



City of San José Annual Report on City Services 2020-21

A Report from the City Auditor
Report #21-07
December 2021

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December 17, 2021

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



City of San José
Office of the City Auditor

Annual Report on City Services 2020-21

The Office of the City Auditor is pleased to present the 14th City of San José Annual Report on City Services. 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.

Background

With a population of 1,030,000, San José is the tenth largest city in the United States and the third largest city in California. The City of San José serves an ethnically diverse population—about 38 percent Asian, 31 percent Hispanic or Latino/a/x, and 25 percent white. Roughly 40 percent of San José residents are foreign born. More than half of residents speak a language other than English at home.

In 2019, San José's median household income was \$116,000; however, the cost of living in San José is among the highest in the nation. Fifteen percent of San José households earned less than \$35,000. An estimated 6,100 residents were homeless, according to the 2019 homeless census.

Like 2019-20, the City had a challenging year in 2020-21 with the ongoing COVID-19 pandemic and responses to multiple emergencies, including the SCU complex fire in August 2020, power safety shutoffs in October 2020, and winter storms in January 2021.

COVID-19

The COVID-19 pandemic has caused the longest disruption to City services and the longest active emergency response in the City's recent history. In March 2020, the City issued a proclamation of local emergency, as the area's caseload increased, and Santa Clara County, along with six other Bay Area counties, issued the nation's first shelter in place order to slow the spread of the virus and to reduce stress on area hospitals.

The ongoing pandemic has had severe human and economic impacts on the city. As of December 2021, there had been over 98,000 COVID-19 cases in the city. The impact of COVID-19 has varied across communities; within Santa Clara County, Latino/a/x individuals accounted for 47 percent of COVID-19 cases despite being just 27 percent of the County overall.

Economic activity slowed as result of COVID-19 as well; the city's unemployment rate jumped from a monthly average of 2.6 percent pre-COVID to 14.3 percent in April 2020. It has since declined to 5.5 percent in July 2021. The 2021 Silicon Valley Poll conducted by Joint Venture Silicon Valley indicated that in the greater Bay Area, 51 percent of respondents who made less than \$50,000 a year reported that their financial situation had become worse during the pandemic.

In response to the pandemic, the City launched new services to address community needs and suspended or altered many other City services. As of June 2021, the City had dedicated more than \$802 million of federal, state, and

local funds to COVID-19 response efforts. These efforts have included food distribution to at-risk populations, expanded homeless services and housing assistance programs, support for small businesses, and the distribution of hotspot devices to students across the city to support remote learning. City libraries, community centers, and many other facilities remained closed. In many cases, staff were reassigned to COVID-19 response work.

Community Survey

2021 marked San José's first year of participation in The Community Opinion Survey (referred to throughout this report as the community survey). The survey was developed by True North Research (working closely with the City Auditor's Office and the City Manager's Office) to provide a statistically valid sampling of resident opinions about their community and services provided by local government.

Forty-five percent of respondents rated the overall quality of life in San José as "excellent" or "good." Approximately half were satisfied with the City's overall performance in providing municipal services. Satisfaction with specific government services varied. The highest rated services were operating the Mineta San José International Airport; providing trash, recycling, and yard waste services; and providing library services. The lowest rated services were addressing homelessness and facilitating the creation of affordable housing. 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. Among respondents that have had contact with City staff in the past 12 months, a majority were satisfied with the courtesy shown by City staff, the timeliness of the response, and competence displayed.

City Finances

In 2020-21, the City's overall revenues and expenditures decreased because of a decrease in business-type activities, such as the Airport, the Regional Wastewater Facility, and San José Clean Energy. Collectively, business-type activities experienced an 18 percent decrease in revenues. Governmental

revenues and expenditures increased slightly, largely due to increased grant revenues and expenditures for COVID-related activities.

The City's General Fund ended the fiscal year with \$413 million in fund balances, much of which was already set aside for specific purposes. The City's overall obligations totaled \$7.9 billion, which includes debt, pension obligations, and other post-employment benefit (OPEB) obligations.

Operating Budget and Staffing

In 2020-21, the City's departmental operating expenditures totaled \$1.6 billion,* or about \$1,618 per resident. Due to the economic impacts of COVID-19, the City projected a \$78 million shortfall for 2020-21. The shortfall was resolved through expenditure reductions and other offsetting revenue actions. Additionally, the City received state and federal grants to help fund emergency services.

Overall, there were 6,592 full-time equivalent positions in 2020-21. Although increased staffing in recent years had nearly restored staffing levels to what they were prior to the Great Recession; staffing decreased this past year because of the fiscal impacts of COVID-19. San José employs about 6.4 people per 1,000 residents—fewer than any other large California city we surveyed.

* Overall budgeted expenditures totaled \$4.8 billion. This also includes General Fund capital and Citywide expenditures, reserves, transfers, and various non-General Fund expenditures (e.g., enterprise funds, capital, debt service, pass-through grant funds) and operating or other reserves.

Performance Results by City Service Area

The City of San José provides a wide array of services that city residents, businesses, and other stakeholders count on. With the onset of the pandemic, however, the City had to transition or suspend some services. Other services decreased as a direct result of public health orders.

Public Safety

- The Emergency Operations Center (EOC) was active for the entirety of 2020-21 in response to COVID-19 and other emergencies. Over 190 City staff were activated to work within the EOC, and additional staff provided support for departmental COVID-19 related activities.

- Police handled about 1.2 million calls for service and responded to about 188,600 Priority 1 to 4 incidents in 2020-21, a slight decrease from last year. The citywide average response time for Priority 1 calls was 7.1 minutes, above the 6-minute target. On average, Police responded to Priority 2 calls in 22.8 minutes, well over their 11-minute response target.
- San José experienced 2,741 major crimes per 100,000 residents in 2020, a decrease from last year. San José's per capita crime rate remains below other major California cities such as Los Angeles, San Francisco, and Oakland, though it was higher than both the state and national rates.
- Fire responded to about 94,800 incidents in 2020-21, including 5,100 fires. The Department responded to 73 percent of Priority 1 incidents within its time standard of eight minutes (target: 80 percent), a slight decrease from last year. The Department responded to 93 percent of Priority 2 incidents within 13 minutes (target: 80 percent).

Community and Economic Development

- Jobs per employed resident in San José was 0.85 in 2019, below Envision 2040 target of 1.1 job per employed resident. San José's unemployment rate decreased since its spike in April 2020 but remains above pre-COVID levels.
- The number of building permits issued and field inspections performed decreased due to the pandemic. Additionally, the Permit Center was closed to in-person customers. Sixty-four percent of plan checks for development projects were completed within processing time targets. Eighty-eight percent of building inspections occurred within the target time of 24 hours. The value of construction has increased every year since 2017-18; however, the volume of construction decreased over those same years.
- Due in part to cost and material shortages, developers did not complete any new affordable housing units with City help in 2020-21. There are over 20,000 affordable housing units in San José in total.

Transportation and Aviation Services

- The number of Airport passengers decreased because of reduced travel and travel restrictions associated with the pandemic. In 2020-21, the Airport served 4.2 million airline passengers, down from a high of nearly 15 million in 2018-19.
- Funding from VTA Measure B, State Senate Bill 1, and Measure T have allowed the Department of Transportation to expand pavement maintenance on local and neighborhood streets. In 2020-21, 116 miles of street were resurfaced and 82 miles were preventatively sealed as part of the pavement maintenance program.

Environmental and Utility Services

- In late 2021, the City adopted the goal of reaching net-zero greenhouse gas emissions by 2030. San José Clean Energy (SJCE) provides businesses and residents with options for renewable and carbon-free energy. SJCE served nearly 348,000 accounts and stayed within its target opt-out rate of 5 percent; however, because of a decrease in revenues SJCE had an operating loss for the year.
- Sixty-eight percent of waste was diverted from landfills in 2020-21, though the tons of waste sent to landfill increased and the City is still working to address disruptions in the recyclables market. The City continued to meet (or exceed) wastewater pollutant discharge requirements 100 percent of the time.

Neighborhood Services

- Due to the pandemic, City libraries, community and recreation centers, and other public facilities were closed for the majority of the fiscal year. In response, City departments offered alternate programming and staff were reassigned to COVID response activities.
- The City has 199 neighborhood and 10 regional parks. These encompassed 1,794 acres.
- Beginning in 2021-22, the City consolidated the Beautify San José (BeautifySJ) program within Parks, Recreation, and Neighborhood Services. The program is intended to provide dedicated and enhanced

focus on blight reduction and beautification and includes several legacy programs such as Anti-Graffiti, Anti-Litter, and Illegal Dumping, and new programs such as the Encampment Trash and the Cash for Trash programs.

- Library hours, circulation, and program participation decreased due to the pandemic. The Library transitioned services to allow express pick-up of library materials through online or phone reservation. Led by the Library, the City distributed 12,800 hotspots to student households and distributed nearly 4,000 hotspots or computers at 24 Library branches (as of September 2021).
- The City's Animal Care Center also closed to the public during the pandemic. In 2020-21, the Center sheltered over 13,600 animals, down from about 14,000 in 2019-20. The Center had a live release rate of 89 percent, slightly down from the prior year.

Strategic Support

- The Information Technology Department (IT) reports 83 percent of its 2020-21 projects met scheduling, cost, scope, and value goals, exceeding its target of 80 percent. IT worked with departments Citywide to transition to a hybrid work environment that included distributing laptops to City employees, setting up video conferencing, and providing access to VPN.
- Ninety-seven percent of general vehicles in the City's fleet were available when needed, as were 100 percent of emergency vehicles, the same as in prior years.
- Public Works completed 31 capital projects in 2020-21; 94 percent of projects were completed on budget.
- 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 nearly \$2 billion in City cash and investments and procured \$180.6 million in products and services.

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

Conclusion

This report builds on the City's existing systems and measurement efforts. 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. This is followed by community survey results, various measures about the City's finances, and a summary of the City's overall budget and staffing. 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. 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, Shirley Duong, Juan Barragan, Brittney Harvey, Leonard Hyman, Marisa Lin, Gitanjali Mandrekar, Ebele Obi, Vicki Sun, Caroline Wurden

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INTRODUCTION

Background
Community Profile
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INTRODUCTION

BACKGROUND

This is the 14th 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
- report 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, 2021. 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 November 2021, 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 school districts containing over 220 public schools serve the city's children.

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 on resident perceptions of the city, City services, and City staff; the City's finances; and the City's operating budget and staffing. 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
- Community Energy
- Economic Development and Cultural Affairs
- 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 2020-21. 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.

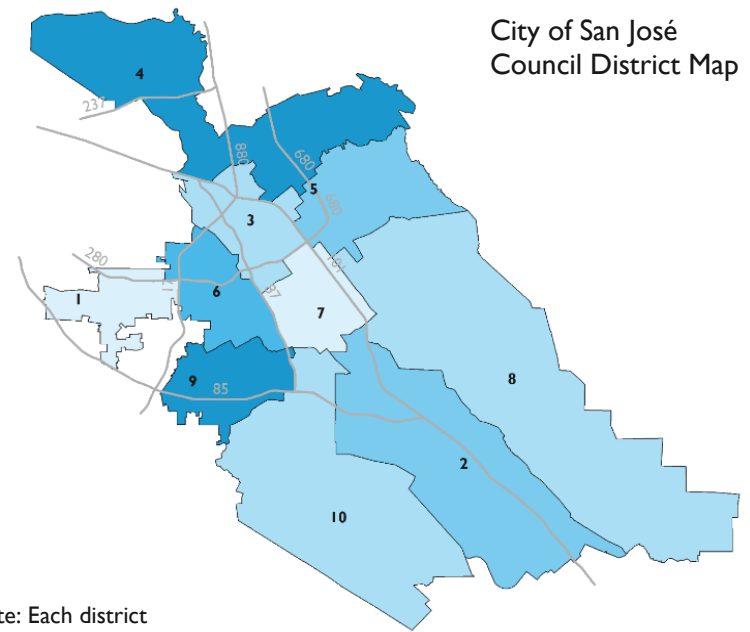
The Mayor's March 2021 budget message, which was unanimously approved by City Council, included priorities for the upcoming year, with proposed investments in the areas of:

- Equitable Recovery for a New Normal,
- Back to Basics: Clean, Safe City
- Homelessness and our Affordable Housing Crisis
- Fiscal Resilience and our Future

In his June 2021 budget message, the Mayor proposed spending principles to promote optimal use of American Rescue Plan funds to achieve these priorities.

The City Council meets weekly to direct City operations. The Council meeting schedule and agendas can be viewed [online](#).

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



City of San José
Council District Map

Note: Each district represents about 100,000 in population.

Note: The City's Redistricting Commission has proposed new Council boundaries.

The City Council also holds Council Committee meetings each month. The decisions made in these meetings are brought to the main Council meeting for approval.

City Council Committees:

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

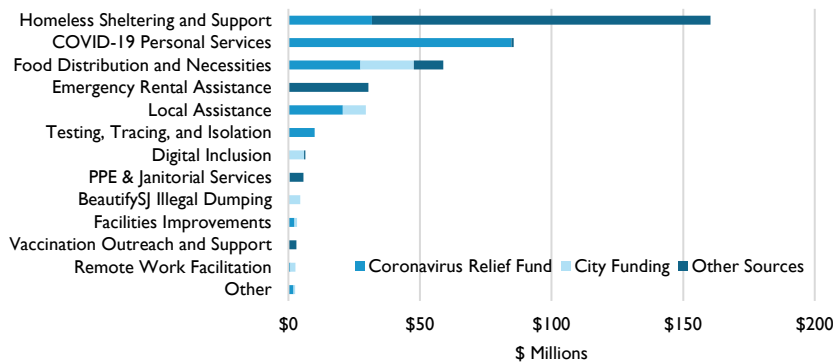
INTRODUCTION

COVID-19 IMPACT ON CITY SERVICES

Since March 2020, the City has responded to the COVID-19 pandemic by activating its Emergency Operations Center (EOC) and launching services to address community needs throughout San José.* As of June 2021, the City dedicated \$802 million to COVID-19 response efforts, including \$43.5 million from its General Fund and \$121.1 million for the Airport. In its emergency response efforts, the City has provided services in a variety of areas (see Highlights on the right).

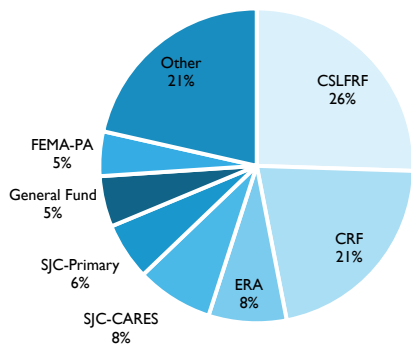
*City staff report that some EOC activities began before March 2020.

COVID-19 Emergency Response Areas, FY 2020-21



Source: Fiscal Recovery Update and Appropriation Actions to Continue the City's COVID-19 Pandemic Response (City Memo, April 29, 2021).

COVID-19 Related Funding Sources



Source: City of San Jose's 2021 Annual Comprehensive Financial Report.

Note: Other includes funds from the Community Development Block Grant, Project Homekey, Housing Authority Litigation Funds, and Santa Clara County Office of Education, as well as other sources.

Funding Source Acronyms

CSLFRF: Coronavirus State and Local Fiscal Recovery Fund (\$212.3M)*
CRF: Coronavirus Relief Fund (\$179.8M)**
ERA: Emergency Rental Assistance Program (\$66.7M)
SJC - CARES: CARES funding received by the Airport (\$65.6M)
SJC - Primary: Funding received by the Airport from American Rescue Plan (\$48.9M)
FEMA-PA: Federal Emergency Management Agency - Public Assistance (\$38.1M)

*CSLFRF funds are budgeted in the American Rescue Plan fund.

**This includes interest the City earned on CRF monies.

Highlights of the City's COVID-19 Response Efforts

Food Distribution

In March 2020, the City and its partners reviewed the capacity of the existing food safety net and expanded the food distribution network throughout San José. The City supported the distribution of 130 million meals to at-risk populations during 2020-21.

Homelessness and Housing Assistance

Recognizing that individuals experiencing homelessness are especially vulnerable to the impacts of the COVID-19 pandemic, the City devoted staff and resources to expand shelter operations, distribute emergency rental assistance, and provide emergency interim housing.

Small Business Support

The City supported local businesses through communications, resource referrals, funding, and layoff support. In addition to providing information and resources to business owners, the City has distributed grants to small businesses. Since October 2020, the City has distributed \$6.1 million in grants to 500 small businesses owned by low- or moderate-income individuals.

Digital Inclusion

In its response efforts, the City's Digital Inclusion Branch identified areas of high need for digital access with a GIS Priority Index. It distributed 12,800 hotspot devices to students, circulated nearly 4,000 hotspots or computers at the 24 San José Public Library branches. Outdoor WiFi networks were constructed at nine libraries, eight parks and near three high schools in east San Jose.

Language Access

The COVID-19 relief efforts marked the first time in the City's history that it created a Language Access Unit during a response. This unit worked to ensure that limited-English speaking populations were reached through information briefs and reports.

RECOVERING FROM THE PANDEMIC

The COVID-19 pandemic has had a severe economic and human impact on the city. As of December 2021, San José experienced a cumulative total of 98,294 cases. Certain communities experienced higher case rates than others. For example, Latino/a/x individuals accounted for 47 percent of cases in Santa Clara County despite just being 27 percent of the County's population. In contrast, White individuals accounted for 15 percent of reported cases while being 33 percent of the County's population.

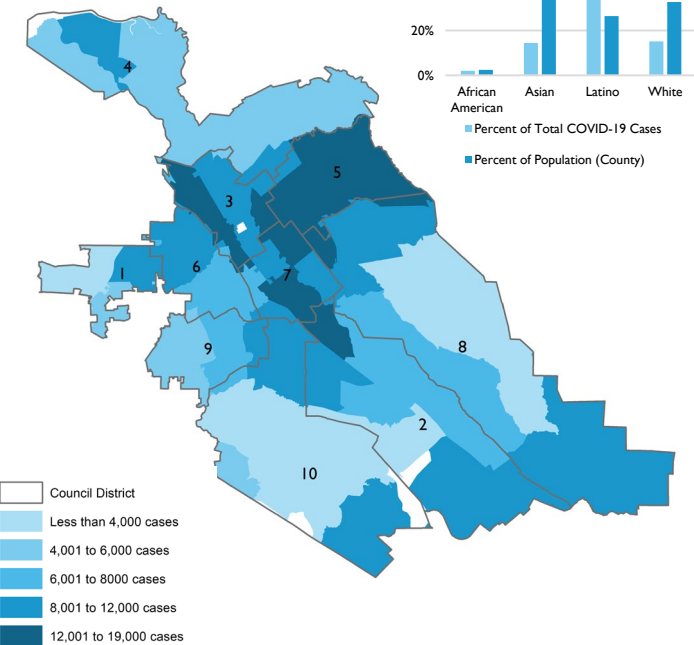
The 2021 [Silicon Valley Poll](#) conducted by Joint Venture Silicon Valley indicated that 24 percent of respondents in Santa Clara County reported that their financial situation had improved compared to before the pandemic, while 28 percent of respondents in the County reported that their financial situation had worsened over the same period.* In the greater Bay Area, 51 percent of respondents who made less than \$50,000 a year reported that their financial situation had become worse during the pandemic, while only 7 percent of respondents who made \$250,000 a year or more reported the same.

As of 2019, median household income in San José was nearly \$116,000. This figure varied by race, with Black and Latino/a/x households earning less than Asian and Non-Hispanic White households.

San José's unemployment rate has improved from 14.3 percent in April 2020 to 5.5 percent in July 2021. The City's Office of Economic Development and Cultural Affairs reports that \$2.4 billion of loans was disbursed through the Paycheck Protection Program (PPP), which went to 28 percent of all registered businesses in San José.

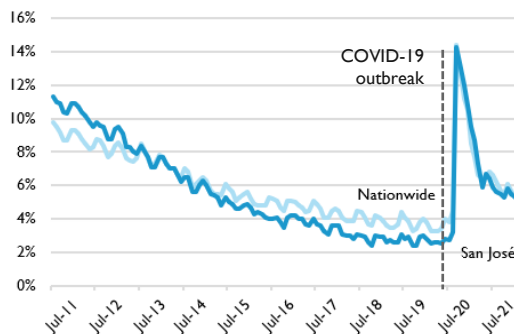
*There were 455 respondents from Santa Clara County, or 28 percent of total respondents to the Silicon Valley Poll.

COVID-19 Cases Per 100,000 Residents by Zip Code



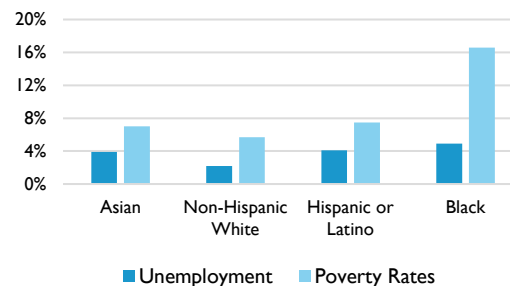
Source: Santa Clara County. Data as of December 3, 2021.

Unemployment Rate



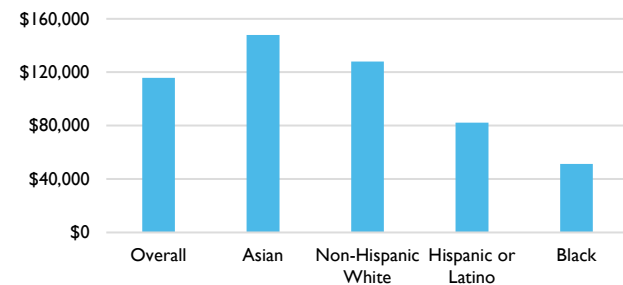
Source: U.S. Bureau of Labor Statistics

Unemployment and Poverty Rates by Race



Source: U.S. Census Bureau, American Community Survey, 2019 1-year estimates (Tables S1701 and S2301)

Median Household Income



Source: U.S. Census Bureau, American Community Survey, 2019 1-year estimates (Table S1903)

COMMUNITY PROFILE

San José, with a population of nearly 1.03 million, is the tenth largest city in the United States and the third largest city in California. However, San José ranks low in population density. The city covers approximately 178 square miles at the southern end of the San Francisco Bay. By comparison, San Francisco covers 47 square miles with a population of 875,010.

Although there was a slight decrease in the past year, San José's population has grown over the past decade, from about 960,000 in 2011 to nearly 1.03 million in 2021. Since 2016-17, Santa Clara County has experienced an annual net outmigration, with a net migration of -8,600 in FY 2019-20.

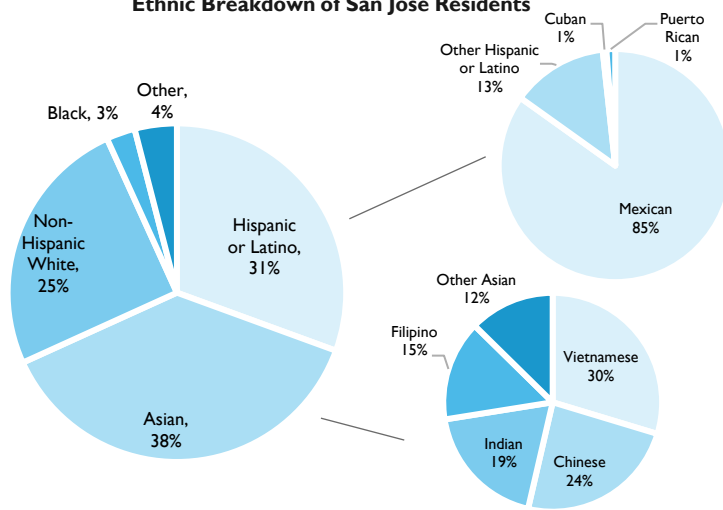
Note: Unless otherwise indicated, this report uses population data from the California Department of Finance and demographic data from the U.S. Census Bureau. In some cases we have presented per capita data to adjust for population growth.

Due to COVID-19, the most recently available city-level data from the Census Bureau is from 2019.

THE CITY'S RESIDENTS ARE DIVERSE

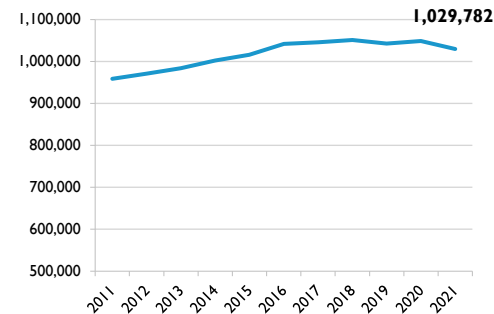
The City serves an ethnically diverse population. The demographics of San José are important because they influence the type of services the City provides and residents demand. It can also influence how services are provided (e.g., providing programming in other languages).

