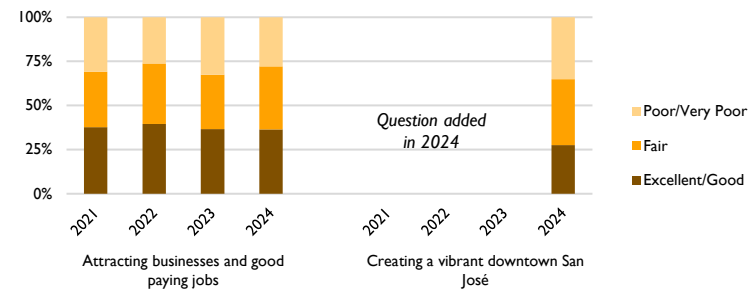
**OEDCA Operating Expenditures**  
(\$millions)



**OEDCA Authorized Positions**



**Community Survey**  
Ratings of Services





# ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

## BUSINESS DEVELOPMENT AND JOBS

OEDCA's Business Development Division promotes business in San José by providing assistance, information, access to services, and facilitating the development permit process. In 2023-24, Business Development provided permit facilitation services to support 91 businesses. It also coordinated the Business Owner Space network, through which entrepreneurs receive information, technical and human resources support.

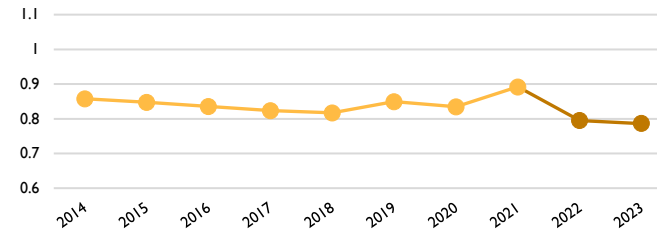
OEDCA also provided 41 Business Development grants to small businesses in FY 2023-24, 38 of which were awarded to woman- or minority-owned businesses.

Business Development estimated companies that received its assistance generated \$3.4 million in tax revenues (business and sales taxes). In 2023-24, this included the attraction of Rivian and the expansion of Adobe. About \$3.4 in tax revenue was generated for every \$1 in OEDCA expenditure on business development.

One of OEDCA's main goals is to catalyze job creation. Companies and businesses that received OEDCA assistance created about 4,000 jobs and retained more than 650 jobs in 2023-24. San José had 0.8 jobs per employed resident in 2024, less than the target of 1.1 jobs per employed resident. Palo Alto, by contrast, had 2.8 per employed resident.

**Jobs Per Employed Residents in San José**

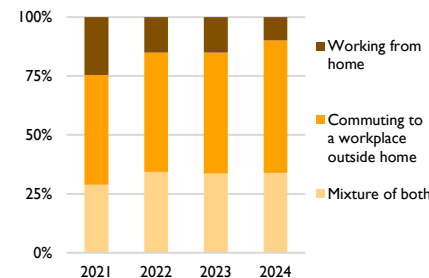
Balance at 1.0 job per resident  
Envision 2040 target: 1.1 jobs per resident



Sources: 2023 and 2022 estimates come from the Employment Development Department. Data prior to 2021 comes from the American Community Survey (5-year estimates for 2010-2018 and 2020, 1-year estimates for 2019 and 2021).

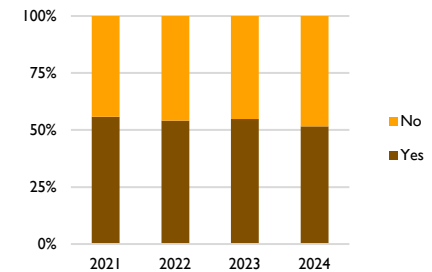
**Community Survey**

Are you currently working from home, commuting to a workplace outside of your home, or a mixture of both?

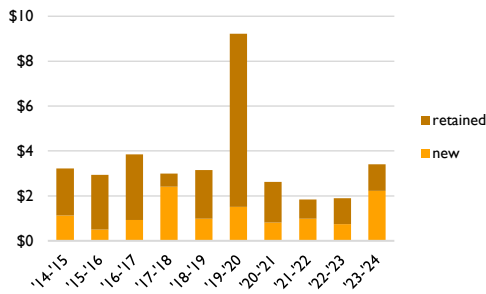


**Community Survey**

When commuting to a workplace outside of your home, is that place within San José?

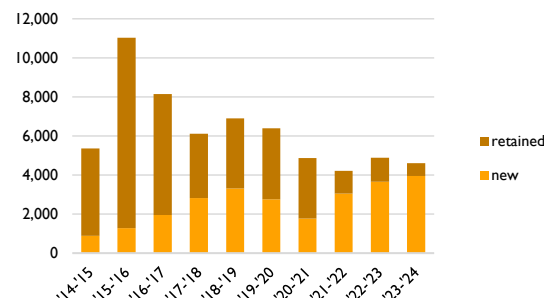


**Estimated Tax Revenue Generated by OEDCA-assisted Companies (\$millions)**

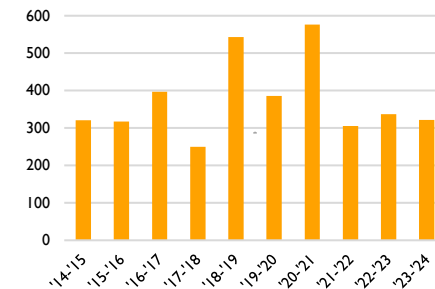


Note: The growth in '19-'20 was primarily driven by a revenue-sharing agreement with eBay.

**Estimated Jobs Created or Retained by OEDCA-assisted Companies**



**Business Clients Served by the Business Services Unit**



# ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

## WORKFORCE DEVELOPMENT

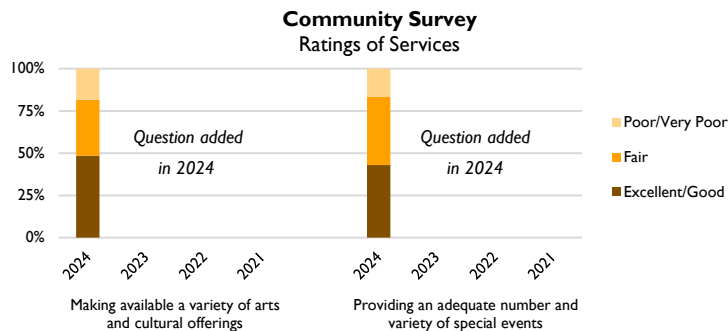
The City’s workforce development program is managed by [work2future](#), a federally-funded, state-mandated program that provides services to adults, dislocated (laid-off) workers, and youth. It provides job search assistance, occupational training, and skills enhancement workshops to San José residents as well as those of surrounding cities.

In 2023-24, work2future provided workforce development training, work experience, and counseling services to over 3,000 job seekers. These clients included those supported with work2future federal formula funds (1,684 participants), City General Funds through San José Works (974 participants), and the Resilience Corps Program—an inter-departmental collaboration funded with American Rescue Plan Act resources (352 participants). Finally, more than 300 business clients, many of whom were small businesses, received assistance services, including recruitment, lay-off aversion, and business assistance.

## CULTURAL AFFAIRS

OEDCA promotes San José’s artistic and cultural vibrancy and supports opportunities for cultural participation and cultural literacy for residents, workers, and visitors. In 2023-24, OEDCA awarded more than 100 grants totaling \$4.3 million to organizations that are located in San José or host events in San José. Contributing to San José’s placemaking and design goals, the public art program reported that it had 464 works throughout the city.

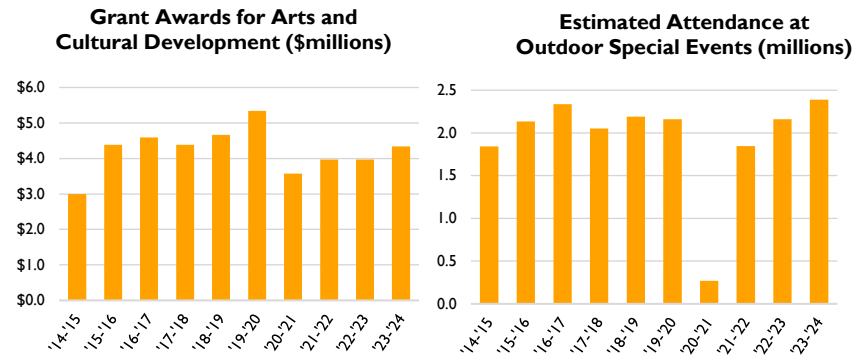
OEDCA helped facilitate about 380 event days in 2023-24 with an estimated attendance of 2.4 million. Not only did attendance increase from the previous year, it has exceeded the pre-COVID levels. Signature events included Christmas in the Park, Viva Calle, and the Rock N Roll Half Marathon.



## work2future Development Program Results

	Job Seekers	Placed in Jobs	State Goal	Success Rate*
Adults	1,138	70.9%	62.0%	114.4%
Dislocated Workers	231	70.9%	67.0%	105.8%
Youth (14-24 years)	315	75.3%	66.0%	114.1%

\*Note: work2future serves San José, Campbell, Morgan Hill, Los Altos Hills, Gilroy, Saratoga, Monte Sereno, and unincorporated areas of Santa Clara County. A local area’s performance is considered unsatisfactory when any overall program success rate falls below 90 percent for the program year.



## Funding to City-owned Cultural Facilities

In addition to the properties managed by Team San Jose, OEDCA provided operations and maintenance funds totaling about \$4.2 million from the General Fund to the following operators of City-owned cultural facilities:

- Children’s Discovery Museum
- San José Museum of Art
- SJSU (Hammer Theatre Center)
- Tech Interactive
- History San José
- School of Arts and Culture at Mexican Heritage Plaza



Hammer Theatre, Source: City Auditor’s Office

# ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

## REAL ESTATE SERVICE

Real Estate Services manages the City’s real estate portfolio, provides real estate services to City departments, and represents the City in third-party transactions. This includes acquisition, disposition, surplus sales, leasing, relocation, valuation, telecommunications, and property management. In 2023-24, sales revenue totaled \$863,000. The division also generated over \$2 million in facility lease revenue. Real Estate Services had 84 property leases in its real estate portfolio.

## CONVENTION & CULTURAL FACILITIES

The City’s convention facilities (San José McEnergy Convention Center, South Hall) house exhibitions, trade shows, and conferences. The City’s cultural facilities (San Jose Civic, Montgomery Theater, California Theatre, Center for the Performing Arts) are home to concerts, plays, and other performances. Team San Jose, a public benefit corporation, manages these facilities on behalf of the City.\*

In 2023-24, the facilities drew over 840,000 people to over 280 events. Of these events, over 50 were at the convention facilities, which hosted more than 239,000 attendees. The City also supported the Convention & Cultural Facilities with more than \$11.6 million from hotel tax revenues.

\*For more information about the performance of the City’s Convention and Cultural Facilities, see our [FY 2023-24 Team San Jose Performance Audit](#).

San Jose Civic



California Theatre



Montgomery Theater

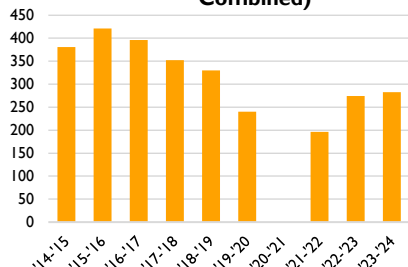


Center for Performing Arts

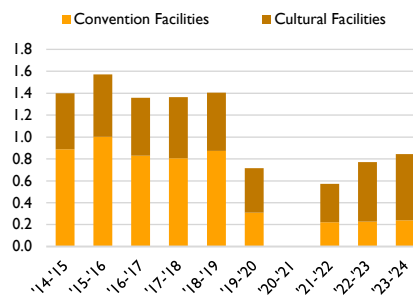


Source: City Auditor’s Office and Team San José

Number of Events (Convention and Cultural Facilities Combined)

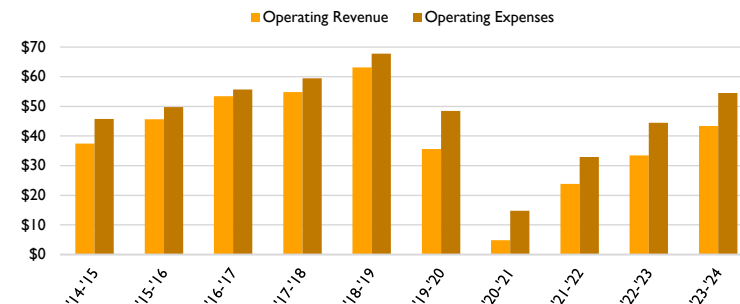


Attendance (millions)



Note: The facilities did not host events in 2020-21 because of COVID-19.

Operating Revenues and Expenses (\$millions)





The mission of the Energy Department is to procure clean, cost effective energy for the benefit of its customers.

# ENERGY

The Energy Department operates [San José Clean Energy](#) (SJCE), the City's Community Choice Aggregation (CCA)\*. This program offers residents access to more renewable energy, community programs, and local control over energy sources and rates. SJCE is pillar of [Climate Smart San José](#), the City's climate action plan. (See the Environmental Services chapter for more information.)

In 2023, SJCE's default rate program, GreenSource, provided 95 percent carbon free electricity. SJCE met its target of less than 5 percent of customers opting out. Customers can upgrade (opt-up) to TotalGreen to receive 100 percent renewable and carbon-free electricity. TotalGreen costs the average home \$4 more per month than GreenSource. As of June 2024, 1,702 customers upgraded, with an opt-up rate of 0.49 percent (target: 0.56 percent).

SJCE had 53 authorized positions in 2023-24, and net operating revenues totaled \$492.3 million. SJCE's operations, maintenance, and administrative expenditures totaled \$24.2 million while energy purchases and other expenditures totaled \$389.2 million. Overall, SJCE had an operating income of \$83.8 million in 2023-24.

Depending on their plan and usage, SJCE customers saved 0.7 to 4.15 percent in 2023-24 compared to Pacific Gas & Electric Company (PG&E). SJCE also launched Peak Rewards in 2023-24, a program that offers incentive payments to businesses and residents for reducing energy use during peak times.

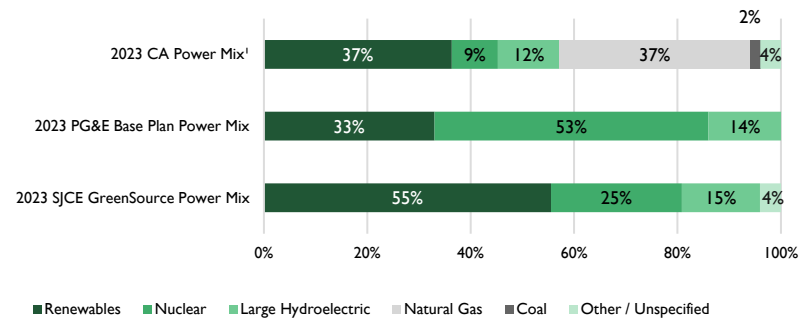
\*CCAs are programs that allow local governments to purchase power on behalf of their residents and businesses. PG&E provides the transmission and distribution of electricity, and handles the billing process.

## KEY FACTS (2023-24)

Total number of customer accounts	349,200
Number of SJ Cares customer accounts	67,900
Opt-out rate	2.55%
Opt-up rate	0.49%
Total customer savings rate range compared to PG&E*	0.7-4.15%

\* Savings based on generation charges and varies depending on rate and usage. Does not include transmission and delivery charges.

### Power Content Labels for SJCE and PG&E

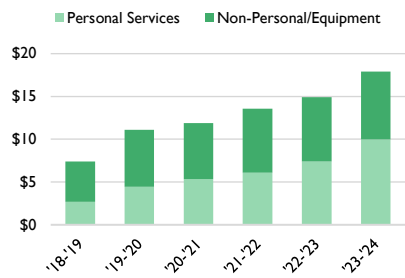


Source: 2023 Power Content Labels for California Power Mix, PG&E, and SJCE.

<sup>1</sup> Figures are estimated annually by the California Energy Commission based on electricity generated in California and net imports.

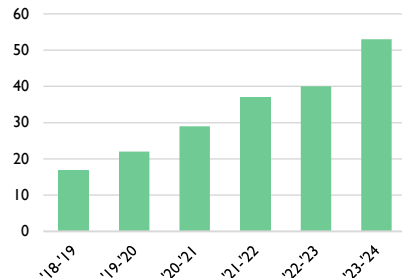
Note: Percentages may not add to 100 due to rounding.

### Energy Department Operating Expenditures\* (\$millions)

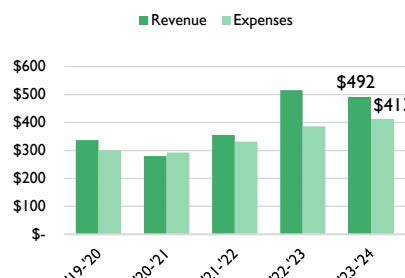


\* Note: This does not include expenditures for energy purchases. The Energy Department was created in 2017-18.

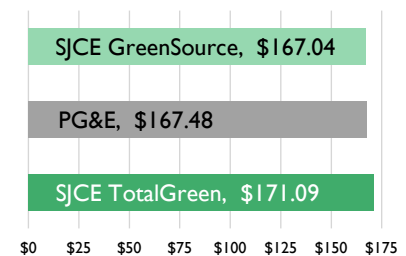
### Energy Department Authorized Positions



### Energy Department Revenue and Expenses (\$millions)



### Comparison of Average Monthly Electricity Bill (rates as of August 15, 2024)



Source: SJCE and PG&E comparison of residential electric rates.

Note: Based on E-TOU C rate schedules and usage of 405 kilowatt-hours.

## ENVIRONMENTAL SERVICES

The mission of the Environmental Services Department is to deliver world-class utility services and programs to improve our health, environment, and economy.

# ENVIRONMENTAL SERVICES

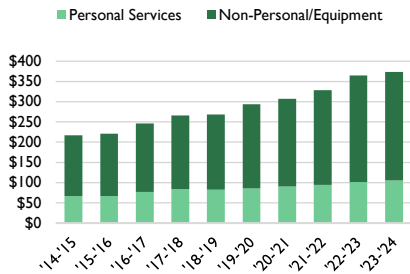
The Environmental Services Department (ESD) provides recycling and garbage services, wastewater treatment, potable water delivery, stormwater management, and recycled water management. ESD also manages programs to conserve water and energy resources and achieve other environmental goals.

ESD coordinates Citywide efforts to protect and conserve air, land, water, and energy resources through policy development, education, and grant-seeking. This work is guided by the City’s Climate Smart San José Plan and regulatory requirements.

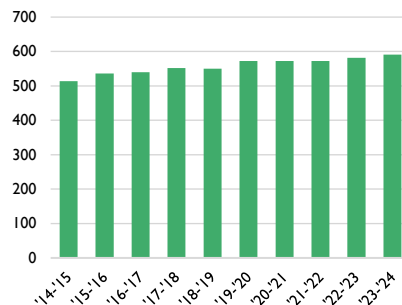
Most ESD revenue comes from customer fees and charges; approximately \$6.4 million of its budget, representing 1.7 percent of its operating expenditures, came from the General Fund in 2023-24.

In 2023-24, ESD’s operating expenditures totaled \$374 million, including personal and non-personal expenditures. In addition, the Department was responsible for \$1.5 million in Citywide expenditures. Staffing in 2023-24 included 591 full-time equivalent positions, representing a 15 percent increase from ten years ago. In 2024-25, ESD reports their scope will expand to include work on long-term water supply solutions.

**ESD Operating Expenditures (\$millions)**



**ESD Authorized Positions**



## Climate Smart San José

On February 27, 2018, the San José City Council adopted the [Climate Smart San José Plan](#). The plan is a continuation of the 2007 San José Green Vision, and represents San José’s commitment to meeting the greenhouse gas (GHG) emission reduction targets of the Paris Climate Agreement.

Climate Smart San José lays out specific goals and milestones, focusing on reducing communitywide GHG emissions in alignment with the 2016 Paris Agreement.

In November 2021, the San José City Council voted unanimously to adopt the goal of reaching net-zero greenhouse gas emissions by 2030, joining several cities across the nation. In June 2022, City Council approved the Pathway to Carbon Neutrality by 2030 to focus the City’s efforts on key strategies to achieve this goal.

In May 2023, City Council approved the establishment of a Climate Advisory Commission. This involved merging with the City’s existing Clean Energy Community Advisory Commission. The new commission began meeting in March 2024.

Find more information on the City’s [Climate Smart Dashboard](#).



RECYCLING & GARBAGE SERVICES

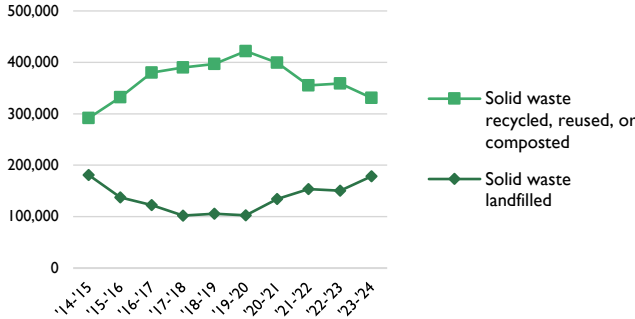
ESD provides recycling and garbage services to over 337,000 residential households in San José through contracted service providers. ESD also provides waste management programs and services for San José businesses, large events, public areas, and City facilities. The Department manages agreements for commercial collection and recyclables processing, organics processing, and residential and construction waste collection services in the city. For 2023-24, City Council approved residential garbage and recycling services rate increases of up to 4 percent for single-family and 2 percent for multi-family dwellings.

The state monitors each jurisdiction’s “per capita disposal rate” and requires that 50 percent of solid waste be diverted\* from landfills. Since 2007, San José has diverted at least 60 percent of waste from landfills. In 2023-24, San José diverted 65 percent of residential waste landfilled. Despite this, total tonnage recycled has decreased in recent years and the amount of solid waste going to landfill has increased.

In 2023-24, to educate residents and encourage appropriate recycling, ESD reports they began a lid flip inspection/cart tagging program aimed at reducing contamination of recyclables.

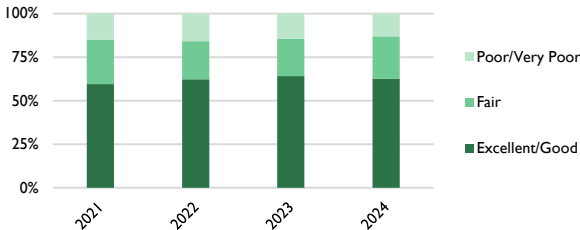
\* “Diversion” refers to any combination of waste prevention, recycling, reuse, and composting activities that reduces waste disposed at landfills. (Source: CA Integrated Waste Management Board)

Tons of Residential Solid Waste Recycled vs. Landfilled

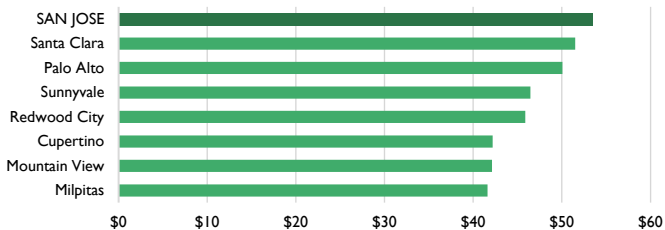


Note: Methodology changed in 2021 based on terms of new agreements with the City’s contractors.

Community Survey Rating of trash, recycling, and yard waste services

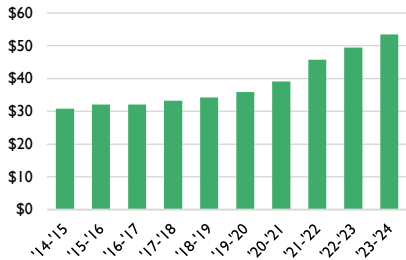


Comparison of Monthly Residential Garbage and Recycling Rates (as of November 2024)



Sources: Rates listed on local government websites for municipalities provided. Note: Rates listed for all municipalities are for the 32-gallon cart size, except for Milpitas, which uses the 26-gallon bin.

San José Garbage and Recycling Monthly Bills (32-gallon cart)



What Can Be Recycled

Materials such as plastics, paper, metal, and glass can be placed in the recycling bin. Recycling is collected weekly from residential homes, mobile home parks, and apartments and condos. You can find out more about what specific materials can be placed in the recycling bin at: [www.sanjoserecycles.org/what-to-do/curbside/](http://www.sanjoserecycles.org/what-to-do/curbside/).

# ENVIRONMENTAL SERVICES

## STORMWATER MANAGEMENT

The City's Municipal Regional Stormwater permit requires the City to implement inspection and enforcement programs to protect water quality and the health of our waterways and the San Francisco Bay.\* ESD has four stormwater inspection programs that inspect San José businesses, active construction sites, stormwater treatment measures, and incidents of illicit discharge to the storm sewer system. Additionally, ESD performs outreach and education to promote regulatory compliance. The Department of Transportation (DOT) operates and maintains the City's storm drains and storm sewer system, addressing the removal of any debris prior to entering creeks and eventually the San Francisco Bay (see Transportation chapter).

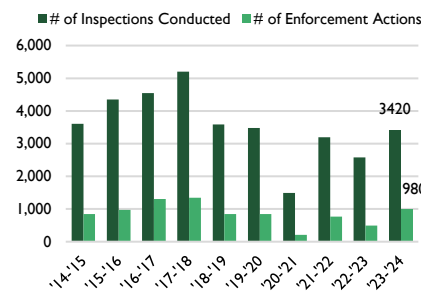
ESD estimates that the City has reduced the amount of trash discharged from the stormwater collection system into receiving waters by 100 percent since 2009 and reduced citywide trash load by about 110 percent in 2023-24.\*\*

The annual storm sewer fee for a single-family residence in 2023-24 was \$94.44. The annual fee has remained the same since 2011-12.

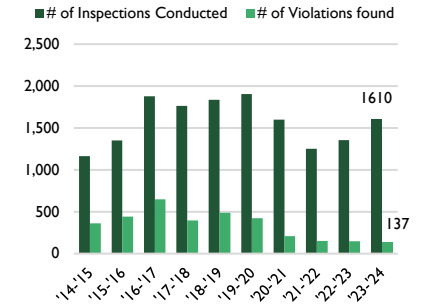
\* These programs and activities are regulated by a state permit for municipal storm water systems. For more information, see the [California Water Boards' webpage](#) on the subject.

\*\* Calculation is based on a method specified in the Municipal Regional Stormwater NPDES permit; the regional permit was reissued in 2021-22 and most recently amended in 2023-24.

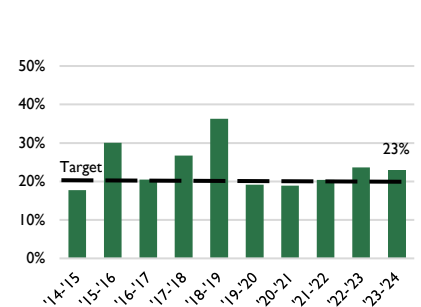
**Inspections and Enforcement at Industrial/Commercial Sites**



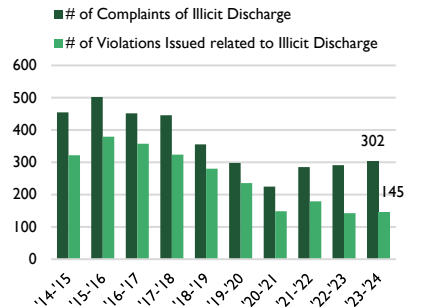
**Inspections and Violations Found at Construction Sites**



**Percent of Sites Inspected for Stormwater Treatment**

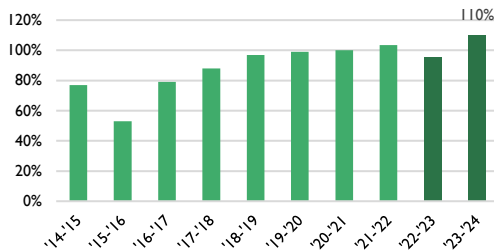


**Complaints and Violations Issued for Illicit Discharge**



Note: Includes all public and private stormwater treatment measures (e.g. bioretention systems) that treat stormwater as part of the City's low impact development (LID) requirement for new and redevelopment projects.

**Citywide Trash Load Reduction**



Note: The trash load reduction calculation measures compliance with the City's Municipal Regional Permit requirement. In 2022-23 the methodology for this measure was changed based on an updated permit. The new reduction target is based on reducing trash from receiving waters before 2009 levels. The reduction target is 90 percent by June 2023 and 100 percent by June 2025.

## Baykeeper Consent Decree

In June 2016, the City executed a consent decree to settle a lawsuit filed by the San Francisco Baykeeper. The consent decree stipulates that the City appropriate \$100 million over a ten-year period to implement projects intended to reduce the flow of pollutants from the City's urban areas to receiving waters (e.g., green infrastructure).

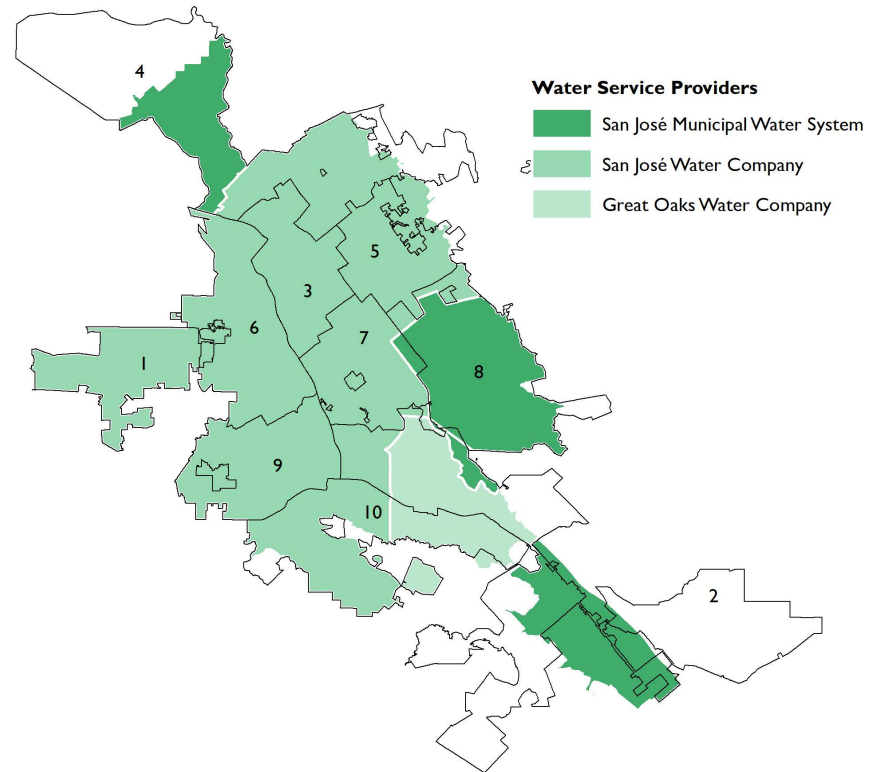
## RETAIL WATER DELIVERY

ESD operates and maintains the San José Municipal Water System (Muni Water), which serves about 27,000 customers in North San José, Alviso, Evergreen, Edenvale, and Coyote Valley. Other local San José water retailers include Great Oaks Water Company (which serves Blossom Valley, Santa Teresa, Edenvale, Coyote Valley, and Almaden Valley) and the San José Water Company (which serves Downtown, West San José, Alum Rock, and Almaden Valley, among others).