Ethnic Breakdown of San José Residents

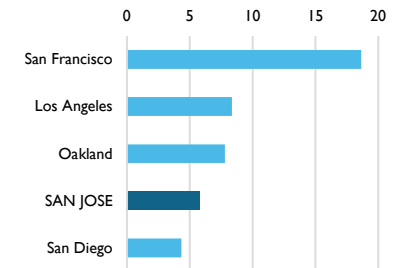


Source: U.S. Census Bureau, American Community Survey, 2019 1-year estimates (Table DP05)

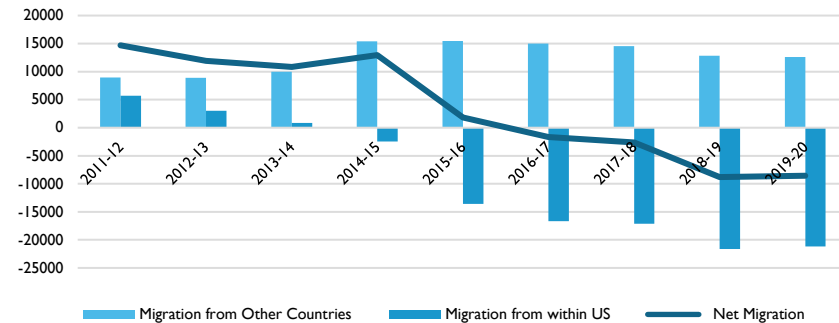
San José's Population Growth



Population per Square Mile (thousands)

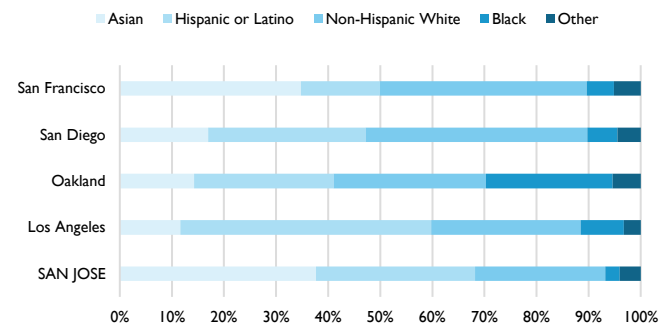


Net Migration Flows to and from Santa Clara County



Source: California Department of Finance population estimates and U.S. Census Bureau land area estimates (2021)

Population by Ethnicity



Source: U.S. Census Bureau, American Community Survey, 2019 1-year estimates (Table DP05)

INTRODUCTION

MANY RESIDENTS ARE FOREIGN BORN

As of 2019, the proportion of foreign born residents was about the same as it was in 2011—though there has been a slight demographic shift within the foreign born population. Over that period, the percentage of residents born in Asia increased by 7 percent, while the percentage of residents born in Latin America decreased by 7 percent.

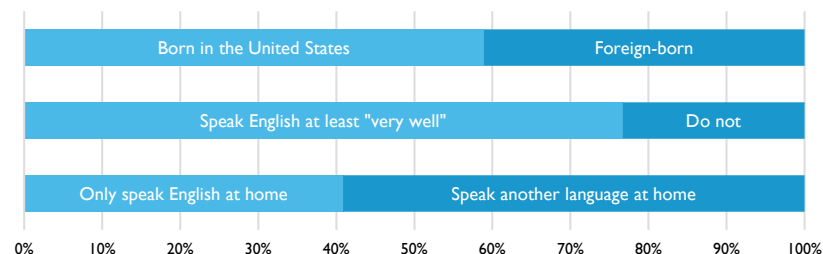
The proportion of the city's residents that speak a language other than English at home increased by 4 percent from 2011 to 2019, though the number that report they speak English less than “very well” has decreased by 3 percent. The proportion of the City’s residents who are not U.S. citizens (17 percent) in 2019 was about the same as it was in 2011.

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

According to 2019 Census data, San José's population has a median age of 37 years. This is 1.1 years younger than the median age of the U.S. population in 2019. Ten years prior, the city's median age was 35 years.

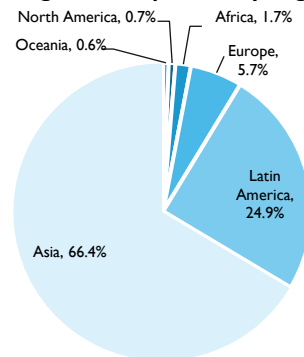
According to the County Registrar, approximately 85 percent of the 1 million registered voters in Santa Clara County voted in the November 2020 election. Both voter participation and number of registered voters increased since the 2018 midterm election, when voter turnout was 71 percent and there were 886,000 registered voters.

Characteristics of San José Residents

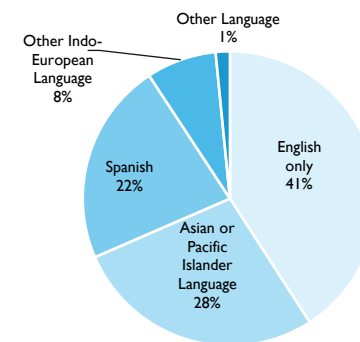


Source: U.S. Census Bureau, American Community Survey, 2019 1-year estimates (Table DP02)

Foreign Born Population by Region

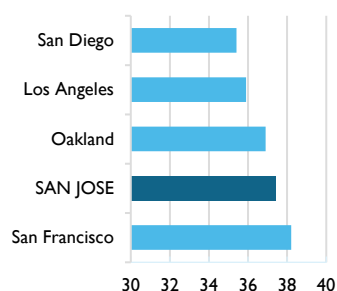


Languages Spoken at Home

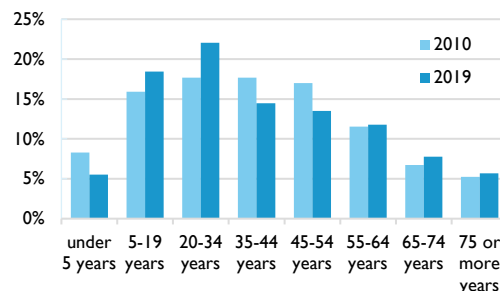


Source: U.S. Census Bureau, American Community Survey, 2019 1-year estimates (Table DP02)

Median Age of Residents



San José Resident Age



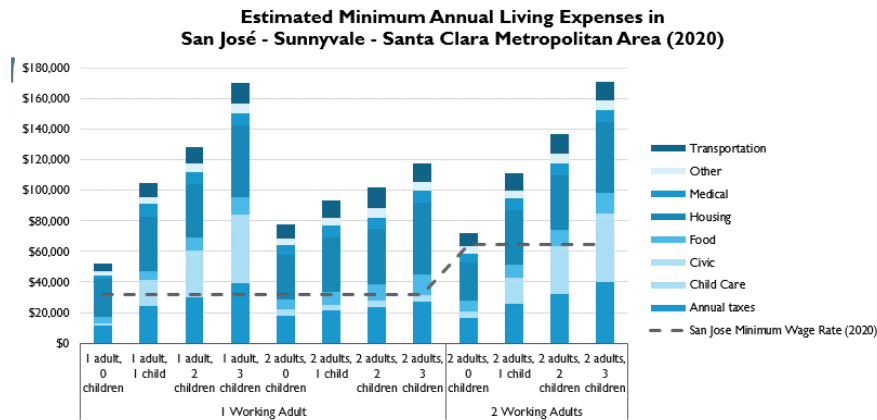
Source: U.S. Census Bureau, American Community Survey, 2019 1-year estimates (Table DP05)

INTRODUCTION

DESPITE HIGH MEDIAN INCOMES, MANY RESIDENTS MAY EXPERIENCE ECONOMIC DISTRESS

The cost of living in San José is among the highest in the country. In 2019, about 15 percent of households earned less than \$35,000 in income and benefits, and 13 percent of the population received supplemental income or public assistance. The city's overall poverty rate was 7.1 percent, with the Black population experiencing more than double the overall poverty rate. (Due to COVID-19, the most recently available city-level data from the Census Bureau is from 2019.)

The last homeless census, conducted in January 2019, estimated 6,097 residents were homeless, and of these, around 5,117 (84 percent) were unsheltered—that is, sleeping in a place not designed for or ordinarily used as a regular sleeping accommodation. For more information, see the Housing chapter. (Note: The homeless census was not conducted in 2021 due to COVID-19.)



According to [the Living Wage Calculator](#), a living wage in the San José metropolitan area for a single, working adult was \$22,250 in 2020. This represents estimated minimum expenses for a single adult for a year, including food, housing, and transportation. It does not include savings for retirement or purchasing a home, for example.

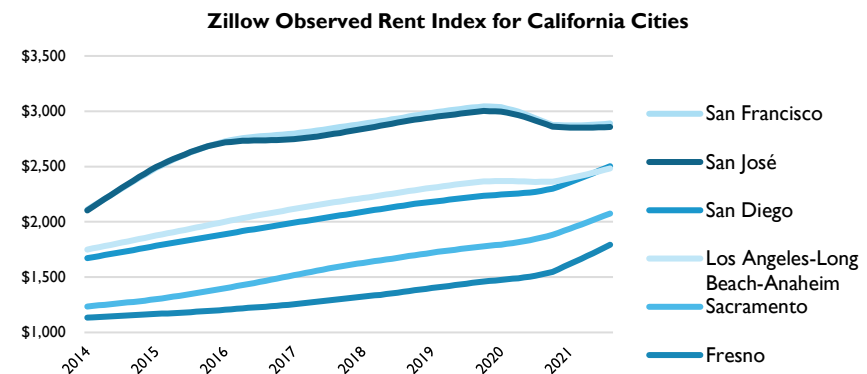
HOUSING PRICES HAVE ALSO INCREASED

The median home price in San José in 2020-21 was \$1,480,00 and average monthly rent for all unit types was about \$2,446. This is up from \$996,000 and \$2,353 respectively, from five years ago. This also marks the fourth year that the median home price in San José exceeded the million-dollar mark. This compares with a median existing home value of approximately \$296,700 nationally, according to the National Association of Realtors.

In 2019, 32 percent of homeowners and 50 percent of renters San José reported spending more than 30 percent of household income on housing costs.* In addition, the National Equity Atlas** reports that approximately 23,300 households in Santa Clara County were behind on rent in October 2021, with an average rent debt per household of \$5,500. It further estimates that there are 38,200 children in households that are behind on rent. To protect tenants, an eviction moratorium was in place in San José through September 2021.

*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 September 29 to October 11, 2021.



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.

SCOPE & METHODOLOGY

The City Auditor’s Office prepared this report in accordance with the City Auditor’s FY 2021-22 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, most of which are reviewed yearly by Council, staff, and interested residents during the annual budget process. It also relies on existing benchmarking data.

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.

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.

Year	Index
2011-12	239.8
2020-21	309.5
% change in last 10 years	29.1%

Source: Bureau of Labor Statistics, based on June 2012 and June 2021

Resident perceptions about Quality of Life and City Services in San José

COMMUNITY SURVEY

2021 marked San José's first year of participation in The Community Opinion Survey (referred to throughout this report as the community survey). The survey was developed by True North Research (working closely with the City Auditor's Office and the City Manager's Office) to provide 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 1,227 randomly selected residents of the city who responded by telephone or online. The survey was administered in four languages: English, Spanish, Chinese and Vietnamese.

In previous years, The National Community Survey, created and administered by the National Research Center, was used for the Services Report. To improve the validity and reliability of the data and better align questions with the City's interest, the questions and response scales were changed for the 2021 community survey. Because of these changes, survey results from prior years are not shown in the report for comparison.

Complete survey results are posted online at sanjoseca.gov/servicesreport. The end of this chapter provides more specific information about the survey methodology.

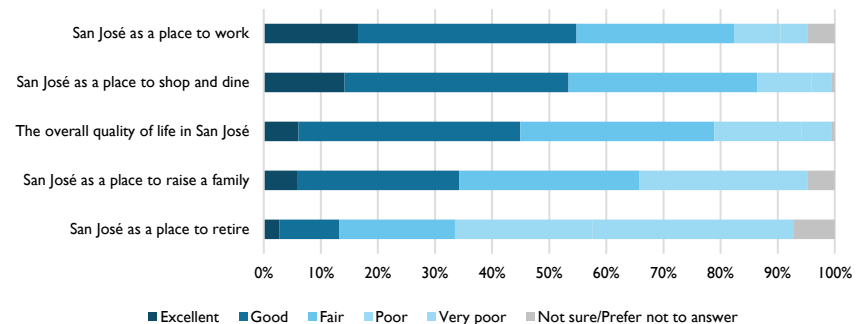
QUALITY OF LIFE IN SAN JOSÉ

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

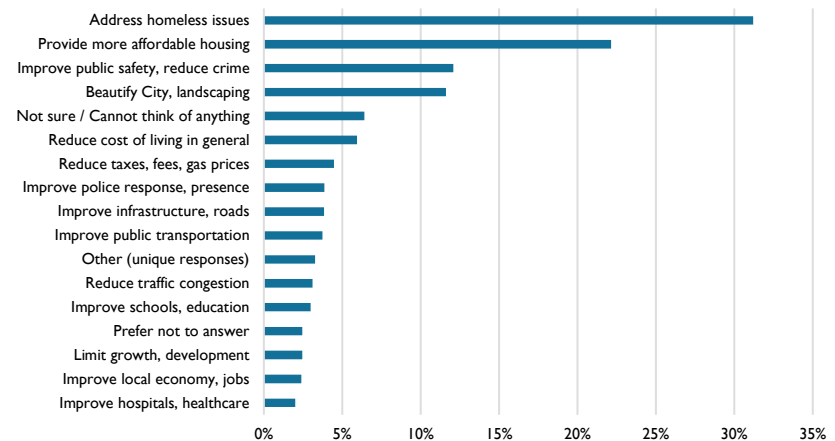
Surveyed residents had the most favorable opinions of San José as a place to work (55 percent rated as "excellent" or "good") and as a place to shop and dine (53 percent rated as "excellent" or "good"), followed by the overall quality of life in the City and as a place to raise a family. Only 13 percent rated the City as a place to retire as "excellent" or "good".

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 (22 percent), and improving public safety/reducing crime (12 percent).

Quality of Life



Resident Priorities for City Improvements



Note: Verbatim responses were recorded and later grouped. Categories identified by at least 2% of respondents shown in the chart.

CITYWIDE QUALITY OF SERVICES

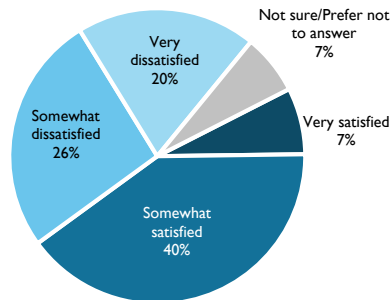
Overall, 47 percent of surveyed residents were satisfied with the City's overall performance in providing services.

Satisfaction with specific government services varied. Highly rated government services include the City's efforts to operate the San José International Airport (SJC); providing trash, recycling, and yard waste services; providing library services; and providing fire protection and prevention services.

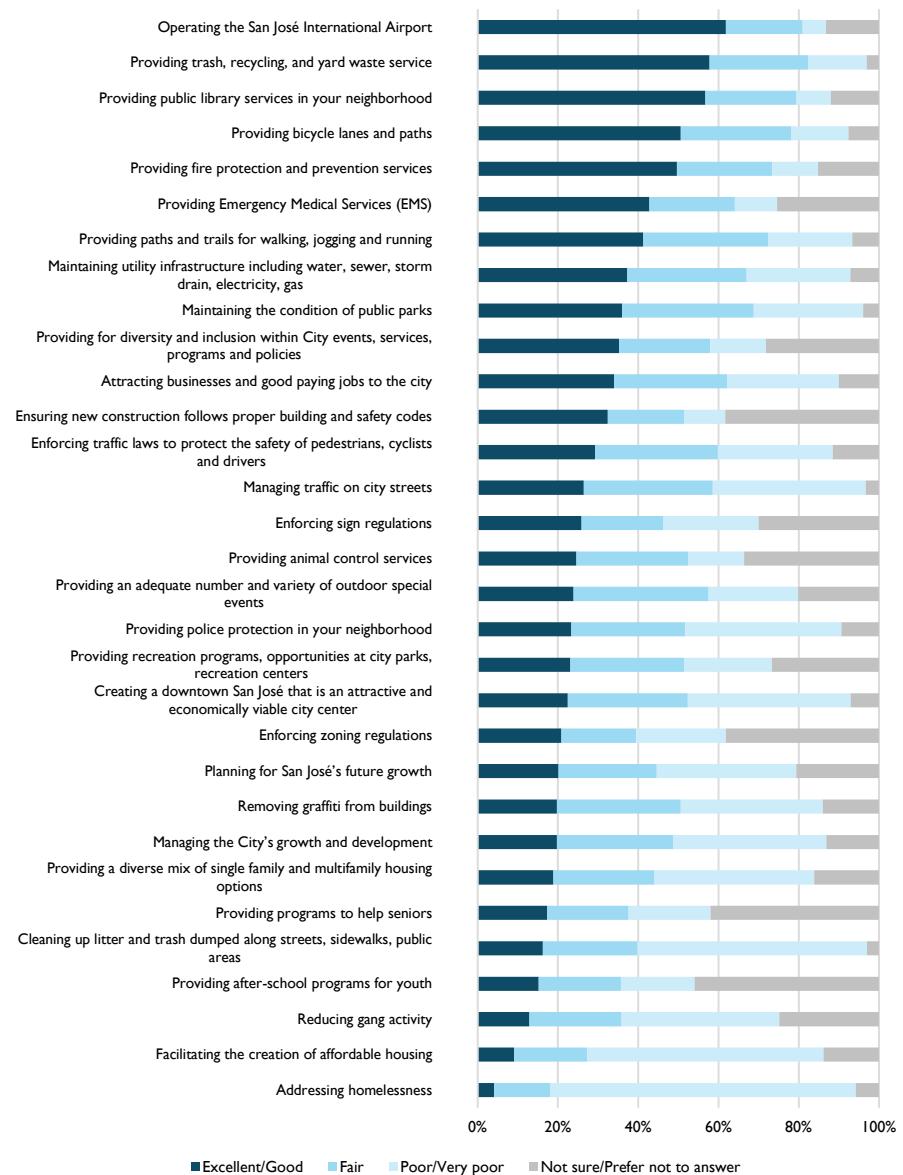
In comparison, few surveyed residents rated the City's performance in addressing homelessness, facilitating the creation of affordable housing, and cleaning dumped litter and trash "excellent" or "good".

More information on survey results related to specific services can be found in individual department pages later in this report. In many cases, we are including "Not sure/Prefer not to answer" in our reported results. The summary report provided by True North removes those responses in some cases.

Overall satisfaction with the City providing services



Quality of Government Services



COMMUNITY SURVEY

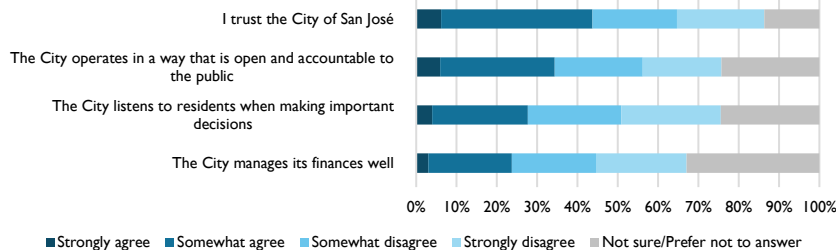
CUSTOMER SERVICE AND GOVERNANCE

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

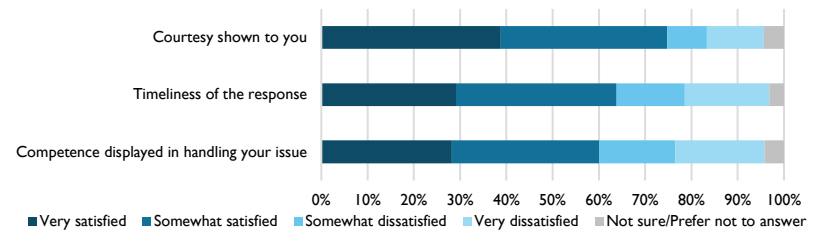
About a third of surveyed residents have had contact with City staff in the past 12 months, either in person, on the phone, or by email. Surveyed residents who've had contact with City staff were asked about their satisfaction on three measures. Overall, residents were satisfied with the courtesy shown by City staff, the timeliness of the response, and competence displayed.

Six percent reported that a language barrier had interfered with their ability to access City services. Surveyed residents who were Chinese or Vietnamese were the most likely to report an issue receiving City services due to a language barrier.

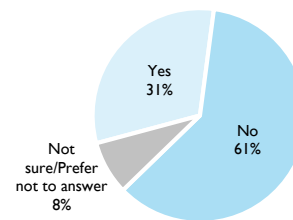
Public Trust and Confidence in City Government



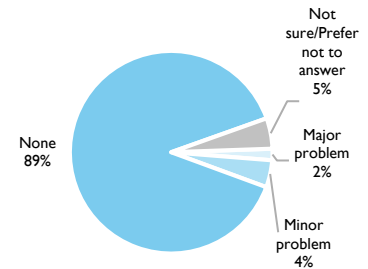
Satisfaction with City Staff Performance And Contact With Staff in Past 12 Months



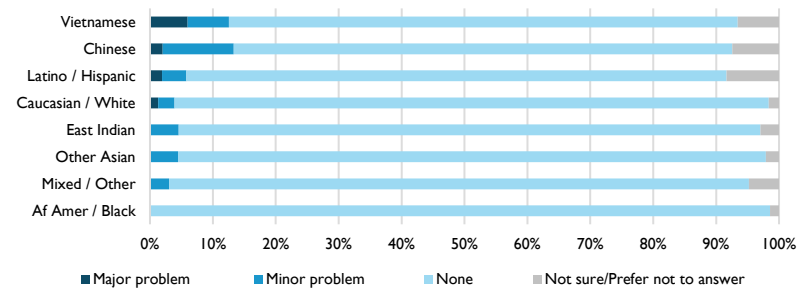
Contacted City staff in past 12 months



Experienced language barrier problem accessing city services

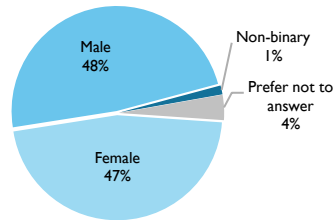


Experienced Language Barrier Problem By Ethnicity And Contact With Staff in Past 12 Months

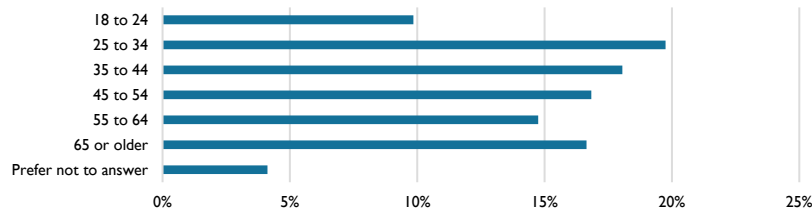


SURVEYED RESIDENTS' DEMOGRAPHICS

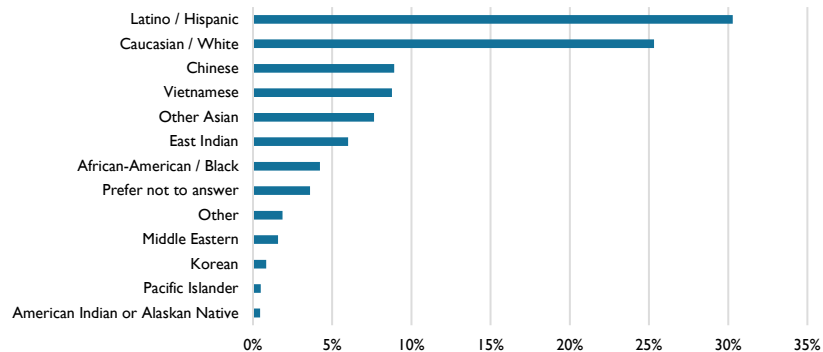
Gender



Age



Ethnicity



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 was selected through a competitive Request for Proposal process in 2021 conducted jointly by 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 a telephone contact information was available.