The average monthly water bill for Muni Water customers was \$130.79, a 14 percent increase from the prior year. Muni Water rates have increased in recent years, which ESD reports is due to higher wholesale water rates and other inflationary costs; the rates are consistent with those of other San José retail water providers.

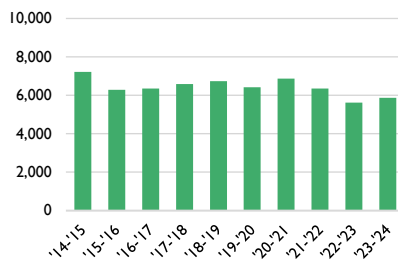
In 2023-24, Muni Water delivered nearly 5,900 million gallons of water to its customers, down 19 percent from ten years ago. Muni Water met federal water quality standards in 100 percent of water samples taken (target: 100%).\*

\* For more information on water quality, see the [2023 Water Quality Report](#).

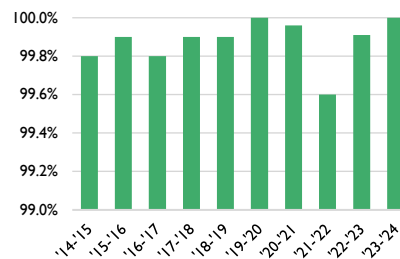


Note: According to ESD, areas in white are served by private well systems.  
Source: Auditor map based on Environmental Services Department data

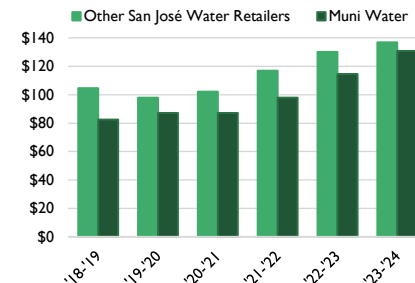
**Millions of Gallons of Water Delivered to Muni Water Customers**



**% of Water Samples Meeting State and Federal Water Quality Standards**



**Comparison of Monthly Residential Water Bills**



Note: Rates are based on water usage of 13 hundred cubic feet (HCF). Rates for 'Other San José Water Retailers' in 2018-19 are estimates.

# ENVIRONMENTAL SERVICES

## WASTEWATER TREATMENT

ESD manages and operates the San José-Santa Clara Regional Wastewater Facility – one of the largest advanced wastewater treatment facility in the Western United States. The facility is co-owned with the City of Santa Clara, and provides wastewater treatment for approximately 1.4 million residents in San José and surrounding communities. DOT maintains the City’s sanitary sewer system (see *Transportation chapter*) that flows to the facility. ESD also manages pretreatment programs to control for pollutants at their source. ESD wastewater treatment operations account for the largest share of ESD employees: 326 full-time budgeted positions out of 591 total.

The Wastewater Facility continues to meet the Regional Water Quality Control Board’s permit requirements for water discharged into the San Francisco Bay. In 2023, the Facility maintained 100 percent compliance with pollutant discharge requirements.

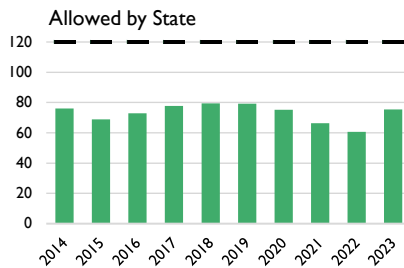
The estimated cost per million gallons treated was \$1,883 in 2023-24. Aging infrastructure at the Facility has required increased maintenance and capital costs in the past decade. In accordance with the Plant Master Plan adopted in 2013, the City is implementing over \$2 billion in long-term capital improvement projects to upgrade and rebuild the facility, many of which have already been completed.\* In 2024-2025, ESD reports it will begin the transition from utilizing drying beds to mechanical dewatering of biosolids, enabling future beneficial reuse.



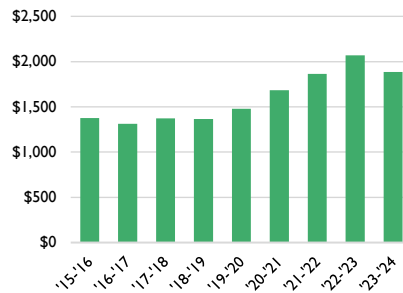
Aerial photo of the San José-Santa Clara Regional Wastewater Facility  
Source: Environmental Services Department

\* For more information, see the [Capital Improvement Program webpage](#).

**Millions of Gallons per Day Discharged to Bay During Average Dry Weather Season**



**Cost per Millions of Gallons Treated (Estimate)**



**Comparison of Monthly Sewer Rates\* (as of November 2024)**



\* Sewer rates pay for costs of the sewer system as well as wastewater treatment. Sources: Rates listed on local government websites for municipalities provided.

# ENVIRONMENTAL SERVICES

## RECYCLED WATER

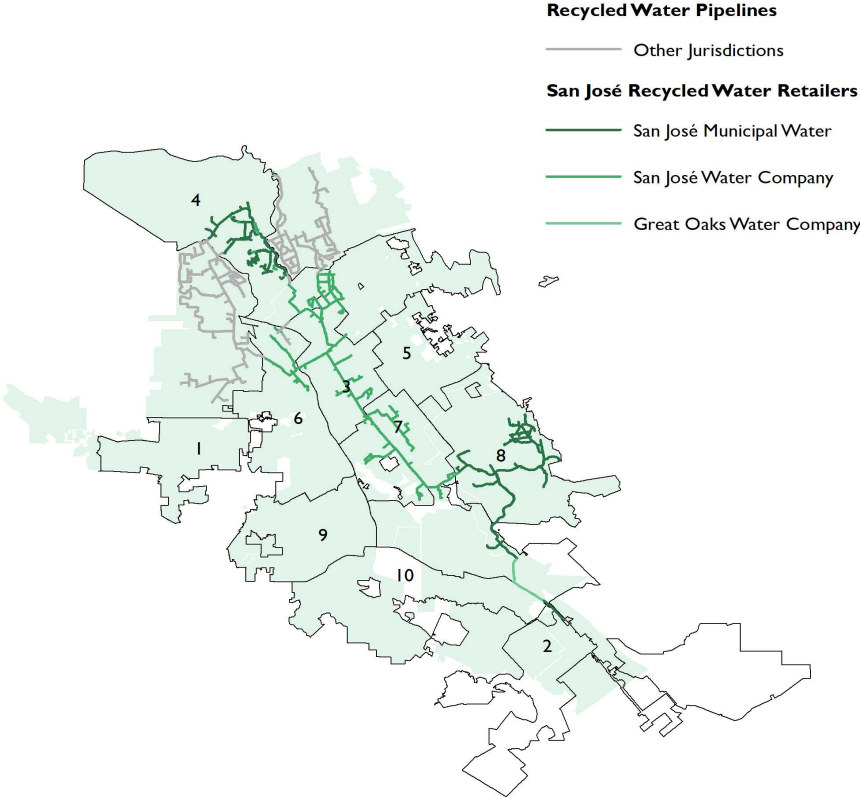
The South Bay Water Recycling System (SBWR) includes over 153 miles of pipeline that provides recycled water for parks, golf courses, school grounds, and commercial landscapes. In addition, SBWR also provides recycled water for agricultural, commercial, and industrial uses including cooling towers, power generation plants, and data centers, among others. SBWR currently provides recycled water to the cities of San José, Santa Clara, and Milpitas.

To provide SBWR customers higher quality recycled water, the cities of San José and Santa Clara partner with the Santa Clara Valley Water District to produce up to 8 million gallons per day of highly purified water at the Silicon Valley Advanced Water Purification Center. The purified water is mixed with the recycled water produced by the Regional Wastewater Facility.

In 2023, SBWR delivered about 4 billion gallons of recycled water to over 1,000 customers, who paid \$4.51\* per hundred cubic feet of water. During 2023, SBWR recycled water met quality standards for state and permit requirements.

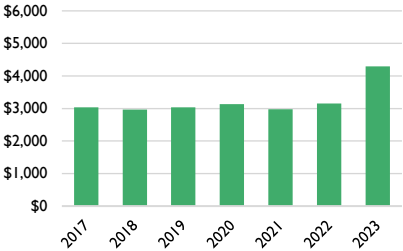
The cost per million gallons of recycled water delivered was about \$4,293 in 2023-24.

\* This rate is for City of San José Municipal Water customers; other SBWR provider rates may vary.

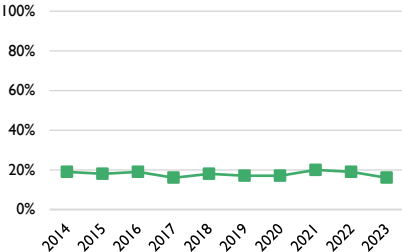


Source: Auditor map based on Environmental Services Department data

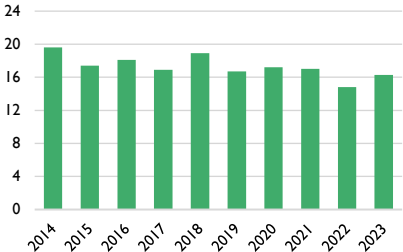
**Cost per Million Gallons of Recycled Water Delivered**



**% of Wastewater Recycled for Beneficial Purposes during Dry Weather Periods**



**Millions of Gallons Per Day Diverted during Dry Weather Periods**



**Millions of Gallons of Recycled Water Delivered Annually**



Note: Data is an estimate using using FY 2023-24 expenditure data and CY 2023 gallons of water delivered. Data from 2022-23 was updated since last year's report to maintain a consistent methodology.



The mission of the Finance Department is to manage, protect, and report on the City of San José's financial resources to enhance the City's financial condition for our residents, businesses, and investors.

# FINANCE

The Finance Department manages the City’s disbursements, financial reporting, purchasing and risk management, revenue management, and debt and treasury management core services. In 2023-24, Finance had 135 authorized positions, with operating expenditures totaling \$25.3 million. Finance was also responsible for other expenses, including \$40.3 million in debt service and \$6.4 million in Citywide expenses.

The Accounting Division makes timely payments to vendors and employees, and provides relevant financial information to the public, including the City’s Annual Comprehensive Financial Report. In 2023-24, the Finance Recovery Group submitted 16 projects, primarily related to the 2023 winter storms, totaling roughly \$9 million for potential Federal Emergency Management Agency reimbursements.

The Revenue Management Division supports timely billing and revenue collection efforts. The Division collected \$1.4 billion of the City’s overall revenue in 2023-24, which includes sales tax and other revenues.

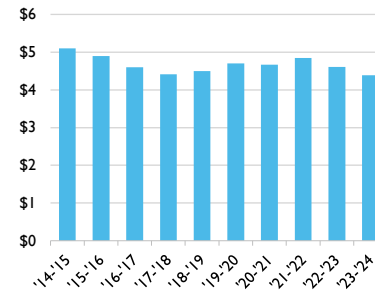
The Purchasing and Risk Management Division is responsible for ensuring cost-effective procurement of goods and services, and ensuring insurance coverage of the City assets. In 2023-24, the Purchasing Division procured \$297 million of products and services, an increase of 25 percent from the prior year.

The Debt and Treasury Management Division manages the City’s cash, debt, and investment portfolios. The City ended 2023-24 with an investment fund portfolio of \$2.96 billion, which earned an average of 3.3 percent or \$86.7 million. The Division also issued debt totaling \$137.2 million in 2023-24. Outstanding debt, including conduit debt, totaled \$4.39 billion at the end of 2023-24.

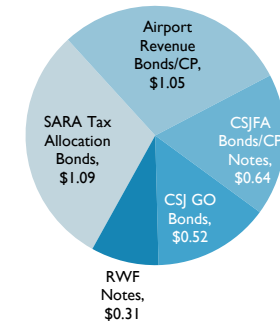
## KEY FACTS (2023-24)

Investment portfolio, June 30, 2024	\$2.96 billion
Outstanding debt, June 30, 2024	\$4.39 billion
San José credit rating:	Moody's Aa1
	S&P AA+
	Fitch AAA

**Total Outstanding Debt (\$billions)**



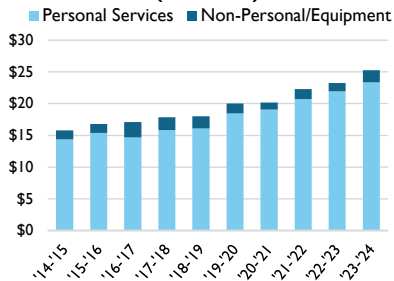
**Outstanding Debt Issued by All Agencies, June 30, 2024 (\$billions)**



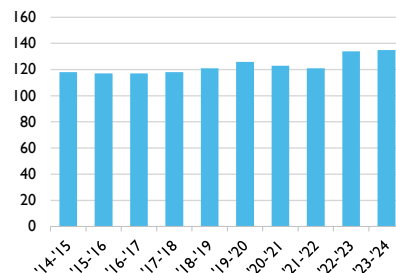
Note: Includes conduit debt outstanding (multifamily housing revenue bonds). Pie chart to the right does not include conduit debt.

For more information, see the [City's Comprehensive Annual Debt Reports](#).

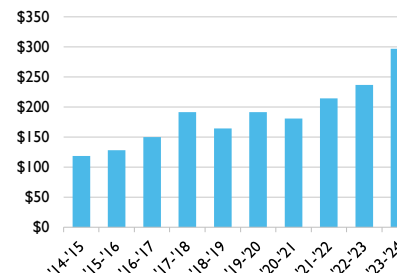
**Operating Expenditures (\$millions)**



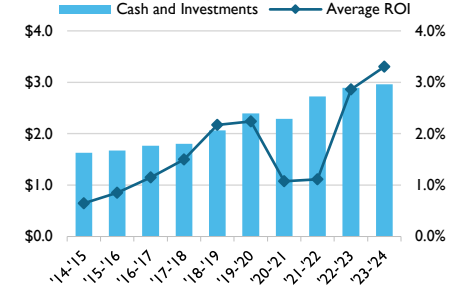
**Authorized Positions**



**Total Dollars Procured (\$millions)**



**City Cash and Investments (\$billions)**





The mission of the San José Fire Department is to serve the community by protecting life, property, and the environment through prevention and response.

# FIRE

The San José Fire Department (Fire) provides fire suppression, emergency medical services (EMS), and fire prevention services to residents and visitors within San José's city limits and some unincorporated areas of Santa Clara County. Other fire prevention services include regulatory enforcement of fire and hazardous materials codes through inspections and construction plan reviews for residents and businesses. Fire provides emergency Advanced Life Support (paramedic) first-response services, and the County of Santa Clara contracts with a private company for emergency ambulance transportation services.

In 2023-24, Fire's operating expenditures totaled \$296.2 million. This includes personal and non-personal expenditures. Fire was responsible for additional costs including \$1.2 million in Citywide expenses and \$13.5 million for workers' compensation claims. There were 858 authorized positions in the Department in 2023-24.

The Department reports that it continues to focus on recruiting a diverse and qualified pool of Firefighter/Paramedics to overcome COVID-19 related nationwide paramedic shortages, keep pace with increasing call volumes, and reduce delays in patient transport and escort during medical emergencies. In 2023-24, Fire hired 34 sworn staff. Fire expanded the number of Support Paramedics, reinstating paramedic status within the Fire Engineer and Fire Captain ranks to expand coverage of paramedic functions along with Firefighters. As the number of Support Paramedics increased, mandatory call-back hours for Firefighter/Paramedics has been significantly reduced.

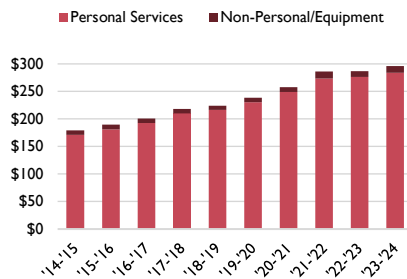


Source: San José Fire Department, photo of Public Safety Radio Dispatcher graduation

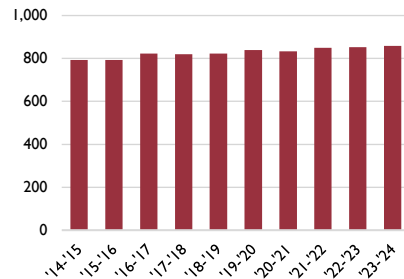
## Fire Communications Division

Comprised of 47 FTEs, the Fire Communications Division serves as Fire's initial point of contact for residents and businesses. Fire Communications answers calls to provide a variety of essential operations such as answering fire and medical emergency calls, providing life-saving instructions over the phone before responders arrive, processing incident data, and deploying emergency resources. In 2023-24, Fire reports that it conducted its largest academy since 1990 with eight Public Safety Radio Dispatch Trainees. As of September 2024, all permanent Public Safety Radio Dispatcher authorized positions had been filled.

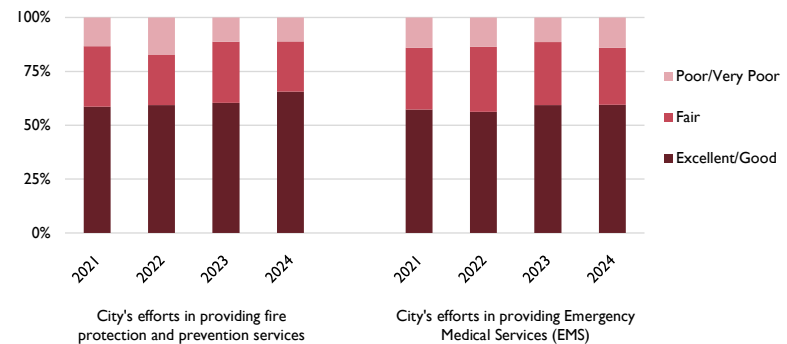
**Fire Department Operating Expenditures (\$millions)**



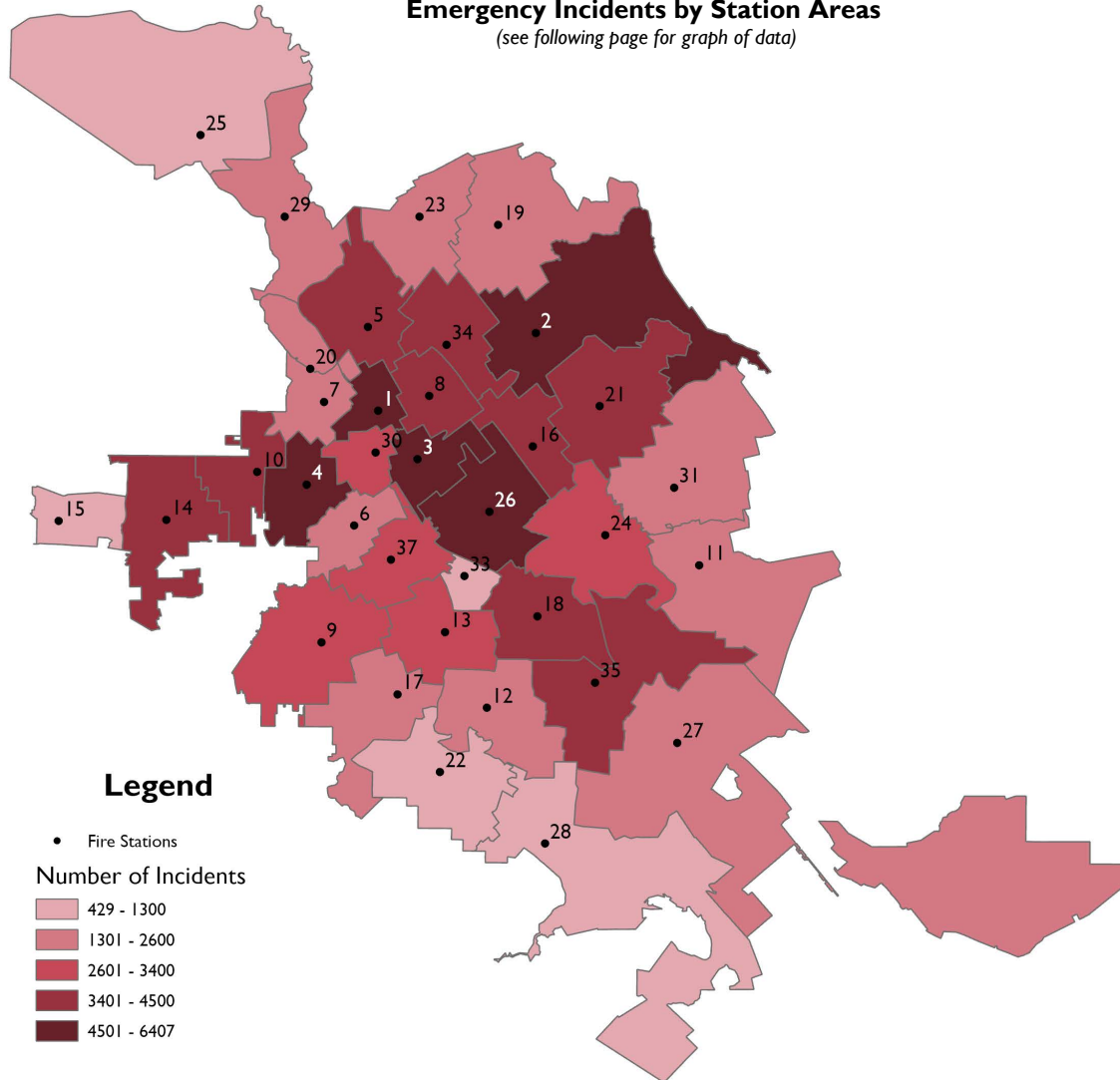
**Fire Department Authorized Positions**



**Community Survey Ratings of Services**



**Fire Stations and Number of 2023-24  
Emergency Incidents by Station Areas**  
*(see following page for graph of data)*



**KEY FACTS (2023-24)**

Fire stations	34
Engine companies	33
Truck companies	9
Rescue Medic units	3
Aircraft Rescue Firefighting companies	1
Urban Search and Rescue companies	1
<b>Emergency incidents</b>	
Emergency medical incidents	68,400
Fires	4,600
Rescue, Haz-Mat, USAR, Non-Fire Hazards	6,500
Other	30,800
<b>Total</b>	<b>110,300</b>

*Other includes service requests, false alarms, false calls, good intent responses, no incident, wrong location, and canceled en route incidents*



Source: San José Fire Department, photo of Battalion Chief on scene during the Clayton Fire incident in August 2023

Source: Auditor analysis based on incident data provided by Fire Department. Note: Data shows incidents by geographic area, not by responding unit.  
\* Fire Station #20 includes San José Mineta International Airport. Fire Station #33 closed in August 2010. Incidents within the district of Station #33 were handled by other stations. The Department has reserved the numbering of Fire Station #32 and #36 for future use.

# FIRE

## EMERGENCY RESPONSE

In 2023-24, Fire responded to 110,300 emergency incidents. This number continues to be up from prior years.

There were 87,800 Priority 1 incidents (red lights and sirens) and 22,500 Priority 2 incidents (no red lights or sirens). Of the total:

- 62 percent were medical emergencies (68,400\* total)
- 34 percent were all other types of incidents, including good intent calls, rescues, and false alarms (37,300 total)
- 4 percent were fires (4,600 total). Of these, 470 were structure fires, 360 were vehicle/aircraft fires, and 700 were vegetation fires. The remaining were categorized as other fires, which could include rubbish fires or fires in dumpsters or encampments.

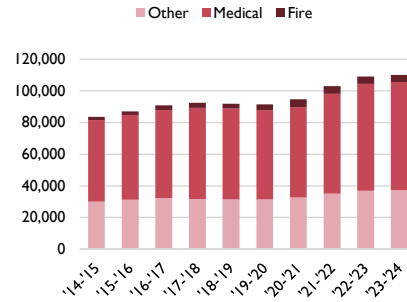
A breakdown of all incidents by fire station is provided below.

In 2023-24, Fire contained 88 percent of fires to the *structure* of origin (target: 92 percent). Fire contained 66 percent of fires to the *room* of origin (target: 80 percent).

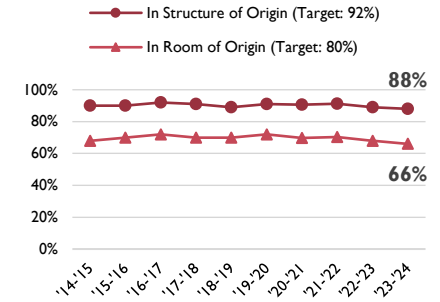
Fire reports that were 12 civilian fire injuries and three civilian fire deaths in 2023-24.

\* Numbers may not add to incident total due to rounding.

Emergency Incidents



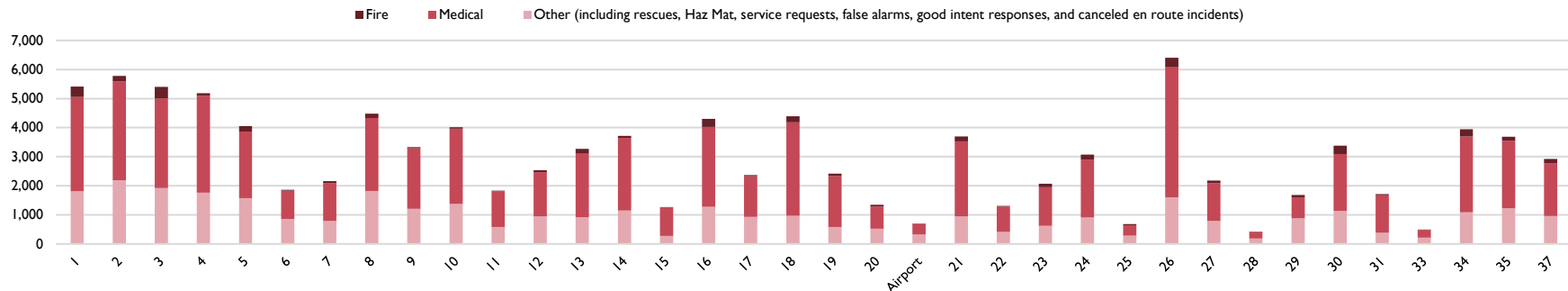
Percent of Fires Contained



## Emergency Medical Services (EMS)

Fire provides Advanced Life Support (ALS) first response services under an agreement with the County of Santa Clara Emergency Medical Services (EMS) Agency. The agreement requires Fire to arrive on-scene within eight minutes 90 percent of the time for qualifying EMS calls to receive funding. Fire met this performance standard for 12 months after adjustments. In 2023-24, Fire reported there continued to be a decreased availability of county ambulance resources for emergency medical response. Fire adapted by increasing rescue medic transports and having firefighter/paramedics ride to the emergency room with patients to maintain advanced-level care. Fire provided 800 rescue medic transports in 2023-24.

Emergency Incidents by Station Area (2023-24)



Note: Fire Station #20 includes San José Mineta International Airport, but incident numbers are separated in this graph. Fire Station #33 closed in August 2010. Incidents within the district of Station #33 were handled by other stations. The Department has reserved the numbering of Fire Station #32 and #36 for future use.

**EMERGENCY RESPONSE** (continued)

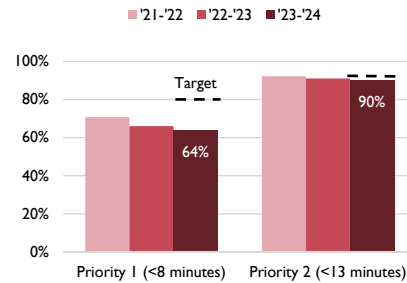
In 2023-24, Fire responded to 64 percent of Priority 1 incidents within its time standard of 8 minutes (target: 80 percent), a decrease from prior years. Fire attributes this decrease in part to ambulance resource constraints. The Department responded to 90 percent of Priority 2 incidents within 13 minutes (target: 92 percent).

Fire disaggregates Priority 1 response time into three segments: dispatch (call processing) time, turnout time, and travel time. In 2023-24, Fire met its dispatch time standard 83 percent of the time (target: 85 percent within 2 minutes) and turnout time standard 85 percent of the time (target: 85 percent within 2 minutes). It met its travel time standard for only 34 percent of Priority 1 incidents (target: 45 percent within 4 minutes).

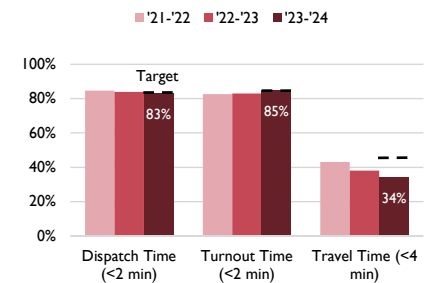
In 2023-24, Fire reports that the installment of the 6th Battalion (positioned at Fire Station 35) has provided equitable and manageable levels of command and control in Central and East San José. The battalion installment has allowed for increased operational capacity to improve the safety of residents in these areas.

A breakdown of Priority 1 response times by fire station is shown below. No fire stations met the Priority 1 response standard of 8 minutes for 80 percent of incidents in 2023-24, compared to one station last year.

**Emergency Response Time Compliance**



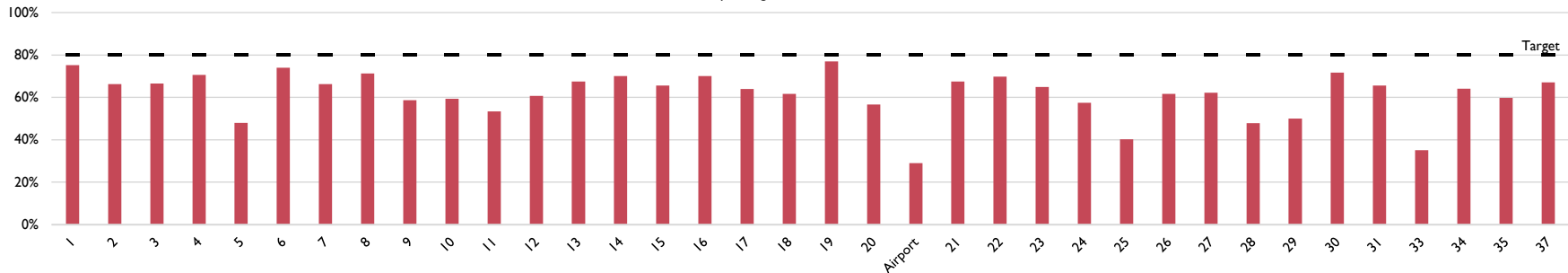
**Time Targets of Priority 1 Response Time**



Source: San José Fire Department, photo of Tractor Drawn Aerial Training at Fire Training Center

**Priority 1 Response Time Compliance by Station (2023-24)**

% of Time Initial Responding Unit Arrives in less than 8 Minutes



Note: Fire Station #20 includes San José Mineta International Airport, but compliance rates are separated in this graph. Fire Station #33 closed in August 2010. Incidents within the district of Station #33 were handled by other stations. The Department has reserved the numbering of Fire Station #32 and #36 for future use.