A total of 1,227 completed surveys were gathered online and by telephone between October 28 and November 8, 2021. The survey was administered in four languages including 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, and presence of a child in the home based on the latest Census ACS estimates.

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 2.8 percentage points for questions answered by all 1,227 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 57.2 to 62.8 percent of all residents are likely to feel that way. For questions where not all 1,227 respondents provided a response, the margin of error is likely greater. Figure 51 in the methodology section of the complete report (linked below) graphically represents an estimate of the margin of error based on different level of responses.

Complete survey report and cross tabulations are posted online at sanjoseca.gov/servicesreport.

An overview of the City's Finances

Unless otherwise noted, information in this chapter is from the City's audited Annual Comprehensive Financial Report (ACFR). Other chapters use adopted budget information. The ACFR differs from the City's annual Adopted Operating Budget in the timing and treatment of some revenues and expenditures.

CITY FINANCES

UNDERSTANDING CITY FINANCES

Understanding the City's finances is important in order to measure whether the City can deliver the resources that residents expect based on the resources that residents provide, both now and in the future. A city that is financially healthy can provide sufficient services to residents today while preparing for future services that residents will require. Revenues and expenses, reserves, debt, and capital investments all provide different insights into the City's financial situation.

CITY REVENUES

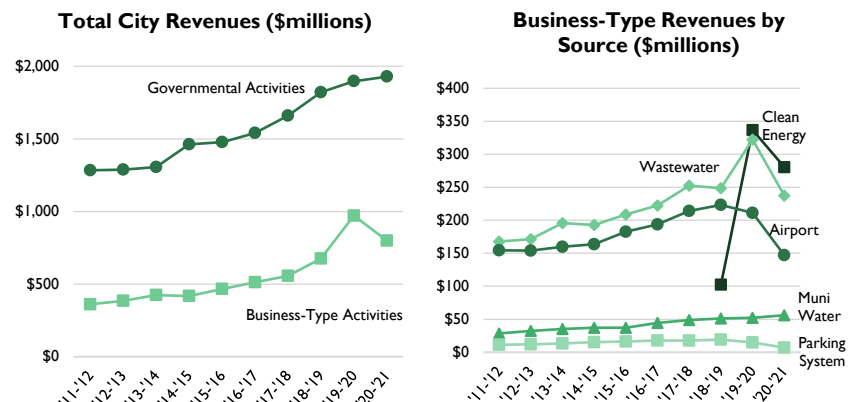
The City received \$2.73 billion in revenues in 2020-21. Governmental activity revenue totaled \$1.93 billion, a 2 percent increase from 2019-20. This was due in part to federal aid to support COVID-19 related expenditures. Business-type activities generated \$799 million, an 18 percent decrease from the prior year. Revenues at the Mineta San José International Airport were impacted by reduced travel due to COVID-19. Revenues declined at the Wastewater Treatment System, in part due to lower contributions from other agencies. See the San José Clean Energy chapter for information about its decrease in revenues.

The City relies on a number of funding sources to support its operations. Most California cities generate the majority of their revenue from taxes and fees. Grants made up a larger portion of the City's revenues than in previous years. Fines, fees, utilities, and user charges made up a smaller portion than a decade ago.

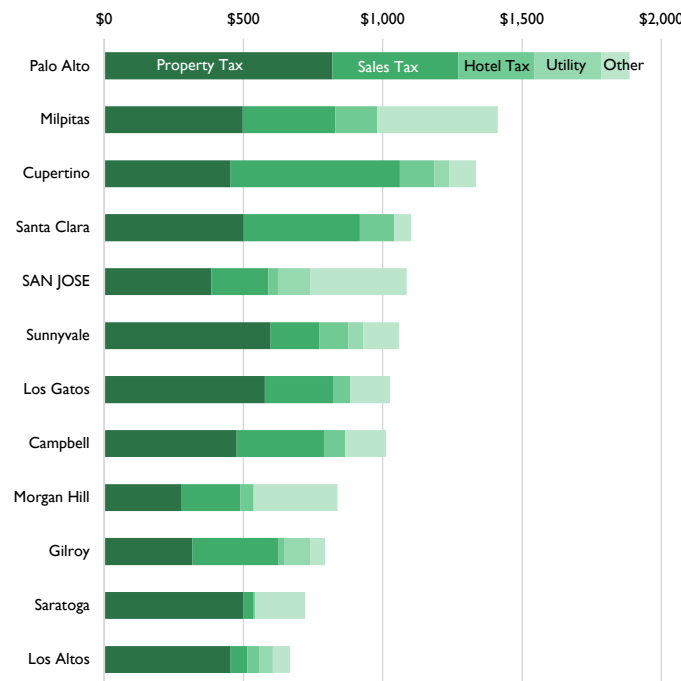
REVENUE PER CAPITA

In 2020-21, the City's governmental activity revenues per capita increased despite the impacts of COVID-19 on the City's operating budget. Governmental activity revenues per capita totaled \$1,872 in 2020-21.

San José received less tax revenue per capita than several of its neighboring cities. The City's tax revenues were \$1,086 per capita in 2019-20. Of that, sales tax was only \$205. In contrast, Palo Alto received \$1,887 in taxes per capita, of which \$452 was from sales taxes.



City Comparison of Tax Revenues Per Capita (2019-20)



Source: 2019-20 State Controller's City Data and California Department of Finance population estimates.

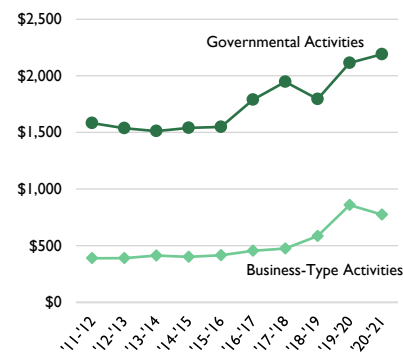
CITY EXPENSES

The City's total expenses decreased slightly in 2020-21 to \$2.96 billion. These expenses include non-cash expenses such as depreciation (see "City Capital Assets and Spending" later in this chapter). Revenue sources are often restricted in how they can be spent. As a result, reducing expenses for one service does not necessarily mean that expenses can be increased for another service, because the revenue may not be transferable.

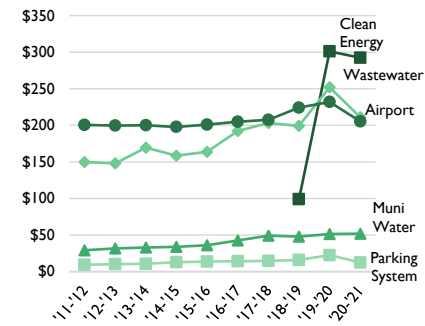
In 2020-21, governmental activity expenditures per capita were \$2,128, which was higher than the prior year.

Governmental activity expenses, which make up the majority of City expenses, increased by 4 percent from the prior year. This was due in part to COVID-19 related activities, such as food distribution expenses. Business-type activities expenses decreased by 10 percent from last year. This was partly due to the prior year's change in accounting practices for reporting expenses for the Wastewater Treatment System, and cost savings at the Mineta San José International Airport.

Total City Expenses (\$millions)



Business-Type Expenses by Source (\$millions)



Note: In FY 2017-18, there were \$1 million of expenses from San José Clean Energy.

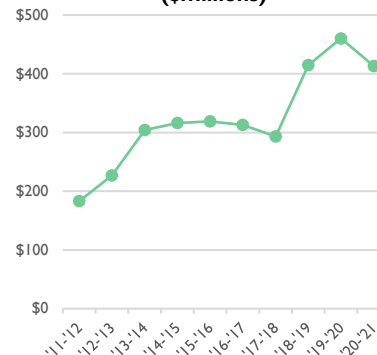
CITY RESERVES

The City has several different reserves set aside in General Fund balances. These fund balance categories are:

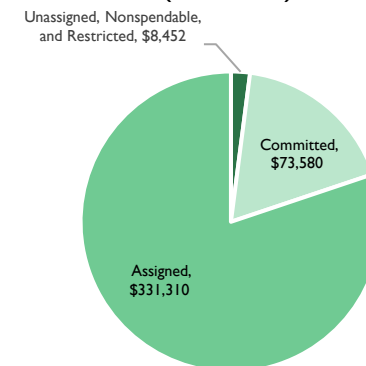
- **Nonspendable:** Amounts not in a spendable form, such as inventories, or that are legally or contractually required to be maintained intact or required to be retained in perpetuity.
- **Restricted:** Amounts with either external constraints (such as from creditors) or legal constraints on their usage.
- **Committed:** Amounts that have been limited to specific purposes in the City Charter or through a City ordinance.
- **Assigned:** Amounts intended to be used for a specific purpose, but which are not restricted or committed.
- **Unassigned:** Amounts that are not assigned to any other category, which can be used for any purpose.

In 2020-21, the overall General Fund balance decreased, including a 90 percent drop in the unassigned fund balance.

General Fund Balances (\$millions)



General Fund Balances (\$thousands)



CITY FINANCES

CITY OBLIGATIONS AND DEBT

In total, the City had \$7.9 billion in obligations as of June 30, 2021. Of this, \$715 million was for short-term obligations and \$7.2 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. Long-term obligations include:

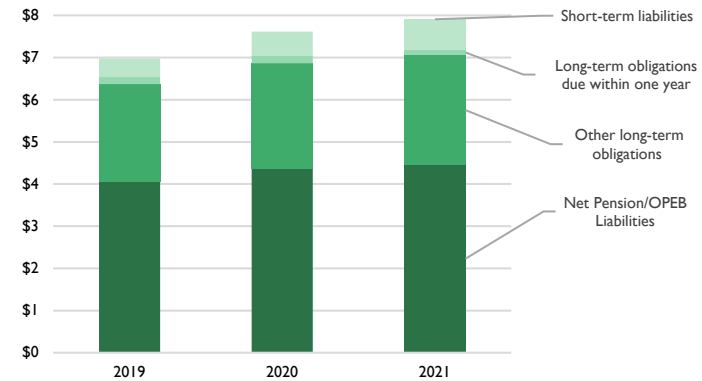
- The accrued vacation and sick leave that employees have earned but haven't taken.
- Bonds that the City has issued to finance the purchase, construction, and renovation of City-owned facilities. The payment of bond debt, called debt service, includes payment of principal and interest. *For more information, see the Finance Department chapter.*
- Pensions and other post-employment benefits (OPEB), which includes healthcare for retired City employees. *For more information, see the Retirement Services chapter.*

AMOUNT BORROWED PER CAPITA

The amount borrowed per capita increased in 2020-21, primarily resulting from the issuance of Lease Revenue Bonds to pay for City projects and to refund previous bonds. In July 2021, the City issued a second round of bonds relating to Measure T. San José residents passed Measure T in November 2018, authorizing the City to issue up to \$650 million of general obligation bonds for various public improvements.

The City's single largest source of long-term debt in the form of bonds was related to capital improvements at Mineta San José International Airport (\$1 billion total, to be repaid with Airport revenues). *For more information, see the Airport and Finance chapters.*

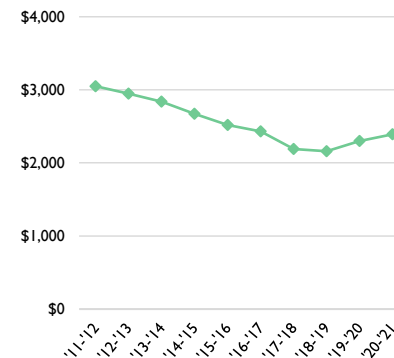
City Obligations by Type (\$billions)



Who has to pay the City's debt?

Separate entities within the broad City organization are legally responsible for different parts of the City's debt. On the one hand, the City is not legally obligated to use the City's general revenues to pay the business-type obligations. On the other hand, the City's business-type revenues are restricted and may not be used to pay other debt obligations.

Debt Burden per Capita



CAPITAL ASSETS AND SPENDING

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 (referred to as construction in progress). Paying for and maintaining these assets play a critical role in the City's financial condition.

At the end of 2020-21 the City owned \$7.5 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*).

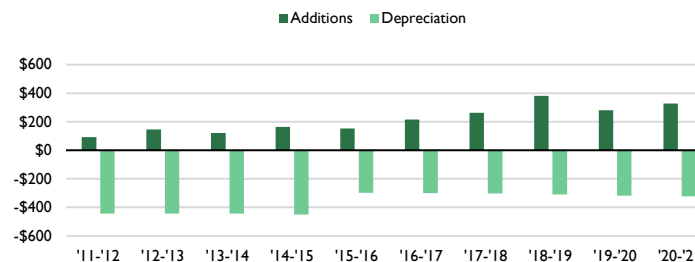
Capital assets used for governmental activities totaled \$5 billion and assets used in business-type activities such as the Airport, wastewater treatment, and other business-type activities totaled \$2.5 billion.

In 2020-21, the City added \$328 million in capital assets; however, these were offset by \$322 million in depreciation. Including transfers and deletions, the overall value of the City's capital assets decreased slightly over the year (net decrease of \$0.2 million). Among the additions were capital projects at the Regional Wastewater Facility and the Airport.

INFRASTRUCTURE AND MAINTENANCE

On an annual basis, the City administration prepares a status report on the deferred maintenance and infrastructure backlog. In February 2021, staff reported that the City faced an estimated \$1.7 billion deferred maintenance and infrastructure backlog, with an estimated additional \$93 million needed annually in order to maintain the City's infrastructure in a sustained functional condition. The transportation system (e.g., streets, street lighting) is most affected by the backlog.

Capital Asset Additions and Depreciation (\$millions)



Note: Capital additions do not include transfers.

Infrastructure Backlog (all funds as of February 2021) (\$millions)

	Current Backlog of Deferred Needs	Annual Ongoing Unfunded Needs
Airport	none	none
Building Facilities*	\$230.8	\$20.1
City Facilities Operated by Others	\$17.8	\$3.6
Sports Facilities	\$0.8	TBD
Convention Center/Cultural Facilities	\$67.5	TBD
Fleet	\$9.6	\$1.8
Parks, Pools, and Open Space	\$260.4	\$35.5
Sanitary Sewer	\$50.0	\$0.7
Service Yards	\$22.5	\$3.8
Storm Sewer	\$180.0	\$5.0
Technology**	\$37.4	\$8.0
Radio Communications	\$6.0	\$1.7
Transportation Infrastructure	\$845.5	\$12.7
Regional Wastewater Facility	none	none
Water Utility	none	none
Total	\$1,728	\$93

Source: [Status Report on Deferred Maintenance and Infrastructure Backlog, 2021](#)

* Annual ongoing is for Parks buildings only, remaining facilities to be determined (TBD).

** This estimate only includes deferred needs for technology infrastructure maintained by the Information Technology Department (ITD). Other departmental information technology needs are not included.

OPERATING BUDGET AND STAFFING

Operating Budget and Staffing for City Services

OPERATING BUDGET AND STAFFING

CITY OPERATING BUDGET

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. The fiscal year in San José begins July 1 and ends June 30.

The City's operating budget is prepared using a different accounting basis than the Annual Comprehensive Financial Report (ACFR). ACFR data was used in the previous chapter to discuss the City's overall finances. This chapter, as well as the remainder of this report, uses budgetary data unless otherwise specified. Every year, the City Manager's Budget Office prepares a reconciliation between the ACFR and the adopted budget. To see the latest of these reconciliations, see the [2020-21 Annual Report](#).

The City Charter also requires that the budget include a complete financial plan for all City funds. This includes the General Fund as well as numerous special funds, such as those related to Airport operations, sewer services, and others.

In 2020-21, City expenditures from all funds totaled about \$4.8 billion, an increase from last year. Departmental personal and non-personal operating expenditures totaled approximately \$1.7 billion (or about \$1,618 per resident). The City's Operating and Capital Budgets are online at the [Budget Office Website](#).

Departmental Operating Expenditures, 2020-21 (All Funds, \$millions)

Airport	\$	66.5
City Attorney	\$	21.5
City Auditor	\$	2.3
City Clerk	\$	2.6
City Manager	\$	18.7
Community Energy	\$	11.9
Economic Development and Cultural Affairs	\$	12.1
Environmental Services	\$	307.5
Finance	\$	20.2
Fire	\$	257.7
Housing	\$	15.5
Human Resources	\$	13.5
Independent Police Auditor	\$	1.4
Information Technology	\$	24.3
Library	\$	44.1
Mayor and Council	\$	14.1
Parks, Recreation and Neighborhood Services	\$	86.3
Planning, Building and Code Enforcement	\$	53.6
Police	\$	464.2
Public Works	\$	118.0
Retirement	\$	6.9
Transportation	\$	103.4
Total	\$	1,666.4

Source: San José Adopted Operating Budgets, 2020-21 Annual Report, and Budget Office

Note: Department operating budgets include personal services, and non-personal/equipment expenditures. Departmental operating budgets do not include all expenditures such as reserves, capital expenditures, debt service, and pass-through funding. Other budgeted expenditures include:

- Expenditures from special funds that are not captured in departmental operating budgets. For example, the Airport's departmental budget totaled \$66.5 million in 2020-21 (as we report in the chart above and in the Airport section), but the Airport oversaw additional program expenditures, such as \$57.4 million in debt service/financing, over the course of the year. See individual department chapters for more information about additional expenditures.
- \$542.7 million in Citywide expenses and capital contributions and transfers (Citywide expenses are related to more than one department or are not directly associated with ongoing departmental operations).

Total may not add due to rounding.

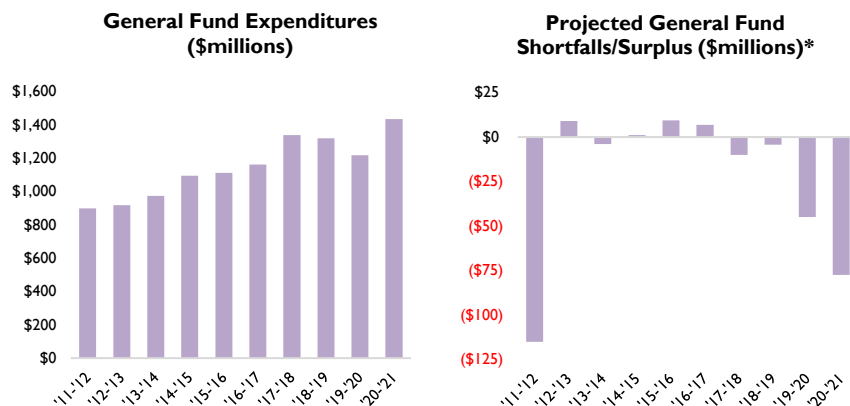
OPERATING BUDGET AND STAFFING

GENERAL FUND

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. Some of the General Fund's larger revenue sources include: property taxes, sales taxes, utility taxes, licenses and permits, and business taxes. The General Fund is available to use for any purpose and much of its use is dedicated to paying for personnel costs.

In 2020-21, General Fund expenditures totaled over \$1.4 billion. General Fund expenditures increased primarily due to repayment of Tax Revenue Anticipation Notes (TRANs). Departmental operations accounted for over \$1 billion, with the remaining budgeted for Citywide expenses, capital contributions, and transfers. Sixty-nine percent of expenditures were for the Police and Fire Departments. Some departments are funded through special funds, such as the Airport and the Environmental Services Department, and receive little or no General Fund support.

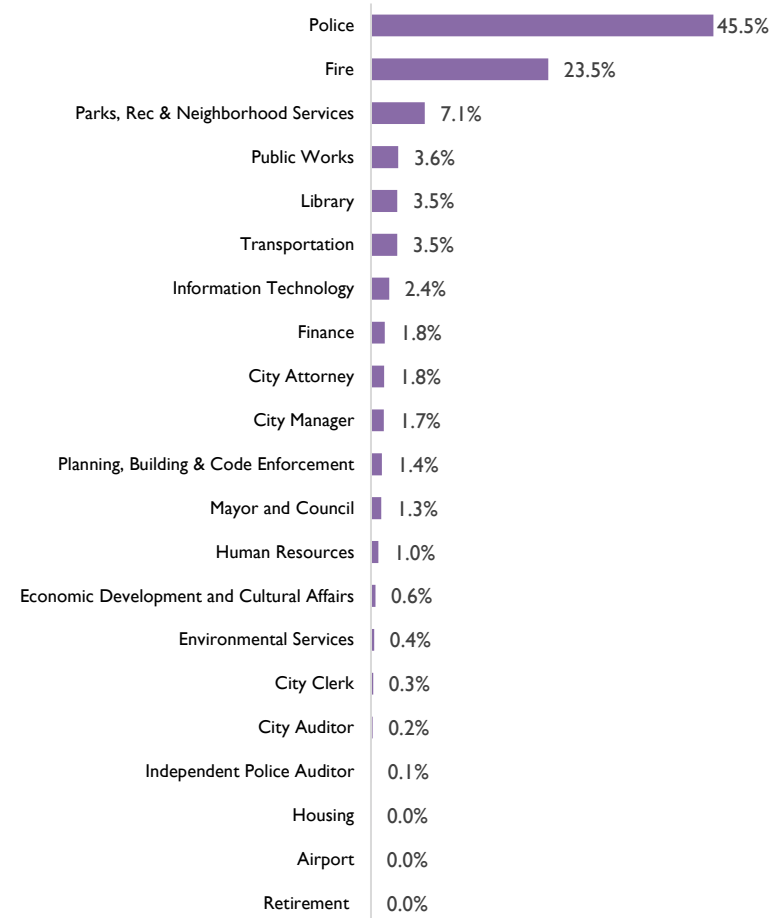
Due to the continued economic impact of COVID-19, the City projected a \$78 million budget shortfall for 2020-21. The 2020-21 City Manager's Budget Message forecasted that revenues would drop by 9 percent. This reduction exceeded those seen in the Great Recession. The 2021-22 Budget Message forecasted a budget shortfall in 2021-22, followed by small surpluses.



Source: San José Adopted Operating Budgets and Annual Reports

*2019-20 initially had a projected surplus, but the onset of COVID resulted in a \$45 million shortfall for the fiscal year.

Breakdown of Departmental General Fund Operating Expenditures, 2020-21



Source: San José 2020-21 Annual Report

Note: May not total to 100 percent because of rounding. Department expenditures in the General Fund totaled over \$1 billion. Citywide expenses, capital contributions, and transfers totaled \$410 million of additional General Fund expenditures.

OPERATING BUDGET AND STAFFING

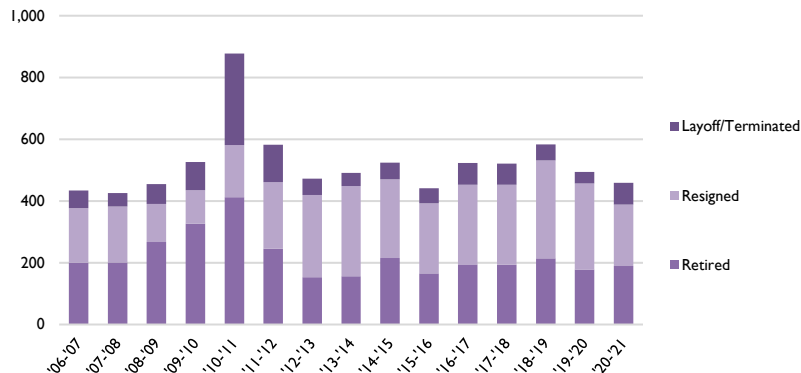
CITY STAFFING

Much of the General Fund's expenses are allocated for personnel costs. In 2020-21, there were 6,592 full-time equivalent positions in the City. Due to COVID-19 fiscal impacts, staffing decreased in 2020-21. In addition, a partial hiring freeze was implemented in late March 2020. Increased staffing in prior 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.

While a few City departments are still below staffing levels from ten years ago, when the City saw a significant decline in its workforce, many departments have since experienced substantial growth in staffing levels. There were 1,089 full-time equivalent vacancies as of June 30, 2021; however, it should be noted that there were 75 police recruits in the police academy to fill vacant police officer positions.

The number of full-time employees leaving City service has come down from the high seen in 2011 when nearly 900 employees left the City. In 2020-21, 459 full-time employees left City employment; 505 new full-time hires joined the City.

Number of Full-Time Employees Leaving by Type of Departure



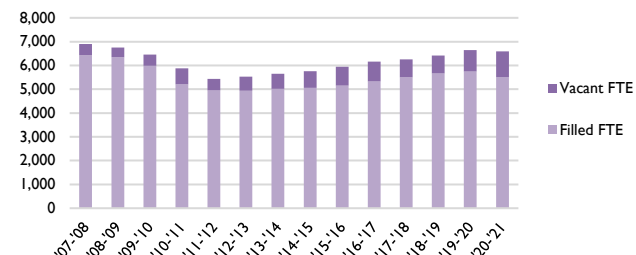
Source: Auditor analysis of PeopleSoft records

Authorized Department Staffing	2020-21	10-Year Change
Airport	214	4%
City Attorney	86	20%
City Auditor	14	8%
City Clerk	14	8%
City Manager	81	30%
Community Energy	29	not applicable
Economic Development and Cultural Affairs	57	-24%
Environmental Services	572	13%
Finance	123	5%
Fire	833	10%
Housing	88	39%
Human Resources	44	-18%
Independent Police Auditor	6	0%
Information Technology	88	-13%
Library	375	39%
Mayor and Council	27	not available
Parks, Recreation and Neighborhood Services	742	61%
Planning, Building and Code Enforcement	321	39%
Police	1,715	12%
Public Works	624	32%
Retirement	39	14%
Transportation	502	26%
Total	6,592	21%

Source: 2020-21 Adopted Operating Budget

Note: Total may not add due to rounding.

City Full-Time Equivalent Staffing and Vacancies



Source: San José Adopted Operating Budgets and auditor analysis of PeopleSoft records

Note: Vacancies are as of June 30, 2021

OPERATING BUDGET AND STAFFING

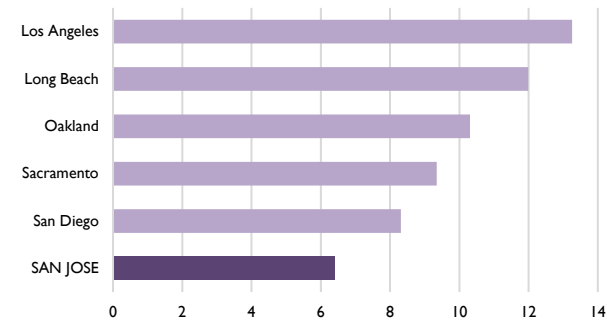
CITY STAFFING (CONTINUED)

In 2020-21, the City had 6.4 authorized positions per 1,000 residents, far fewer than other large California cities. The number of authorized positions per 1,000 residents was also less than San José's 20-year average of 6.6.

All City employees are Disaster Service Workers (DSW) who can be reassigned for the purposes of the emergency response. In 2020-21, over 190 staff were activated to serve in the EOC. See the City Manager chapter for more information.

Total employee compensation for operating funds rose to \$1.2 billion in 2020-21. Cash compensation and other benefit costs have risen since 2012-13, partly driven by a restoration of former staffing levels and growing retirement costs (not adjusted for inflation). For more information, see the Retirement Services chapter.

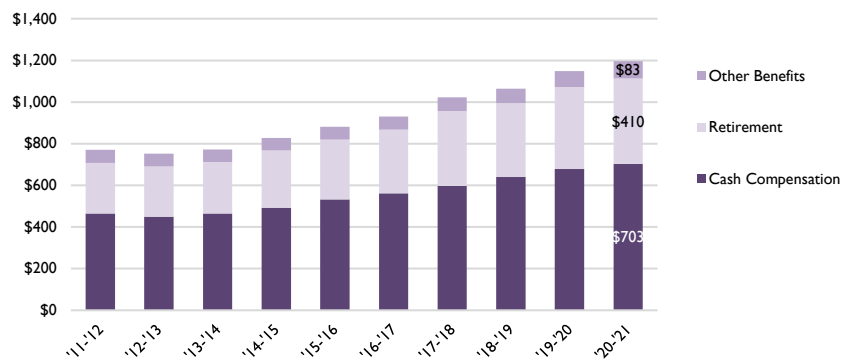
2020-21 Authorized Full-Time Positions per 1,000 Residents



Source: 2020-21 Operating Budgets from each jurisdiction and California Department of Finance Demographic Research Unit

Note: The type and range of services may vary across jurisdictions.

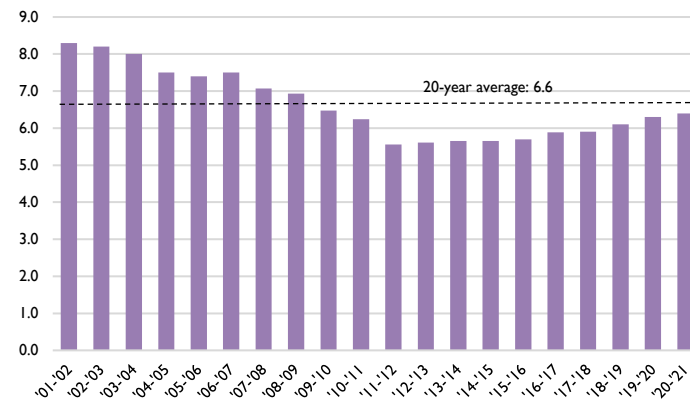
Retirement, Fringe, and Cash Compensation (Operating Funds Only, \$millions)



Source: Auditor analysis of FMS records

Note: Not adjusted for inflation.

Authorized Full-Time Positions per 1,000 population



Source: 2011 Fiscal and Service Level Emergency Report, November 2011, San José 2012-13 through 2020-21 Adopted Operating Budgets

OPERATING BUDGET AND STAFFING

ADDITIONAL REPORTS FOR MORE INFORMATION

The City of San José prepares numerous budgetary documents during the fiscal year.

The City's **Annual Adopted Operating Budget** details how the City will pay for services and operations. The Adopted Operating Budget contains key information about the City's budgets and performance, broken down by broad areas of City service delivery and City departments. It also contains information about the sources and uses of operating funds. Visit:

[City Manager's Budget Office 2021-22 adopted operating budget homepage.](#)

The City Manager's Budget Office also prepares an **Annual Adopted Capital Budget** and a **Five Year Capital Improvement Program** to outline how the City will maintain and grow its capital assets. This document provides detailed information about the planned capital investments in the City's assets such as buildings, parks, and transportation infrastructure. Visit:

[City Manager's Budget Office 2021-22 adopted capital budget homepage.](#)

The **Annual Report** provides unaudited information on the financial status of the City at the end of each fiscal year. The focus of the Annual Report is a comparison of actual revenue collections and expenditures to projections and appropriations included in the budget. This report also provides information about each City fund, including the status of the year-end reserve levels. Visit:

[City Manager's Budget Office 2020-21 Annual Report.](#)

The **Five Year Forecast** includes projected revenues and expenditures for the General Fund and revenue projections for the Capital Improvement Program. Visit: [City Manager's Budget Office Five Year Forecast homepage.](#)

The **Fees and Charges Report** documents the majority of the fees and charges within the General Fund and selected fees within other funds. Some fees for enterprise activities, such as the Airport, are not included as they are approved separately. Visit: [City Manager's Budget Office Adopted Fees and Charges.](#)

CITY SERVICE AREA (CSA) 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. In FY 2017-18, the City Administration was instructed to select the top six measures representing achievements in each CSA. These measures are presented in the following section.

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

COMMUNITY AND ECONOMIC DEVELOPMENT CSA DASHBOARD

MISSION

To manage the growth and change of the City of San José in order to encourage a strong economy, create and preserve healthy neighborhoods, ensure a diverse range of employment and housing opportunities, and encourage a diverse range of arts, cultural, and entertainment offerings.

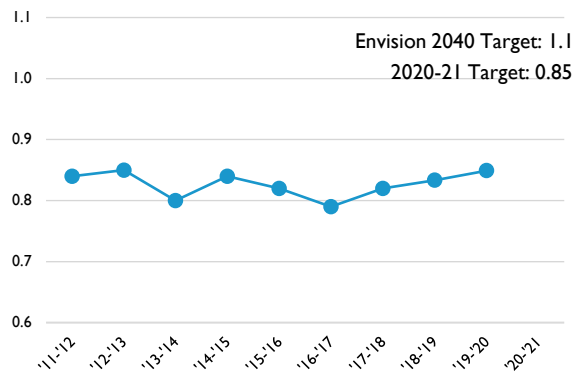
CSA OUTCOMES

- Strong economic base
- Safe, healthy, attractive, and vital community
- Diverse range of housing options
- Range of quality events, cultural offerings, and public artworks

PRIMARY PARTNERS

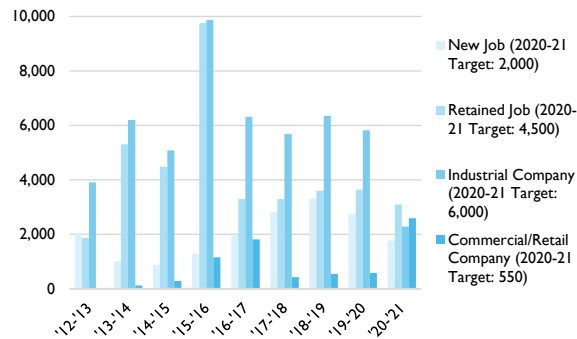
- Fire
- Housing
- Public Works
- Planning, Building and Code Enforcement
- Economic Development and Cultural Affairs

Jobs per Employed Residents in San José

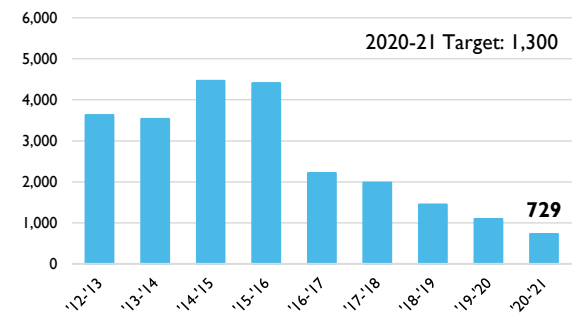


Note: San José level data from the American Community Survey, U.S. Census Bureau was not available for 2020.

Estimated Jobs Generated/Retained by Companies that Received City Assistance

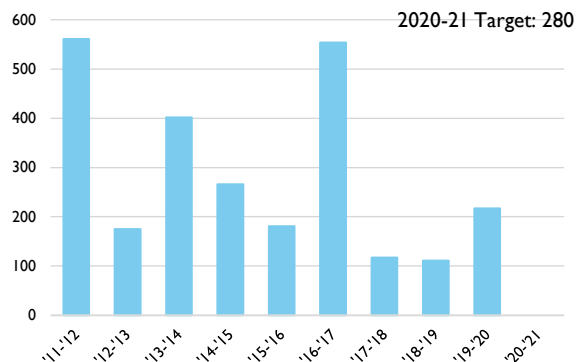


Number of work2future Clients Receiving Discrete Services (Counseling, Job Placement, and Occupational Training)



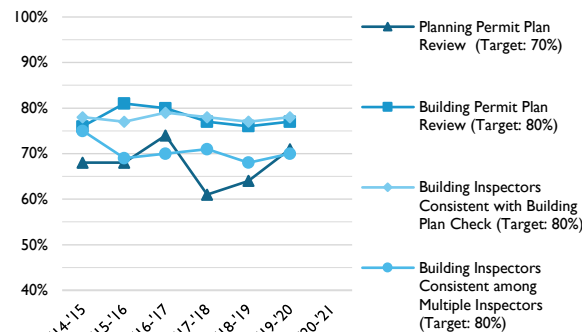
Note: According to work2future, the decline since 2015-16 was due to a change in the service delivery model which resulted in seeing fewer clients.

Affordable Housing Units Completed in the Fiscal Year



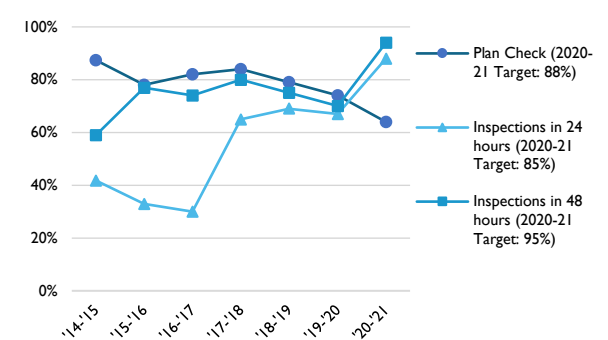
Note: There were no affordable housing units completed in 2020-21.

Percent of Projects that Receive Consistent Feedback from Staff Throughout the Course of Project Review



Note: Data was not collected in 2020-21 due to COVID-19.

Development Projects Completed within Processing Time Targets (Construction Process)



Note: Beginning 2017-18, the data no longer includes building inspections specifically requested by customers for > 24 hours as missing the inspection target.

ENVIRONMENTAL AND UTILITY SERVICES CSA DASHBOARD

MISSION

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

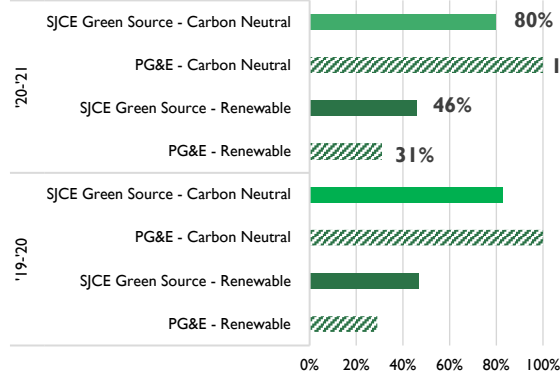
CSA OUTCOMES

- Reliable utility infrastructure
- Healthy streams, rivers, marsh, and bay
- 'Clean and sustainable' air, land, and energy
- Safe, reliable, and sufficient water supply

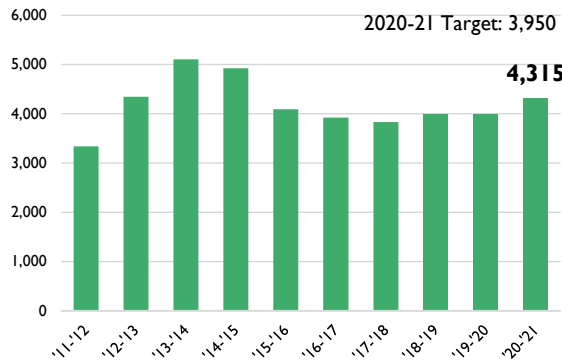
PRIMARY PARTNERS

- Transportation
- Community Energy
- Environmental Services

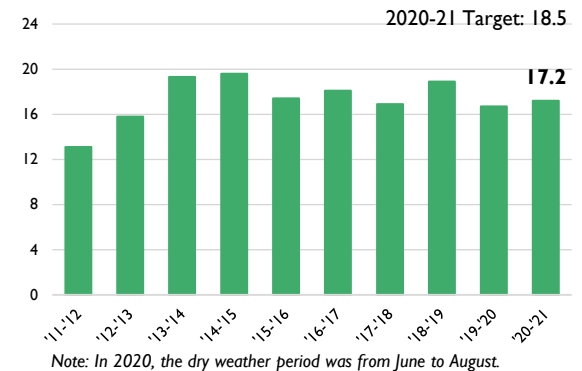
San José Clean Energy and PG&E Power Content



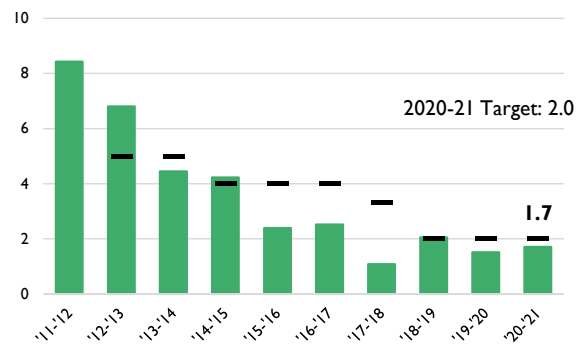
Millions of Gallons of Recycled Water Delivered Annually



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

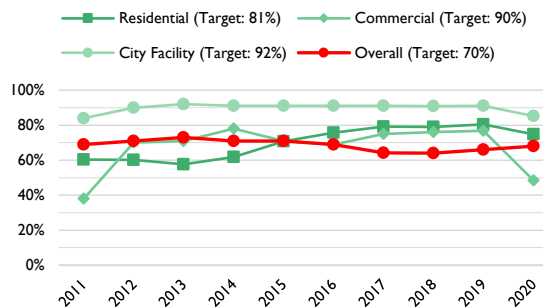


Number of Sanitary Sewer Overflows per 100 Miles of Sanitary Sewer Lines



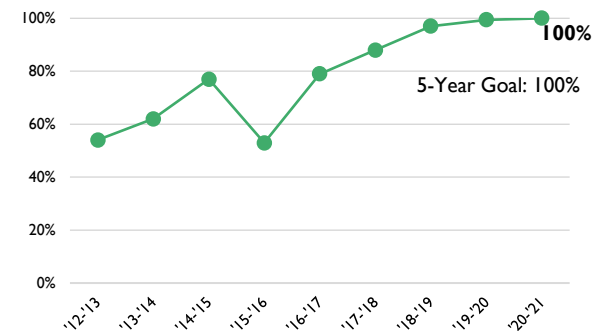
Note: This measure was added in 2012-13. The target declined from five overflows per 100 miles to two in 2018-19.

Percent of Waste Diverted from Landfills



Note: Current year measures are based on fiscal year data for 2020-21, however prior years included some calendar year data. The overall measurement is based on state guidelines, which uses a per-capita standard. It includes additional waste streams including construction, demolition, and self-haul categories.

Percent of Trash Reduced from Storm Sewer System



Note: The trash load reduction calculation measures compliance with the City's Municipal Regional Stormwater Permit requirement to reduce trash from receiving waters below 2009 levels. The reduction target was 70% by July 2017, 80% by July 2019, and 100% by July 2022.

NEIGHBORHOOD SERVICES CSA DASHBOARD

MISSION

To serve, foster, and strengthen the community by providing access to lifelong learning, opportunities to enjoy life, and preserving healthy neighborhoods.

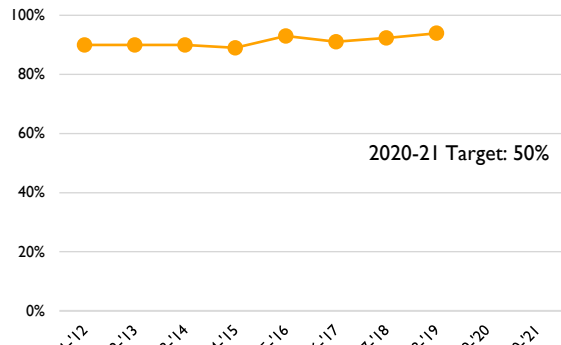
CSA OUTCOMES

- Safe and clean parks, facilities, and attractions
- Vibrant cultural, learning, recreation, and leisure opportunities
- Healthy neighborhoods and capable communities

PRIMARY PARTNERS

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

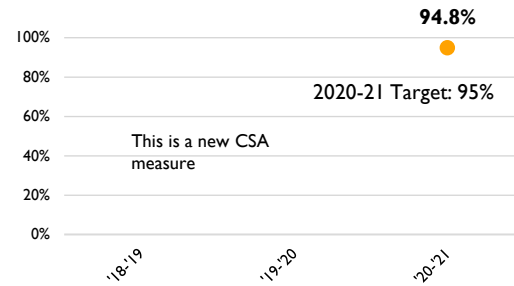
Percent of Customers Rating Library Services as Good or Better (Point of Service)



Source: Internal survey conducted by the Library.

Note: This survey was not administered in Fall 2020 or Fall 2021 due to COVID.

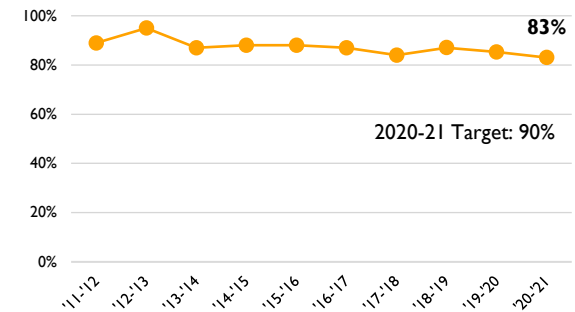
Percent of Participants who Report Improvement Following Participation in a Library Program or Study



Source: Internal survey conducted by the Library.

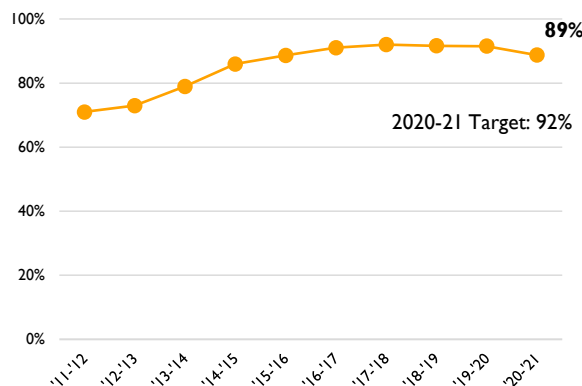
Note: The full text of the question is "As a result of participating in this program I believe my knowledge and skills have improved and has resulted in more quality literacy experiences with my child."

Percent of Community Center Participants Rating City Efforts at Providing Recreational Opportunities as "Good" or "Excellent" (Point of Service)

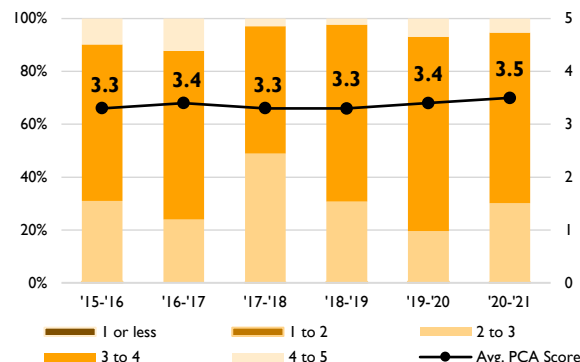


Source: Internal survey conducted by PRNS.

Animal Care Center Live Release Rate

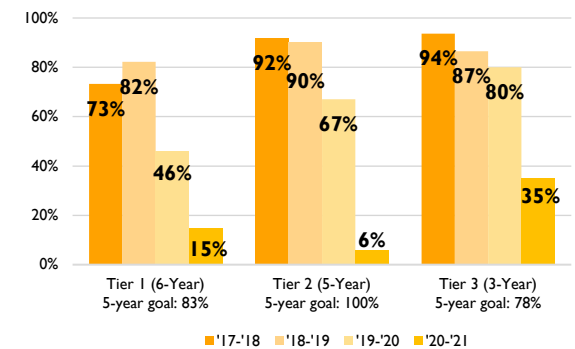


Percent of Park Acres by Park Condition Assessment (PCA) Score



Note: Condition scores range from 1 (unacceptable) to 5 (new or like new). PRNS is in the process of revising the methodology for this measure.

Percent of Multiple Occupancy Permit Program Buildings Receiving Routine Inspection within Designated Cycle Time



PUBLIC SAFETY CSA DASHBOARD

MISSION

To provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations.