# FIRE

## FIRE PREVENTION

The Bureau of Fire Prevention provides regulatory enforcement of fire and hazardous materials codes, investigates fire cause, and educates the community to reduce injuries, loss of life, and property damage from fires and other accidents. Both Firefighters and Fire Prevention Inspectors conduct inspections to check for compliance with fire codes. In 2023-24, about 86 percent of initial inspections were code compliant, and therefore did not require a follow-up inspection. Fire performed 12,700 initial fire inspections during the fiscal year. Firefighters conducted 5,500 of these initial inspections and Fire Prevention Inspectors conducted the remaining 7,200.

The Bureau of Fire Prevention also conducts investigations based on complaints received from residents or businesses. In 2023-24, 150 complaints were investigated.

In 2023-24, Fire's Arson Investigators conducted 377 investigations and were able to determine that 134 of those incidents were caused by arson.

## FIRE SAFETY CODE COMPLIANCE (DEVELOPMENT SERVICES)

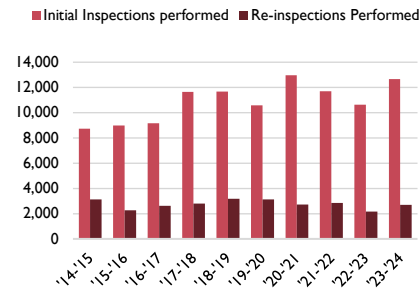
Fire Safety Code Compliance enforces the City's fire and health and safety codes during the development plan review and inspection processes, in coordination with the Development Services partners in the Permit Center (see *Planning, Building & Code Enforcement Department chapter*). This includes both engineering and hazardous materials reviews. In 2023-24, Fire Safety Code Compliance staff performed fire plan checks and inspections for Development Services customers.

In 2023-24, Fire reports that they finalized a comprehensive website re-design, adding new dashboards which show average wait times for inspections to provide more clear information to customers.

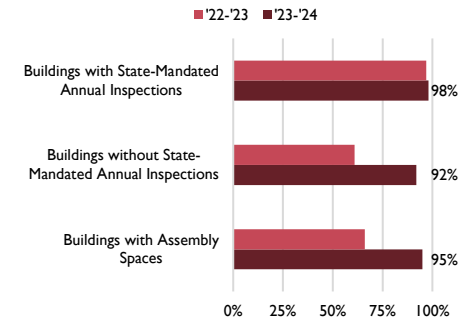
## Fire Safety Inspections

Fire inspects existing and newly-constructed buildings to ensure compliance with the fire code. As of June 2024, San José had approximately 12,500 buildings that were eligible for a fire inspection, including over 90 high-rises, 650 educational facilities, and 5,500 multi-family residences and hotels/motels. The frequency of the inspection cycle depends on a building's use and type. For example, the State Fire Marshal requires high-rises, schools, and multi-family residences to have annual inspections. In 2023-24, Fire completed 98 percent of state-mandated inspections.

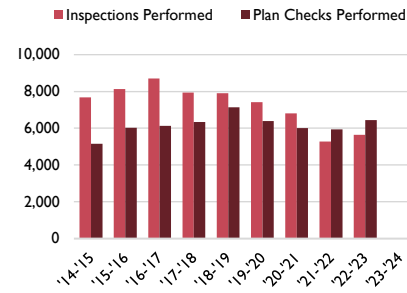
**Fire Prevention Inspections (on existing buildings)**



**Completion of Initial Fire Inspections**



**Fire Safety Code Compliance - Workload (Development Services)**



Note: inspection and plan check data not yet available for 2023-24.

**Arson Investigations**



The mission of the Housing Department is to make housing and neighborhood investments that create a more just community where all people thrive.

# HOUSING

The Housing Department (Housing) employs multiple strategies to meet the housing needs of San José residents, who face some of the highest housing costs in the nation. These strategies include:

- Funding and financing housing construction and preservation,
- Recommending housing and community development policies,
- Managing rent stabilization programs,
- Responding to homelessness,
- Administering a number of federal and state grant programs,
- Managing interim housing units, and
- Administering a number of federal and state grant programs.

Housing's operating expenditures totaled \$19.1 million in 2023-24. This includes personal and non-personal/equipment expenditures. The Department was responsible for an additional \$46.6 million in Citywide expenses and \$69.1 million for loans and grants.

Funding for Housing included revenues from the Department's loan portfolio that continued to generate program income (principal outstanding as of June 2024 was \$661.1 million). Additional revenues came from various state and federal grants, with \$27.5 million in funding from the state (Homeless Housing, Assistance and Prevention Program). Loan repayments, interest, and miscellaneous revenues totaled \$39.5 million.

In FY 2023-24, there were 109.50 total positions.

Note: In response to the City Auditor's Office audit, [Housing Performance Measures: The City Should Focus and Align Measures to Support Decision-Making](#), Housing updated its performance measures and the City Service Area measures in the FY 2024-25 Proposed Operating Budget.

## KEY FACTS (2023-24)

Median household income:	\$136,200
Annual income needed for a two bedroom apt. (avg. rent):	\$125,400
Annual income needed to afford median priced home:	\$419,200

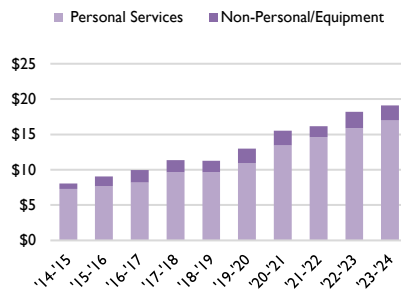
Sources: U.S. Census Bureau American Community Survey, 2023 1-year estimates; Housing Market Report for second quarter 2024.

## Rue Ferrari Interim Housing Site

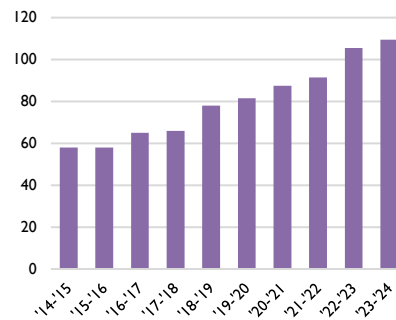


Source: Housing Department.

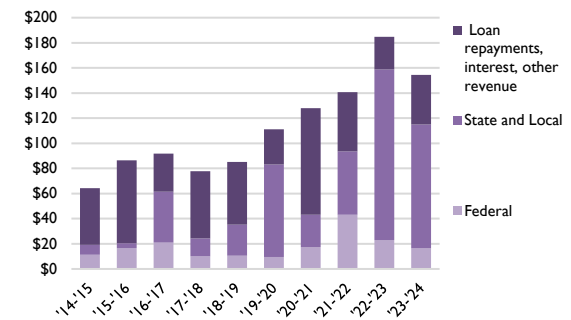
### Housing Operating Expenditures (\$millions)



### Housing Authorized Positions



### Comparison of Funding Sources (\$millions)



Note: Lower from previous year due to reduced COVID-19 funding.



**HOUSING PRODUCTION & PRESERVATION**

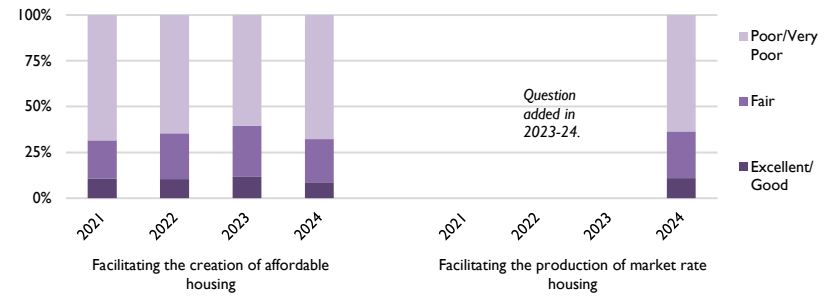
The availability of housing has continued to be an area of concern for San José survey respondents. In 2024, only 9 percent of surveyed respondents rated the City's efforts to facilitate the creation of affordable housing as "excellent" or "good;" and only 11 percent of surveyed respondents rated the City's efforts to facilitate the production of market rate housing as "excellent" or "good."

The City's efforts to increase the supply of housing in San José include making loans to developers and authorizing conduit financing.\* Developers completed 527 new affordable housing units with City help in 2023-24. There are over 20,420 housing units at affordable rates in San José.

The Permanent Supportive Housing Program provide services such as case management, public benefits counseling, and independent living education. The Rapid Rehousing Program supports individuals with government subsidies, such as housing vouchers, to help them afford permanent housing. In 2023-24, Housing completed 396 family units and preserved 227 family units. The Permanent Supportive Housing Program preserved 134 units and the Rapid Rehousing Program completed 23 units. Preserved units are units for which the City assisted with extending the affordability requirements.

\*For more information, see [Council Policy 1-16 Policy for the Issuance of Multifamily Housing Revenue Bonds](#).

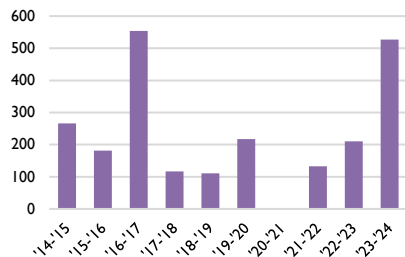
**Community Survey**  
Rating of Services



**Select Housing Policy Initiatives**

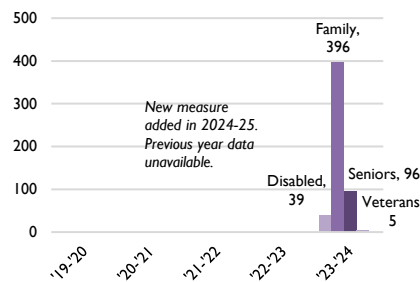
- **Anti-Displacement Strategy** to prevent and mitigate displacement of lower-income San José residents
- **Affordable Housing Siting Policy** to expand housing choices through equitable development that reduces disparities in housing options among neighborhoods in San José
- **Expanding Options for Residents Experiencing Homelessness** to create more safe, secure, and managed alternatives, which include interim housing communities and safe parking

**Number of Affordable Housing Units Completed with City Help in the Fiscal Year**



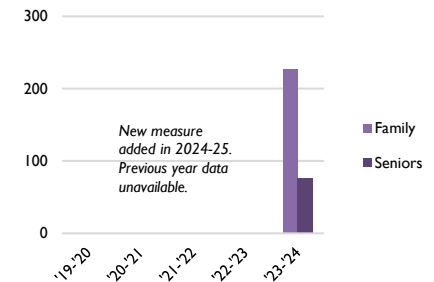
Note: No units were completed in 2020-21 due in part to cost and material shortages.

**Affordable Housing Units Completed by Type**



Note: Units include affordable housing units completed and preserved with City help in the fiscal year. Affordable units completed by type includes manager's units which are categorized as family units.

**Affordable Housing Units Preserved by Type**



# HOUSING

## RESPONDING TO HOMELESSNESS

According to the 2023 San José Homeless Point in Time, 6,266 San José residents were homeless when the census was conducted, including chronically homeless, youth, families with children, and veterans. Of these 4,386 were unsheltered. In 2023-24, 1,922 homeless San José households were assisted into housing through the collective efforts of county, city, and service providers.

The City has eight interim housing sites that provide temporary shelter for individuals and families experiencing homelessness while they search for a permanent affordable home. The eight sites have nearly 400 units, providing temporary accommodations to over 1,000 people. In 2023-24, the City broke ground on a new interim housing project, Via del Oro. The site is projected to add 150 beds to the City's supply of interim housing.

In 2023-24, Housing served 7,100 individuals across all programs. Of individuals who exited City-funded shelter programs, 37 percent exited to permanent situations. The response to homelessness has continued to be an area of concern for San José survey respondents. In 2024, only 6 percent of surveyed respondents rated the City's efforts in addressing homelessness as "excellent" or "good."

### Types of Shelter

**Interim Housing** - Short-term shelters including Emergency Interim Housing (EIH) and Bridge Housing Communities (BHC) sites.

**Temporary Housing** - Includes Overnight Warming Locations (OWLs) and other facilities.

**Safe Parking** - Sites for individuals who temporarily live in their vehicles.

### Evans Lane Interim Housing Site

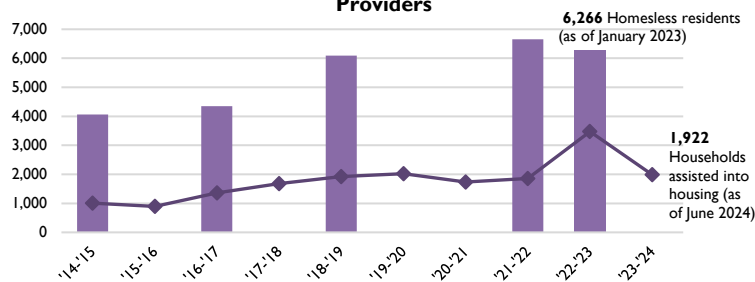


Source: Housing Department.

### City Focus Area

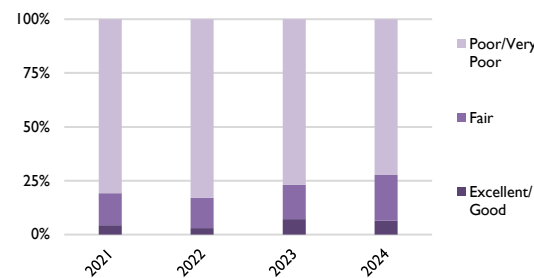
The City established four focus areas for 2023-24, one of which is "Reducing Unsheltered Homelessness." The scorecard for this focus area includes measures such as the point-in-time homeless resident counts and interim shelter utilization rate.

### Formerly Homeless San José Residents Housed by the Collective Efforts of Local Jurisdictions and Non-profit Providers



Sources: San José Homeless Census and Survey (prepared by Applied Survey Research, 2023) and Santa Clara County Homeless Management Information System (HMIS). Note: The San José Homeless Census and Survey is conducted every two years. Due to COVID-19, it was not conducted in 2021. In 2024, the count was moved to reporting households instead of individuals.

### Community Survey Rating of Services



Addressing homelessness

Housing is currently revising its homeless response and solutions performance measures. According to the Department, this includes ensuring consistent definitions and methodologies for calculating client exits and lengths of stay across all programs.

# HOUSING

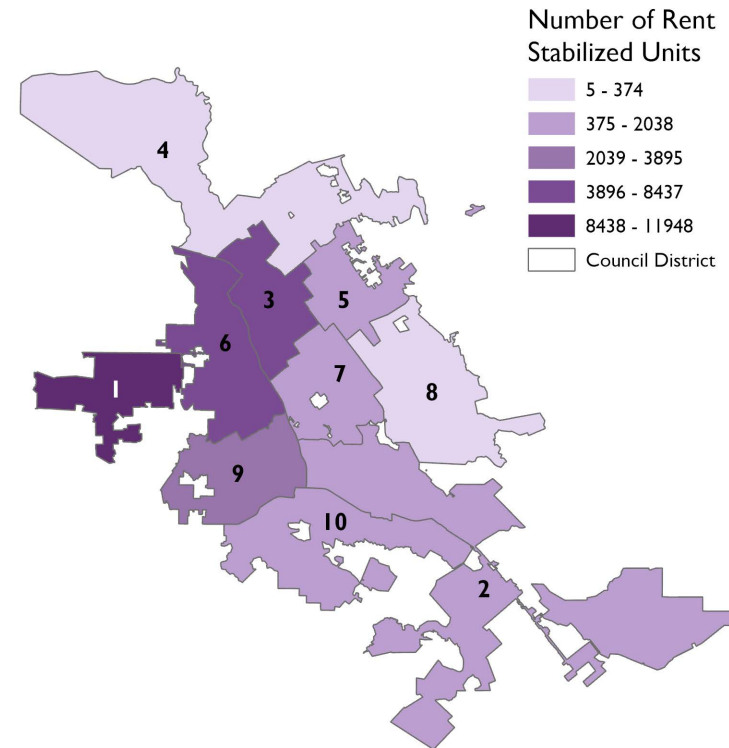
## NEIGHBORHOOD INVESTMENT AND SERVICES

Housing received \$9.7 million in federal Community Development Block Grant (CDBG) program funds in 2023-24. CDBG funds are used for housing rehabilitation, fair housing, code enforcement, senior and homeless services, foreclosure prevention, and economic development services. Housing also received nearly \$3.9 million for Emergency Shelter Grant (ESG); \$2.2 million for Housing Opportunities for Persons with AIDS (HOPWA); and \$471,800 for Home Investment Partnership Program (HOME) in program funds in 2023-24.

The Rent Stabilization Program manages the affordability for housing for over 38,000 units across the city, including manufactured homes and apartment buildings. The program provides oversight of 38,400 rent-standardized units. In 2023-24, there were 130 tenant and landlord petitions filed. Thirty-three percent resulted in an agreement between the tenant and landlord.

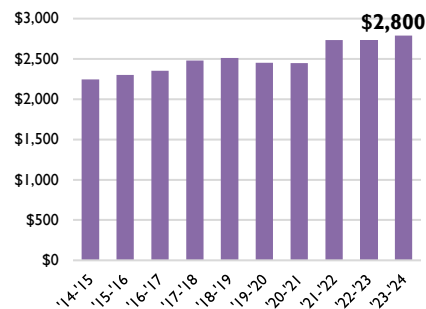
In September 2020, Council approved an Anti-Displacement Strategy. The Strategy focuses on steps the City can take to help prevent and mitigate displacement of lower income residents from San José. In March 2024, the City Council approved the Tenant Preferences Program that is intended to help mitigate displacement for tenants at risk of displacement living in high-displacement census tracts and neighborhoods.

**Rent Stabilized Apartments in San José**

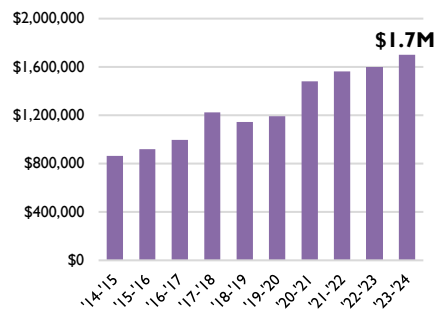


Source: Auditor map of San José rent stabilized units data as of October 2024.

**Average Monthly Rent in San José**



**Median Single-Family Home Price**



Sources: Housing Market Report for O2 2024; SCCAOR June 2024 report.  
 Note: Average monthly rent is for all market-rate unit types (excludes affordable units). Data provided by Costar as of July 2024. Prior years updated to reflect Costar data.



The mission of the Human Resources Department: Our Human Resource team recognizes that our Employees power the City of San José and our success as a City is dependent on our ability to create a dynamic and engaged workforce. Our employees' ability to provide excellent service is strengthened when we invest in attracting talent, providing opportunities for career growth, enabling an environment focused on health, safety, and wellness, and retaining a diverse workforce in a workplace that is equitable and inclusive.

# HUMAN RESOURCES

The Human Resources Department (HR) manages employee benefits, employee health and safety, training and development, and employment services. In 2023-24, HR's operating expenditures totaled \$18 million, and included 62 positions. HR was also responsible for \$109 million in other costs, including payments to benefit providers and workers' compensation costs.

In 2023-24, HR facilitated the hiring of over 500 new full-time employees (newly hired, reemployed, or rehired) and over 600 internal appointments (promotions and transfers).

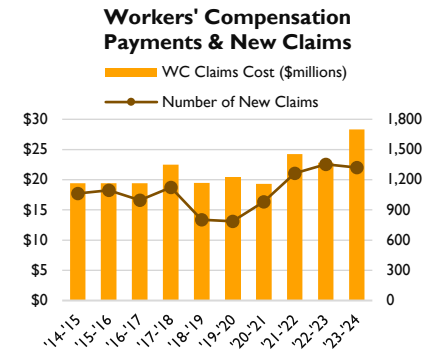
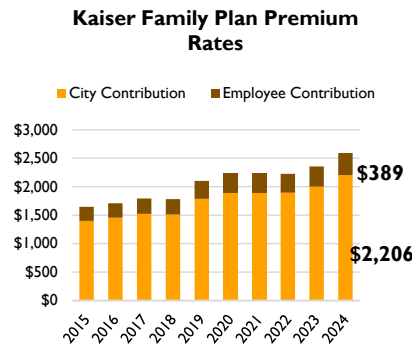
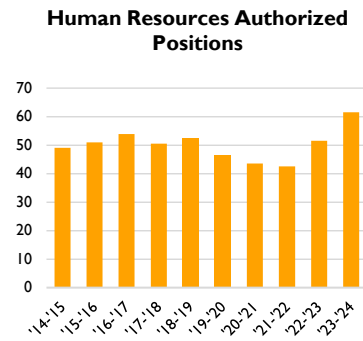
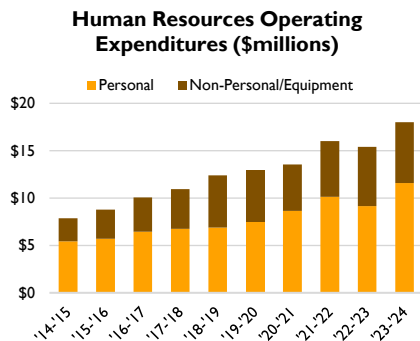
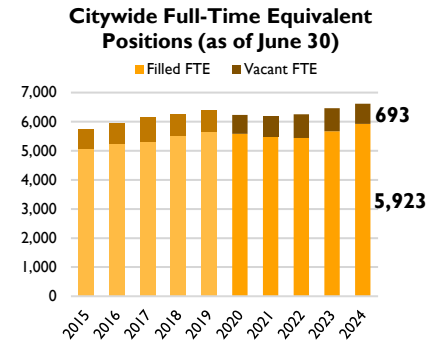
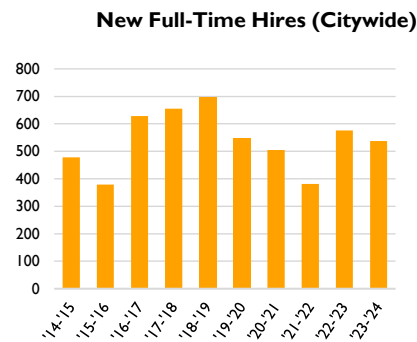
HR provides training and development opportunities for City employees including initiatives such as the Citywide Mentorship Program and Employee Experience Conversations. Citywide training provides opportunities for employees to improve their skills at work. Training topics include project management, the Analyst Academy, "ace your panel interview" training, writing, team building, and emotional intelligence. HR also maintains relationships with educational institutions such as San José State University, local community colleges, and the East Side Union High School District to attract the next generation to careers in public service.

HR contracts with an outside vendor to administer the workers' compensation function. In 2023-24, there were 1,321 new claims and 2,456 open claims. Workers' compensation payments totaled \$28.3 million.

HR also administers the City's Voluntary Employees' Beneficiary Association (VEBA) plan and the Tier 3 Retirement plan (3,986 and 60 active members, respectively, as of June 30, 2024), and continues to oversee the voluntary 457 deferred compensation plan.

## KEY FACTS (2023-24)

Benefited City employees (budgeted full-time equivalents)	6,616
Covered lives (active employees and dependents)	11,204
Percent of eligible employees in the 457 Plan	72%
Turnover rate	
All employees (resignation, termination, retirements, etc.)	11%
Less retirements	9%



## **INDEPENDENT POLICE AUDITOR**

The mission of the San José Independent Police Auditor's Office is to provide independent oversight of police misconduct investigations to ensure fairness, thoroughness, and objectivity.

# INDEPENDENT POLICE AUDITOR

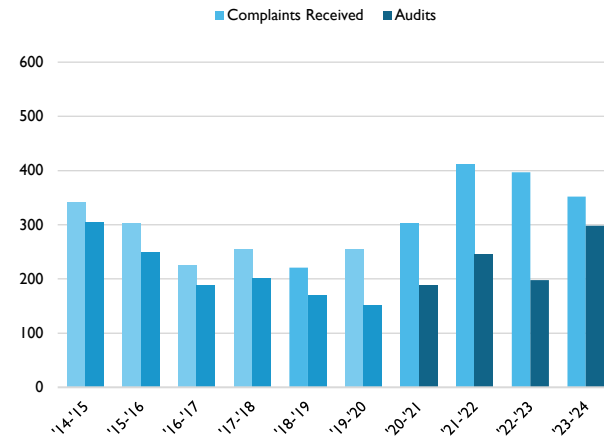
The Office of the Independent Police Auditor (IPA) provides the public with an objective review of police misconduct investigations in order to instill confidence in the complaint process and provide independent oversight. In addition, the IPA conducts outreach to the San José community, proposes recommendations to improve San José Police Department (SJPD) policies and procedures, prepares annual public reports about complaint trends, and works to strengthen the relationship between the SJPD and the community it serves. With the passage of Measure G in the November 2020 General Election, the IPA received more authority, such as being able to review and audit misconduct investigations initiated by SJPD against its sworn officers, and review officer-involved shootings and use of force incidents resulting in death or great bodily injury.

In 2023-24, operating expenditures for the IPA totaled \$1.3 million, which includes personal and non-personal expenditures. The IPA had seven authorized positions.

In 2023-24, the IPA received 316 complaints from the public regarding SJPD officers and 36 SJPD-initiated complaints against its officers. In 2023-24, the IPA audited 298 complaints. Additionally, the IPA made five recommendations to change SJPD policy or procedure in 2023; these were adopted in 2024.

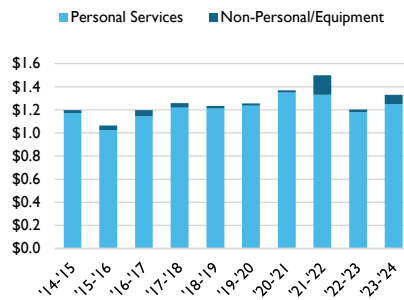
The IPA reached about 3,500 people through 69 community events, meetings, and other means in 2023-24. Thirty-seven of these outreach efforts were designed for immigrant and BIPOC (Black, Indigenous, and People of Color) communities. The IPA attributes the increase in outreach to efforts to reconnect with the community after pandemic restrictions in previous years, the hiring of dedicated staff that helped with resuming outreach activities, and a broader outreach strategy.

Complaints Received and IPA Audits

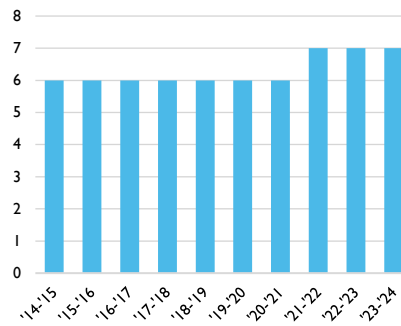


Note: Starting in 2020-21, "complaints received" include SJPD-issued complaints. Previously, the IPA only audited citizen-initiated complaints classified as "conduct complaints." In general, the law requires SJPD to complete an internal investigation within one year from the date the complaint was received. As such, complaints received in one fiscal year may not be closed and audited until the following fiscal year.

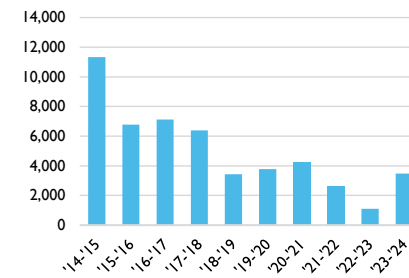
IPA Operating Expenditures (\$millions)



IPA Authorized Positions



Individuals Reached Through Community Events/Meetings/Other Contacts





## **INFORMATION TECHNOLOGY DEPARTMENT**

The mission of the Information Technology Department is to enrich the quality of life in San José through innovation, collaboration, and engagement.

# INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology Department (ITD) provides Citywide information and communications technology strategy and infrastructure that support municipal services. ITD is responsible for Citywide cybersecurity, data administration, customer support, data/voice/video communications, and business applications such as the financial management, human resource information, payroll, and budget systems.

During 2023-24, ITD maintained cybersecurity and worked on planning, coverage, and exercise maturity in all essential City operations. ITD has continued to support the City's transition to a digital workforce, embracing digital public participation, and augmenting collaboration. ITD has provided data and analytics resources for City departments to drive towards decision-making informed by data.

ITD operating expenditures totaled \$34.4 million in 2023-24. ITD was also responsible for \$2.3 million in Citywide expenses. Authorized staffing totaled 115 full-time equivalent positions, including 18 positions at the SJ311 customer contact center.

ITD aims to achieve 99.9 percent uptime/availability for network services (systems, voice, and network) and  $\geq 98$  for business applications. ITD met or almost met those targets in 2023-24.

In 2023, the City of San José received a Gold Certificate from Bloomberg's What Works Cities for the use of data in decision-making.

## KEY FACTS (2023-24)

SJ311 contacts*	319,000
Service desk requests	21,500
Network outages	2
Enterprise servers	428

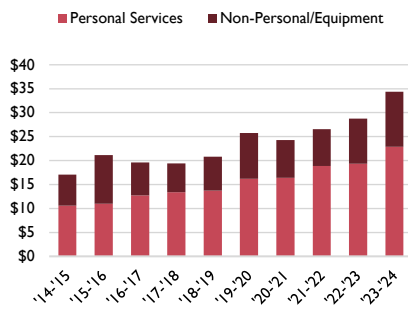
\* SJ311 contacts comprise all interactions ITD handled via telephone, web, mobile, chatbot, and walk-ins.