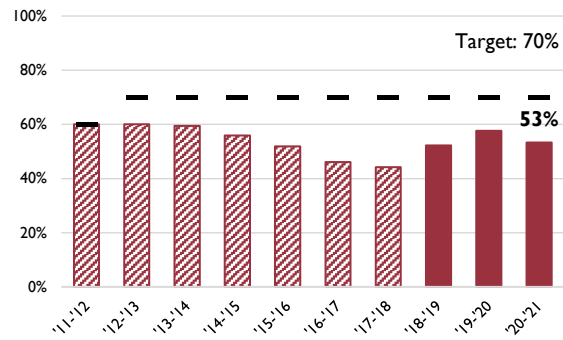
CSA OUTCOMES

- The public feels safe anywhere, anytime in San José
- Residents share the responsibility for public safety

PRIMARY PARTNERS

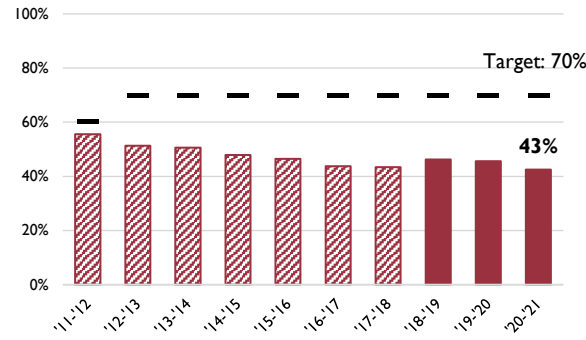
- Fire
- Police
- City Manager's Office
- Independent Police Auditor

Initial Police Unit Responses within 6 Minutes of Priority 1 Calls for Service (Life Threatening)

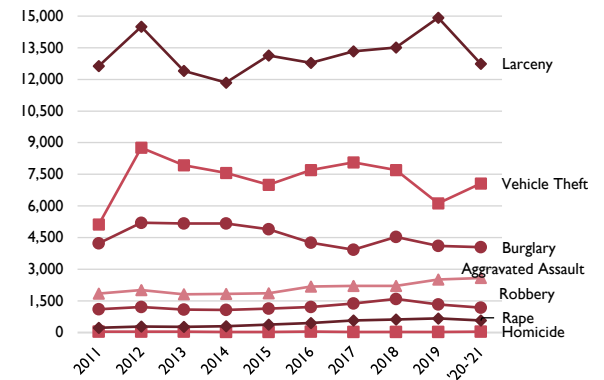


Note: In 2018-19, SJPD revised their reporting of police response times to be based on how incidents are initially coded into their system. In prior years, SJPD had measured response times based on updated coding of incidents as determined throughout the response, which could change the priorities of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

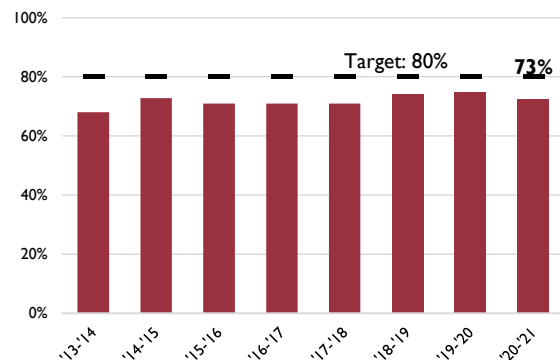
Initial Police Unit Responses within 11 Minutes of Priority 2 Calls for Service (Crime in Progress or Just Occurred)



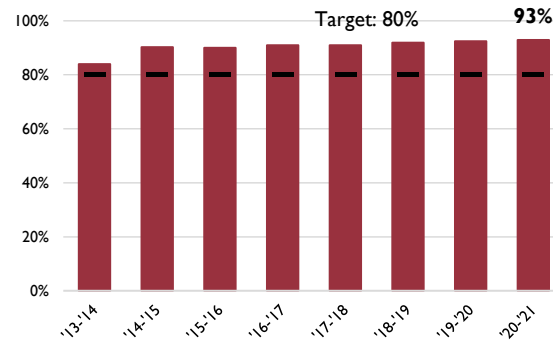
National Uniform Crime Reporting (UCR) Part I Crime Trends



Initial Fire Unit Responses within 8 Minutes of Priority 1 Calls for Service (Life Threatening)



Initial Fire Unit Response within 13 Minutes Priority 2 Calls for Service (No Lights and Sirens)



Emergency Operations Center (EOC) Assigned Staff who have Received Required Training (2020-21)

This measure is typically based on the EOC's baseline structure of 180 positions. However, due to the scale and scope of the emergency, there were over 190 unique City staff working in the EOC during 2020-21. While some did not receive the regular emergency training, according to Office of Emergency Management, many of these employees received on-the-job training. We will revisit the methodology in future reports.

STRATEGIC SUPPORT CSA DASHBOARD

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 that is committed to exceeding internal and external customer expectations
- Effective use of technology
- Safe and functional public infrastructure, facilities, and equipment

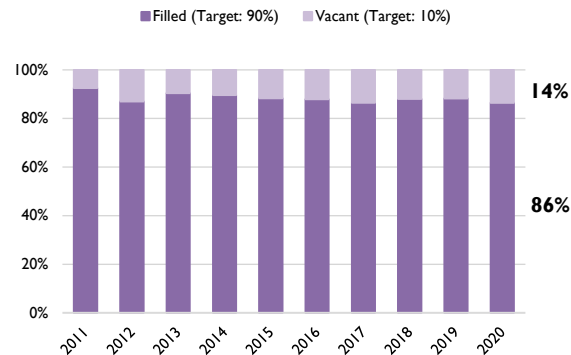
PRIMARY PARTNERS

- Finance
- Public Works
- Human Resources
- Information Technology

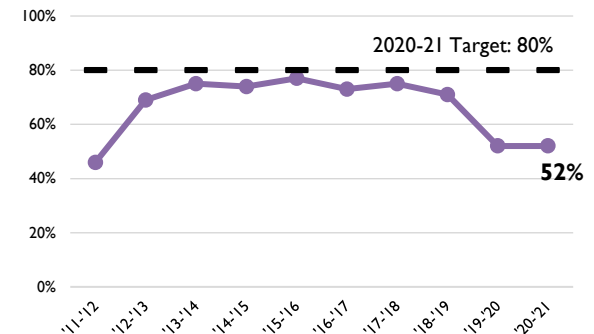
City's Bond Ratings
(General Obligation Bond Rating)

	Moody's	Standard and Poor's	Fitch
'16-'17	Aa1	AA+	AA+
'17-'18	Aa1	AA+	AA+
'18-'19	Aa1	AA+	AA+
'19-'20	Aa1	AA+	AA+
'20-'21	Aa1	AA+	AAA
Target	Aa1	AA+	AA+

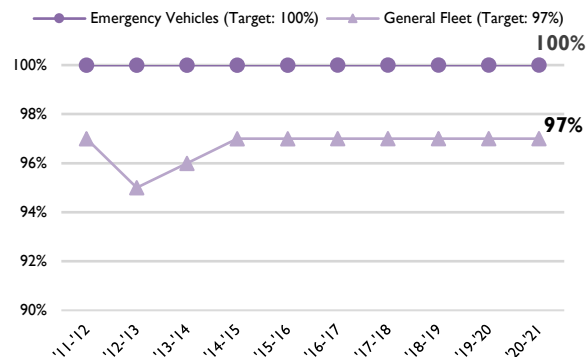
Percent of Positions Filled as a Total of Budgeted Positions (June 30)



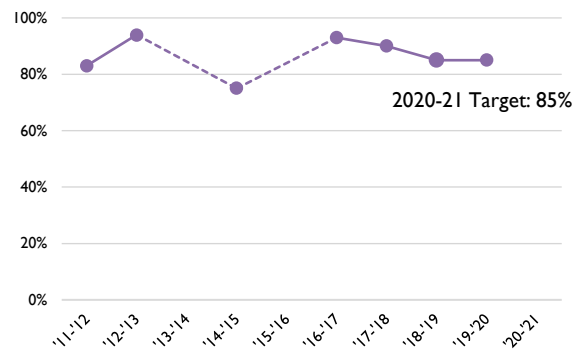
Percent of Non-Management Employee Performance Appraisals Completed on Schedule



Percent of Equipment Available for Use When Needed

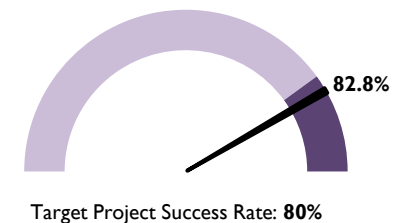


Percent of City Facilities with a Condition Assessment Rating of Good or Better



Note: Results reflect ratings of facilities assessed during the fiscal year. In 2020-21, the assessment was not conducted.

Percent of Information Technology Project Success Rate Measured on Schedule, Cost, Scope, and Value



Note: IT Project Success rate for fiscal year measures on scope/quality, schedule, cost, and customer satisfaction with value. Beginning in 2021, IT is reports on complex and/or sensitive technology projects Citywide.

TRANSPORTATION AND AVIATION SERVICES CSA DASHBOARD

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

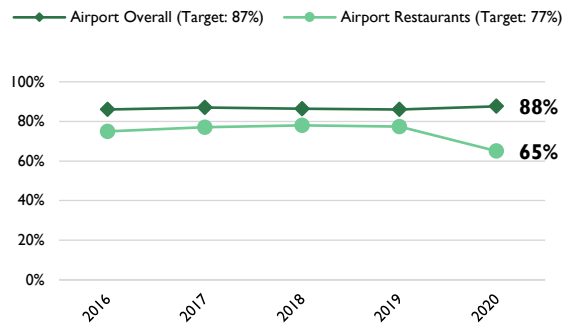
- Provide safe and secure transportation systems
- Provide viable transportation choices that promote a strong economy
- Travelers have a positive, reliable, and efficient experience
- Preserve and improve transportation assets and facilities
- Provide a transportation system that enhances community livability

PRIMARY PARTNERS

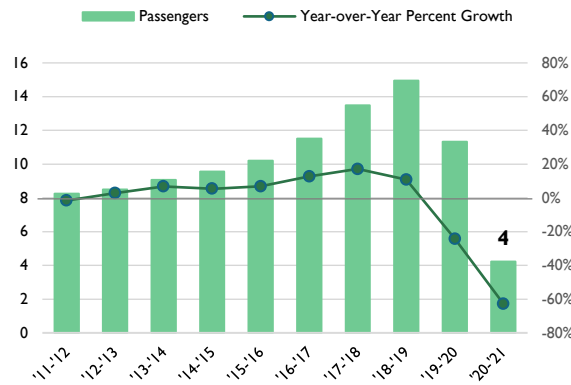
- Airport
- Transportation

Airport Passenger Survey

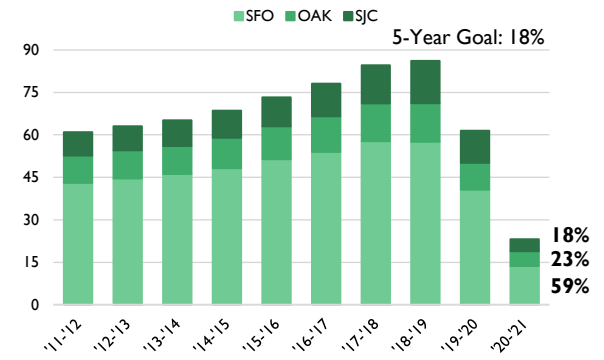
% rating their satisfaction with the airport and restaurants



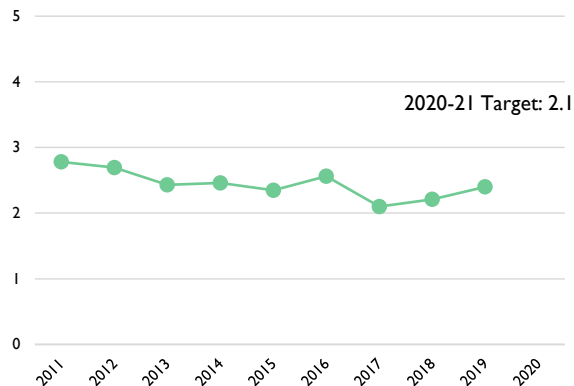
Annual Airport Passengers (millions)



Air Service Market Share of Regional Passengers (millions)

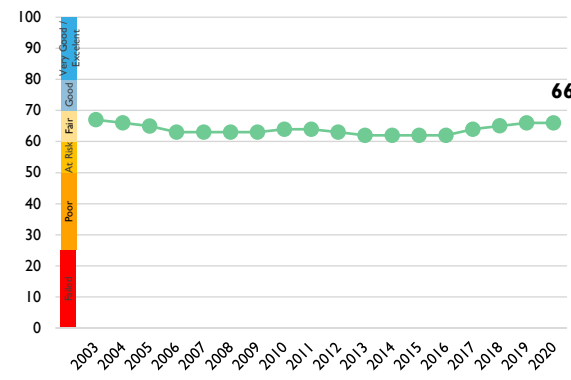


Number of Injury Crashes per Thousand



Note: This includes fatal crashes. Data is under review for 2020.

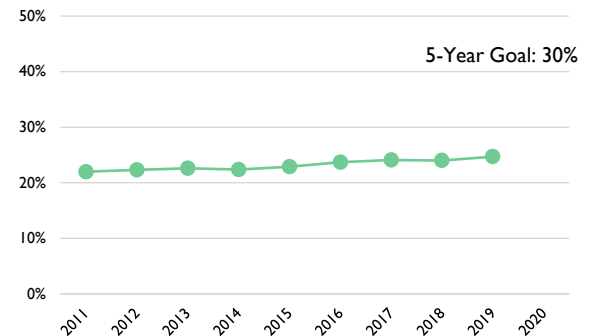
Pavement Condition Index (PCI) Rating



Source: Metropolitan Transportation Commission.

Note: This is a 3-year moving average. DOT's annual assessment rated the City's average street pavement a 67 in 2020.

Percent of Trips by Alternative Modes of Transportation



Source: American Community Survey 1-year and 5-year estimates.

Note: San José level data from the American Community Survey, U.S. Census Bureau was not available for 2020.

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

AIRPORT

The City operates [Mineta San José International Airport](#) (SJC, Airport), which provided non-stop air service to 36 domestic and international destinations including Chicago, New York, the four Hawaiian islands (Hawai'i, Kaua'i, Maui, and O'ahu), Guadalajara, and Mexico City. While this is less than prior to the pandemic, this is an increase from 22 domestic and international locations in June 2020.

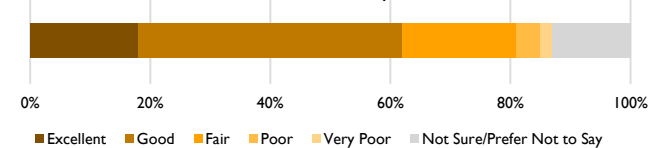
The Airport had 214 authorized positions in 2020-21. The Airport does not receive General Fund dollars; Airport operational revenues include rents, concession fees, parking, and landing fees. Operating revenues decreased from \$175.3 million in 2019-20 to \$131.2 million in 2020-21.

In addition to the \$65.6 million the Airport was approved to receive through the federal Coronavirus Aid, Relief, and Economic Security Act (CARES) in April 2020, the Airport was awarded an additional \$15 million in March 2021 through the Consolidated Appropriations Act. The Airport intends to use these funds over the next couple of years to help mitigate the effects that COVID-19 has had on Airport revenue.

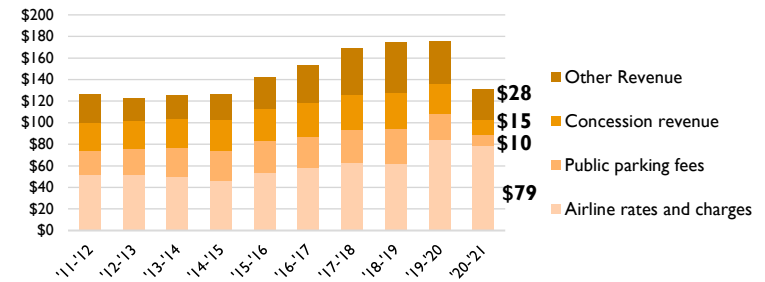
Airport operating expenditures, excluding debt service, totaled \$66.5 million, a decrease of \$6.3 million from last year.* As of June 30, 2020, outstanding bonds totaled \$1.05 billion, with an additional \$51.9 million in commercial paper notes. Total debt service for the fiscal year was \$94.5 million. The Airport completed a refunding of bonds to reduce and restructure debt service in 2020-21.

*Operating expenditures do not include police and fire services at the Airport, debt service, capital project expenditures or reserves. The cost of police and fire services has increased from \$14.3 in 2017-18 to \$18.2 million in 2020-21.

Community Survey 2021
Residents' rating of the City operating the San José International Airport

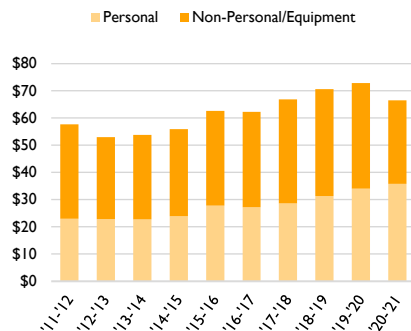


Airport Operating Revenues (\$millions)

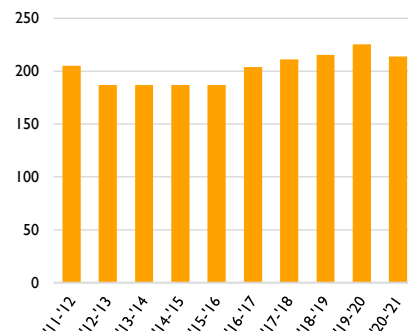


Note: In 2020-21, revenues decreased because of the impacts of COVID-19 on passenger levels. However, landing fees are meant to recover all airfield related expenditures. As such, landing fee rates increased, resulting in less of a decline in airline rates and charges than what would have been expected from lower passenger levels.

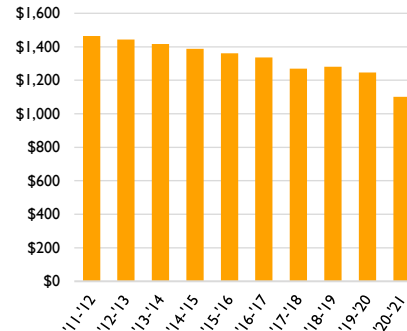
Airport Operating Expenditures



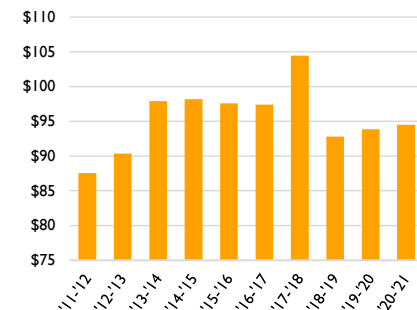
Authorized Positions



Outstanding Debt (\$millions)



Annual Debt Payments (\$millions)



Because of the COVID-19 pandemic, airline traffic was reduced greatly at the Airport, dropping from 11.3 million passengers in 2019-20 to just 4.2 million airline passengers. In 2020-21, there were 61,285 passenger airline takeoffs and landings, or 168 per day, nearly half as many as the previous year. Total airline passengers increased in the later part of 2020-21. June 2021 saw 756,000 passengers, an increase from 244,000 total passengers in December 2020.

Because of the drop in passenger levels, the airline's cost per enplanement (CPE) was \$36.68 in 2020-21, the highest in the past 10 years and more than four times greater than it was two years ago. San José airport's CPE continues to be lower than San Francisco (SFO); however, it now exceeds Oakland's (OAK).

The Airport represents 18.3 percent of the regional market share of passengers, and 3.3 percent of the regional market share of cargo, slightly less than the prior year.

In 2020-21, the Airport handled 80.7 million pounds of cargo, freight, and mail—a decrease from 97.6 million pounds in 2019-20.

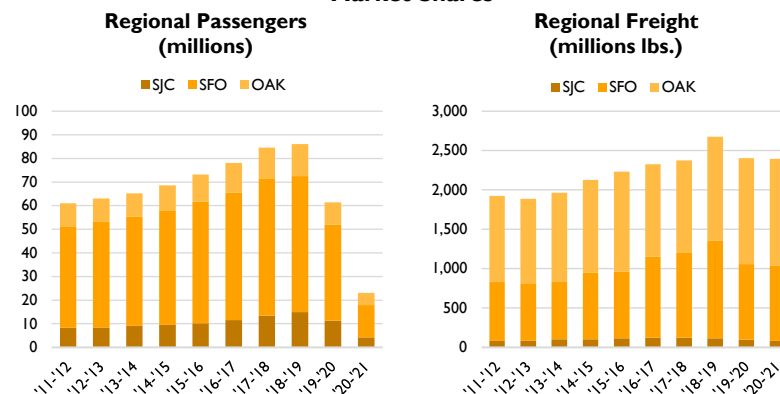
The Airport received 14,163 noise complaints in 2020-21; 282 concerned flights subject to the curfew between 11:30 pm and 6:30 am. This is the lowest in the past five years.

Regional Comparisons, 2020-21

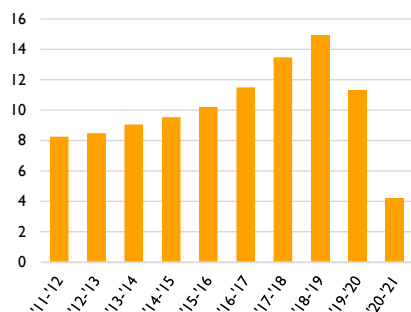
	SJC	OAK	SFO
Passenger Airlines	9	11	48
Destinations	36	42	128
Domestic	29	37	86
International	7	5	42
Passengers (millions)	4.2	5.2	13.7
Passenger Flights/Day	168	176	550
On-Time Arrival Percentage	90.3%	89.9%	90.2%

Sources: Oakland International Airport Airline Information and staff; Monthly Reports for SJC and SFO, SFO Fact Sheet FY 2020-21; and Airline On-Time Statistics U.S. Bureau of Transportation Statistics.

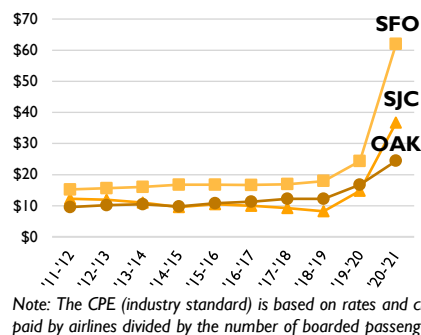
Market Shares



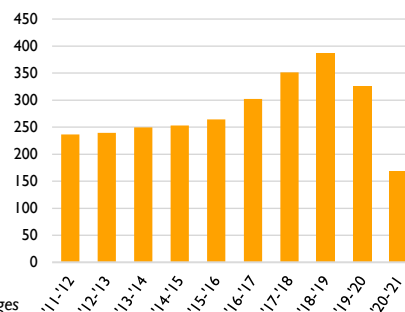
Annual Airport Passengers (millions)



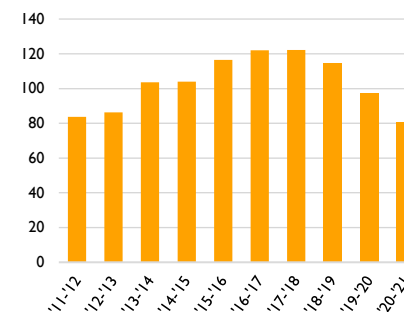
Airline Cost per Enplanement Comparison



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

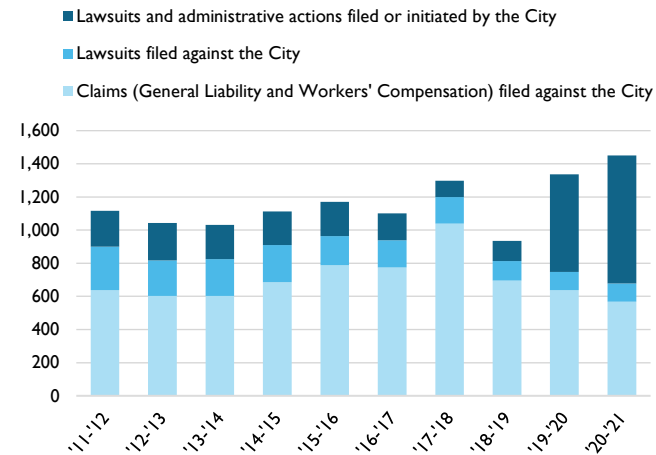
The City Attorney's Office provides legal counsel and advice, prepares legal documents, and provides legal representation to advocate, defend, and prosecute on behalf of the City of San José and the Successor Agency to the San José Redevelopment Agency.

The 2020-21 operating expenditures for the City Attorney's Office totaled \$21.5 million, which is comprised of personal and non-personal expenditures. In addition, the City Attorney's Office was responsible for the management of around \$2 million in general liability claims, a Citywide expense.

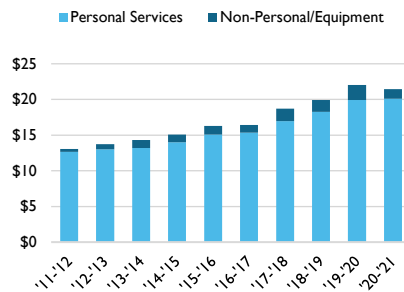
Authorized staffing positions totaled 85.5, slightly down from the prior year.

The City Attorney's Office handled about 1,500 new claims and litigation matters in 2020-21 and prepared or reviewed around 5,700 legal transactions, documents, and memoranda. Lawsuits and administrative actions filed or initiated by the City further increased by 31 percent in 2020-21. The City Attorney's Office attributes this increase to more criminal complaints due to sidschows, gun violence, and other criminal cases. The increase for the prior year was attributed to more criminal citations. In 2020-21, litigation-related collections totaled \$12.3 million, while general liability payments totaled about \$2 million, as noted above.

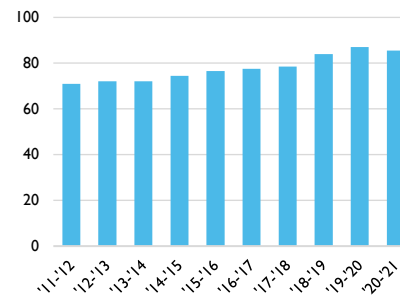
Claims and Lawsuits



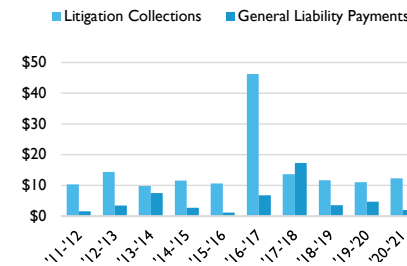
City Attorney Operating Expenditures (\$millions)



City Attorney Authorized Positions



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



Note: Litigation-related collections spiked in 2016-17 largely due to a Housing Authority settlement. Collection amounts were updated for the 2017-18 and 2018-19 years to account for corrections.

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 and 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 2020-21 operating expenditures totaled \$2.3 million. In addition, the City Auditor's Office was also responsible for \$402,000 in Citywide costs, including the annual financial audit, the grant compliance Single Audit, and the bond projects audits. For 2021-22, the Office has begun to provide Vietnamese and Spanish translations for parts of audit reports.

In 2020-21 the City Auditor's Office identified \$3 million in monetary benefits from its audit recommendations, or \$1.27 in savings for every \$1 spent on audit costs in 2020-21 (target: \$2 to \$1). Identified monetary benefits vary from year to year based on the types of audits that are conducted.

Due to COVID-19, several auditors were activated as Disaster Service Workers in the Emergency Operations Center as part of the City's response. To support the City's efforts, in 2020-21 the Office issued two audits related to the COVID-19 funds received.

KEY FACTS (2020-21)

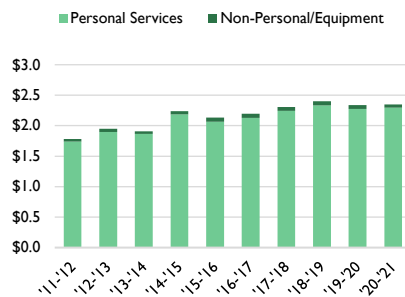
Number of audit reports issued or substantially completed	14
Number of audit reports per auditor*	1.3
Ratio of identified monetary benefits to audit cost*	\$1.27:\$1
Percent of approved work plan completed or substantially completed during the fiscal year*	64%

* Includes audits that were substantially completed.

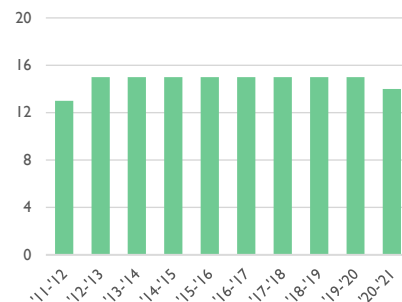
Subject area of audits issued in 2020-21 include:

- Advocate Referrals
- Annual Report on City Services FY 2019-20
- Police Staffing, Expenditures, and Workload
- Annual Performance Audit of Team San Jose FY 2019-20
- Real Estate services
- Cities Association of Santa Clara County Expenditure Review
- Preliminary review of documentation of Coronavirus Relief Fund costs
- Preliminary review of the allocation and monitoring of COVID-19 related Housing grants
- Fleet Maintenance and Operations
- Park Maintenance
- Fire Development services

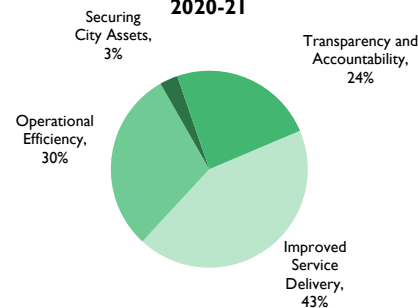
City Auditor Operating Expenditures



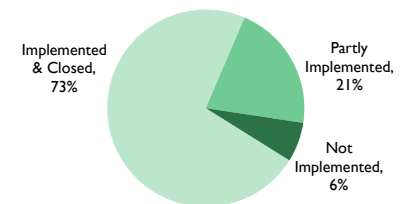
City Auditor Authorized Positions



Recommendations by Category, 2020-21



Audit Recommendation Implementation Status (Reports Issued in 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. The Office is also responsible for preparing and distributing agenda items for City Council, Committee, and Commission meetings, including the City's Redistricting and Charter Review Commissions. The Office also provides access to the City's legislative records and documents under the California Public Records Act and reviews all City contracts for administrative compliance.

The City Clerk's operating expenditures totaled \$2.6 million in 2020-21, with \$2.3 million in personal services and \$0.3 million in non-personal expenditures. In addition, the City Clerk was responsible for \$4.0 million in Citywide expenses, out of which \$3.2 million was spent on elections and ballot measures. Staffing was reduced by 1 position to 14.

The Clerk's Office also provides administrative support to the Mayor and Council Offices, tracking office budgets and facilitating the disbursement of grants (161 in 2020-21). The Office coordinated the recruitment of 24 full-time and 25 part-time staff for the Mayor and City Council Offices.

During the 2021 Boards and Commissions Spring Recruitment, the City Clerk's Office recruited for 123 appointed positions by screening and processing about 296 online applications.

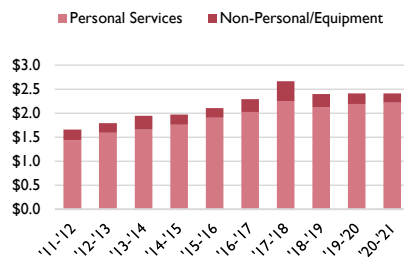
*For more information, the City Auditor's Office conducted an [Audit of Form 700s](#) in 2019.

KEY FACTS (2020-21)

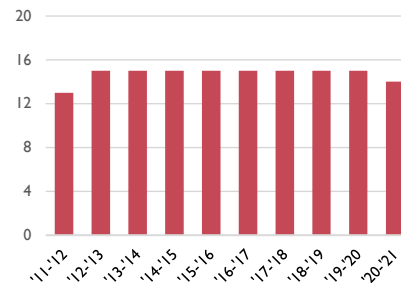
Number of meetings staffed	194
Number of agendas posted online	219
Number of Council actions processed and tracked	1,280
Number of ordinances processed	182
Number of resolutions processed	491
Number of Public Records Requests (e.g., legislative histories, contracts, election related documents)	729
Number of contracts processed	2,436
Number of campaign filings processed	299
Council agendas posted 10 days before a meeting**	100%
Council synopsis posted by the next meeting**	93%
Council Committee minutes posted 5 days before the relevant Council meeting**	82%
Decision-Making Bodies minutes posted within 10 days**	84%

**In accordance with the [City's Ethics and Open Government Provisions](#), which include the Matrix of Public Meeting Requirements.

City Clerk Operating Expenditures (\$millions)



City Clerk Authorized Positions



COVID-19 IMPACTS

In response to the COVID-19 pandemic, the City Clerk's Office has facilitated remote and in-person City Council and Board and Commissions meetings in accordance with California's Open Meeting Laws (e.g. Brown Act).

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. 2020-21 operating expenditures totaled \$18.7 million, including personal and non-personal expenditures. In addition, the CMO was responsible for \$5.7 million in Citywide expenses. Staffing in 2020-21 totaled 80.5 FTE.

KEY FACTS (2020-21)

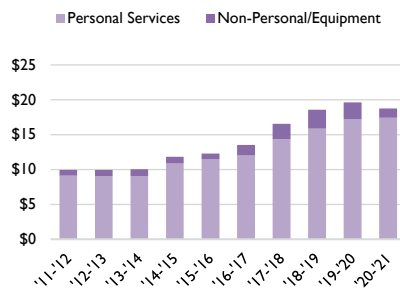
Staff reports approved for City Council consideration	674
City Council referrals assigned	92
Information memoranda issued	90
Community budget meetings held	3
Public records requests responded to or coordinated	217
Public records requests received Citywide	4,488

Functions of the City Manager's Office:

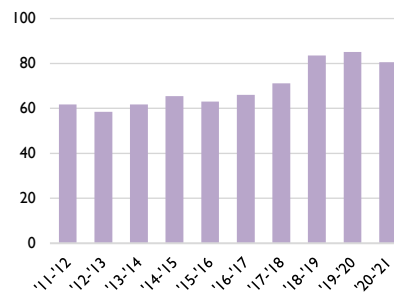
- **Administration, Policy, and Intergovernmental Relations** supports Citywide leadership and alignment of policy priorities internally and externally, enhancing the CMO's internal management, and streamlining Citywide administrative approvals; provides policy research and development; monitors state and federal laws and policies, while advocating for legislation addressing City concerns; and oversees agenda development for Council Committees.
- **Budget** develops and monitors the City's operating and capital budgets, ensuring the City's fiscal health.
- **Civic Innovation** executes the City's Smart City Vision, overseeing projects aiming to improve the efficiency and effectiveness of City services through the use of data and technology.
- **Communications** corresponds with the media on Citywide issues, manages CivicCenter TV, oversees the City's website, and coordinates the Open Government program, including coordination of Citywide public records requests.
- **Employee Relations** negotiates labor contracts and supports a positive, productive, and respectful work environment.

For the Office of Emergency Management and Office of Racial Equity, see next page. For the Office of Economic Development, see p. 59.

City Manager Operating Expenditures (\$millions)



City Manager Authorized Positions



EMERGENCY OPERATIONS CENTER (EOC)

The City's Emergency Operations Center (EOC) is activated when a major emergency occurs within city limits. The EOC was active for the entire fiscal year due to COVID-19 and other emergencies. The EOC has six sections:

- | | |
|---------------|--------------|
| 1) Management | 4) Logistics |
| 2) Operations | 5) Finance |
| 3) Planning | 6) Recovery |

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 trains residents and businesses on how to organize, respond, and recover from major emergencies.

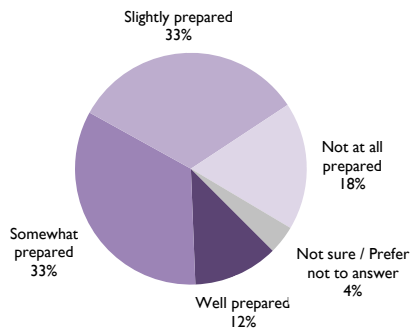
The EOC was activated five times in 2020-21, including responses to the Santa Clara Unit (SCU) Lightning Complex wildfire in August, the public safety power shutoffs in October, a winter storm in January, and COVID-19, which is ongoing. The EOC is responsible for managing the City functions to focus on the emergency. All City employees are Disaster Service Workers (DSW) who can be reassigned for the purposes of the emergency response. During 2020-21, over 190 staff members across the City were activated to work within the EOC.

OEM KEY FACTS (2020-21)

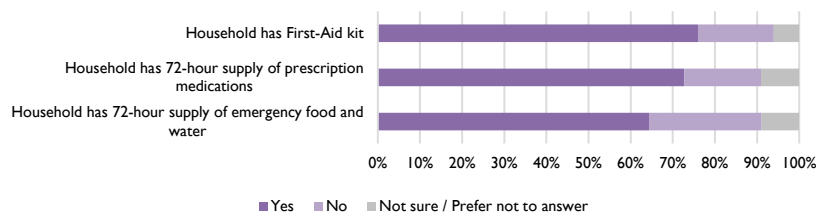
Residents who received emergency preparedness outreach	0
Community Emergency Response Team Graduates this year	18
Emergency Operations Center (EOC) Staff per Staffing Plan*	180

*This indicates the baseline structure for the EOC (ninety positions per shift across two shifts). According to OEM, not all baseline positions were used and new positions were created for the COVID-19 response.

Community Survey 2021
Household preparation for a natural disaster or other citywide emergency



Community Survey 2021



OFFICE OF RACIAL EQUITY

In June 2020, the City Council approved the creation of a new Office of Racial Equity (ORE). ORE is responsible for examining and improving the City's internal policies, programs, and practices to address structural and/or institutional racism in the city. The Office promotes trainings, data collection, policy analysis and development, and community engagement.

ORE also continues the work of the Office of Immigrant Affairs, which aims to enable civic, economic, linguistic, and social inclusion of immigrants and refugees in San José. In June 2021, the City Council adopted Welcoming San José Plan 2.0. This three-year plan recommends goals and strategies centered on leadership and communications; access and engagement; educational and economic opportunity; and safe communities.

In addition, ORE collaborates with nonprofits and Santa Clara County to support citizenship workshop events, the Rapid Response Network, and the pro bono immigration network. The Rapid Response Network is a County-wide effort to protect undocumented immigrants from deportation. There were 1,465 calls to the Rapid Response Network in 2020-21.

ORE KEY FACTS (2020-21)

City staff receiving language access training*	0
Citizenship workshop events	2
Total workshop participants	1,086
Participants completed and filed their paperwork	104

*ORE reports that no trainings were held due to staff activation to the EOC.

COMMUNITY ENERGY

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

COMMUNITY ENERGY

The Community Energy Department operates [San José Clean Energy \(SJCE\)](#), the City's Community Choice Aggregation (CCA)* program that provides residents with access to renewable energy and other customer benefits like community programs and local control. SJCE is part of [Climate Smart San José](#), the City's climate action plan. (See the Environmental Services chapter for more information.)

SJCE allows the City to choose the source and set the retail rates for power used in the city. In 2021, SJCE's default service, GreenSource, provided electricity that is 80 percent carbon-free. Less than 3 percent of eligible customers opted out of SJCE in 2020-21, which is within the target of less than 5 percent. Customers can upgrade to TotalGreen (opt-up) to receive electricity that is 100 percent renewable and carbon-free and costs the average home about \$5 more per month than GreenSource; 1,333 SJCE customers upgraded in 2020-21. The opt-up rate was 0.38 percent in 2020-21, less than the target of 0.5 percent.

SJCE had 29 authorized positions in 2020-21, and operating revenues totaled \$280.4 million, a decrease from last year's nearly \$337 million. This occurred because the California Public Utilities Commission (CPUC) approved PG&E's application to increase the Power Charge Indifference Adjustment (PCIA)**. In response, SJCE decreased their rates to absorb the impact to customers. SJCE's personal and non-personal services expenditures totaled \$11.9 million; additionally, the Department was responsible for energy purchases and other expenditures totalling \$280 million. Overall, SJCE had an operating loss of \$11 million in 2020-21.

*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.

**PCIA is a statewide, CPUC-approved fee. The PCIA is paid by all electric consumers in PG&E territory to cover PG&E's above-market costs from its legacy energy contracts and power plant operations.

KEY FACTS (2020-21)

Number of customer accounts	347,781
Opt-out rate	2.6%
Opt-up rate	0.38%
Total customer savings* (compared to PG&E)	-0.12%

* Unaudited; savings based on generation charges and excludes transmission charges.

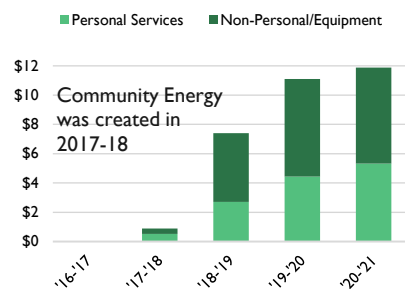
Energy Resources	2020 SJCE GreenSource Power Mix	2020 PG&E Base Plan Power Mix	2020 CA Power Mix ¹
Renewables	46%	31%	33%
Coal	0%	0%	3%
Large Hydroelectric	31%	10%	12%
Natural Gas	0%	16%	37%
Nuclear	13%	43%	9%
Other	9%	0%	6%
Total	100%	100%	100%

Source: 2020 Power Content Labels for SJCE and PG&E

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

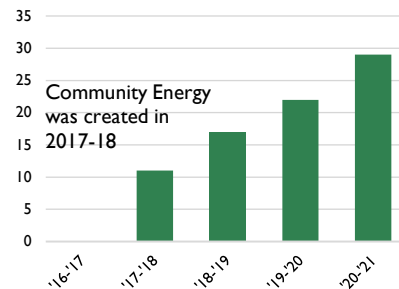
Note: Percentages may not add to 100 due to rounding.

Community Energy Operating Expenditures* (\$millions)

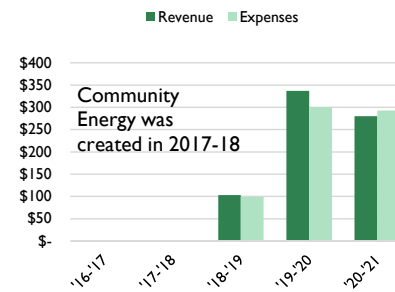


*Note: This does not include expenditures for energy purchases.

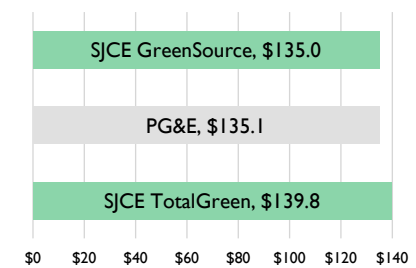
Community Energy Authorized Positions



Community Energy Revenue and Expenses (\$millions)



Comparison of Monthly Electricity Bill (rates as of March 1, 2021)



Source: SJCE and PG&E comparison of residential electric rates.
Note: Based on E-1 rate schedules and usage of 470 kilowatt-hours.

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 2020-21, OEDCA's operating expenditures totaled \$12.1 million. This includes personal and non-personal expenditures. The department was responsible for \$14.5 million in Citywide expenses. Citywide expenses included \$1.6 million in property leases where the City is the tenant, a \$1.3 million subsidy to the Tech Museum, and \$0.9 million to the SJ Works: Youth Jobs Initiative. The City also supported the Convention & Cultural Facilities with over \$7.6 million from hotel tax revenues.

KEY FACTS (2020-21)

Unemployment Rate	Pre-COVID*	2.6%
	As of July 2021	5.5%
Median Household Income**		\$ 115,893

* Average of monthly unemployment rates from July 2019 to February 2020.

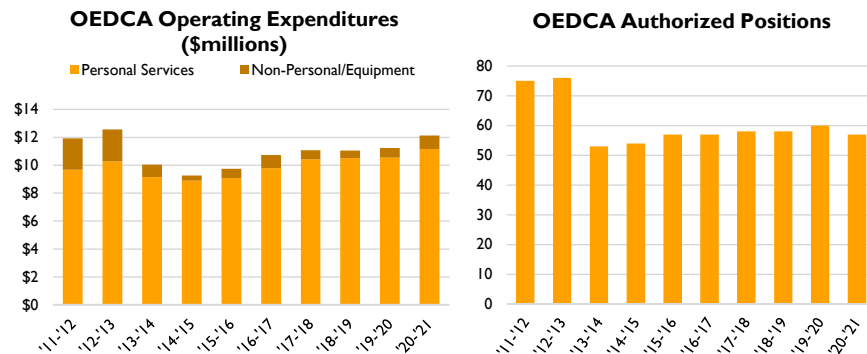
** Median Household Income as of 2019. San José level data from the American Community Survey, U.S. Census Bureau was not available for 2020.

Sources: Bureau of Labor Statistics and 2019 [American Community Survey](#)

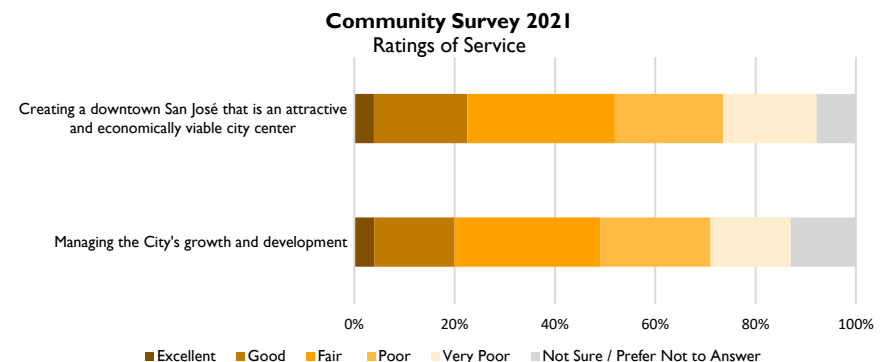
COVID-19 RESPONSE

In March 2020, OEDCA was activated into the City's Emergency Operations Center to assist in business communications, resource referrals, CARES Act funding disbursement, and layoff support. In August 2020, OEDCA resumed regular operations while continuing to support the City's COVID-19 recovery efforts. This included connecting and assisting companies applying for federal and state relief programs, advocating for the temporary loosening of outdoor operations and commercial eviction moratorium, and assisting small businesses in the city's underserved communities. Since October 2020, OEDCA reports it has helped the City distribute over \$6 million in grants to 499 small businesses in underserved communities.

Source: Office of Economic Development



Note: In '13-'14, the transition of work2future client services to the work2future Foundation eliminated 24 positions.



ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

BUSINESS DEVELOPMENT AND JOBS

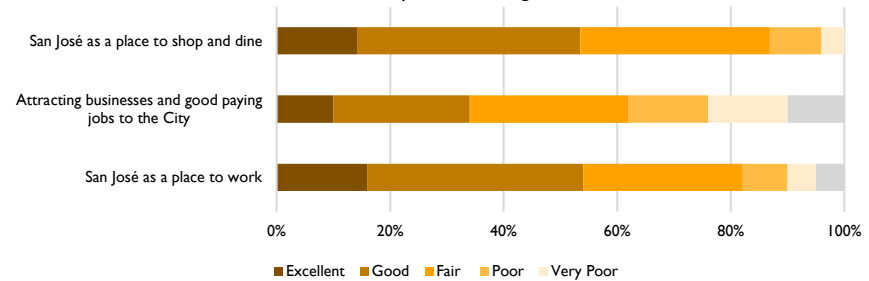
OEDCA promotes business in San José by providing assistance, information, access to services, and facilitation of the development permit process, and continues to support the city in its recovery and response to the COVID-19 emergency by providing assistance to small businesses in the City's underserved communities (also see Development Services in the Planning, Building and Code Enforcement section). In 2020-21, OEDCA provided development facilitation services to 76 businesses. It also coordinated the Business Owner Space network, through which clients receive information, technical and human resources support. Partner organizations, like SCORE, a mentoring and training provider to small businesses, provide other services. (See www.businessownerspace.com.)

OEDCA estimated companies that received its assistance generated \$2.6 million in tax revenues (business and sales taxes). In 2020-21, this included the attraction of Costco Business Center and Top Golf. About \$2.54 in tax revenue was generated for every \$1 of OEDCA expenditure on business development.

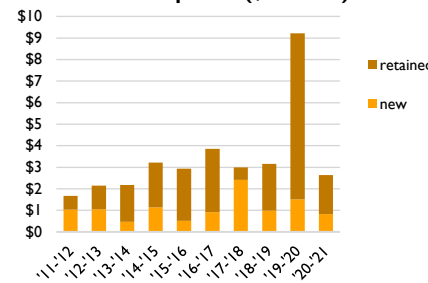
One of OEDCA's main goals is to catalyze job creation. Companies and businesses that received OEDCA assistance created about 1,800 jobs and retained about 3,100 jobs in 2020-21. With about 447,000 jobs located within the city in 2019, San José had less than one job per employed resident. Palo Alto, by contrast, had more than 3 jobs per employed resident. San José is the only large U.S. city where more residents commute to work outside city limits, rather than into the city. (See the CSA Dashboard chapter for additional information.)