## Information Technology Strategic Plan 2023-2026

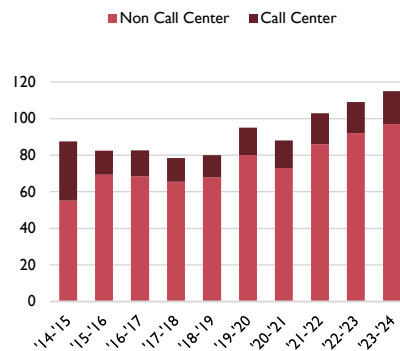
ITD's Strategic Initiatives focus areas include:

- 1. Community Engagement:** True partnership driven by empathy and grounded in residents' perspectives
- 2. Innovations Powered by People:** People, Process, and Systems
- 3. Artificial Intelligence:** Responsible and purposeful use to ensure safety, privacy, and value
- 4. Cybersecurity:** Understand, protect, and train against fast growing threats
- 5. Data-driven Transformation:** Actions based on inspired insights gained from data

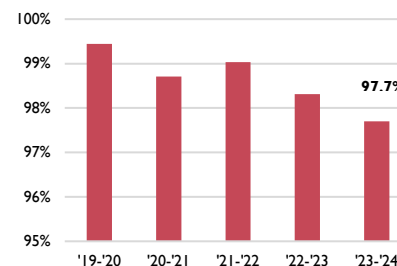
**ITD Operating Expenditures (millions)**



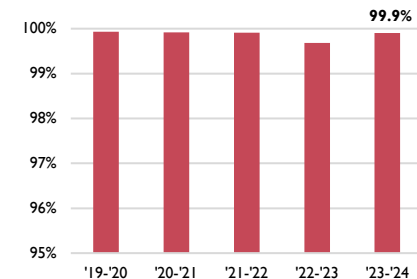
**ITD Authorized Positions**



**% Uptime and Availability for Business Applications (Target: 98%)**



**% Uptime and Availability for Systems, Network and Voice (Target: 99.9%)**



## SJ311 (FORMERLY CUSTOMER CONTACT CENTER)

San José 311 (SJ311) serves as the City’s customer contact center providing the community with access to City services via phone and email (408/535-3500 or customerservice@sanjoseca.gov), web, mobile application, direct chat, and chatbot, as well as via the City Hall Information Desk. SJ311 is the primary point of City information and service access for residents, businesses, and employees. SJ311 staff are available to respond to resident queries during regular business hours and an answering service responds to resident questions after hours, routing emergency cases to on-call and standby City staff. Other departments also maintain small customer contact centers to respond to specialized resident concerns or questions.

In 2023-24, SJ311 received 261,100 contacts by telephone, 37,600 from the SJ311 website and mobile app that were handled by ITD staff, and 20,300 by direct chat, walk-in, or email. Staff answered 97 percent of contacts received (target: 85 percent). The average wait time for calls was 1 minute and 46 seconds (forecast: three minutes).

SJ311 received 282,400 service requests submitted through the mobile app or web. Of these, 179,600, or about 64 percent, were routed directly to other departments through the SJ311 portal and mobile app.

## SJ311 Metrics (2023-24)

Registered users (as of June 2024)	83,000
Service requests*	282,400
Percentage of customers satisfied with website and application	81%
Unique users accessing language translation functionality**	764

\* Three of the top identified service requests, totaling approximately 159,600, include junk pickup, illegal dumping, and graffiti.

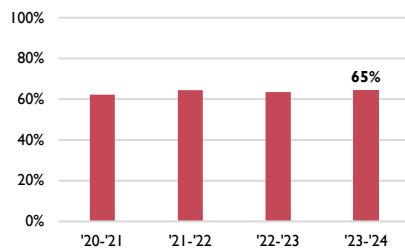
\*\* SJ311's web app translation started in November 2020 and is available in Spanish and Vietnamese. ITD is currently addressing translation concerns with the vendor and expects a result in early 2025.

## SJ311 Mobile App and Website

SJ311 allows residents to request City services through multiple channels, including the mobile application and website. Many requests feed directly into the relevant work order systems. Residents can file and track their service order requests through closure.\*\*\* See the [SJ311 dashboard](#) for more detailed information about service requests.

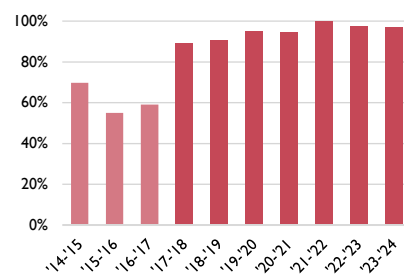
\*\*\* Department staff consider a request closed when no further action will be performed on the request because work was completed or staff cannot perform any additional work.

**Percent of Customers Satisfied with San José 311 (Target 80%)**



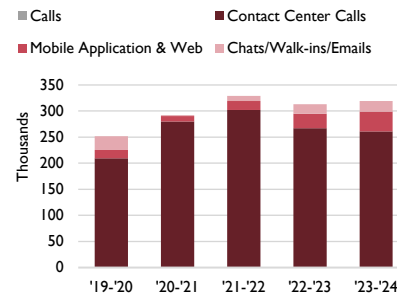
Note: Results based on survey of SJ311 web, app and call center customers.

**Percent of Customer Contact Center Calls Answered (Target: 85%)**



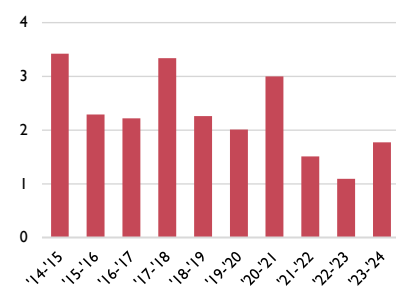
Note: Starting 2017-18, data includes calls answered by staff, self-service calls, and after hours service. Previous years' data only included calls answered by staff.

**Customer Contact Center Contacts**



Note: Starting 2019-20, data includes web requests, mobile, chatbot, and walk-ins.

**Customer Contact Center Average Call Wait Time (In Minutes)**





The San José Public Library's mission is to enrich lives by fostering lifelong learning and by ensuring that every member of the community has access to a vast array of ideas and information.

# LIBRARY

The San José Public Library (SJPL) consists of 25 libraries, including the main Dr. Martin Luther King, Jr. Library downtown, and branches in neighborhoods across the city. The Library offers materials in various formats and languages, including books, CDs, DVDs, eBooks, online learning tools, and database services. The Library also provides programs such as computer programming, English as a Second Language, citizenship classes, summer learning, literacy assistance, and story time. In addition to library services, SJPL leads two Citywide initiatives: the Education and Digital Literacy Strategy and SJ Access, a digital equity initiative.

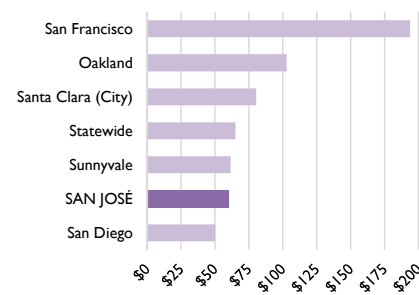
The City's libraries were open for about 60,200 hours in 2023-24, a slight increase from 2022-23. In 2023-24, 16 branches operated at 48 or 52 hours per week, including Sunday hours. Most remaining branches operated at 43 hours per week. The Library also offers eResources for residents to borrow digital books and resources online at any time through the Library's website at [sjpl.org](http://sjpl.org).

In 2023-24, the Library's operating expenditures totaled \$57.9 million. This includes personal and non-personal expenditures. The Library was responsible for an additional \$4.0 million in Citywide expenses. Staffing totaled 404 full-time equivalent (FTE) authorized positions; there were 556 staff overall, which included part-time staff. Volunteers contributed over 53,000 hours to the Library in 2023-24, including hosting homework clubs, reading to children, and hosting one-on-one tech support.

## KEY FACTS (2023-24)

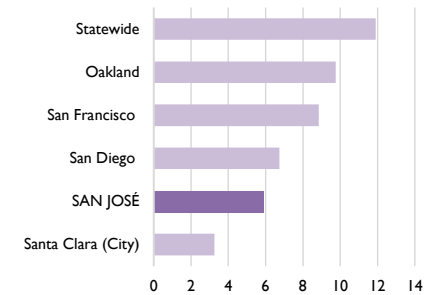
Libraries open	25
Total library materials	2,354,000
Number of eBooks/eMedia available to users	413,400
Number of items checked out (including eBooks)	8,070,700
Number of registered borrowers	762,200
Number of reference questions answered	338,400

**Expenditures Per Capita (2022-23)**



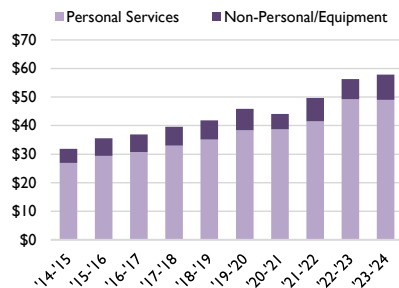
Source: [California State Library, 2022-23 Summary Data](#) (most recent available data)

**Hours Open Per 100 City Residents (2022-23)**

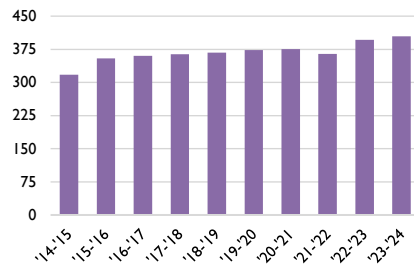


Source: [California State Library, 2022-23 Summary Data](#) (most recent available data)  
Note: City residents refers to people in legal area. Data does not include Sunnyvale's open hours.

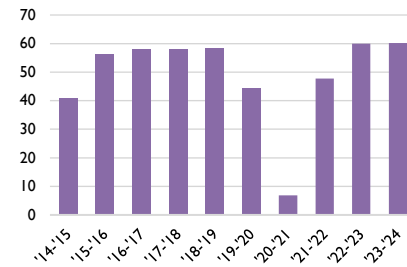
**Library Operating Expenditures (millions)**



**Library Authorized Positions**

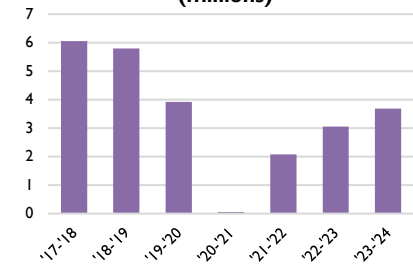


**Total Hours Open Annually (thousands)**



Note: Open hours in 2020-21 were impacted due to COVID-19.

**Number of Estimated Visitors to Main and Branch Libraries (millions)**



Note: Library staff report retabulating library visits to account for gate count infrastructure issues. Figures presented above will differ from library visits presented in previous Services Reports.

**LIBRARY COLLECTION AND CIRCULATION**

In 2023-24, the Library’s collection totaled over 2.3 million items, including nearly 1.7 million print materials (such as books and periodicals), and over 413,400 eResources (such as eBooks, eMusic, and eMovies). The Library also provides access to subscription-based online resources on a variety of topics, such as career development, technology training, consumer resources, language learning, news articles, and online high school classes.

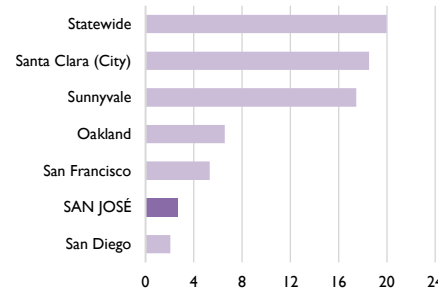
Total circulation in 2023-24 (including eBooks) was 8.1 million, an increase from last year. This change was primarily driven by an increase in eResource circulation (eBooks and eMedia). eResource circulation totaled 2.3 million, up from last year. eResources represent 46 percent of the Library’s total collection expenditures. Library borrowers placed about 577,100 online holds to reserve materials in 2023-24.

An estimated 16 percent of the Library’s collection represents materials in languages other than English (about 369,900 items). The collection includes Spanish (29 percent of the collection), Chinese (25 percent), and Vietnamese materials (19 percent). Materials in other languages include various languages spoken in India, Russian, Japanese, and Tagalog. In total, the Library maintains materials in 90 non-English languages.



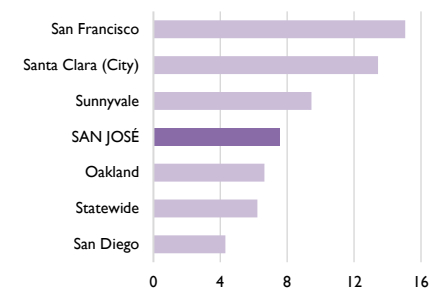
Source: San José Library Department

**Materials Per Capita (2022-23)**



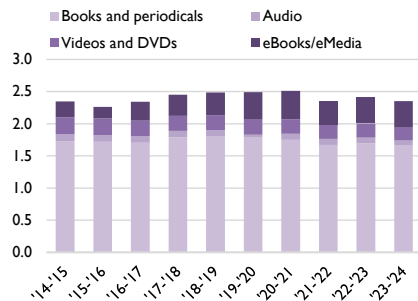
Source: California State Library, 2022-23 Summary Data (most recent available data)  
Note: Refers to physical and electronic materials.

**Circulation Per Capita (2022-23)**

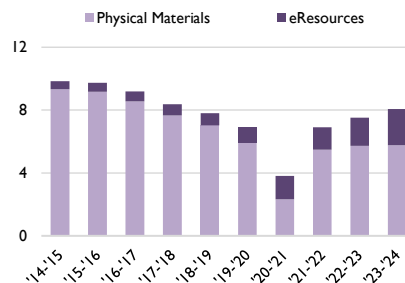


Source: California State Library, 2022-23 Summary Data (most recent available data)  
Note: Refers to physical and electronic materials.

**Total Collection (millions)**

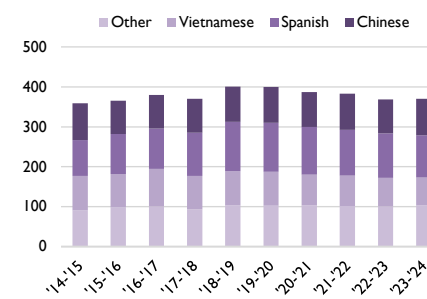


**Total Circulation (millions)**



Note: Prior to August 2017, the Library and San Jose State University shared their catalog, and these years include circulation for the shared catalog.

**Non-English Collection (thousands)**



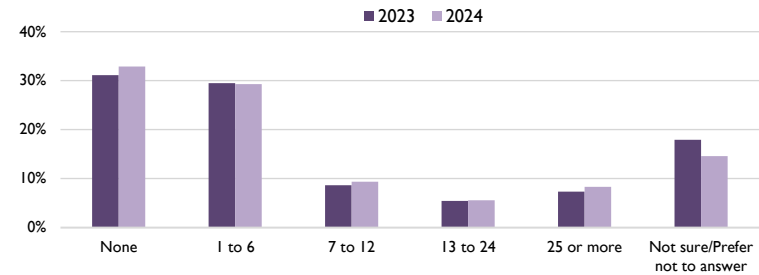
# LIBRARY

The Library's programs support learning across all age levels. In continuing to lead the City's Education and Digital Literacy Strategy, the Library offers programming such as reading and literacy support, digital skill-building, early educational initiatives, and cultural celebrations for San José's diverse communities. Programs were offered in English, Spanish, Vietnamese, and Chinese, with additional languages available as needed. More information about Library programs can be found at [sjpl.org/events](http://sjpl.org/events).

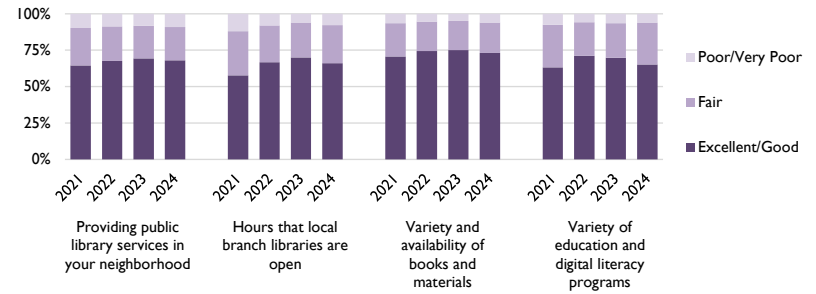
In 2023-24, libraries offered 15,100 programs, with total attendance of 315,800. Programming included a range of College and Career pathways programs to support youth and adults with resources, educational opportunities, and experiences to enhance their workforce development. The Resilience Corps Learning Pathway program is tailored towards individuals between ages 18 to 30 and are interested in the education field. In 2023-24, 50 participants completed 21,200 hours by providing educational support and tutoring high-need K-8 students.

In FY 2023-24, the Library provided nearly 3,300 programs for 88,000 children and their caregivers across its library locations. These programs encompassed storytime, kindergarten readiness, and art and science enrichment.

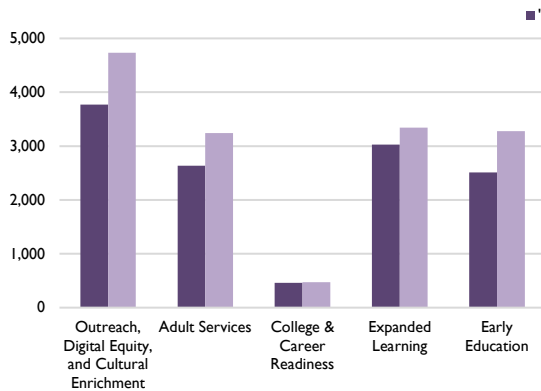
**Community Survey**  
Number of times a household visited a San José Library or used the City's library services online



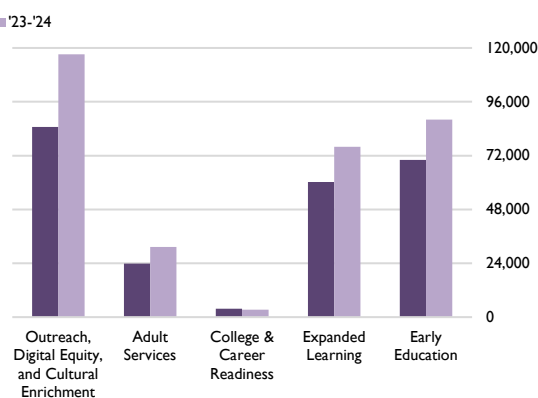
**Community Survey**  
Ratings of Services



**Number of Programs**



**Number of Participants**



**Library programs are available to residents of all ages:**

Outreach, Digital Equity, and Cultural Enrichment	All Ages
Adult Services	Adults and Older Adults
College and Career Pathways	Youth and Adults
Expanded Learning	School-age Children and Teens
Early Education	Children 0-5 and their Caregivers



**SAN JOSE BRANCH LIBRARY OPERATION**

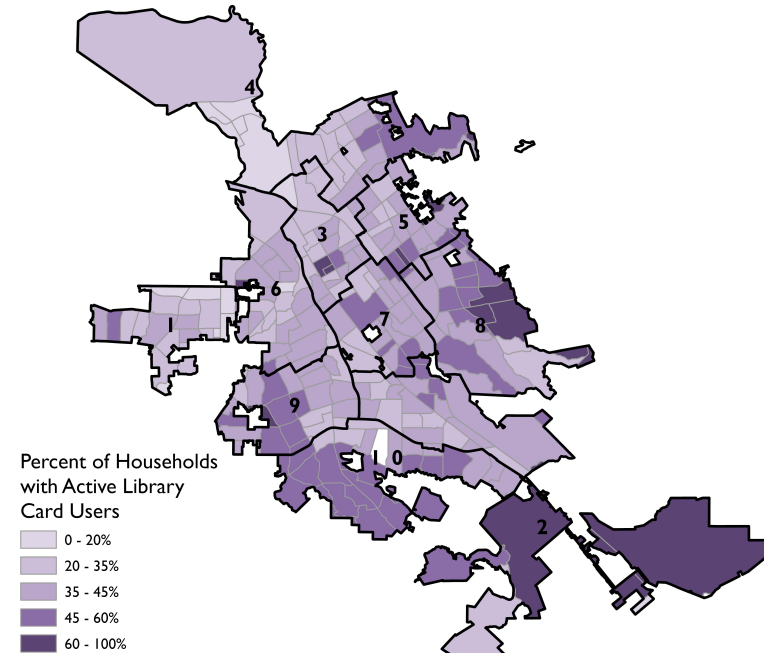
In 2023-24, City libraries had over 3.7 million visitors, of which 1.2 million went to the Dr. Martin Luther King, Jr. main library. Visits across the Library system have been steadily growing since 2020-21. In 2023-24, 37 percent of San José households had an active Library card user, a slight decrease from 38 percent from the previous year.

The Library received a \$8.7 million California Building Forward grant from the State Library for infrastructure projects. Funding supports efficiency and improvement projects for nine library locations, including a renovation design for the Biblioteca Latinoamericana Library. Staff also reported conducting engagement sessions to collect insights on the community's priorities for the branch's renovation and future use.

The Library continues to lead SJ Access, the City's initiative to provide residents and students with access to digital devices. The Library collection included 2,000 computing devices available for checkout across all locations, including chromebooks, laptops, and tablets. During 2023-24, the Library estimated there were 2,800 hotspots available for checkout. Due to reduced funding, the Library's hotspot collection was eliminated in August 2024.

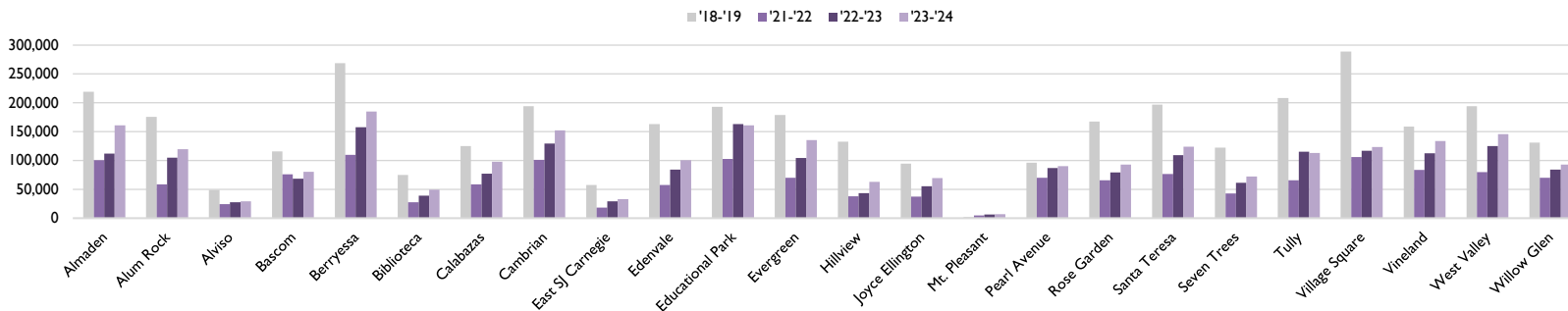
The Library provides access to WiFi and public computers at the branches. There were over 270,400 computer sessions on library-owned computers in 2023-24, and an estimated 4.0 million WiFi sessions held at library branches.

**Households with Active Library Card Users**



Source: City Auditor map of households with active library card users in 2023-24.

**Branch Library Visits**



Note: 2018-19 data is presented to compare branch visits to the last full year of operations pre-COVID. Library staff report retabulating the library visits by branch from 2016-17 to 2022-23 to account for gate count infrastructure issues. Figures presented above will differ from branch library visits presented in previous Services Reports.



## **PARKS, RECREATION AND NEIGHBORHOOD SERVICES**

The mission of Parks, Recreation and Neighborhood Services is connecting people through parks, recreation and neighborhood services for an active San José.

# PARKS, RECREATION AND NEIGHBORHOOD SERVICES

The Parks, Recreation and Neighborhood Services Department (PRNS) operates the City’s regional and neighborhood parks, as well as facilities such as Happy Hollow Park & Zoo. PRNS also operates community and recreation centers and provides various recreation, community service, and other programs for the city’s residents. PRNS offers programs and services for children, teens, adults, seniors, and people with disabilities. In addition, PRNS manages the BeautifySJ program, which is intended to provide dedicated and enhanced focus on ridding the city of blight.

In 2023-24, PRNS operating expenditures totaled \$136 million. This included personal and non-personal/equipment expenditures. PRNS was also responsible for additional costs, including \$20 million in Citywide expenses. Staffing totaled 854 authorized positions, 28 more positions than in 2022-23. This increase included added positions for BeautifySJ and security staffing at Happy Hollow Park & Zoo, and continued youth programming positions that were one-time federally funded.

For 2023-24, PRNS reported its direct program cost recovery rate was 28 percent. Program fees, which accounted for 50 percent of collected revenues, totaled \$19.2 million, up from \$17.7 million in 2022-23. [Happy Hollow Park & Zoo](#) served nearly 422,000 visitors and generated \$8.6 million in revenues in 2023-24. In addition to continuing daily operations during summer months, Happy Hollow Park & Zoo re-established its daily hours during the spring, starting in April 2024.

Emma Prusch Farm Park Barn

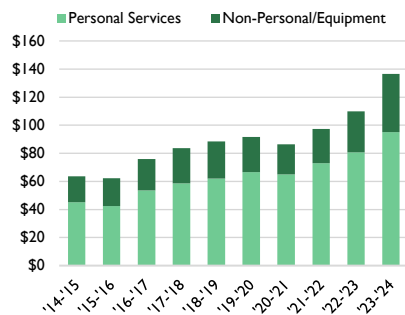


Happy Hollow Park & Zoo

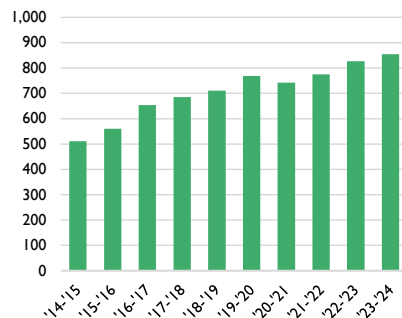


Source: PRNS

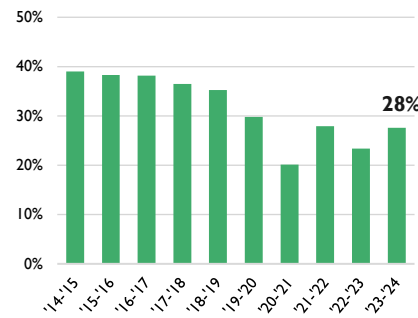
**PRNS Operating Expenditures (millions)**



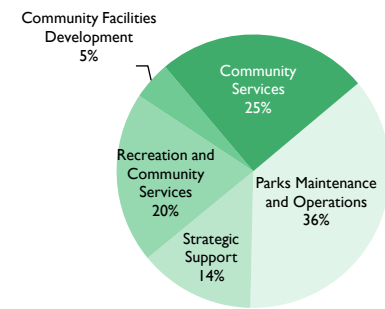
**PRNS Authorized Positions**



**Direct Program Cost Recovery**



**PRNS Operating Budget Breakdown**



# PARKS, RECREATION AND NEIGHBORHOOD SERVICES

## PARKS MAINTENANCE AND OPERATIONS

The City has 205 neighborhood and 10 regional parks, as well as facilities such as community gardens, trails, and swimming pools. Excluding golf courses, the developed portion of these facilities covered 1,801 acres. There were an additional 1,499 acres of open space and undeveloped land.

The City's General Fund cost to maintain developed parkland was \$18,426 per acre, an increase from last year. Staff reported that this increase is due to filling more vacant positions and higher water rates. Sixty-five percent of developed park acres had a Park Condition Assessment (PCA) score of 80 percent or better, an increase from 58 percent of developed park acres in 2022-23. In 2023-24, 45 percent of park work orders were completed on time (target: 60 percent).

In 2023-24, the five-year Parks and Community Facilities Development Capital Improvement Program (CIP) allocated \$385 million to parks for 2024 to 2028.

The [City Trail Network](#) is composed of unique trail systems that are intended to interconnect as further development occurs. The 2023-24 network included 64.93\* miles of trails that were open to the public (about 90 percent paved). 1.92 miles were under construction in 2023-24. An additional 80.72 miles have been identified or are being studied for further development, or are in the planning phases of development.

\*Includes 0.18 miles of planned trails labeled as open to the public in PRNS' 2023-24 trail network.

## KEY FACTS (2023-24)

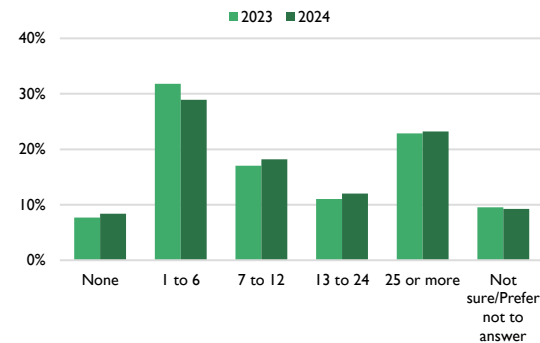
Neighborhood Parks (205 parks)	1,239 acres
Regional Parks (10 parks)	562 acres
Golf Courses (3 courses)	321 acres**
Open space and undeveloped land	1,499 acres
<b>Total</b>	<b>3,621 acres***</b>

For list of City parks see: [List of parks and playgrounds](#)

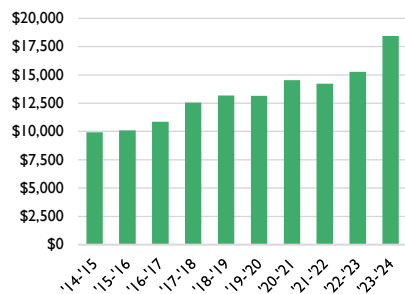
\*\*Does not include 50 acres open space.

\*\*\*State, county, or other public lands within San José's boundaries are not included in the above figures.

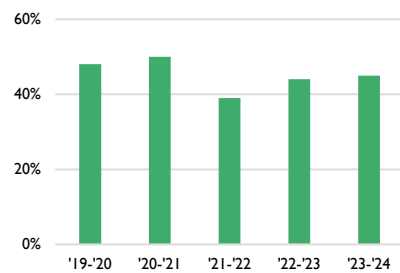
**Community Survey**  
Visited a park in San José



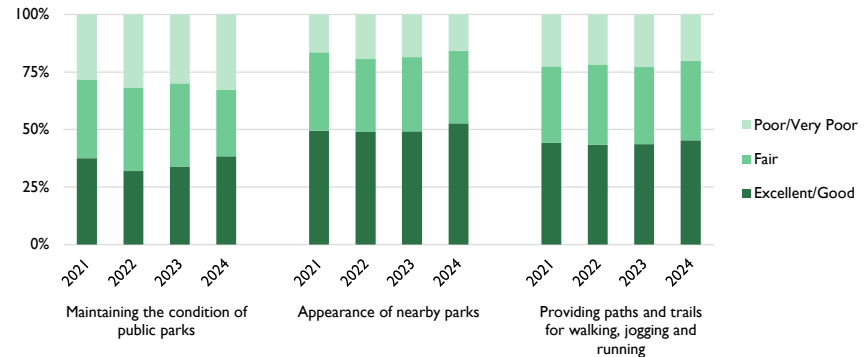
**Cost per Acre to Maintain Parks and Other Facilities**



**Park Concern Work Orders Completed on Time (target 60%)**



**Community Survey**  
Ratings of Neighborhood Characteristics and City Services



# PARKS, RECREATION AND NEIGHBORHOOD SERVICES

## COMMUNITY SERVICES

PRNS oversees the Youth Empowerment Alliance, the City's youth violence reduction strategy. The alliance's mission is to ensure safe and healthy opportunities for youth to realize their hopes and dreams, and become successful and productive in their homes, schools, and neighborhoods.