Community Survey 2021

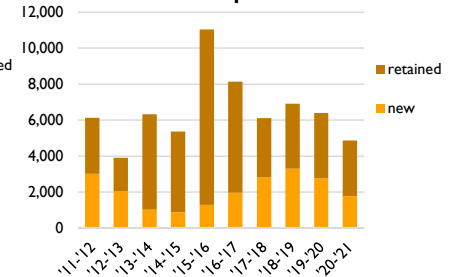
Quality of Life Ratings



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



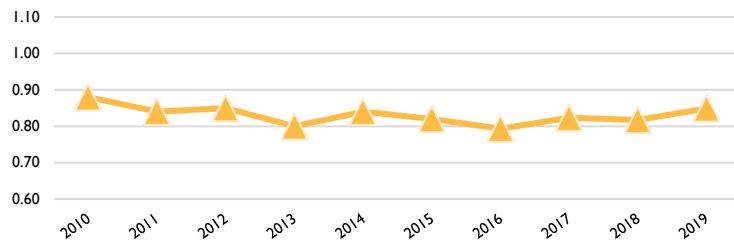
Estimated Jobs Created or Retained by OED-assisted Companies



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

Jobs Per Employed Residents in San José

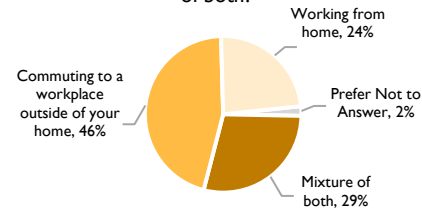
Balance at 1.0 job per resident
Envision 2040 target: 1.1 jobs per resident



Sources: [American Community Survey 5-Year Estimates \(2010 through 2018\)](#) and 1-Year Estimate for 2019.
Note: San José level data from the American Community Survey, U.S. Census Bureau was not available for 2020.

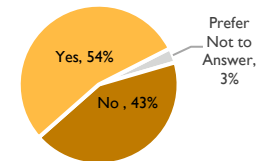
Community Survey 2021

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



Community Survey 2021

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



ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

WORKFORCE DEVELOPMENT

The City's workforce development program is managed by the [work2future](#) Foundation. Work2future is 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.

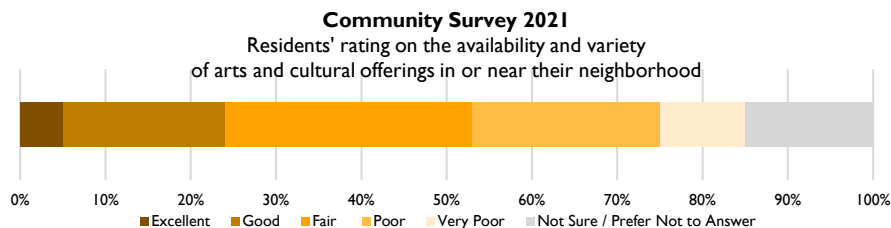
Work2future continued to provide services during the COVID-19 emergency, via a hybrid model of in person and online services. Over 900 job seekers took advantage of skill upgrades and training programs in 2020-21. Nearly 600 business clients received services, including recruitment, lay-off aversion, and business assistance.

Work2future also oversees San José Works, a youth jobs initiative focused on strengthening City partnerships, such as those with the Mayor's Gang Prevention Task Force, to identify, recruit, train, and place at-risk youth in jobs. In 2020-21, San José Works provided over 500 youth with subsidized and unsubsidized employment opportunities.

CULTURAL AFFAIRS

OEDCA also promotes San José's artistic and cultural vibrancy and supports opportunities for cultural participation and cultural literacy for residents, workers, and visitors. In 2020-21, OEDCA awarded 114 grants totaling \$3.6 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 414 works throughout San José, four of which are privately owned.

OEDCA helped facilitate 61 event days in 2020-21 with an estimated attendance of 270,000. The number of event days and estimated attendance dropped significantly from past years due to COVID. OEDCA's signature events include Christmas in the Park, the Rock N Roll Half Marathon, and Viva CalleSJ.

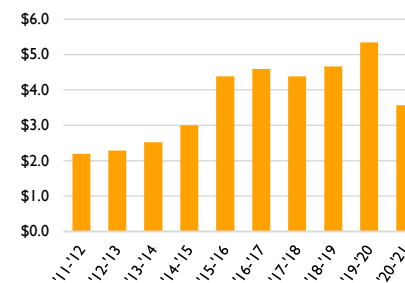


work2future Development Program Results

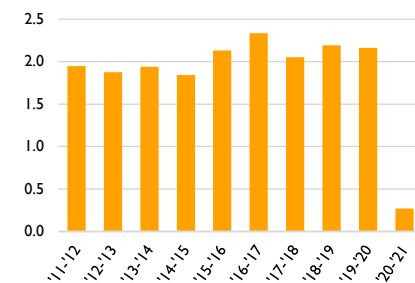
	Job Seekers	Placed in Jobs	State Goal
Adults	359	64%	61%
Dislocated Workers	289	65%	67%
Youth (14-24 years)	92	67%	68%

**Note: work2future serves San José, Campbell, Morgan Hill, Los Altos Hills, Gilroy, Saratoga, Monte Sereno, and unincorporated areas of Santa Clara County.*

Grant Awards for Arts and Cultural Development (\$millions)



Estimated Attendance at Outdoor Special Events (millions)



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

Funding to City-owned Cultural Facilities

OCA provided operations and maintenance funds totaling about \$3.8 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, Photo: 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 2020-21, sales revenue totaled about \$8.7 million. The division also generated \$0.7 million in facility lease revenue, a significant drop from past years as many tenants accrued past-due rent. Real Estate Services had 83 property leases in its real estate portfolio.*

CONVENTION & CULTURAL FACILITIES

The City's convention facilities (San José McEnery Convention Center, Parkside Hall, 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 non-profit organization, manages these facilities on behalf of the City.

Due to restrictions by the State of California and the County of Santa Clara related to COVID-19 in 2020-21 all events at the City's convention and cultural facilities were canceled. As a result, operating revenues declined 86 percent to \$4.9 million.** On March 16, 2020, Santa Clara County issued a shelter-in-place order, providing that individuals could only leave their residence to perform essential activities. In comparison, in 2019-20, the facilities drew over 700,000 people to 240 events.

* For more information on Real Estate Services, see our 2021 audit, [Real Estate Services: Better Tools and Coordination Can Improve Asset Management and Service Delivery](#)

**For more information about the performance of the City's Convention and Cultural Facilities, see our [FY 2020-21 Team San Jose Performance Audit](#).

San Jose Civic



California Theatre



Montgomery Theater

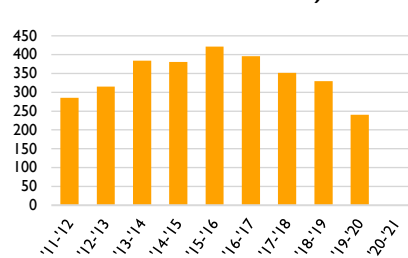


Center for Performing Arts

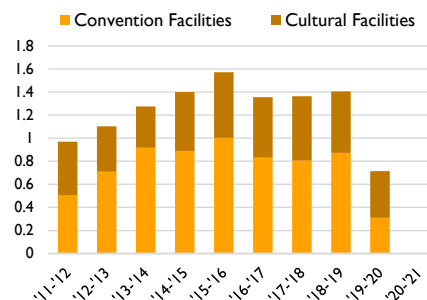


Photos: City Auditor's Office and Team San Jose

Number of Events
(Convention and Cultural
Facilities Combined)

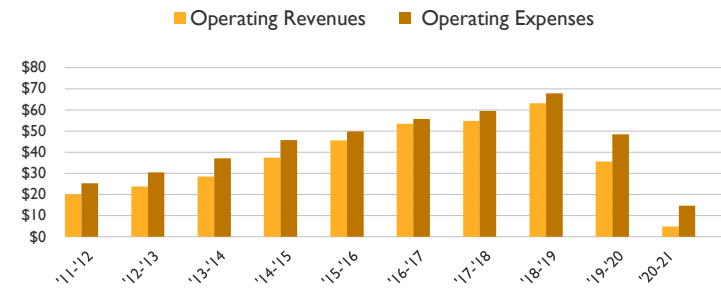


Attendance (millions)



Note: As a result of COVID-19, there were no events held at Convention and Cultural Facilities in 2020-21

Operating Revenues and Expenses (\$millions)



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 provides Citywide coordination of 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.

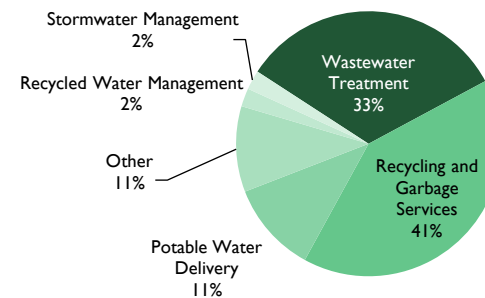
Most ESD revenue comes from various customer fees and charges; approximately \$6 million of its budget, representing 2 percent of its operating expenditures, came from the General Fund in 2020-21.

In 2020-21, ESD's operating expenditures totaled \$307.5 million, including personal and non-personal expenditures. In addition, the department was responsible for \$2 million in Citywide expenditures. Staffing in 2020-21 included 572 full-time equivalent positions, representing a 13 percent increase from ten years ago.

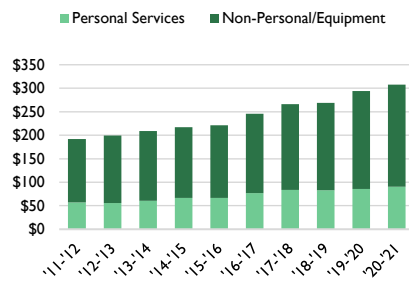
COVID-19 RESPONSE

In 2020, ESD's Watershed Protection Division partnered with Stanford University to detect SARS-COV-2, the virus that causes COVID-19, in wastewater samples. This research can be used to track community infection rates and help health officials in responding to diseases like COVID-19. More information on this research can be found on news.stanford.edu.

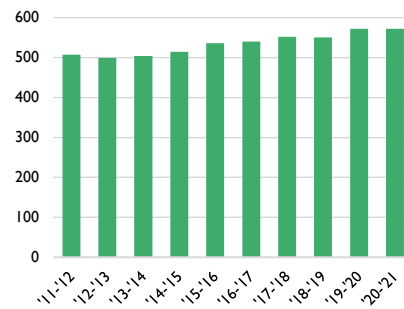
ESD Adopted Operating Budget Breakdown (2020-21)



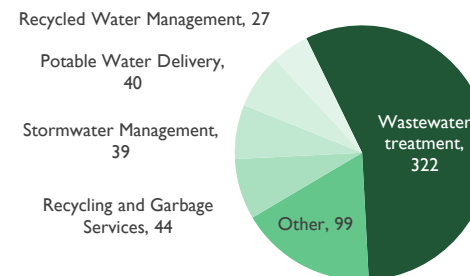
ESD Operating Expenditures (\$millions)



ESD Authorized Positions



ESD Staffing Breakdown by Positions per Service (2020-21)



ENVIRONMENTAL SERVICES

RECYCLING & GARBAGE SERVICES

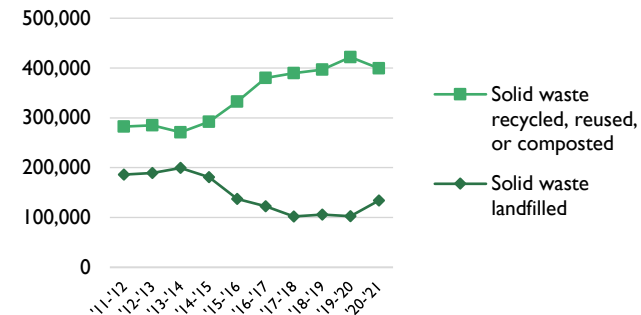
ESD provides recycling and garbage services to over 332,000 residential households in San José through contracted service providers. ESD also provides waste management programs and services for San José businesses, large events, public areas, and City facilities. It manages agreements for commercial collection and recyclables processing, organics processing, and residential and construction waste collection services in the city.

The state monitors each jurisdiction's "per capita disposal rate" and requires that 50 percent of solid waste be diverted* from landfills. The Department of Resources Recycling and Recovery (CalRecycle) has taken a statewide approach to decrease California's reliance on landfills.

Since 2007, San José has diverted at least 60 percent of waste, including 68 percent in 2020-21, despite increases in the amount of residential waste landfilled. However, disruptions in the recyclables market have required the City to expand its efforts to meet current and future state diversion requirements. This includes outreach to inform residents on the importance of eliminating liquids and foods from recycling bins, and exploring infrastructure and partnership opportunities to manage recyclables domestically.

*"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

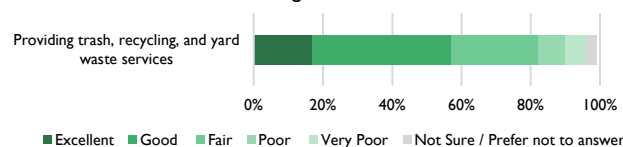


COVID-19 RESPONSE

ESD staff worked with the City's recycling and garbage contractors to provide uninterrupted services throughout the pandemic and meet increased residential requests for junk pickup services, which combined with increased waste contamination, contributed to more residential waste being landfilled. ESD staff also reached out to San José businesses about stopping and resuming services in response to the County's shelter in place order. The amount of commercial waste decreased by approximately 26 percent while 900 business accounts were placed on hold or on call.

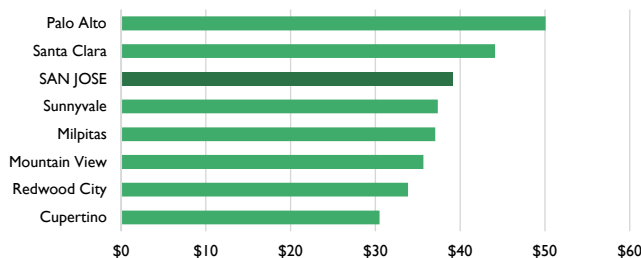
Community Survey 2021

Rating of Service



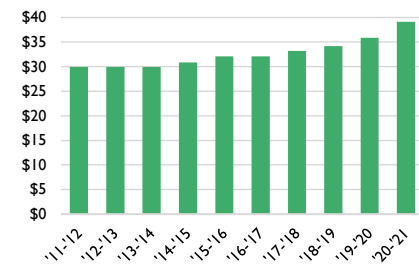
Note: Due to rounding, percentage does not total to 100 percent.

Comparison of Monthly Residential Garbage and Recycling Rates (2020-21)



Sources: Rates listed on local government websites for municipalities provided.
Note: Rates listed for all municipalities are for the 32-gallon cart size.

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



ENVIRONMENTAL SERVICES

STORMWATER MANAGEMENT

ESD manages regulatory programs, initiatives, and activities to prevent pollution from entering the storm sewer system and waterways.* The Department of Transportation operates the City's storm drains and storm sewer system, conveying rainwater into creeks and eventually the South San Francisco Bay (see Transportation chapter).

ESD's programs protect water quality and the health of the South Bay watershed and the San Francisco Bay. One such program is the litter/creek cleanup program. Overall, 1,285 creek cleanup events were held and about 608 tons of trash were removed in 2020-21. Most of the cleanups in 2020-21 were performed as part of the City's BeautifySJ program, which is currently led by the Parks, Recreation and Neighborhood Services Department. The City's creek cleanup partners, which include Downtown Streets Teams, Keep Coyote Creek Beautiful and South Bay Clean Creeks Coalition, accounted for the remaining number of creek cleanups.

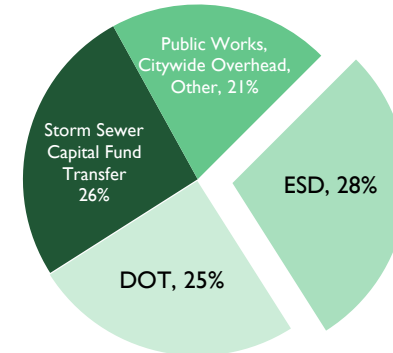
ESD estimates that the City has reduced the amount of trash discharged into receiving waters by 100 percent since 2009 and met the July 2022 requirement rate of 100 percent.**

The annual fee for a single-family residence in 2020-21 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; regional permit requirements will be updated in 2021-22.

Breakdown of Storm Sewer Operating Fund Budgeted Expenditures

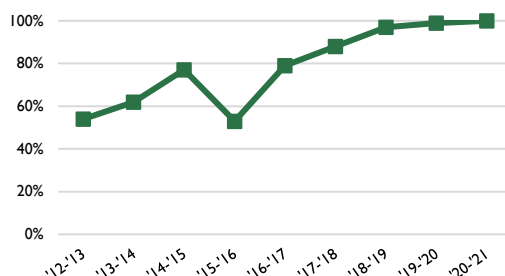


Source: 2020-21 Adopted Operating Budget

Baykeeper Consent Decree

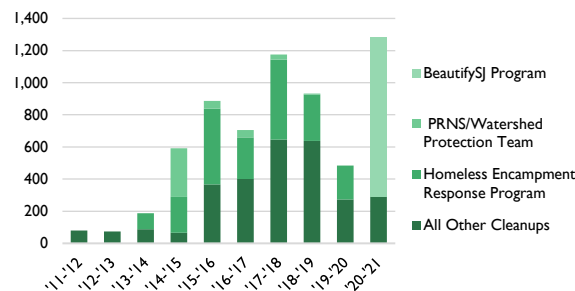
In June 2016, the City executed a consent decree to settle a lawsuit filed by the San Francisco Baykeeper. The consent decree stipulates that the City will appropriate \$100 million over a ten-year period to implement projects intended to reduce the flow of pollutants from the City's urban areas to receiving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

Citywide Trash Load Reduction Rate (since 2009)



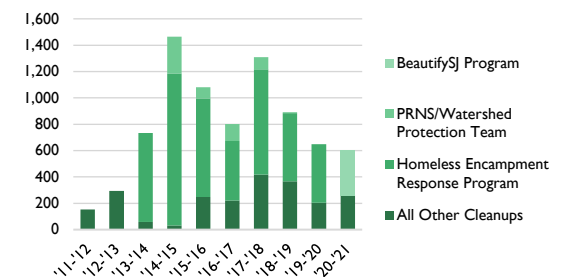
Note: Calculation is based on a method specified in the Municipal Regional Stormwater NPDES permit; regional permit requirements will be updated in 2021-22.

Number of Creek Cleanups



Note: The City's creek cleanups are now performed as part of the BeautifySJ Program. The Watershed Protection Team was dismantled in 2018-19 while the Homeless Response Team stopped performing encampment creek cleanups in 2019-20.

Tons of Litter Collected at Creek Cleanups



RETAIL WATER DELIVERY

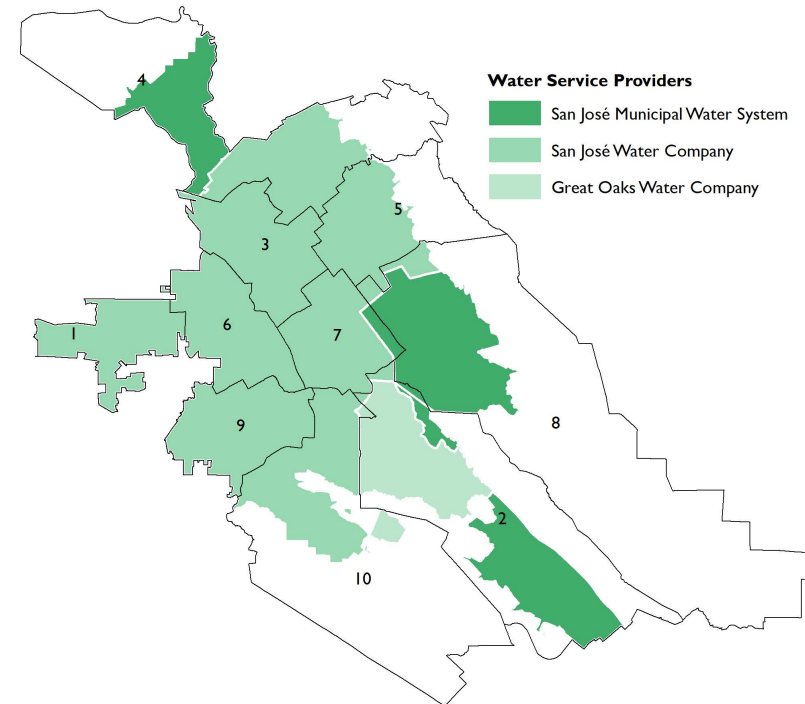
ESD operates and maintains the San José Municipal Water System (Muni Water), which serves about 26,800 customers in North San José, Alviso, Evergreen, Edenvale, and Coyote Valley. Other local San José water retailers include Great Oaks Water Company (which serves Blossom Valley, Santa Teresa, Edenvale, Coyote Valley, and Almaden Valley) and the San José Water Company (which serves Downtown, West San Jose, Alum Rock, and Almaden Valley, among others).

The average monthly water bill for Muni Water customers was \$87.15. Muni Water rates have increased in recent years due to higher wholesale water rates and other inflationary costs; the increase is consistent with those of other San José retail water providers.

In 2020-21, Muni Water delivered 6,877 million gallons of water to its customers, down 12 percent from ten years ago. Muni Water met federal water quality standards in 99.96 percent of water samples taken.*

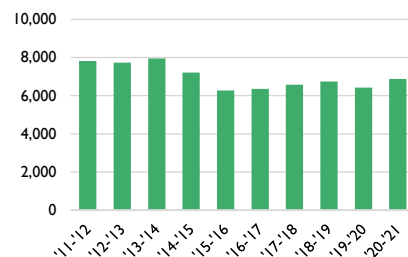
* For more information on water quality, see the [2020 Water Quality Report](#).

For more information on Muni Water, see our 2021, [Municipal Water Billing and Customer Service: The City Can Take Steps to Enhance Customer Service During an Unprecedented Time](#)

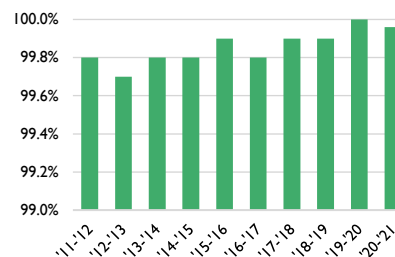


Note: According to ESD, areas in white are served by private well systems.
Source: Auditor map based on Environmental Services Department data

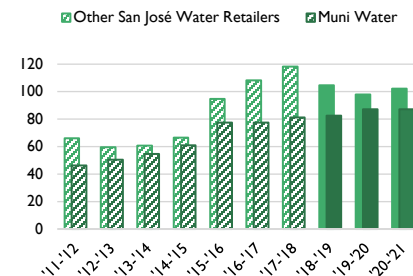
Millions of Gallons of Water Delivered to Muni Water Customers



% 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) whereas those prior to 2018-19 are based on 15 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 – 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 1.5 million residents in San José and surrounding communities. The City's Department of Transportation 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: 322 full-time budgeted positions out of 572 total.

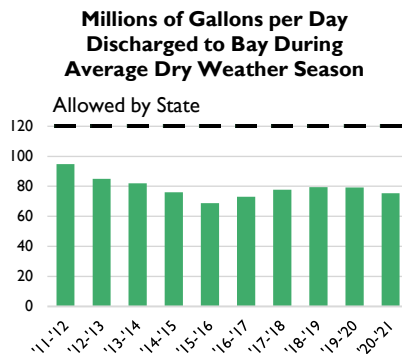
The Wastewater Facility continues to meet the Regional Water Quality Control Board's permit requirements for water discharged into the San Francisco Bay. In 2020-21, pollutant discharge requirements were met or surpassed 100 percent of the time.

The cost per million gallons treated was \$1,682. Aging infrastructure at the Facility has required increased maintenance and capital costs. In accordance with the Plant Master Plan adopted in 2013, the City is moving forward with over \$2 billion in long-term capital improvement projects to upgrade and rebuild the facility over the next 30 years.*

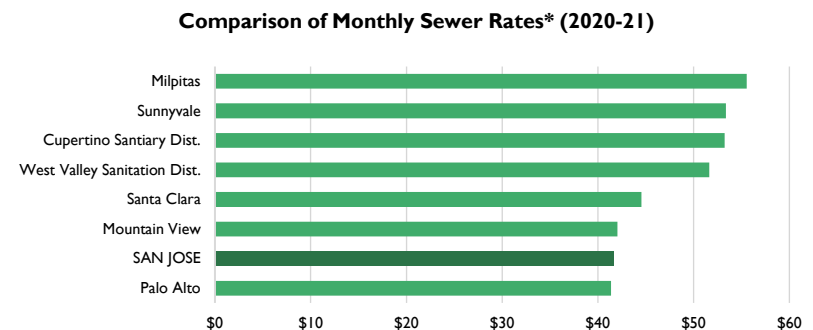
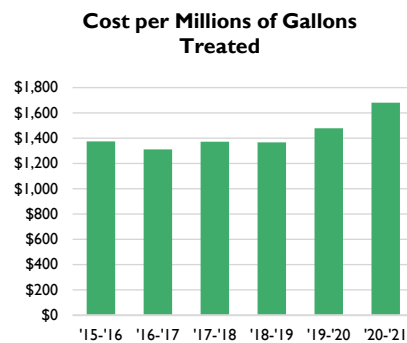
* For more information, see the [Capital Improvement Program webpage](#).