The San José Youth Empowerment Alliance invests in both community-based programming and City-based intervention and neighborhood services for youth ages 6-24. Programs include:

- **Youth Intervention Services**, the City's internal team that delivers services to youth with behaviors such as school truancy (unexcused absences), school expulsion, fighting, and recreational drug or alcohol use;
- **Project Hope**, a neighborhood engagement and empowerment program that aims to improve the quality of life by promoting the creation of neighborhood associations in underserved areas stressed by crime, blight, and violence;
- **Bringing Everyone's Strengths Together (BEST)**, which funds agencies that strive to build on youth strengths and reduce their risk for involvement in gangs and violence through community-based programs; and
- **Safe Summer Initiative Grant**, which funds agencies that provide recreational or educational opportunities during the summer months to offer youth a safe environment to stay active and engaged in positive activities.

See [San José Youth Empowerment Alliance](#) for more information.

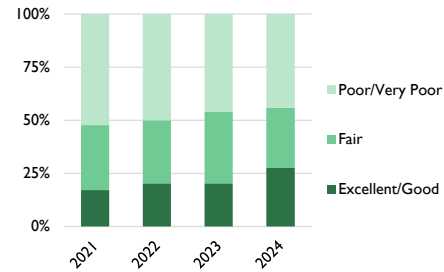
## KEY FACTS (2023-24)

Participants in programs offered by BEST-funded organizations	6,300
BEST expenditures*	\$6.3 million
Participants enrolled in Youth Intervention Services programs	1,300
Participants who completed Youth Intervention Services programs	87%
Safe School Campus Initiative** incidents responded to	574

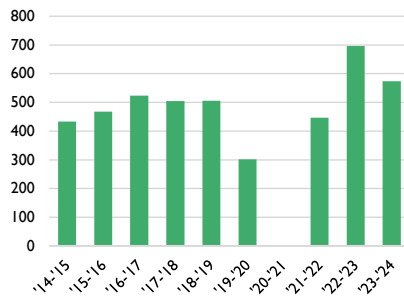
\*Includes \$3.6 million in grant awards.

\*\*The Safe School Campus Initiative, one of the Youth Intervention Services programs, aims to prevent and de-escalate violent incidents on and around school campuses through a coordinated crisis response and communication protocol.

**Community Survey**  
Ratings of reducing gang activity

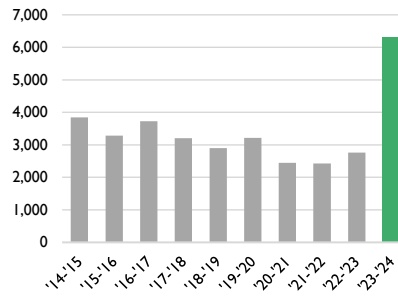


**Incidents Responses on Safe School Campuses**



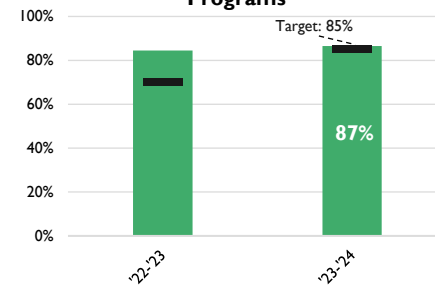
Note: In 2020-21, there were no SSCI responses due to COVID-19 school closures.

**Participants in Grant-Funded BEST Youth Service Program**



Note: In 2023-24, staff reported that PRNS updated their tracking method to include participants receiving service through Place-Based Intervention. Staff report this information was not tracked in previous years.

**Participants Who Completed Youth Intervention Services Programs**



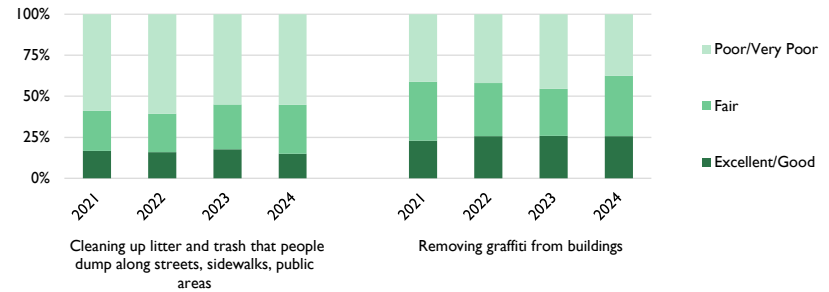
# PARKS, RECREATION AND NEIGHBORHOOD SERVICES

## BEAUTIFYSJ

BeautifySJ is an initiative to clean up and restore the San José community. BeautifySJ has programs to address illegal dumping, homeless encampment trash collection and abatement, and graffiti removal. Other BeautifySJ programs to remove blight include Dumpster Days and the Cash for Trash program.

In 2023-24, PRNS reported collecting 4,800 tons of illegal dumping throughout the city. About 2,100 participants signed up for the City's Cash for Trash program. This program helps mitigate blight in San José by providing incentives to unhoused residents to pick up trash at encampments. Fifteen percent of residents viewed cleaning up litter and trash as "good" or "excellent," and 26 percent of respondents viewed graffiti removal services as "good" or "excellent."

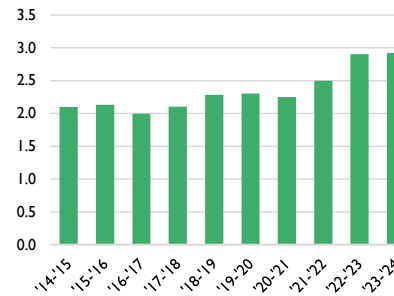
**Community Survey**  
Ratings of Services



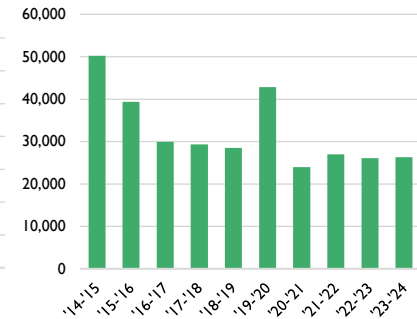
### Prioritizing Clean Communities

In 2023-24, the City Council established four Focus Areas with related outcome measures, performance measures, and key strategies. One of these Focus Areas is "Cleaning Up our Neighborhoods." The scorecard for this area includes BeautifySJ response times.

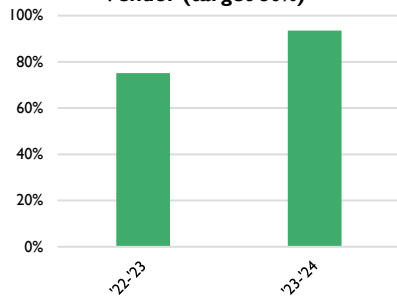
**Estimated Square Feet of Graffiti Eradicated (millions)**



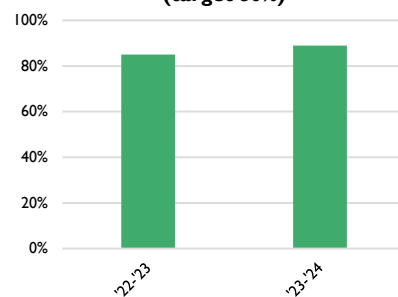
**Graffiti Work Orders Completed**



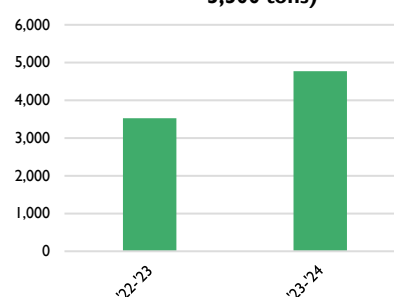
**Graffiti Service Requests Completed within 72 hours by Vendor (target 80%)**



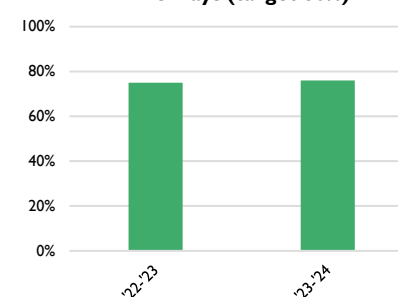
**Encampments Receiving On-Time Trash Pickup (target 80%)**



**Tons of Illegal Dumping Collected for Priority 2 (forecast 3,500 tons)**



**Illegal Dumping (Priority 2) Work Orders Completed Within Five Days (target 80%)**



Note: Priority 2 calls are all calls that do not meet Priority 1 criteria. Priority 1 calls include anything that obstructs the road or blocks sidewalks and require an immediate response.

# PARKS, RECREATION AND NEIGHBORHOOD SERVICES

## RECREATION SERVICES

PRNS program offerings include, but are not limited to, after-school programs, camps, aquatic programs, arts and crafts, dance, early childhood education, fitness programs, sports, therapeutic classes designed for persons with disabilities, and programs for seniors. For a list of all programs and classes, see [Community Center Brochures](#).

In PRNS' recreation survey for 2023-24, 54 percent of respondents\* rated the City's effectiveness in providing programs that help active adults live independently as good or excellent.

In 2023-24, the City operated 17 community centers throughout the city. One of those centers is a hybrid community center and library, and another center is a therapeutic center. In 2023-24, PRNS also managed 29 additional Neighborhood Center Partner Program (NCP) sites, which were operated by community partners in the role of a lead operator or service provider.

PRNS provided \$2.8 million in scholarships to nearly 2,900 individuals for its various programs such as Camp San José, San José Recreation Preschool, and R.O.C.K. afterschool programs.

\*When excluding not applicable, blank, and duplicated responses, respondents' rating for good or excellent increases from 54 percent to 83 percent.

## KEY FACTS (2023-24)

Community centers (including Neighborhood Center Partner Program sites)	46
Average weekly hours open (hub community centers**)	48.6
Estimated participation at City-run programs***	633,400

\*\*PRNS notes that hub community centers offer services that are planned, administered, and facilitated by City staff.

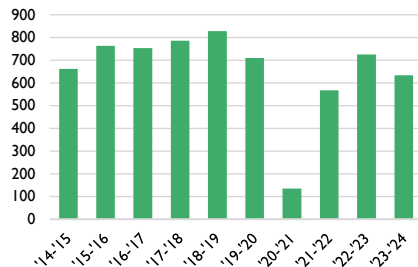
\*\*\*This is a duplicated count (i.e. individuals are counted for each program attended).

Almaden Community Center



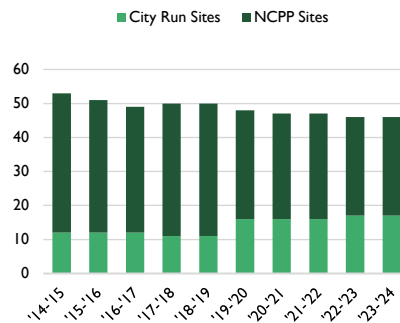
Source: PRNS

Estimated Participation in Programs at City-Operated Community Centers (thousands)

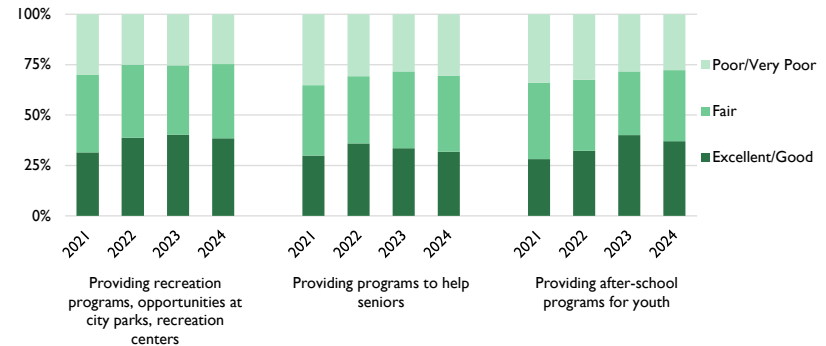


Note: The decrease in 2020-21 is due to the County's public health orders in response to COVID-19.

Community Centers



Community Survey Ratings of Services





## **PLANNING, BUILDING AND CODE ENFORCEMENT**

The mission of the Planning, Building and Code Enforcement Department is to facilitate the preservation and building of a safe, attractive, vibrant and sustainable San José through partnership with and exceptional service to our diverse communities and customers.

# PLANNING, BUILDING AND CODE ENFORCEMENT

The Planning, Building and Code Enforcement Department (PBCE) guides the physical development of San José. Through its three divisions, it reviews construction applications and issues permits for consistency with law and policy. PBCE's 2023-24 operating expenditures totaled \$61 million. This includes personal and non-personal expenditures. PBCE was also responsible for roughly \$1.2 million in Citywide expenses. In FY 2023-24 PBCE had 321 authorized positions, an increase of 9 positions over the previous year.

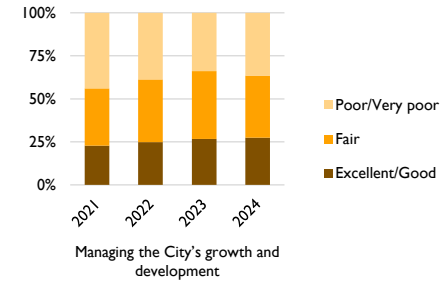
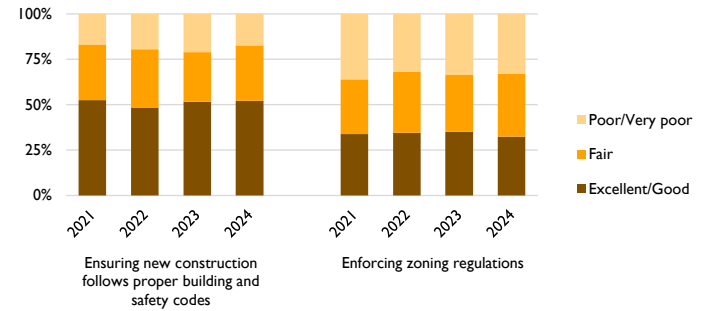
Under the collaborative umbrella of Development Services, PBCE works with other City departments to permit new development. Subsequent pages of this chapter discuss Development Services.

## PLANNING

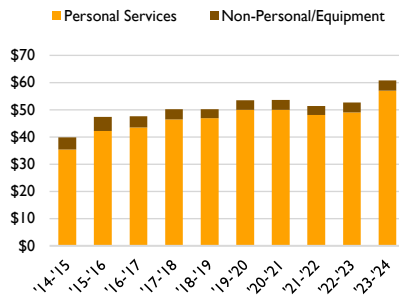
PBCE's Planning Division administers the City's long-range planning projects and processes land development applications to match the City's planning goals. The [Envision San José 2040 General Plan](#) identifies 12 major strategies that promote active, walkable, bicycle-friendly, transit-oriented, mixed-use urban settings for new housing and job growth. PBCE reviews the major strategies of the General Plan during both an annual hearing and its regular four-year major plan review.\* See the Development Services pages of this chapter for more on the Planning Division's work. Also see [San José: A Community Guide](#) online.

\*PBCE's most recent review of the major strategies within the General Plan can be accessed from [PBCE's website](#).

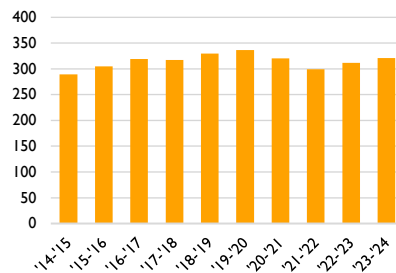
**Community Survey Ratings of Services**



**PBCE Operating Expenditures (\$millions)**



**PBCE Authorized Positions**



## City Council Focus Area

The City established four focus areas for 2023-24, one of which is "Attracting Investment in Jobs and Housing." The scorecard for this area consists of five measures, including the number of housing units permitted in the city and the percent of residential permit reviews completed within plan check time targets, among others.

# PLANNING, BUILDING AND CODE ENFORCEMENT

## BUILDING

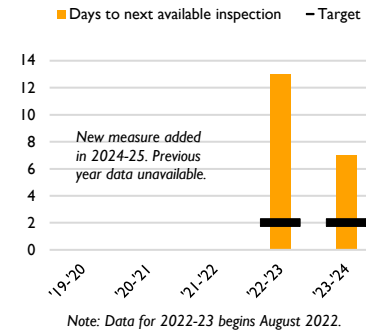
PBCE's Building Division reviews plans and inspects new construction projects within the city, ensuring they meet health and safety codes and City zoning requirements. Types of plans reviewed range from large commercial developments to residential projects, such as assessorly dwelling units. In 2023-24, the Division:

- completed 68 percent of plan checks within cycle times (target: 85 percent).
- completed 89 percent of building inspections within its goal of 24 hours (target: 70 percent).

In 2023-24, the average number of days to the next available inspection was 7 days (target: 2 days).

See *Development Services* on the next page for more on the Building Division's work. Also, for more information on the Building Division, see our 2023 audit, [Residential Building Permits: Additional Resources and Further Process Enhancements Can Reduce Wait Times and Improve Service Delivery](#).

**Average # of Days to Next Available Inspection**



## CODE ENFORCEMENT

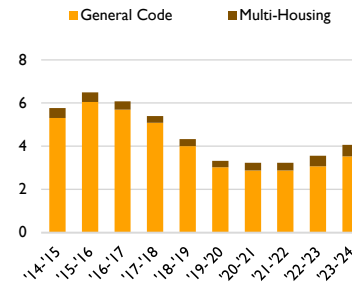
PBCE's Code Enforcement Division enforces laws that promote the health, safety, and appearance of existing buildings and neighborhoods. It also inspects businesses, such as those selling alcohol or tobacco; property and business owners fund these inspections with fees.

In 2023-24, PBCE closed 3,320 general code cases, and 530 multiple housing cases. In that same time, the Department opened 3,527 general code enforcement cases, including 102 emergency complaints and 774 priority complaints. Code Enforcement staff responded to 99 percent of emergency complaints within 24 hours (target: 100 percent) and 81 percent of priority complaints within 72 hours (target: 75 percent).\* Code Enforcement sends letters in response to other types of complaints and only responds in-person as appropriate.

Code Enforcement has a risk-based, tiered Multiple Housing Inspection Program whereby more frequent inspections are targeted to properties at higher risk of violations. In 2023-24, Code Enforcement inspected 8,600 housing units out of the estimated 104,500 units on the Multiple Housing Roster.

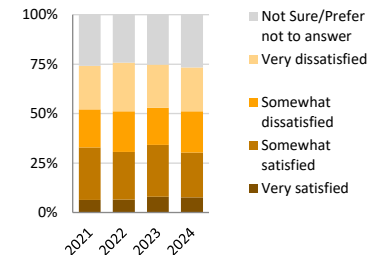
\*Emergency complaints involve an immediate threat to life or property, such as an unsecured pool fence. Priority complaints involve possible threats to life or property, such as unpermitted construction. The proportions of such complaints that met response targets—99 percent and 81 percent, respectively, as noted above—are averages of monthly results.

**Code Enforcement Cases Opened (thousands)**

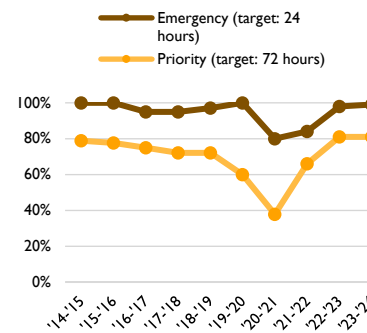


**Community Survey**

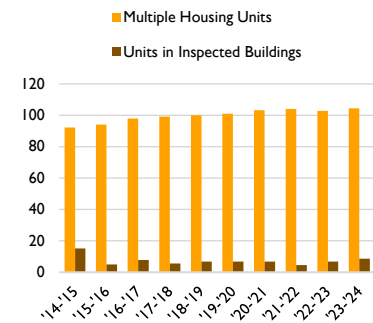
Residents' rating of the City's efforts to enforce code violations



**Response Timeliness for General Code Cases**



**Multiple Housing Units and Inspections (thousands)**



# DEVELOPMENT SERVICES

The Permit Center in City Hall provides permit services for new building projects and changes to existing structures. Depending on the scope of the project, a permit could be issued the same day, or require plans to be reviewed by the City's different Development Service partners.

The **Development Services partners** in the Permit Center are the:

- Planning Division,
- Building Division,
- Public Works Department (*also see Public Works chapter*), and
- Fire Department (*also see Fire chapter*).

The volume of construction was similar to the prior year, decreasing slightly, while the value of construction in 2023-24 increased from the prior year.

In 2023-24, the average number of days for single family residential initial plan review for new construction projects was 24 days, and 13 days for additions or alterations. The average number of days for commercial or industrial tenant improvement initial plan review was 14 days.

## The Permit Center located in City Hall

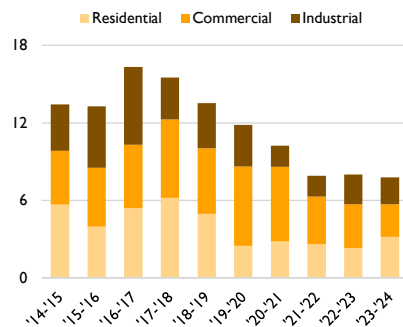


Source: Auditor photo from Fall 2019

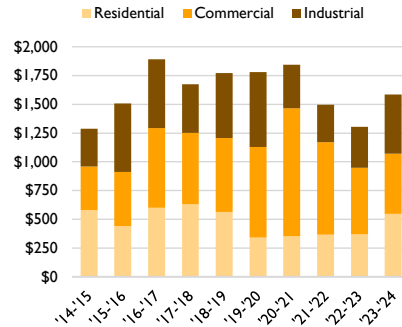
Partner	Revenue (\$millions)	Positions
Building	\$38.43	173.34
Public Works	\$16.80	71.26
Fire	\$8.94	36.55
Planning	\$7.72	39.82
<b>TOTAL</b>	<b>\$71.89</b>	<b>320.97</b>

Source: 2023-24 Modified Budget as outlined in the City's 2024-25 Adopted Operating Budget. Total may not sum due to rounding.

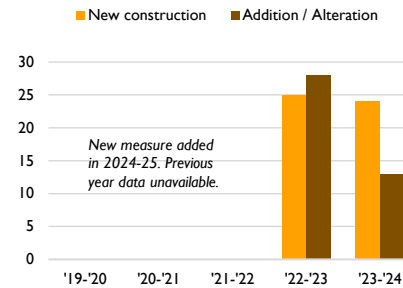
### Volume of Construction (millions of square feet)



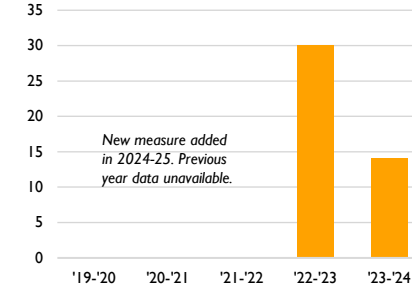
### Value of Construction (\$millions)



### Average number of days for Single-family Residential initial plan review



### Average number of days for Commercial/Industrial initial plan review



Note: 2022-23 data begins September 2022.

# DEVELOPMENT SERVICES

Development Services projects vary broadly, from replacing a residential water heater to large, mixed-use developments of many thousands of square feet. One project may require multiple permits and inspections. Some projects require approval through a public hearing, but most require only administrative approval. Projects only go through Public Works or the Fire Department when they have impacts on public facilities (e.g., traffic, streets, sewers, utilities, flood hazard zone) or involve fire-related issues (e.g., need for fire sprinkler systems or fire alarm systems), respectively.

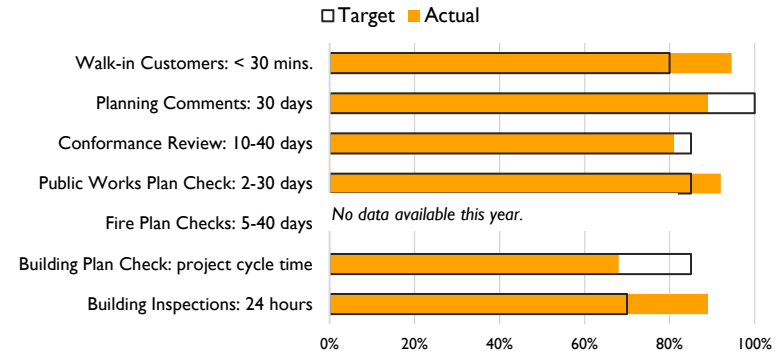
Timeliness of individual steps in the development process varies depending on the scale and complexity of a given project, and can involve one to all four of the Development Services partners. In 2023-24, three of the seven selected development processes met their annual timeliness targets.

In 2023-24, Building staff issued 6,300 permits in-person. Of these, 5,000 were residential permits and 1,200 were commercial or industrial permits. Staff report an additional 18,800 permits were issued through SJPermits online portal.

In 2023-24, Building inspections have continued to decrease year to year since 2018-19, while the total number of plan checks completed remained about the same compared to the prior year.

(See CSA Dashboards chapter for additional performance measures for development services.)

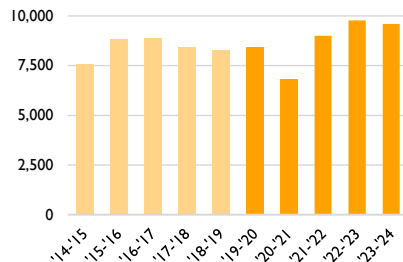
**Timeliness of Development Services\***



Source: PBCE from the City's permits database.

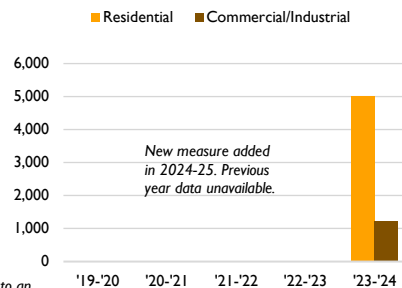
\*These selected measures may occur simultaneously; some are dependent on completion of particular processes. For other Fire and Public Works measures related to Development Services, see the Fire and Public Works chapters.

**Plan Checks**



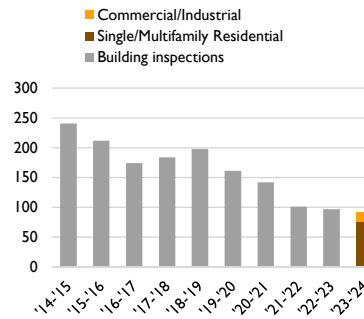
Note: Starting in 2019-20, the measure may have increased due to an upgrade to the City's integrated permitting system and subsequent changes to data reporting.

**Building Permits Issued by Staff**

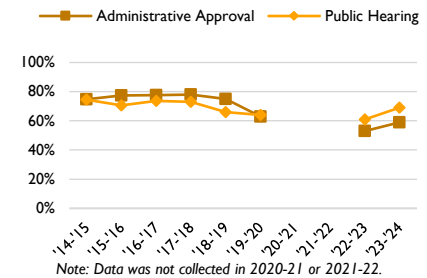


New measure added in 2024-25. Previous year data unavailable.

**Building Inspections (thousands)**



**Development Services Overall Customer Satisfaction by Project Type**



Note: Data was not collected in 2020-21 or 2021-22.



The San José Police Department is dedicated to providing public safety through community partnerships and 21st Century Policing practices, ensuring equity for all. The Department is committed to treating all of San José's diverse community members with dignity, fairness, and respect, while protecting their rights and providing equal protection under the law.

# POLICE

The San José Police Department (SJPD) provides public safety services to the city's residents, including responses to calls for service, investigative efforts, crime prevention and education, and regulatory services.

The Department has one police station open to the public, as well as three community policing centers and one police substation which are currently closed to the public due to staffing.

In 2023-24, SJPD operating expenditures totaled \$515.6 million, including personal and non-personal. Of the \$484.2 million in personal services expenditures, \$64 million was specifically for overtime. In addition to operating expenditures, the Police Department was responsible for \$10.4 million for workers' compensation, and \$7.5 million in Citywide expenses.

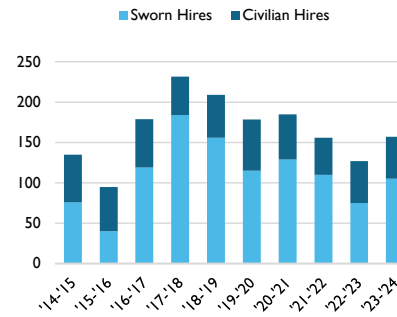
In 2023-24, there were 1,173 authorized sworn positions and 577 authorized civilian positions in the SJPD, totaling 1,750 for both sworn and civilian. There were 121 authorized sworn positions per 100,000 residents, which is an 11 percent increase from ten years ago.

Of the 1,173 authorized sworn positions, only 975 were actual full-duty, street-ready officers as of June 2024 (this excludes vacancies, officers in training, or those on modified duty or disability/other leave). There were 105 sworn hires in 2023-24 and 100 net sworn vacant positions as of June 2024.

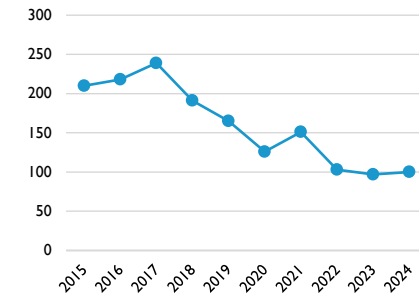
## KEY FACTS (2023-24)

Sworn police authorized positions	1,173
Street-ready officers	975
Total authorized positions sworn and civilian	1,750
Total emergency calls	614,800

Police Department Hires



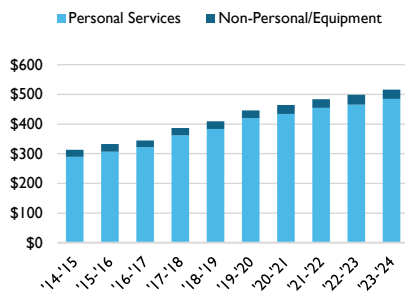
Sworn Police Vacancies (as of June 30)



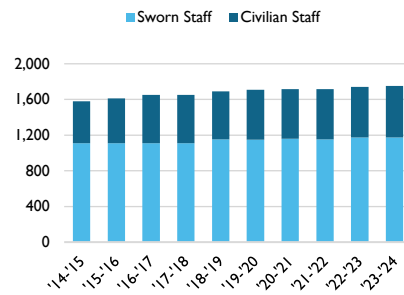
## Increasing Community Safety

The City established four focus areas for 2023-24 including "Increasing Community Safety." The scorecard for this focus area includes measures such as resident perceptions of safety, crimes against persons, and crimes against property.

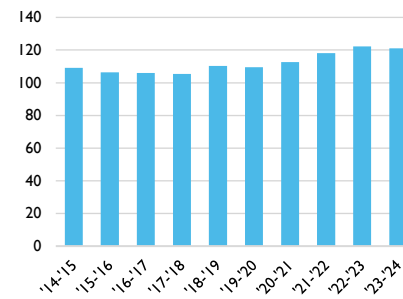
Police Department Operating Expenditures (\$millions)



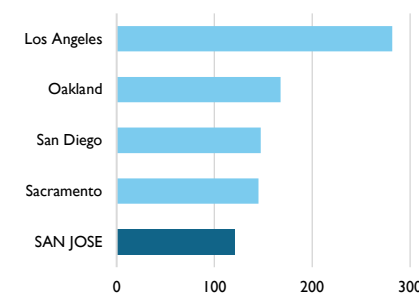
Police Department Authorized Positions



San José Sworn Staff per 100,000 Residents



Authorized Sworn Staff per 100,000 Residents (2023-24)





**CALLS FOR SERVICE**

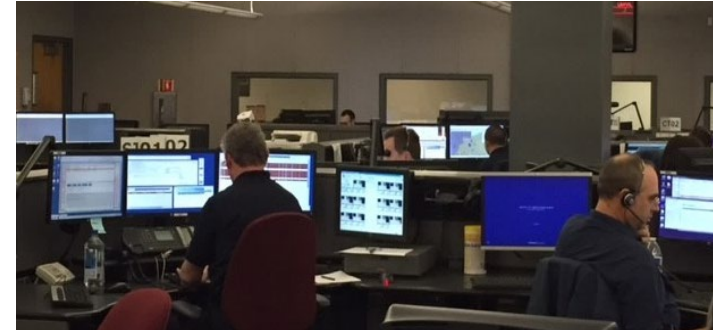
The SJPD Communications Center receives all 9-1-1 calls for police, fire, and ambulance services in San José. Additionally, SJPD receives other non-emergency calls. Staff answer calls, prioritize events, evaluate resources, and direct emergency personnel to respond.

In 2023-24, SJPD handled nearly 1.2 million total calls for service and police events. The number of 9-1-1 and other emergency calls totaled 614,800.\* The number of non-emergency calls (e.g., 7-digit non-emergency calls and phone reports) totaled about 436,000. Administrative calls and self initiated events accounted for the remainder.

SJPD answered 86 percent of 9-1-1 calls answered within 15 seconds (target: 90 percent),\*\* slightly lower than the prior year. The average answering time for emergency calls was 6.9 seconds, slower than the 6.5 second target.

Of the 162 authorized positions in the Communication Center, only 128 were full duty as of June 2024.

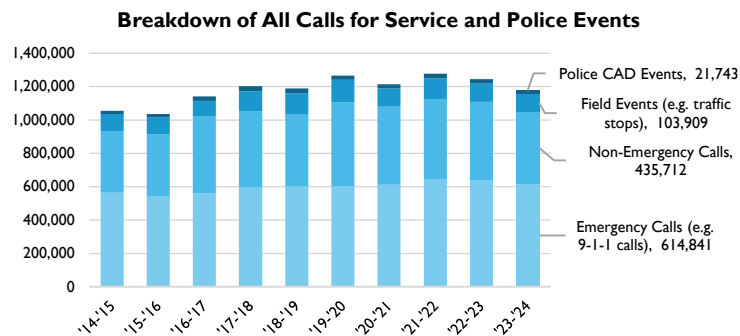
\* This includes 9-1-1 transfers to the Fire Department for fire and medical emergencies.  
 \*\* The California Office of Emergency Services updated the call answering time standard to mirror the current National Emergency Number Association standard for all California Public Safety Answering Points in March 2023. It was previously 95 percent.



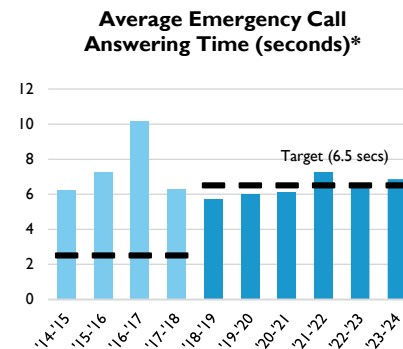
Source: San José Police Department, photo of Communications staff.

**9-1-1 Alternative Responses to Calls for Service**

In February 2024 the City Manager's Office, in response to council direction, began exploring alternatives for 9-1-1 calls for service. They developed nine findings based on this analysis, among these include expanding its current efforts around the 9-1-1 to 9-8-8 call transfer program and one-year additional funding for the department's Trusted Response Urgent Support Team (TRUST).

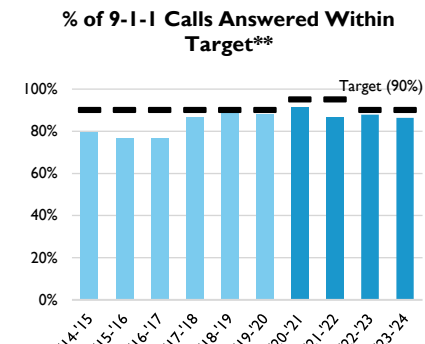


Note: All calls for service received, including duplicates, online reporting, and calls that did not require a police response. Non-emergency calls for 2021-22 and 2022-23 were updated to reflect the accurate count of calls.



\*Years prior to 2016-17 may not be comparable due to change in methodology. In 2018-19, the call answering time target was adjusted to reflect all components of call answering time.

\*\*In 2020-21, SJPD revised this performance measure from % of 9-1-1 calls answered within 10 seconds to % of 9-1-1 calls answered within 15 seconds.



# POLICE

## POLICE RESPONSES

SJPD responded to about 176,100\* Priority 1-4 events in 2023-24 (definitions shown in gray box below):

- 7,900 Priority 1 responses (5 percent)
- 79,300 Priority 2 responses (45 percent)
- 68,600 Priority 3 responses (39 percent)
- 20,200 Priority 4 responses (11 percent)

\* Numbers may not add to incident total due to rounding.

### Prioritization of Police Responses\*

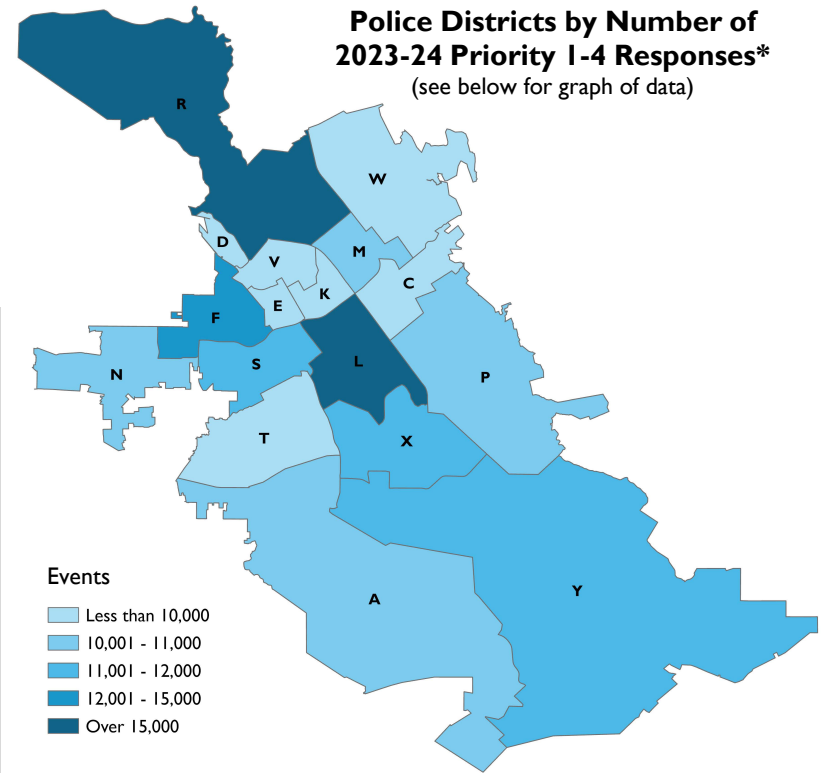
Priority 1 responses: Present or imminent danger to life or there is major damage to/loss of property (e.g., large-scale calls for service or cases where a major felony is in progress or just occurred).

Priority 2 responses: Injury or property damage or potential for either to occur or the suspect is still present in the area. Includes all missing person reports for children under the age of 12, or at-risk missing persons, including mentally handicapped or disoriented adults.

Priority 3 responses: There is property damage or the potential for it to occur. The suspect has most likely left the area. Situations where the suspect is in custody for a non-violent crime and is cooperative. Situations when a prior crime against the person occurred and there are no injuries to the victim necessitating immediate medical care and the suspect is not present.

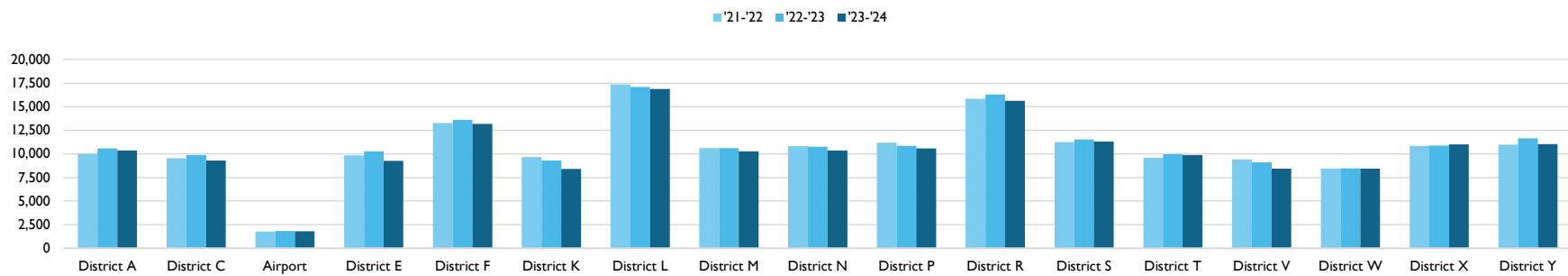
Priority 4 responses: There is no present or potential danger to life/property and the suspect is no longer in the area.

\*Priorities are based on the elements first presented by a caller. These elements can change during the course of an event and may necessitate a change in priority.



Source: City Auditor's Office based on response data provided by the Police Department.

### Priority 1-4 Police Responses\* by District



\* Includes only Priority 1-4 events to which the Department responded; excludes duplicate calls and officer-initiated events.

**POLICE RESPONSE TIMES**

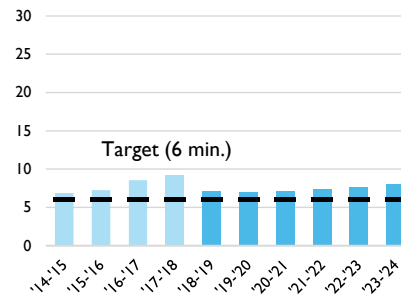
In 2023-24, the citywide average response time for Priority 1 calls was 8 minutes (target: 6 minutes). The citywide average 28 minute response time for Priority 2 calls was far slower than the target of 11 minutes. Each increased from the prior year.

The Department has focused on maintaining Priority 1 response times as these calls involve present or imminent danger to life or major property loss. Priority 2 calls are those which involve either injury or property damage, or the potential for either to occur.

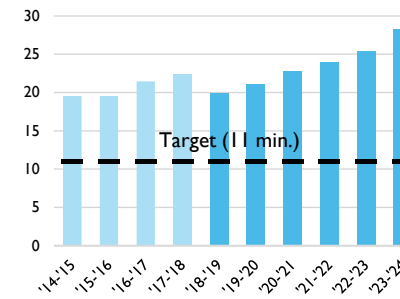
SJPD disaggregates response times by three time targets: processing time, queuing time, and driving time. In 2023-24, the Department's average processing time for Priority 1 calls met the time target whereas queuing and driving time were both slower than the target. For Priority 2 calls, SJPD was outside of its targets for processing time, queuing time, and driving times.

In 2023-24, the 6-minute target response time for Priority 1 events was not met in any of the 16 police districts. Response time may vary across districts because of the size or physical characteristics of an area, whether there are adjacent police service areas, population density, traffic conditions, and officer staffing levels.

**Average Priority 1 Police Response Time\* (minutes)**

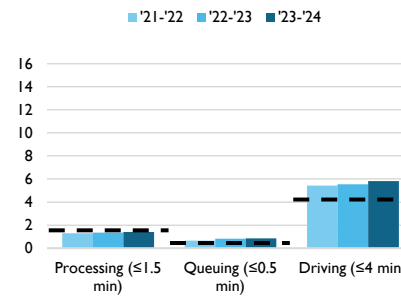


**Average Priority 2 Police Response Time\* (minutes)**

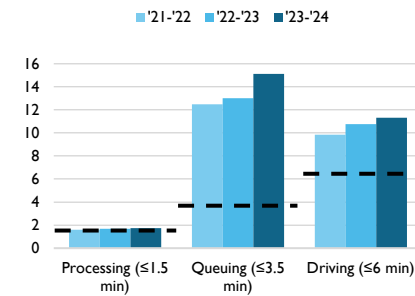


*\*In 2018-19, SJPD revised their reporting of police response times to be based on how incidents are initially coded into their system. In prior years, SJPD had measured response times based on updated coding of incidents as determined throughout the response, which could change the priorities of incidents and incorrectly affect response times.*

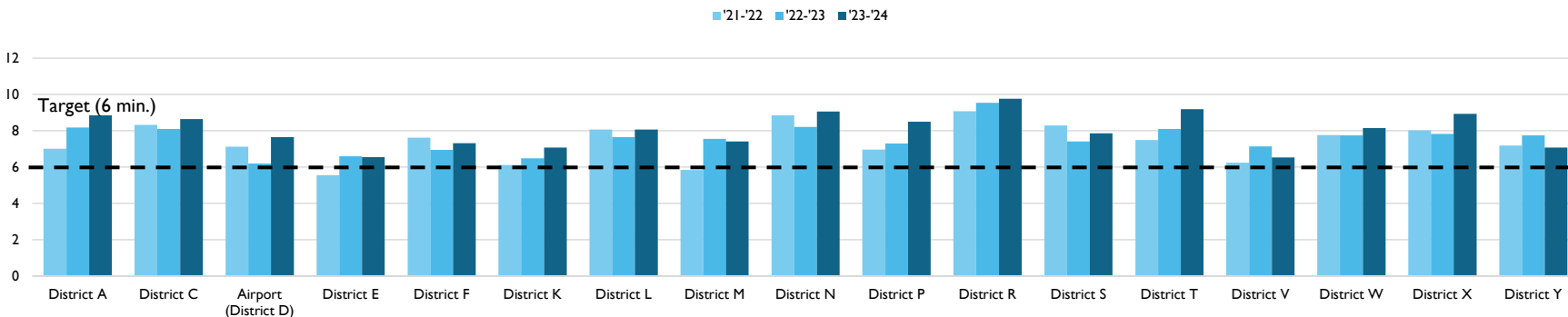
**Priority 1 Response Time Breakdown (minutes)**



**Priority 2 Response Time Breakdown (minutes)**



**Priority 1 Average Police Response Times (minutes)**



# POLICE

## CRIME IN SAN JOSE

In 2023-24, there were 16,700 crimes against persons. This included nearly 13,000 simple and aggravated assault and over 1,400 sex offenses including rapes. There were 37,300 crimes against property, with over a third including larceny/theft offenses. Additionally, in 2023-24 there were 5,200 crimes against society. This included 3,800 drug/narcotic offenses. In 2023, there were 38 homicides.\*

The number of arrests for felonies, misdemeanors, and other offenses has decreased from about 18,200 in 2014, to around 14,900 in 2023. There were 596 gang-related and gang-motivated incidents\*\* overall in 2023, of which 162 were classified as violent by the SJPD.

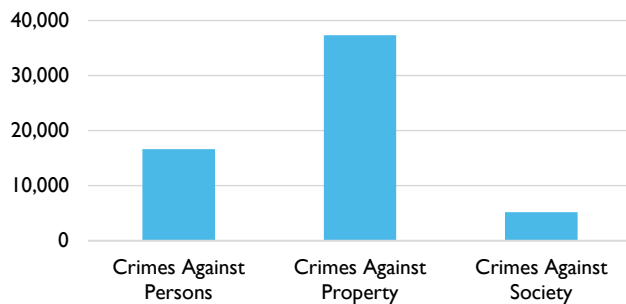
In the past ten years, San José has experienced an increase in reported hate crimes from 11 in 2014 to 80 in 2023. However, hate crimes decreased slightly in the past year. The Police Department provides crime statistics [online](#).

\* Criminal homicides include: murder and nonnegligent manslaughter.  
 \*\* Gang-motivated incidents include crimes committed for the benefit of a gang, whereas gang-related incidents include crimes involving gang members that may not necessarily be for the benefit of a gang.

### National Incident Based Reporting System

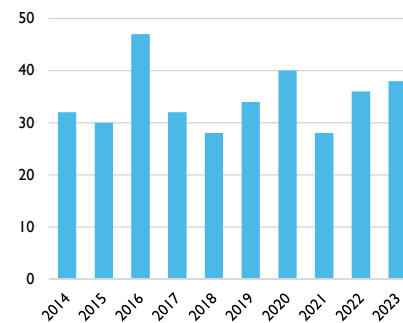
In 2021, the FBI Uniform Crime Reporting (UCR) program mandated National Incident-Based Reporting (NIBRS) as the law enforcement crime data-reporting standard for the nation, while retiring the Summary Reporting System (SRS). Under SRS, limited data on nine Part I crimes were collected, reporting only the most serious offense on a singular incident (the hierarchy rule). With NIBRS, incident-specific data is captured for 52 different offense types and all crimes on a singular incident are reported. NIBRS is still being rolled out nationwide, along with California Department of Justice (DOJ) specific requirements, which will affect the comparison of San José to other jurisdictions as well as the nation as a whole. Arrest and citation data are collected regardless of the crime/offense type in either reporting systems. SJPD went live with NIBRS in April 2023.

Crimes by Type (NIBRS), 2023-24

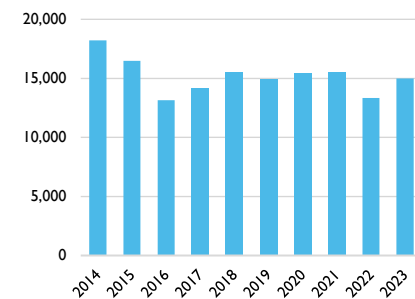


Note: The Department began reporting NIBRS in April 2023. Data in the chart above are showing fiscal years due to the incomplete calendar year, however data will be reported by the Department on a calendar year basis.

Homicides



Number of Arrests (Felonies, Misdemeanors, and Other)

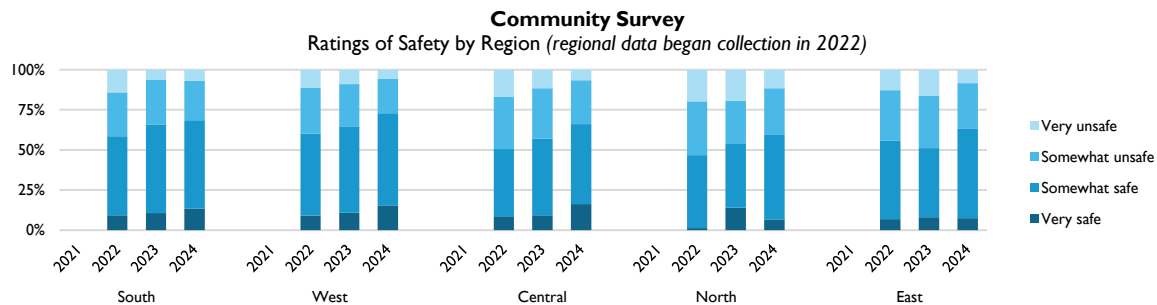
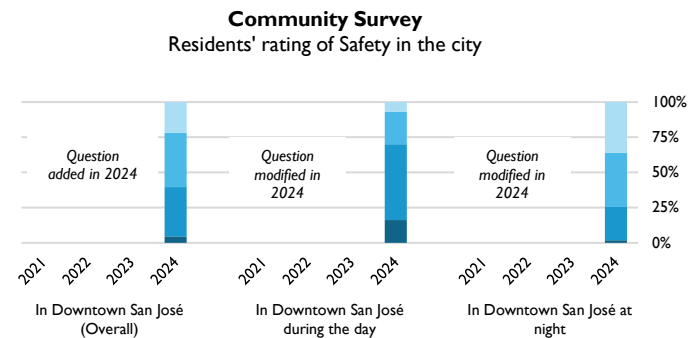
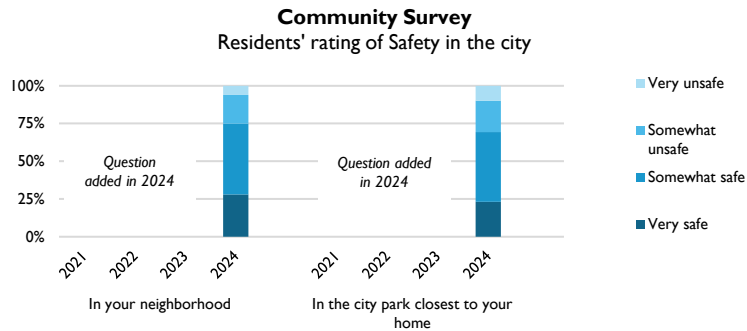
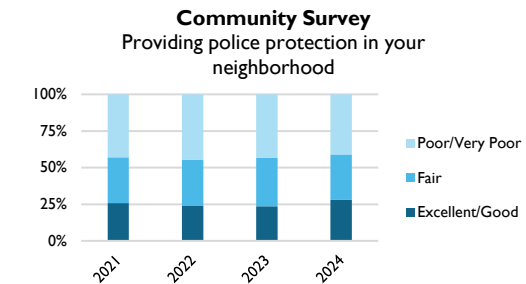
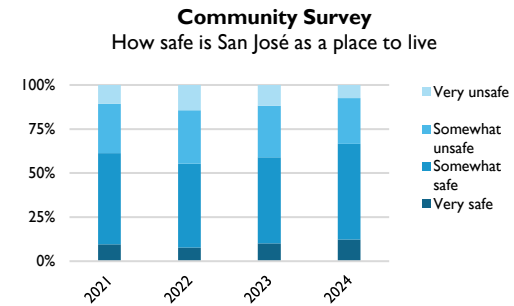


**PERCEPTIONS OF SAFETY IN SAN JOSE**

The community survey asked San José residents a variety of questions about how safe they feel in San José. In 2024, 67 percent of respondents reported San José as a safe place to live. Respondents age 18 to 24 had the highest feeling of safety across all age groups, with 80 percent reporting that they felt "very" or "somewhat" safe. Overall, 28 percent of respondents ranked police protection in their neighborhood as "excellent" or "good."

Respondents were also asked how safe they feel in their own neighborhoods, in the city park closest to their home, and in downtown San José. More respondents said they feel "very" or "somewhat" safe during the day downtown than at night. Respondents felt more safe in their neighborhoods and city parks closest to their homes than in downtown.

Perceptions of safety also varied by region; 59 percent of respondents from the North region rated the city as "very" or "somewhat" safe, compared to 73 percent of respondents from the West region.



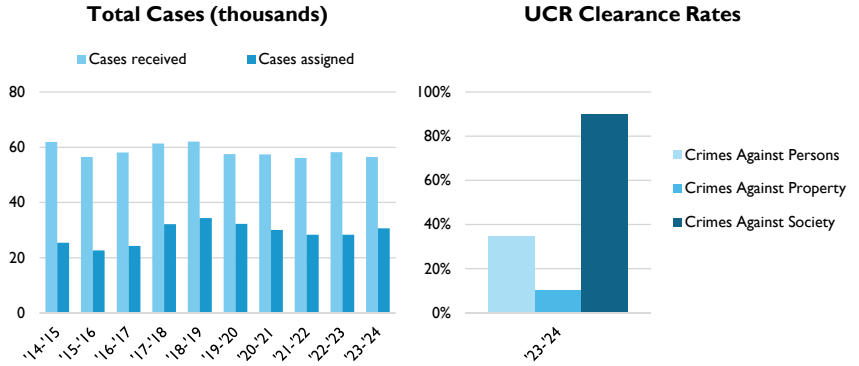
Note: See the Community Survey Chapter for a map of survey regions.

# POLICE

## INVESTIGATIVE SERVICES

The SJPD investigates crimes and events by collecting evidence, interviewing witnesses, interrogating suspects, and other activities. In 2023-24, the Bureau of Investigations received 56,500 cases, slightly less than in 2022-23. Of these cases, 30,600 were assigned for investigation. A case may not be assigned because of a lack of resources or because it is deemed not workable (e.g., no evidence). In 2023-24, 54,500 cases were operationally closed. Reasons for closure included criminal filings, lack of investigative resources, and non-leads.

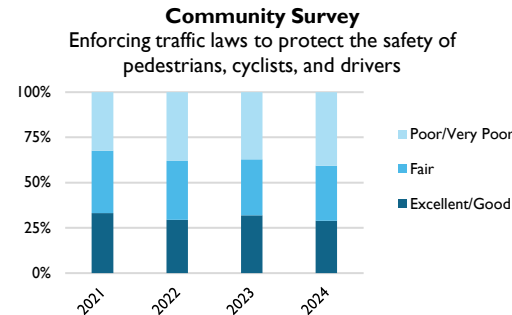
In 2023-24, the clearance rate for crimes against persons was 35 percent while the clearance rate for against society was 90 percent. However, the clearance rate for crimes against property was just 10 percent.



## TRAFFIC SAFETY

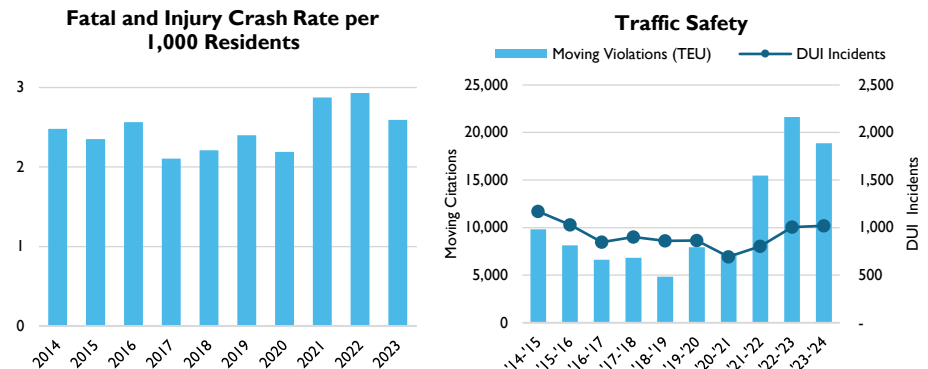
The SJPD provides for the safe and free flow of traffic through enforcement, education, investigation, and traffic control. The community survey asked respondents about their perceptions of enforcing traffic laws to protect the safety of pedestrians, cyclists, and drivers; 29 percent responded with a rating of "good" or "excellent."

San José's rate of fatal and injury crashes, including public streets\*\* and private property, was 2.6 per 1,000 residents in 2023. This decreased from the prior year. As noted in the Transportation chapter, this has remained well below the national rate.



SJPD reported that its Traffic Enforcement Unit (TEU) issued around 18,900 citations in 2023-24, slightly fewer citations than the prior year but more than twice as many as 2020-21. TEU staff are deployed on all weekdays to high impact areas determined by citywide collision data. According to the Department, TEU officers have issued more citations and less warnings in efforts to make a greater impact on driver behaviors. Additionally, SJPD reported that several grant-funded traffic safety programs were conducted throughout the fiscal year.

In 2023-24, there were 1,018 DUI incidents, slightly more than the prior year. However, this was still below the number from 10 years ago.



Note: Data based on incidents responded to and differs from the Transportation chapter and CSA dashboard measure, which captures incidents on public streets within San José's jurisdiction.

\*\* Public streets include City-maintained public streets and expressways.

The mission of the Public Works Department is to provide excellent service in building a smart and sustainable community, maintaining and managing City assets, and serving the animal care needs of the community.

# PUBLIC WORKS

The Public Works Department oversees the City’s capital projects; maintains the City’s facilities, equipment, and vehicles; provides plan review services for development projects; and provides animal care and services. Public Works also houses the City’s Office of Equality Assurance.

In 2023-24, Public Works' operating expenditures totaled about \$163.2 million. This included personal and non-personal expenditures. Public Works was also responsible for \$4.4 million in Citywide expenses, as well as additional capital-related expenditures. Staffing increased from 647 in 2022-23 to 669 authorized positions in 2023-24.

## CAPITAL PROJECTS

The Capital Projects division of Public Works oversees the planning, design, and construction of public facilities and infrastructure. Other departments such as the Airport, Transportation, and Environmental Services also manage some capital projects.

In 2023-24, Public Works completed 35 construction projects. Construction costs totaled \$171 million in 2023-24. A project is considered on budget for the entire life cycle of a project when its total expenses are within 101 percent of its budget. In 2023-24, Public Works completed 34 of 35 projects on budget (97 percent).

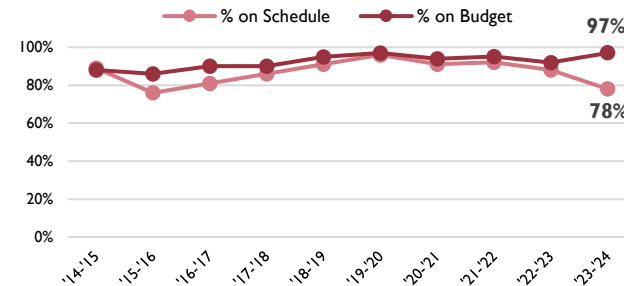
Example projects completed in 2023-24 include Fire Station 24 tenant improvements, the Children's Discovery Museum elevator upgrade, the Santa Teresa Safe Parking Site, and miscellaneous sanitary sewer repairs.

Mariposa Park - New Neighborhood Park in District 7

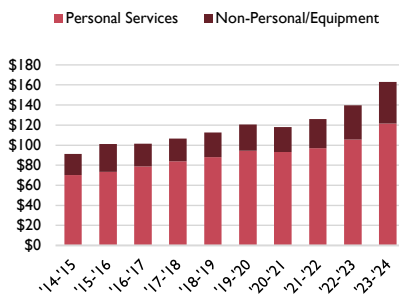


Source: Public Works

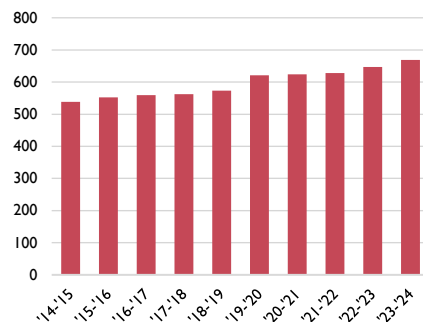
Percent of Construction Projects Completed On Budget and On Schedule



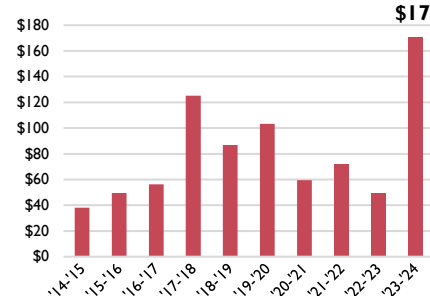
Public Works Operating Expenditures (\$millions)



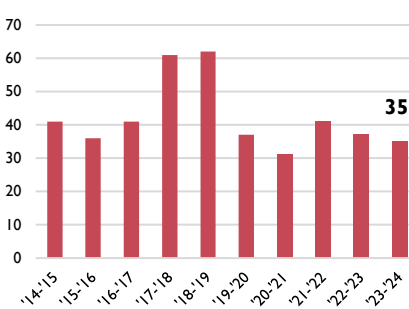
Public Works Authorized Positions



Total Construction Costs for Completed Projects (\$millions)



Number of Completed Construction Projects





**CAPITAL PROJECTS (CONTINUED)**

A project is considered on schedule for the construction phase of the project when it is available for use (e.g., completed street being used by vehicles, parks being utilized) within two months of the approved baseline schedule. Of the projects intended for completion in 2023-24, 38 of 49 projects were on schedule (78 percent).

In 2023-24, for projects less than \$500,000, Public Works' average delivery cost (the ratio of soft costs to hard costs) was 80 percent, above the target of 64 percent. For larger projects, the average delivery cost was 27 percent, which is less than the target of 44 percent.

**Sanitary Sewer Repairs**



Source: Public Works

**OFFICE OF EQUALITY ASSURANCE**

San José is subject to numerous labor policies that have been passed by City Council, approved by voters, or adopted due to requirements from the State of California. The Office of Equality Assurance (OEA) in Public Works implements, monitors, and administers the City's wage policies. OEA responded to 39 minimum wage complaint inquiries. They collected \$52,670 in restitution, primarily from non-compliance with prevailing wage and living wage regulations.

In addition, they oversee the City's disadvantaged business enterprise program and ensure compliance with the Americans with Disabilities Act (ADA). OEA serves as a liaison for ADA, and routes ADA complaints to the appropriate department.

**OEA KEY FACTS (2023-24)**

Number of minimum wage complaint inquiries	39
Number of minimum wage letters sent	13
Number of affected workers (from the letters sent)	48
Amount of restitution collected	\$52,670

*Note: Restitution refers to non-compliance with minimum wage, living wage, and prevailing wage by businesses within the City of San José geographical boundaries or businesses in municipalities that have contracted with the City to enforce these regulations on their behalf.*

# PUBLIC WORKS

## FACILITIES MANAGEMENT

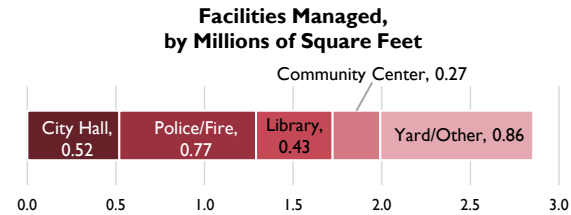
The Facilities Management Division manages 2.9 million square feet in 226 City facilities, including City Hall, which is over 500,000 square feet. Services include maintenance, improvements, event support, and property management.

The Division completed 17,100 corrective and preventive work orders in 2023-24, about 8,400 less than in 2022-23. Only sixty-six percent of about 12,000 preventive maintenance work orders were completed during the year.

As of March 2024, Public Works estimated a facilities maintenance backlog for City operated facilities of \$293.8 million in one-time costs, as well as \$33.1 million in annual unfunded costs. The estimated one-time maintenance backlog for City facilities operated by others is \$140.61 million.

## KEY FACTS (2023-24)

Total number of City facilities	226
Square footage	2.9 million
Completed corrective and preventive work orders	17,100
Total completed solar installations on City sites	38



## FLEET & EQUIPMENT SERVICES

Fleet and Equipment Services manages procurement and maintenance to provide a safe and reliable fleet of roughly 2,900 City vehicles and pieces of equipment. Public Works completed about 17,500 repairs and preventive work orders in 2023-24, a decrease from nearly 19,900 in the prior year. Public Works reports that emergency vehicles were available for use when needed 100 percent of the time in 2023-24; the City’s general fleet was available when needed 98 percent of the time.

In 2023-24, 52 percent of motorized City vehicles and equipment ran on alternative fuels. The City has committed to ensuring 100 percent of new vehicles purchased be zero-emission starting in 2027.

As of March 2024, Public Works estimated a vehicle and equipment deferred maintenance and infrastructure backlog of \$17.4 million in one-time costs, less than in the backlog of November 2022.

## KEY FACTS (2023-24)

Total number of vehicles & equipment	2,900
Completed repairs & preventive work orders	17,500
Percent of fleet running on alternative fuel	52%

Equipment Class	Number of Vehicles	Cost/Mile Estimate
Police	502	\$0.41
Fire	112	\$2.21
General, Light (sedans, vans)	1,239	\$0.36
General, Heavy (tractors, loaders)	247	\$2.10

**REGULATE/FACILITATE PRIVATE DEVELOPMENT  
(DEVELOPMENT SERVICES)**

The Development Services Division of Public Works coordinates with private developers and utility companies to ensure that private projects comply with regulations to provide safe and reliable public infrastructure.

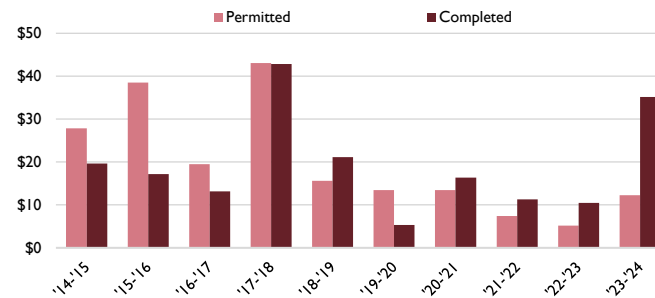
The Division manages two fee-based cost recovery programs: the Development Fee Program (for private developers) and the Utility Fee Program (for utility companies). During 2023-24, the Division received 614 development permits and 4,500 utility permits, more than the prior year. In 2023-24, Public Works met 93 percent of planning and 92 percent of public improvement permit timelines.

Private development projects add public infrastructure (streets, traffic lights, storm sewer, etc.) to the City’s asset base. Projects permitted in 2023-24 are expected to add \$12.3 million in public infrastructure upon completion. Projects completed in 2023-24 added \$35.12 million in value to the City’s asset base, an increase from \$10.51 million in the prior year. (See table for examples.)

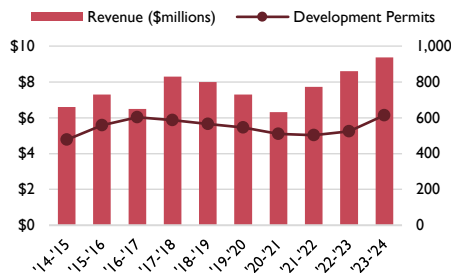
**Major Projects & Estimated Public Improvement Values, 2023-24**

Permitted	•550 Piercy Rd: Curb, gutter, and sidewalk along Piercy Rd & Hellyer Ave	\$3.4 million
	•Stevens Creek Promenade: Lopina Way relocation	\$2.3 million
	•955 Oakland Rd: Gutter, sidewalk, and signal improvements	\$1.0 million
Completed	•Evergreen Circle: Street improvement	\$16.3 million
	•Tract 10152: Traffic signal, sanitary and storm sewer improvements, streetlights, sidewalk, curb, and gutter	\$1.1 million
	•Santana West Phase I: Curb, gutter, sidewalk, sanitary and storm sewer improvements, and construct median island	\$2.3 million

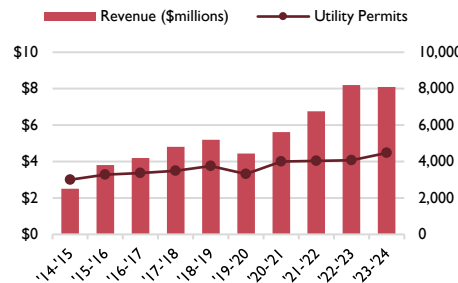
**Value of Public Improvements from Private Development Projects (\$millions)**



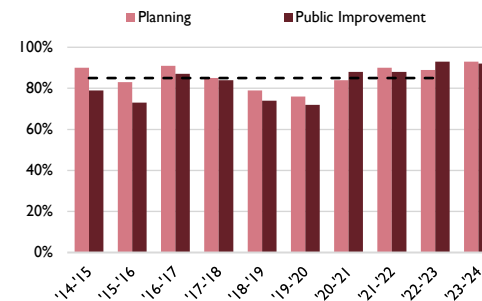
**Development Revenues and Permits**



**Utility Fee Revenues and Permits**



**Permitting Timeliness**



# PUBLIC WORKS

## ANIMAL CARE & SERVICES

The City provides animal licensing programs, patrol services, adoption/rescue programs, spay/neuter programs, and medical services through its Animal Care Center (Center). The Center served San José, Cupertino, Los Gatos, Milpitas, and Saratoga in 2023-24.

As of July 1, 2024, there were roughly 60,000 licensed animals in the Center’s service area. Of licensed animals, 71 percent were dogs and 29 percent were cats. In 2023-24, the Center took in roughly 12,500 animals excluding wildlife.

In 2023-24, animal service officers responded to more than 16,000 service calls, including follow-ups, a decrease from the previous year. Five major categories of calls (including animal bite investigations, dead animals, ACS pickup from MedVet, and human neglect) accounted for about 42 percent of all calls. For emergency calls, such as dangerous situations or critically injured or sick animals, the time target is to respond to calls within one hour. In 2023-24, the Center met this target 96 percent of the time.

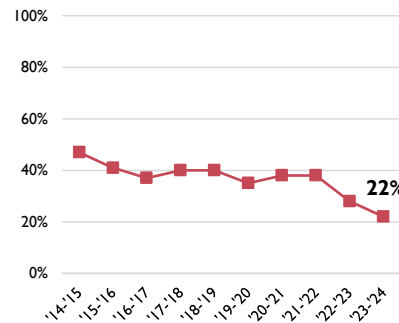
Note: See our audit of [Animal Care and Services: Addressing Capacity Constraints and Updating Shelter Protocols Will Help Improve Animal Outcomes](#). The audit had findings relating to Animal Care and Services data management and Public Works is currently working to implement the recommendations.

## KEY FACTS (2023-24)

Animal licenses in service area	60,000
Incoming animals to Center*	12,500
Calls for service completed	16,000

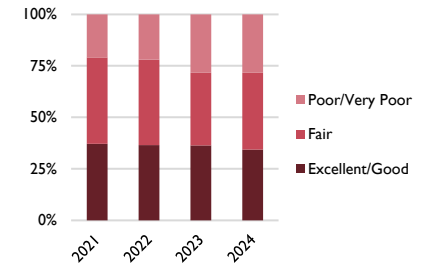
\*Incoming animals does not include wildlife.

**Cost Recovery**

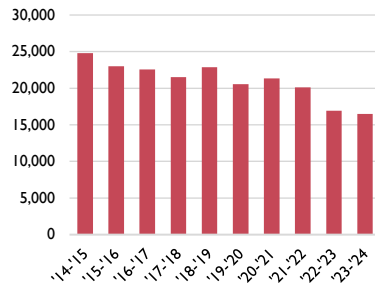


**Community Survey**

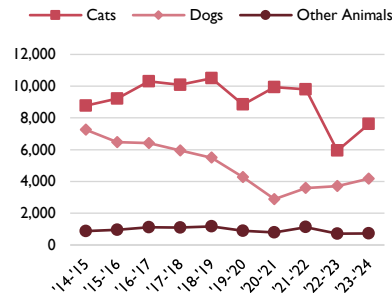
Residents' rating of the City providing animal control services



**Calls for Service**

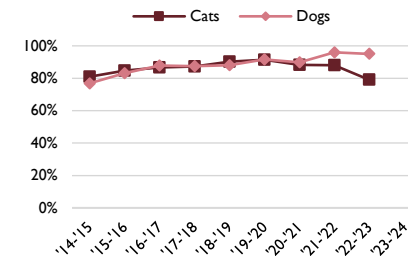


**Incoming Shelter Animals**



Note: Other animals excludes wildlife.

**Percent Adopted, Rescued, Returned, or Transferred**



Note: 2023-24 data under review pending the Audit of Animal Care and Services.

## RETIREMENT SERVICES

The mission of the Office of Retirement Services is to provide quality services in the delivery of pension and related benefits and maintain financially sound pension plans.

## RETIREMENT SERVICES

The Office of Retirement Services administers two pension plans, the Federated City Employees' Retirement System (Federated) and the Police and Fire Department Retirement Plan (Police and Fire), as well as Other Post-Employment Benefits (OPEB) for City employees and retirees. The City offers several tiers of benefits, based on the start date of the employee.

The Office is responsible for administering retirement benefits, including providing retirement planning and counseling; supervising the investment of plan assets; managing contracts; and producing financial reports.

In 2023-24, the Office's personal services expenditures totaled \$9.4 million, and there were 43 authorized positions. About \$5.6 million in additional administrative costs, such as professional services, were paid out of the retirement funds. Total investment fees were \$61 million in calendar year 2023.

The City's total contributions to the two plans included \$421 million for pension benefits and \$58.5 million for other post-employment benefits (OPEB). Separately, City employees contributed \$89.1 million for pension and OPEB. This totals to \$568.6 million in contributions from the City and its employees. The City's contributions have grown dramatically since the early 2000s but are expected to decline in coming years.

*Note: The Retirement Services chapter of the City's Budget only includes personal services. Additional administrative expenses and investment expenses are detailed in the [Federated City Employees Retirement System](#) and the [Police and Fire Department Retirement Plan Annual Comprehensive Financial Reports](#).*

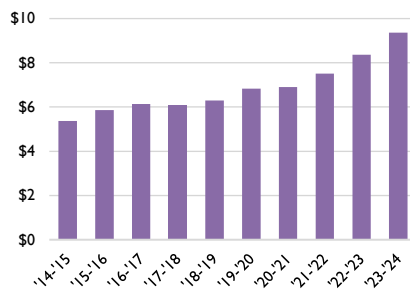
### KEY FACTS (2023-24)

Contributions Total	
City's	\$479.5 million
Employees	\$89.1 million
Rate of Return on plan assets	
Federated	9.7%
Police and Fire	9.7%
Funded Status	
Federated	58%
Police and Fire	80%

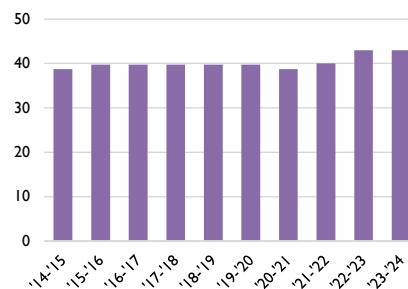
### Impact on General Fund

In 2023-24, 16.5 percent of the General Fund was budgeted to pay for retirement costs. This has increased over time; for example, in 2000-01, it was 6.5 percent. The steady increase of retirement costs impacts funding available for other City services. City contributions from the General Fund alone (excluding other City funds) totaled \$346 million.

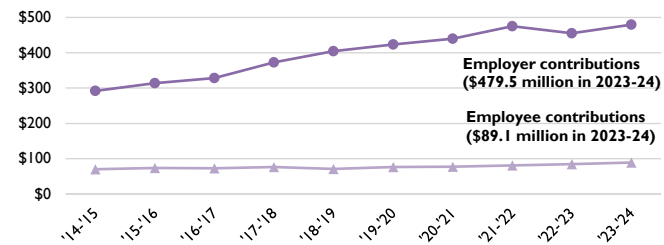
**Retirement Services Personal Services Expenditures (\$millions)**



**Retirement Services Authorized Positions**



**Total Annual Contributions for Pension and Retiree Health and Dental Benefits (\$millions)**



Source: Federated City Employees Retirement System and the Police and Fire Department Retirement Plan Annual Comprehensive Financial Reports.

# RETIREMENT SERVICES

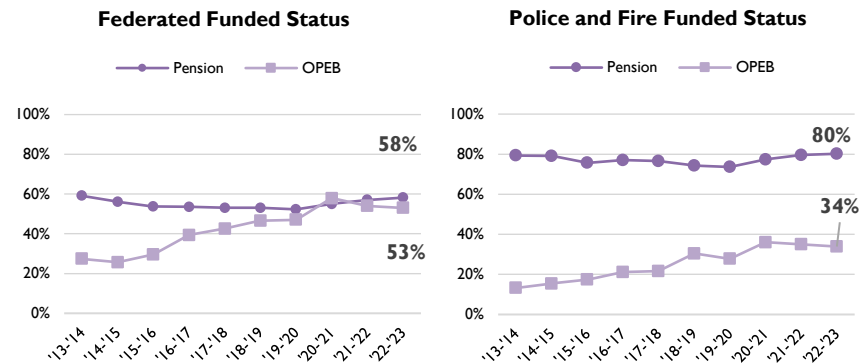
The pension and OPEB plans' total liabilities (including future pension payments) exceeded the values of their assets by \$2.3 billion for Federated and \$1.6 billion for Police and Fire. These net liabilities totaled about \$205,609 per Federated member and about \$332,906 per Police and Fire member.

As of the June 30, 2023 actuarial valuations, the Federated and Police and Fire funded ratios (or percent of liabilities covered by plan assets) were 58 percent and 80 percent for the respective pension plans.

During 2023-24, the Federated pension plan had a net rate of return on pension plan assets of 9.7 percent, up from 7.5 percent in the prior year. The Police and Fire pension plan also had a net rate of return of 9.7 percent, up from 7.7 percent. In 2023-24, the assumed rate of return, or discount rate,\* was 6.625 percent for both the Federated pension plan and the Police and Fire pension plan, the same as last year.

As of June 30, 2024, there were 7,308 retirees or beneficiaries of the plans, up from 6,009 ten years ago. The ratio of active members (i.e., current employees contributing to the plans) to beneficiaries is now less than 1:1. In 1980, the ratio was nearly 5:1, and in 2000 it was over 2:1.

\*The assumed rate of return, or discount rate, is the annual rate used to discount pensions expected to be paid in the future to current dollars. For pension plans, it is often based on average expected investment returns over a long time horizon.



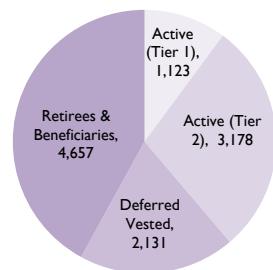
Sources: Federated City Employees' Retirement System and Police and Fire Department Retirement Plan Actuarial Valuations.

Note: Funded status calculated using the actuarial value of assets, which differs from the market value, as gains/losses are recognized over five years to minimize the effect of market volatility on contributions. Beginning in 2016-17, OPEB funded status has reflected changes to asset and liability calculations based on guidance from the Government Accounting Standards Board.

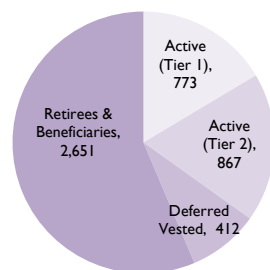
## Investments

The retirement plans' assets are distributed among various types of investments, according to each board's investment policies. As of June 30, 2024, the largest category of assets held by each pension plan was public equities. The plans also held investments in private equity, bonds, and real estate, among others.

Federated Plan Membership (As of June 30, 2024)

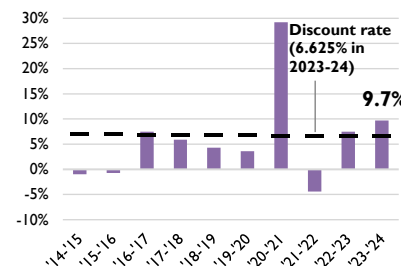


Police and Fire Plan Membership (As of June 30, 2024)

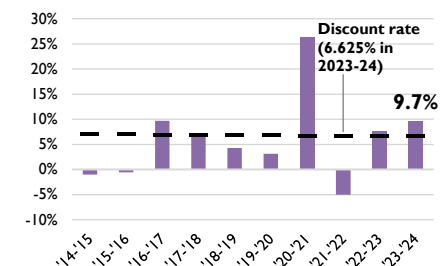


Source: Federated City Employees Retirement System and the Police and Fire Department Retirement Plan Annual Comprehensive Financial Reports.

Federated Rate of Return, Net of Fees



Police and Fire Rate of Return, Net of Fees



Source: Federated City Employees Retirement System and the Police and Fire Department Retirement Plan Annual Comprehensive Financial Reports.





## TRANSPORTATION

The mission of the Transportation Department is to plan, develop, operate, and maintain transportation facilities, services, and related systems which contribute to the livability and economic health of the City.

# TRANSPORTATION

The Department of Transportation (DOT) has eight core service groups:

- Plan and develop transportation projects;
- Optimize traffic flow and safety;
- Maintain street pavement;
- Maintain traffic signals, signs, markings, and streetlights;
- Maintain street landscapes, street trees, and grow the City's tree canopy;
- Clean and repair sanitary sewers;
- Maintain storm sewers; and
- Maintain public parking.

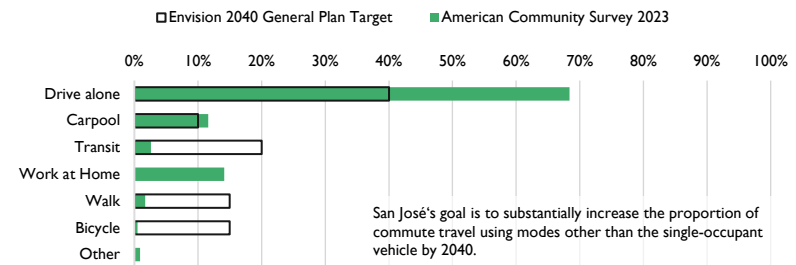
Additional staff provide strategic support, such as budget and information technology services.

In 2023-24, DOT's operating expenditures totaled \$138.1 million, including personal and non-personal expenditures. In addition, DOT was responsible for other costs, including \$3.4 million in Citywide expenses and \$543,900 in workers' compensation. The Department had 538.5 authorized positions; staffing was up by 26 percent compared to levels 10 years ago.

## KEY FACTS (2023-24)

Number of acres of street landscape (also includes special districts)	627
Number of City parking lots and garages	14
Number of parking meters	2,500
Number of street miles	2,519
Number of street trees	351,000

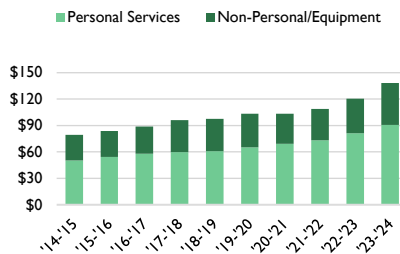
### San José Residents' Mode of Commuting to Work



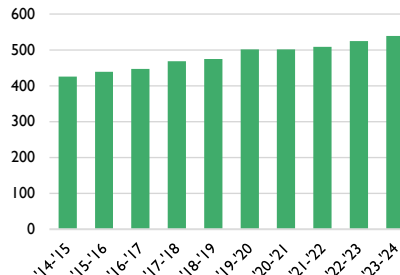
Source: 2023 American Community Survey, 1-year estimates, table S0801

Note: In 2019, prior to COVID-19, working at home was at 4 percent. The commuting mode targets presented are from the Envision 2040 General Plan as amended in May 2021. The targets in the Envision 2040 General Plan have been updated to account for all trips (both commute and non-commute). Staff are in the process of collecting data to update the measure.

### DOT Operating Expenditures (millions)

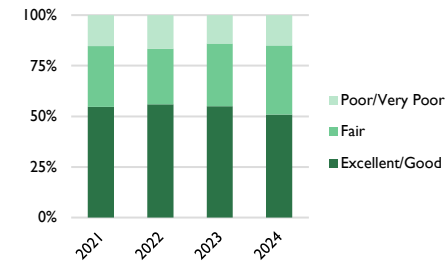


### DOT Authorized Positions



### Community Survey

Residents' rating of the City providing bicycle lanes and paths



## TRANSPORTATION SAFETY & OPERATIONS

Transportation Safety & Operations manages various traffic safety programs to facilitate safe and efficient travel within San José. In February 2020, City Council approved a [Vision Zero Action Plan](#) prioritizing investments for a data analytic tool, safety redesign projects on high injury corridors, and outreach and community engagement to reduce fatal and severe injury crashes.

DOT reports that there were 49 traffic fatalities in San José in 2023, 16 less than 2022. Fifty-five percent were pedestrians with a median age of 54. San José's rate of fatal and injury crashes has remained well below the national rate, with a rate of 2.3 per 1,000 residents in 2023.\* In comparison, the national rate was 5.1 per 1,000 residents in 2022.

Citywide, DOT installed 58 traffic safety improvements, such as flashing beacons, median/pedestrian refuge islands, curb extensions, and speed humps to enhance pedestrian crossings safety and/or reduce speeding on roadways. Almost 1,300 traffic studies were evaluated citywide. Additionally, an estimated 48,000 school-aged youth and adults received traffic safety education in 2023-24.

\* DOT's measure of fatal and injury crashes counts crashes that occurred on City roads and within 50 feet of an intersection on county expressways. Injury crashes on private property or beyond 50 feet of an intersection on county expressways are excluded (fatal crashes are counted).

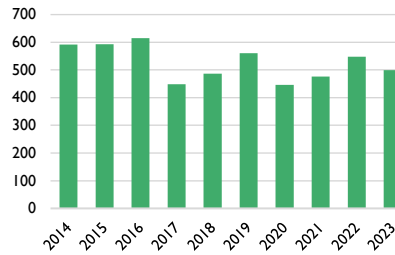
## TRANSPORTATION PLANNING & PROJECT DELIVERY

Planning & Project Delivery supports the development of San José's transportation infrastructure. This includes coordinating transportation and land use planning studies, managing the Capital Improvement Program, and working with regional transportation agencies such as VTA, BART, and Caltrans.

In 2023-24, DOT budgeted over \$300 million towards its traffic capital improvement program. Example regional and local projects include US 101 Interchange Improvements, Vasona pedestrian gates, Bascom queue cutter, Vision Zero safety improvements, and ADA accessibility ramps projects.

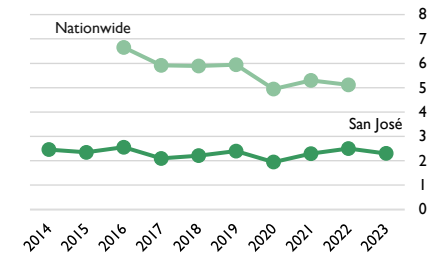
San José has about 478 miles of on-street bicycle lanes and routes (installed by DOT). Under the new [Better Bike Plan 2025](#), the City aims to create a low-stress, connected network. The Plan calls for completing a roughly 550 mile on-street bike network. This includes upgrading the existing bike network and adding new bikeways. Over 17 miles of new on-street bikeways were installed in 2023.

**Pedestrian and Bicycle Injury Crashes (calendar year)**



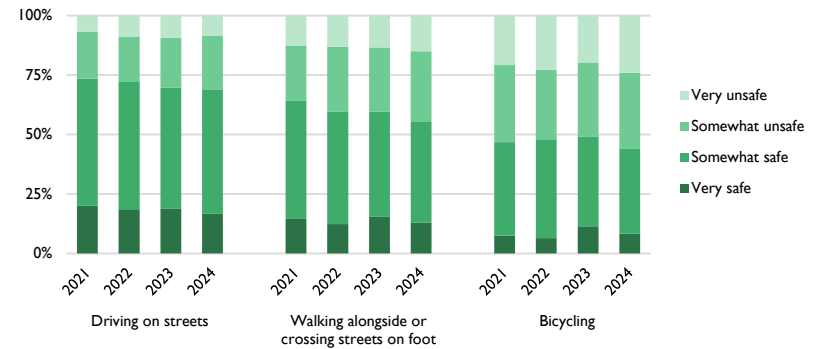
Note: This includes fatal crashes.

**Fatal and Injury Crash Rate per 1,000 Residents**

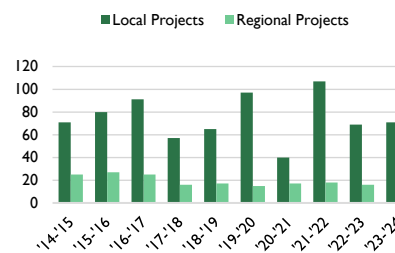


Source: National fatal and injury crash rate data comes from the National Highway Traffic Safety Administration (NHTSA). Data prior to 2016 is not comparable due to different sample designs used by NHTSA.

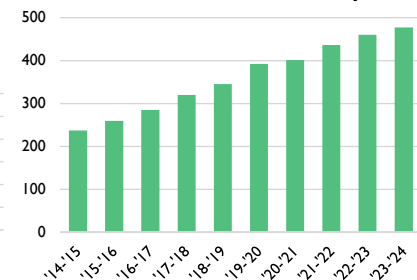
**Community Survey**  
Residents' rating of safety in the city



**Major Transportation Projects in Progress**



**On-Street Miles of Bikeways**



# TRANSPORTATION

## STREET PAVEMENT MAINTENANCE

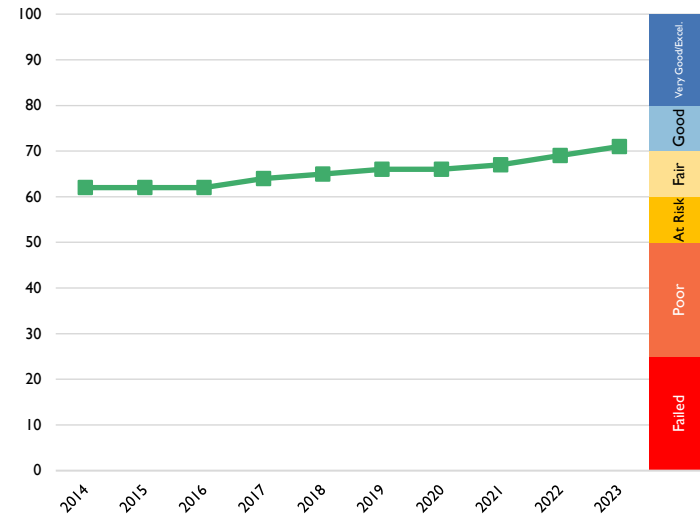
Pavement Maintenance is responsible for maintaining and repairing the 2,519 miles of city streets.

- In 2023, the city’s street pavement condition was rated a 71, or “good”, on the Pavement Condition Index (PCI) scale by the Metropolitan Transportation Commission (MTC). The index ranges from 0 to 100; 0 represents a failed road and 100 represents a newly paved road. The MTC rating is based on a three-year moving average.
- DOT also assesses the conditions of the city's streets, and rated the city's average street pavement condition a 73 for 2023 (annual rating), or "good" on the PCI scale.

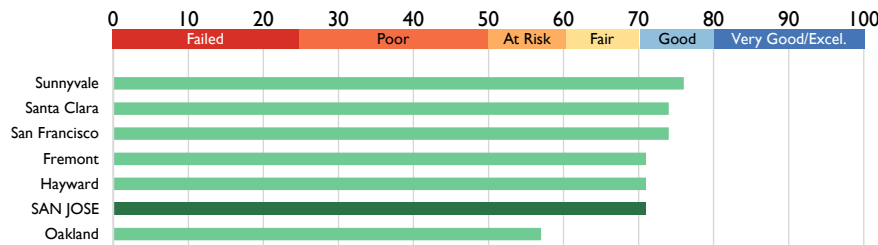
DOT estimates it needs \$369 million for deferred maintenance on poor and failed roads, as well as to sustain the average street condition at a "good" rating. Because of funding from VTA's Measure B in 2016, State Senate Bill 1, and San José’s Measure T, DOT has been able to improve pavement condition and reduce the maintenance backlog. Accounting for one-time and temporary funding sources, the 10-year average annual funding for pavement maintenance is estimated at \$71.8 million.

As part of the 2023 pavement maintenance program, 135 miles of street were resurfaced and 78 miles were preventively sealed. DOT has also continued to make safety-related corrective repairs, such as filling potholes and patching damaged areas. In 2023-24, DOT crews repaired around 3,400 potholes.

**Pavement Condition Index  
San José 3-Year Moving Average \***

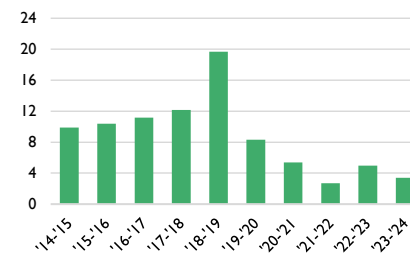


**2023 Pavement Condition Index Selected Bay Area Comparisons\***

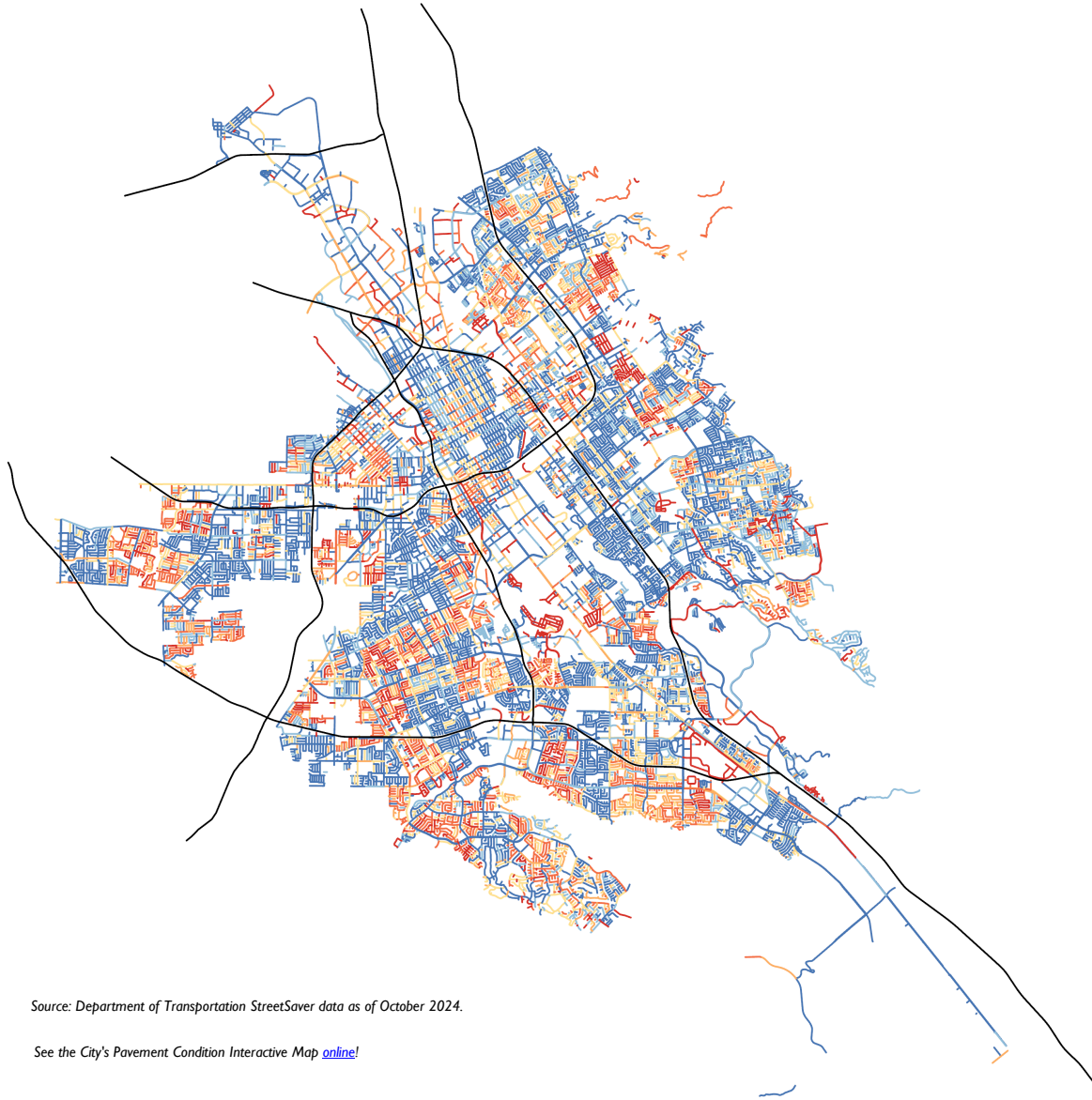


\* 3-year moving average, calendar year basis. Source: [Metropolitan Transportation Commission](#).

**Number of Potholes Filled  
(thousands)**



## Map of Pavement Condition



Newly constructed or resurfaced; few signs of distress	<b>Excellent or very good</b>
Low levels of distress; needs preventive maintenance	<b>Good</b>
Significant distress; requires rehabilitation or preventive maintenance	<b>Fair</b>
Deteriorated pavement; will quickly turn "poor" without maintenance	<b>At risk</b>
Excessive distress; requires major, costly rehabilitation	<b>Poor</b>
Extremely rough; needs expensive reconstruction	<b>Failed</b>

Source: Department of Transportation StreetSaver data as of October 2024.

See the City's Pavement Condition Interactive Map [online!](#)

### Community Survey

Resident's rating of the maintenance of neighborhood streets



# TRANSPORTATION

## TRAFFIC MAINTENANCE

The Traffic Maintenance Division is responsible for maintaining the City's traffic signals, traffic signs, roadway markings, and streetlights. In 2023-24, DOT made 1,600 repairs to traffic signals. DOT estimates staff responded to signal malfunctions within 30 minutes 39 percent of the time (target: 32 percent).

DOT's response to traffic and street name sign service requests fell within established guidelines\* 96 percent of the time in 2023-24 (target: 98 percent). About 700 signs were preventively maintained. DOT credits the lower quantities to a focus on "mast arm" signs, which DOT reports are fewer in number but more complex to maintain. DOT anticipates this number increasing as it begins replacing regulatory signs.

DOT crews completed roadway marking services within established priority guidelines\* 77 percent of the time in 2023-24. Ninety-one percent of roadway markings met visibility and operational guidelines (target: 80 percent).

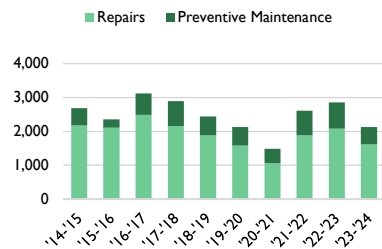
DOT estimates that 99 percent of San José's 63,600 streetlights\*\* were operational and that 45 percent of reported malfunctions were repaired within seven days (target: 65 percent). DOT repaired about 4,000 streetlights in 2023-24. DOT reports that all City-owned streetlights have been converted to LEDs except for about 3,200 decorative pedestrian streetlights that staff are working to convert.

\* 24 hours, 7 days, or 21 days—depending on the priority  
 \*\* Includes other types of street lighting, not just streetlights

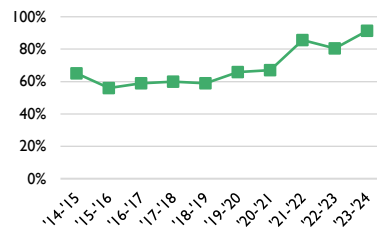
## KEY FACTS (2023-24)

Number of traffic signal intersections in San José	1,000
Number of traffic signal preventive maintenance activities completed	500
Number of traffic control and street name signs in San José (estimate)	128,000
Number of square feet of roadway markings	6.5 million
Number of roadway markings maintenance requests completed	300

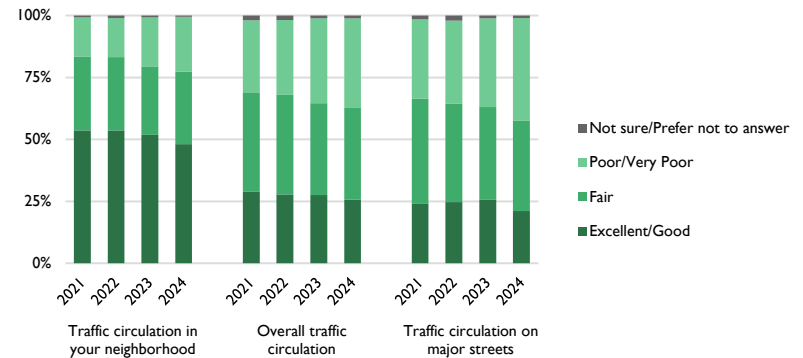
**Number of Traffic Signal Maintenance Activities**



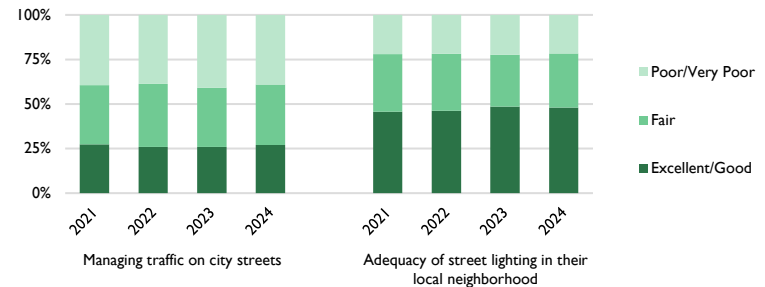
**Percent of Roadway Markings Meeting Visibility and Operational Guidelines**



**Community Survey 2024**  
 Resident's rating of traffic circulation in the city



**Community Survey**  
 Ratings of Services



**SANITARY SEWERS**

DOT maintains more than 2,000 miles of sanitary sewers and 17 sewer pump stations. DOT is responsible for maintaining uninterrupted sewer flow to the San José-Santa Clara Regional Wastewater Facility. (The Facility is operated by the Environmental Services Department (ESD). *For more information see the ESD chapter.*)

DOT conducts proactive cleaning to reduce sanitary sewer stoppages and overflows. About 900 miles were cleaned in 2023-24. More than 800 sewer repairs were completed. DOT responded to 29 sewer overflows in 2023-24, 11 fewer than last year. DOT cleared almost 200 main line stoppages in 2023-24. DOT estimates 41 percent of sanitary sewer problems were responded to within 30 minutes (target: 60 percent).

**STORM DRAINAGE**

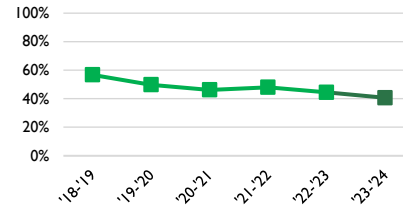
DOT and ESD ensure that all of the City’s streets are swept of roadway particulate and debris that may collect in gutters. DOT’s street sweepers clean the downtown area, major streets, and bike routes. ESD contracts for residential street sweeping.

DOT annually cleans storm drain inlets so that rain and storm water runoff flow unimpeded through storm drains into the San Francisco Bay. There are approximately 35,700 storm drain inlets in the city. Proactive cleaning prevents harmful pollutants, trash, and debris from entering the Bay and reduces the potential for blockages and flooding during heavy rains.

In 2023-24, there were 16 declared storm days and around 1,200 responses to calls related to the storm collection system. The number of stoppages and calls varies depending on the severity of rainfall. DOT also maintained 31 stormwater pump stations and cleaned wet wells during summer months.

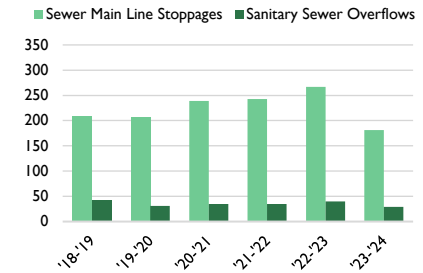
The City's current Citywide Stormwater Permit became effective July 1, 2022 and includes significant new requirements (e.g., green stormwater infrastructure for new development). The City holds additional responsibilities to ensure requirements are met, which DOT reports will result in additional unfunded workload for DOT to maintain new facilities as they are constructed.

**Percentage of Sanitary Sewer Problems Responded to Within 30 Minutes (target: 60%)**

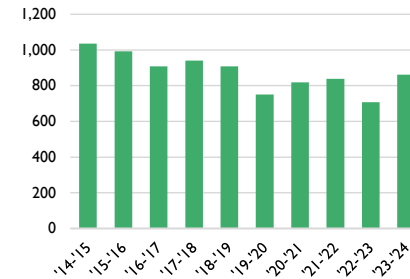


Note: In 2023-24, DOT expanded their methodology to include more work assignments.

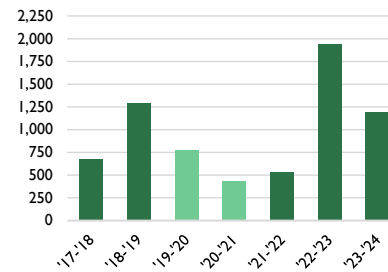
**Sewer Stoppages and Overflows Cleared**



**Sewer Miles Cleaned**

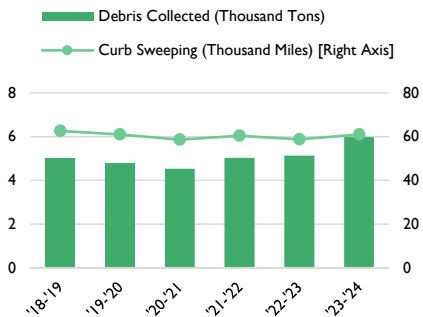


**Storm Calls**



Note: Only blockage-related calls were counted in 2019-20 and 2020-21. For all other years presented, this measure shows responses to calls related to the storm collection system, not just blockage-related calls.

**Street Sweeping**



# TRANSPORTATION

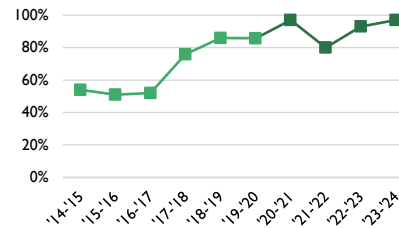
## STREET LANDSCAPE MAINTENANCE

DOT's Landscape Services Division maintains median islands and undeveloped rights-of-way, ensures the repair of sidewalks and the maintenance of street trees, and assesses and manages the urban forest to grow the City's tree canopy. DOT reports that its crews maintain approximately half of the general benefit landscape, with the remaining inventory being maintained through contractual services. In 2023-24, an estimated 97 percent of general benefit street landscapes were rated on average a 3.5 or higher out of a 5-point condition rating scale. In contrast, Community Opinion survey results show that 42 percent of surveyed respondents with an opinion rated the condition of landscaping along streets and medians (not including trees) as excellent or good.

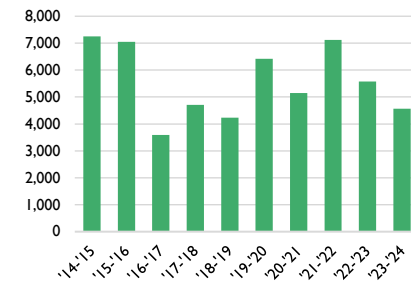
San José has about 351,000 street trees.\* DOT responded to almost 1,500 emergencies for street tree maintenance in 2023-24. The City and property owners completed about 4,600 sidewalk repairs in 2023-24. Additionally, the City and property owners planted around 4,000 street trees or trees in City-maintained back-ups and medians.

\* Property owners are typically responsible for maintaining street trees and repairing adjacent sidewalks. The City maintains trees that are located within the arterial medians and roadside landscaped areas owned by the City.

**Percent of General Benefit Street Landscapes Rated a 3.5 or Higher out of a 5-Point Scale**

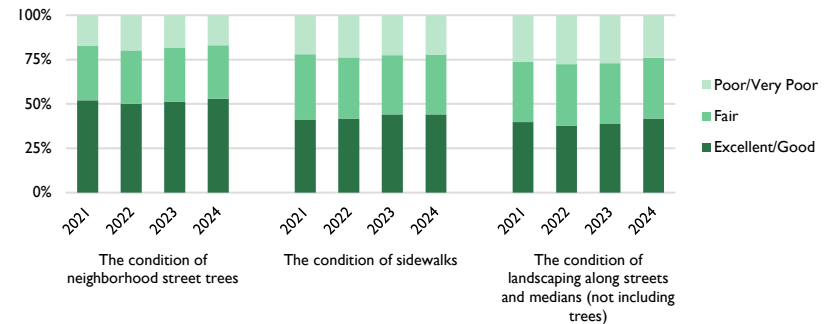


**Sidewalk Repairs**



Note: DOT changed methodology in 2020-21 to rate entire corridors and give the street only one rating on a 5-point scale.

**Community Survey Ratings of Services**

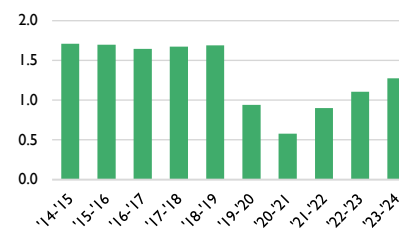


## PARKING

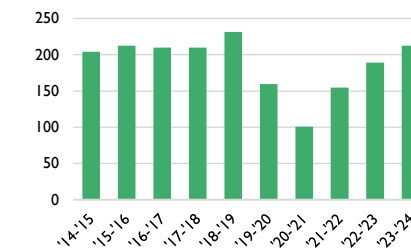
Parking Services is responsible for managing on-street and off-street parking operations, implementing parking programs, enforcing regulations, and supporting street sweeping, construction, pavement, and maintenance activities. There were approximately 46,000 monthly parking customers in 2023-24. Almost 1.3 million visitors used City parking facilities, a 15 percent increase over the prior year, which DOT attributes to continued increases in evening and weekend activity throughout the downtown.

In 2023-24, DOT processed approximately 212,600 parking citations, marking a 12 percent increase compared to the prior year. Parking Services also manages the investigation of service requests related to abandoned vehicles. Over 31,000 vehicle concern service requests were received in 2023-24, which DOT reports are now automatically sorted by the SJ311 system into two categories: 20,000 requests were for abandoned vehicles and 11,000 for extended parking stay (EPS). The average time to resolve an abandoned vehicle service request for qualifying cases was 7 days, while it was 21.8 days for EPS service requests.

**Visitor Parking Customers at the City's Downtown Facilities (millions)**



**Parking Citations Processed (thousands)**





Historic Community Opinion Survey Data

## APPENDIX

Question		2021	2022	2023	2024	% change (2023-2024)
<b>Q2 - Percent of respondents rating "excellent" or "good"</b>						
Q2a	The overall quality of life in San José	44.9%	47.2%	47.2%	49.8%	2.6%
Q2b	San José as a place to raise a family	34.3%	34.0%	34.9%	39.0%	4.1%
Q2c	San José as a place to retire	13.2%	15.5%	16.3%	17.8%	1.6%
Q2d	San José as a place to work	54.8%	59.2%	57.7%	53.8%	-4.0%
Q2e	San José as a place to shop and dine	53.4%	54.6%	55.1%	53.6%	-1.6%
<b>Q3 - Top Five Recommended Changes to Improve the City by Study Year</b>						
	1	Address homeless issues	Address homeless issues	Address homeless issues	Address homeless issues	
	2	Provide more affordable housing	Improve public safety, reduce crime	Provide more affordable housing	Provide more affordable housing	
	3	Improve public safety, reduce crime	Provide more affordable housing	Improve public safety, reduce crime	Improve public safety, reduce crime	
	4	Beautify City, landscaping	Beautify City, landscaping	Beautify City, landscaping	Beautify City, landscaping	
	5	Not sure/Cannot think of anything	Improve police response, presence	Improve police response, presence	Reduce cost of living in general	
<b>Q4 - Percent of Respondents rating "Very Satisfied" or "Somewhat Satisfied"</b>						
Q4	Overall Satisfaction (by Study Year)	47.4%	46.4%	48.7%	51.6%	3.0%
<b>Q5 - Percent of respondents rating "excellent" or "good"</b>						
Q5a	Providing recreation programs, opportunities at city parks, recreation centers	31.5%	38.8%	40.3%	38.4%	-1.8%
Q5b	Maintaining the condition of public parks	37.4%	31.8%	34.0%	38.4%	4.4%
Q5c	Providing police protection in your neighborhood	25.7%	23.8%	23.6%	28.0%	4.4%

## APPENDIX

Question	2021	2022	2023	2024	% change (2023-2024)
Q5d Providing public library services in your neighborhood	64.5%	67.7%	69.4%	68.1%	-1.3%
Q5e Providing an adequate number and variety of special events	-	-	-	43.0%	-
Q5f Providing programs to help seniors	29.8%	35.9%	33.6%	31.8%	-1.8%
Q5g Providing paths and trails for walking, jogging and running	44.2%	43.3%	43.7%	45.4%	1.7%
Q5h Provide bicycle lanes and paths	54.8%	56.0%	55.0%	50.9%	-4.1%
Q5i Cleaning up litter and trash that people dump along streets, sidewalks, public areas	16.8%	16.0%	17.8%	15.1%	-2.7%
Q5j Creating a vibrant downtown San José	-	-	-	27.6%	-
Q5l Enforcing traffic laws to protect the safety of pedestrians, cyclists and drivers	33.1%	29.5%	31.9%	29.0%	-2.9%
Q5m Managing traffic on city streets	27.4%	26.0%	26.0%	27.0%	1.0%
Q5n Providing after-school programs for youth	28.1%	32.3%	40.0%	37.1%	-2.9%
Q5o Removing graffiti from buildings	22.9%	25.6%	25.8%	25.7%	-0.2%
Q5p Providing animal control services	37.1%	36.5%	36.4%	34.4%	-2.0%
Q5q Operating the San José International Airport	71.3%	71.3%	74.0%	74.5%	0.4%
Q5r Addressing homelessness	4.4%	3.1%	7.2%	6.5%	-0.7%
Q5s Reducing gang activity	17.1%	20.3%	20.3%	27.5%	7.2%
Q5t Attracting businesses and good paying jobs to the city	37.8%	39.5%	36.7%	36.4%	-0.3%
Q5u Facilitating the creation of affordable housing	10.5%	10.5%	11.7%	8.6%	-3.0%
Q5v Providing fire protection and prevention services	58.6%	59.4%	60.4%	65.5%	5.2%

## APPENDIX

	Question	2021	2022	2023	2024	change (2023-2024)
Q5w	Providing Emergency Medical Services (EMS)	57.3%	56.1%	59.4%	59.4%	0.0%
Q5x	Providing trash, recycling, and yard waste services	59.6%	62.4%	64.1%	62.7%	-1.4%
Q5y	Maintaining utility infrastructure including water, sewer, and storm drain infrastructure	-	-	-	49.0%	-
Q5z	Managing the City's growth and development	22.7%	24.8%	26.7%	27.5%	0.8%
Q5AA	Facilitating the production of market rate housing	-	-	-	11.0%	-
Q5BB	Enforcing zoning regulations	33.7%	34.6%	35.1%	32.4%	-2.7%
Q5CC	Making available a variety of arts and cultural offerings	-	-	-	48.4%	-
Q5DD	Ensuring new construction follows proper building and safety codes	52.6%	48.4%	51.7%	52.2%	0.5%
<i>Q6 - Percent of respondents rating "Very Safe" or "Somewhat safe"</i>						
Q6	Opinion of City Safety	60.9%	54.9%	58.6%	66.4%	3.7%
<i>Q7 - Percent of respondents rating "Very Safe" or "Somewhat safe"</i>						
Q7a	In your neighborhood	-	-	-	74.9%	-
Q7b	In the city park closest to your home	-	-	-	69.4%	-
Q7c	In Downtown San José	-	-	-	39.6%	-
Q7d	Downtown San José during the day	-	-	-	70.0%	-
Q7e	Downtown San José at night	-	-	-	25.6%	-
<i>Q8 - Percent of respondents rating "Very Safe" or "Somewhat safe"</i>						
Q8a	Driving on San José streets	73.4%	72.1%	69.6%	69.0%	-0.7%

## APPENDIX

Question	2021	2022	2023	2024	change (2023-2024)
Q8b Bicycling in San José	46.9%	48.0%	49.3%	44.0%	-5.2%
Q8c Walking alongside or crossing San José streets on foot	64.1%	59.7%	59.6%	55.3%	-4.2%
<i>Q9 - Percent of respondents rating "Well prepared" or "Somewhat prepared"</i>					
Q9 Household self-sufficient natural disaster preparedness	45.6%	44.5%	49.1%	46.1%	-2.9%
<i>Q10 - Percent of respondents rating "excellent" or "good"</i>					
Q10a Overall traffic circulation within the City of San José	28.8%	27.8%	27.5%	25.8%	-1.7%
Q10b Traffic circulation on major streets in San José	24.1%	24.7%	25.6%	21.1%	-4.5%
Q10c Traffic circulation in your neighborhood	53.7%	53.7%	51.8%	48.1%	-3.7%
<i>Q11 - Percent of respondents reporting between 13 - 24 or 25+ visits</i>					
Q11a Household visited a San José Library or used the City's library services online	8.7%	11.7%	12.8%	13.9%	1.1%
Q11b Household visited a park in San José in past 12 months	13.4%	12.0%	33.9%	35.3%	1.4%
<i>Q12 - Percent of respondents rating "excellent" or "good"</i>					
Q12a The hours that local San José branch libraries are open	57.7%	66.8%	69.9%	66.2%	-3.8%
Q12b The variety and availability of books and materials in the San José Library's collection	70.8%	74.4%	75.0%	73.2%	-1.9%
Q12c The variety of education and digital literacy programs provided by the San José Library	63.2%	71.1%	69.8%	65.2%	-4.6%
<i>Q13 - Percent of respondents rating "Very clean" or "Somewhat clean"</i>					
Q13 The appearance of your neighborhood	-	-	-	67.2%	-

## APPENDIX

Question	2021	2022	2023	2024	change (2023-2024)	
<i>Q14 - Percent of respondents rating "excellent" or "good"</i>						
Q14a The appearance of nearby parks	49.5%	48.9%	49.2%	52.7%	3.5%	
Q14b The maintenance of your neighborhood streets	40.9%	42.0%	45.0%	48.0%	3.0%	
Q14c The adequacy of street lighting	45.6%	46.2%	48.6%	48.1%	-0.5%	
Q14d The condition of trees along your neighborhood streets	52.0%	50.0%	51.2%	53.0%	1.8%	
Q14f The condition of sidewalks	41.3%	41.7%	44.2%	44.1%	-0.1%	
Q14g The condition of landscaping along streets and medians (not including trees)	39.8%	37.9%	38.8%	41.8%	3.0%	
Q14h The condition of residential properties	53.8%	51.8%	49.2%	54.2%	5.0%	
<i>Q15 - Percent of respondents rating "Very satisfied" or "Somewhat satisfied"</i>						
Q15 Satisfaction with the City's efforts to enforce code violations	32.8%	30.7%	34.1%	30.3%	-3.9%	
<i>Q16 - Percent of respondents rating "Very satisfied" or "Somewhat satisfied"</i>						
	1	Cars / RVs on streets	Cars / RVs on streets	Abandoned vehicles	Cars / RVs on streets	
	2	Abandoned vehicles	Abandoned vehicles	Cars / RVs on streets	Abandoned vehicles	
	3	Homeless encampments	Homeless encampments	Illegal dumping	Illegal dumping	
	4	Illegal dumping	Illegal dumping	Homeless encampments	Homeless encampments	
	5	Not sure	Not sure	Not sure	City unresponsive	
<i>Q17 - Percent of respondents indicating they have been in contact with staff from the City of San José in the last 12 months</i>						
Q17 Contact with staff from the City of San José	31.3%	35.6%	37.9%	40.6%	2.7%	

## APPENDIX

Question	2021	2022	2023	2024	change (2023-2024)
<i>Q18 - Percent of respondents indicating "very satisfied" or "somewhat satisfied"</i>					
Q18a Timeliness of response	64.0%	60.4%	60.5%	60.0%	-0.5%
Q18b Courtesy shown to you	74.7%	74.7%	75.2%	78.2%	3.0%
Q18c Competence displayed in handling your issue	59.9%	54.6%	60.8%	56.7%	-4.0%
<i>Q19 - Percent of respondents who encountered a language barrier and indicated it was a major or minor problem</i>					
Q19 Experienced a language barrier (major or minor)	6.1%	6.6%	7.7%	5.7%	-2.0%
<i>Q21 - Percent of respondents indicating "strongly agree" or "somewhat agree"</i>					
Q21a The City operates in a way that is open and accountable to the public	45.4%	47.9%	52.3%	52.0%	-0.4%
Q21b The City manages its finances well	35.4%	36.7%	38.8%	39.5%	0.7%
Q21c The City listens to residents when making important decisions	36.7%	37.9%	42.7%	41.9%	-0.8%
Q21d I trust the City of San José	50.6%	48.0%	53.7%	56.8%	3.2%
Q21e The City is committed to improving residents' quality of life regardless of race, gender identity, disability, religion, language spoken, and other identities	-	-	-	66.0%	-
<i>Q22 - Percent of respondents indicating "strongly agree" or "somewhat agree"</i>					
Q22a I feel a sense of community and belonging in San José	-	-	-	59.3%	-
Q22b I am socially connected	-	-	-	72.7%	-
Q22c I am able to live independently	-	-	-	74.9%	-







**NOTES**



**NOTES**