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



Note: Based on [2020 Annual Self-Monitoring Report](#). In 2020, the dry weather period was from June to August.



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

RECYCLED WATER

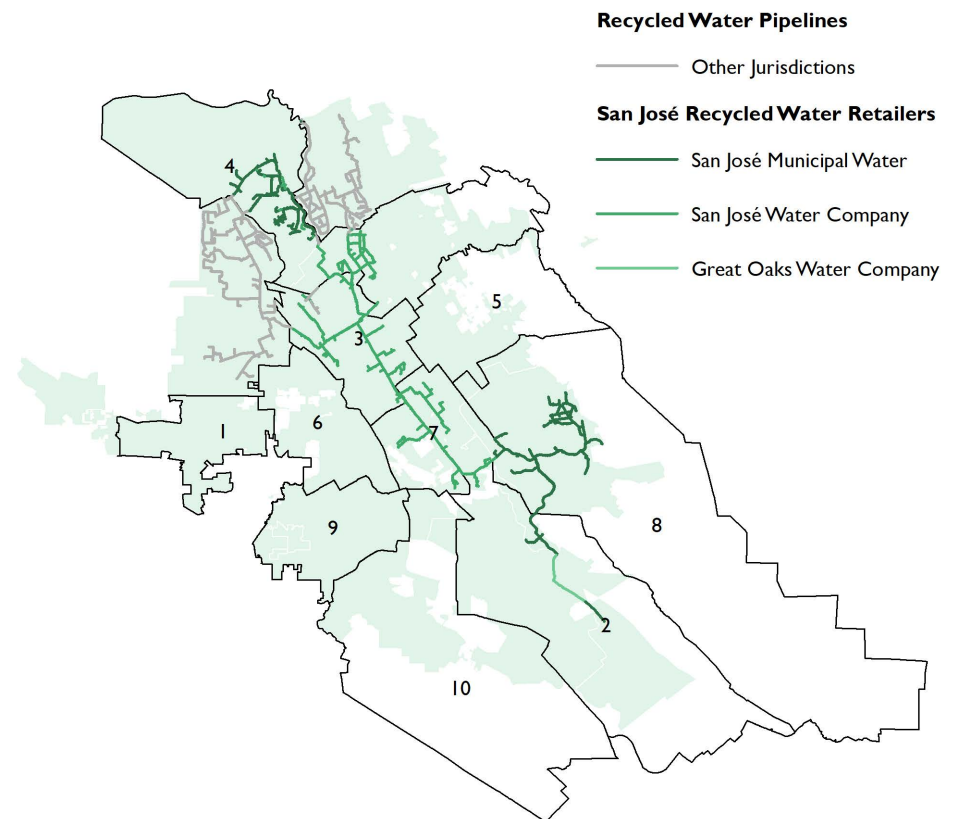
Since the South Bay Water Recycling System (SBWR) began operation in 1998, the recycled water system has been expanded to include over 153 miles of pipelines. In addition to providing recycled water for irrigating parks, golf courses, schools, and commercial landscapes, SBWR also provides recycled water 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.

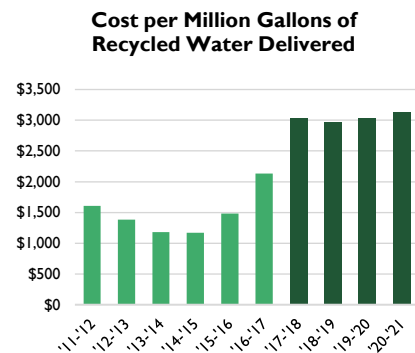
In 2020-21, SBWR delivered about 3.8 billion gallons of recycled water to 984 customers, who paid \$3.11* per hundred cubic feet of water. SBWR met recycled water quality standards 100 percent of the time during the same period.

The cost per million gallons of recycled water delivered was \$3,132 in 2020-21.

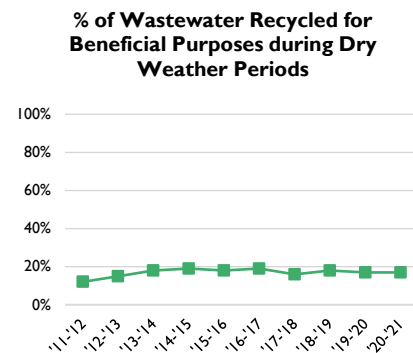
* This rate is for City of San José Municipal Water customers; other SBWR provider rates may vary; in 2020-21, SBWR offered the discounted wholesale rate of \$2.91 per hundred cubic feet to water recycling retailers.



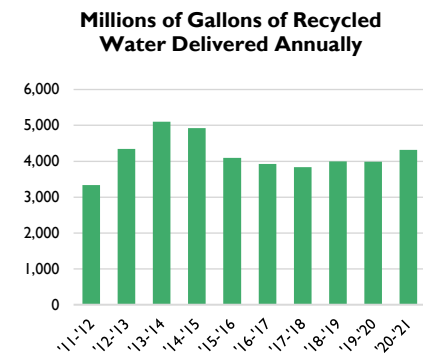
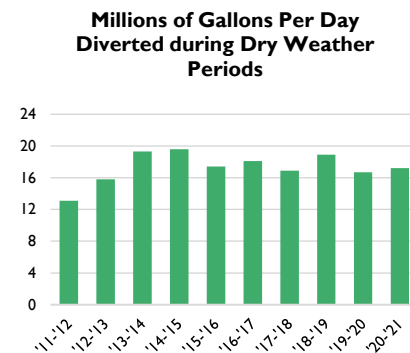
Source: Auditor map based on Environmental Services Department data



Note: Figures for 2017-18 and later are not comparable to those of prior fiscal years due to a change in accounting methodology.



Note: In 2020, the dry weather period was from June to August.



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 eight goals, focusing on reducing air pollution, saving water, and creating a stronger and healthier community.

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 doing so, the City announced its intention to offset the total amount of carbon dioxide it emits into the atmosphere through means such as using energy from carbon-free sources and encouraging more residents to drive electric vehicles.

Climate Smart Goals	Status to Date
1. By 2021, San José Clean Energy (SJCE) will offer 100 percent greenhouse gas-free power as a base product.	In 2020, SJCE's base offering, GreenSource, provides electricity that is 46 percent renewable and 80 percent carbon free. Its TotalGreen offering provided electricity that is 100 percent renewable and carbon free. (See the Community Energy chapter for more information.)
2. By 2040, San José will be the world's first one gigawatt solar city.	Total solar capacity installed in San José at the end of June 2021 was 226 megawatts. (one gigawatt equals one thousand megawatts)
3. By 2030, 60 percent of all passenger vehicles in the City will be electric, making San José the electric car capital of the U.S.	As of December 2020, 4.2 percent of all passenger vehicles registered in San José were electric.
4. Beginning in 2020, all new homes will be Zero Net Energy and, by 2030, 25 percent of all existing homes will be energy efficient and all-electric.	The City Council adopted an updated natural gas infrastructure prohibition that applies to all new construction with an application for a building permit submitted on or after August 1, 2021.
5. By 2030, San José will create an additional 22 million square feet of commercial workspace located within a half-mile of transit.	In 2020-21 the City issued building permits for approximately 12.2 million square feet of commercial, office, and retail space within a half-mile of transit.
6. By 2030, San José will have developed 40,000 dwelling units in urban villages and focused growth areas.	Since the adoption of the General Plan in 2011, the City has issued building permits for around 19,900 residential units within urban villages and focused growth areas.
7. By 2040, only four out of ten commute trips in San José will be taken in single-occupancy vehicles.	In 2019, an estimated 75 percent of commutes were taken in single-occupancy vehicles
8. By 2030, San José will reduce its per capita residential water consumption by 30 percent compared to 2009 levels.	In 2020, residential water consumption was 73.64 gallons per capita per day, an increase of 23 percent compared to 2009 levels. The increase is due, in part, to increased number of people working from home due to the COVID-19 pandemic.

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 debt, investments, disbursements, financial reporting, purchasing, insurance, and revenue collection. In 2020-21 Finance had 123 authorized positions, and its operating expenditures totaled \$20.2 million. This included personal and non-personal/equipment expenditures. In addition, Finance was responsible for other expenses, including \$181 million in debt service and \$3.8 million in Citywide expenses.

The Accounting Division is responsible for timely payments to vendors and employees, and for providing relevant financial information to the public. Revenue Management supports timely billing and revenue collection efforts. The Division collected \$1.15 billion of the City's overall revenue in 2020-21, which includes sales tax and other revenues.

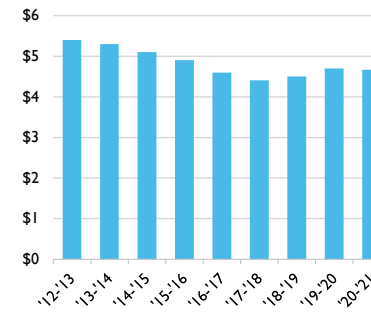
Purchasing is responsible for ensuring cost-effective procurement of quality products and services, and ensuring adequate insurance coverage for the City's assets. In 2020-21, the Department procured \$180.6 million dollars of products and services, a decrease from \$191.5 million last year. This decrease is due to fewer truck purchases and reduced building maintenance purchase orders.

Treasury manages the City's cash and investment portfolio. The primary objectives of the investment program, in priority order, are safety, liquidity, and yield. The City ended 2020-21 with an investment fund portfolio of \$2.29 billion, which had earned an average of 1.08 percent. Treasury also issues debt and administers a debt portfolio totaling \$4.66 billion. Actual debt issued was \$1.3 billion in 2020-21, an increase from \$603 million in 2019-20. This was primarily due to refunding some lease revenue bonds and Airport revenue bonds. Additionally, in July 2021, the City issued a second round of bonds from Measure T.

Key Facts (2020-21)

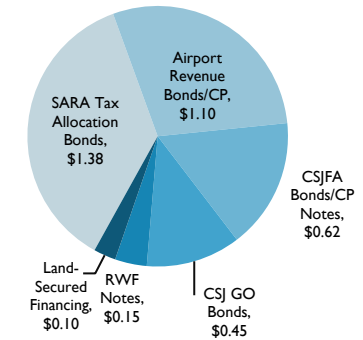
Average investment portfolio	\$2.29 billion
Total debt managed	\$4.66 billion
San José credit rating:	Moody's Aa1
	S&P AA+
	Fitch AAA

Total Debt Managed (\$billions)

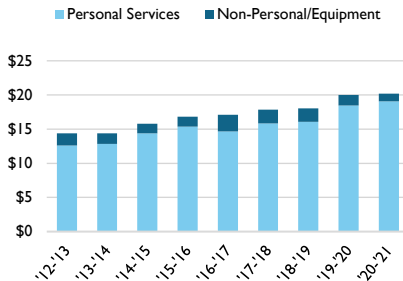


Note: Total debt managed includes conduit debt outstanding (multifamily housing revenue bonds). Pie chart to the right does not include conduit debt. For more information, see the [City's Comprehensive Annual Debt Reports](#).

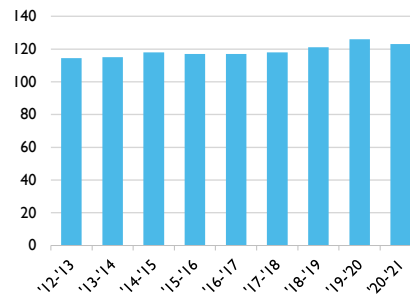
Outstanding Debt Issued by All Agencies, June 30, 2021 (\$billions)



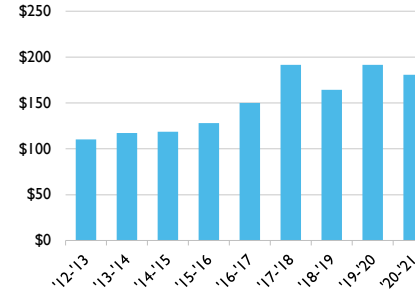
Operating Expenditures (\$millions)



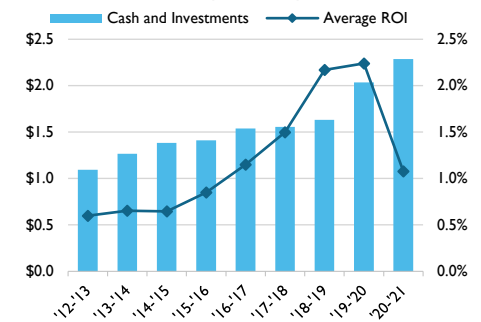
Authorized Positions



Total Dollars Procured (\$millions)



City Cash and Investments (\$billions)



City of San José – Annual Report on City Services 2020-21

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 provides fire suppression, emergency medical services (EMS), and fire prevention services to residents and visitors within San José's geographic boundaries, totaling approximately 200 square miles (including some unincorporated areas). Other fire prevention services include regulatory enforcement of fire and hazardous materials codes through inspection activities and construction plan reviews for residents and businesses. The Department provides emergency Advanced Life Support first-response services, and the County of Santa Clara contracts with a private company for emergency ambulance services.

In 2020-21, the Department's operating expenditures totaled \$257.7 million. This includes personal and non-personal expenditures. The Department was responsible for additional costs including \$1.9 million in Citywide expenses and \$7.8 million for workers' compensation claims. There were 833 authorized positions in the Department in 2020-21.

The Department reports that staff are developing strategies to address equity in service delivery, including balancing resources across the city and addressing bilingual needs across response areas. Similar to last year, messaging for fire and home safety, how to stay healthy, and recruitments were offered in multiple languages through social media platforms. This included emergency kit preparation guidance, annual flu shot messaging, and education about the dangers of fireworks.

The Fire Department's newest fire station, Fire Station 37, is under construction with opening planned for early 2022.



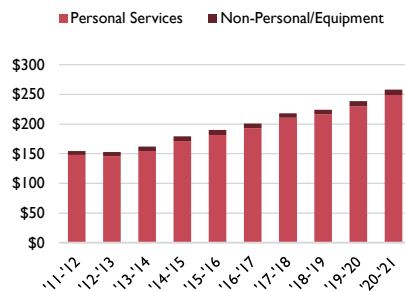
Source: San José Fire Department, photo of Communications staff

Impact of COVID-19

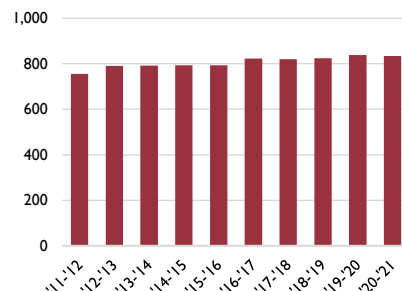
Increases in COVID-19 cases in winter 2020-21 impacted the Department's response times. The Department reported that ambulance resource availability was reduced. This caused fire fighters to have longer time on-scene, affecting response time for other calls. The Department saw an increase in calls during December 2020 and January 2021.

Additionally, Fire Department personnel assisted in providing COVID-19 vaccinations to essential employees and community members.

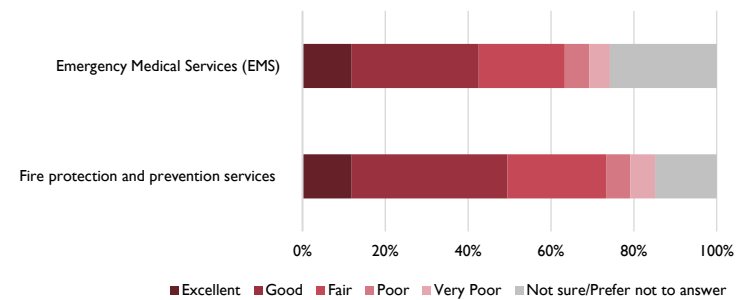
Fire Department Operating Expenditures (\$millions)

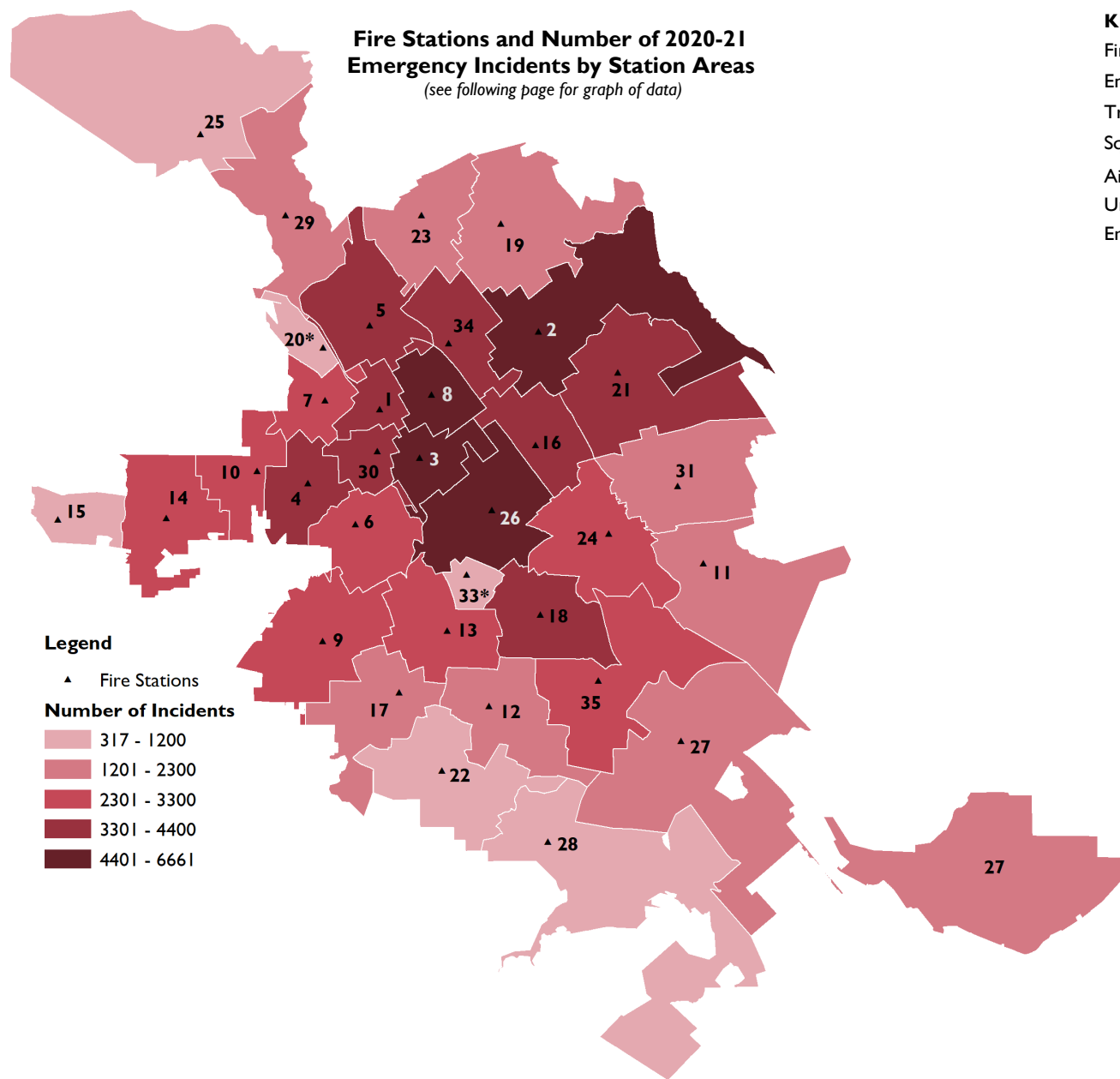


Fire Department Authorized Positions



Community Survey 2021 Ratings of Services





KEY FACTS (2020-21)

Fire stations	33
Engine companies	32
Truck companies	9
Squad units	3
Aircraft Rescue Firefighting company	1
Urban Search and Rescue company	1
Emergency incidents	
Emergency medical incidents	57,100
Fires	5,100
Rescue, Haz Mat, and non-fire hazards	5,800
Other	26,800
Total	94,800

Other category includes service requests, false alarms, good intent responses, and canceled en route incidents

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 dedicated to Mineta San José 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 for future use.

FIRE

EMERGENCY RESPONSE

In 2020-21, the Fire Department responded to about 94,800 emergency incidents. There were 76,800 Priority 1 incidents (red lights and sirens) and 17,900 Priority 2 incidents (no red lights or sirens). Of the total incidents:

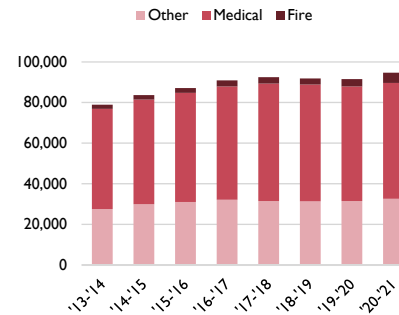
- 60 percent were medical emergencies (57,100 total)
- 34 percent were other types of incidents, including good intent calls, rescues, and false alarms (32,600 total)
- 5 percent were fires (5,100 total). Of these, 450 were structure fires, 400 were vehicle/aircraft fires, and 900 were vegetation fires. The remaining were categorized as other fires, which could include rubbish fires or fires in dumpsters or encampments. The number of fires increased by 38 percent in 2020-21, primarily due to an increase in the number of other fires.

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

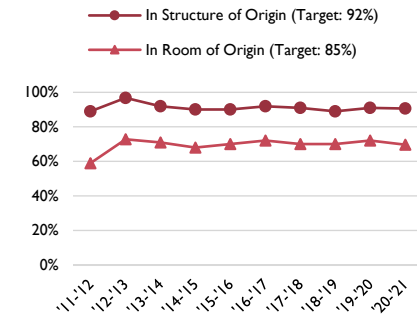
In 2020-21, the Department contained 91 percent of fires to the *structure* of origin (target: 92 percent). The Department contained 70 percent of fires to the *room* of origin (target: 85 percent).

There were 10 civilian fire injuries and seven civilian fire deaths in 2020-21.

Emergency Incidents



Percent of Fires Contained

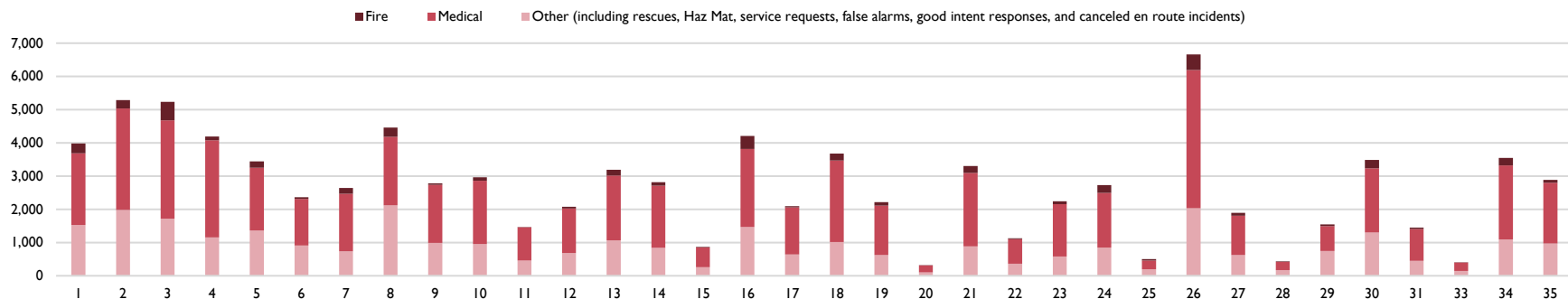


Emergency Medical Services (EMS)

The County of Santa Clara contracts with a private company to provide emergency ambulance transportation services to all County areas except Palo Alto. The San José Fire Department provides Advanced Life Support (paramedic) first-response services primarily within the incorporated City limits through a direct agreement with the County of Santa Clara Emergency Medical Services (EMS) Agency.

The agreement performance requirements specify that the Department must arrive on-scene within eight minutes 90 percent of the time to qualify for funding and arrive within eight minutes 95 percent of the time to receive maximum funding. These requirements apply to qualifying Code 3 EMS calls. In 2020-21, the Department met the County EMS Code 3 performance standard requirements of 90 percent for 12 months (after reconciliation).

Emergency Incidents by Station Area (2020-21)



Note: Fire Station #20 dedicated to Mineta San José 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 for future use.

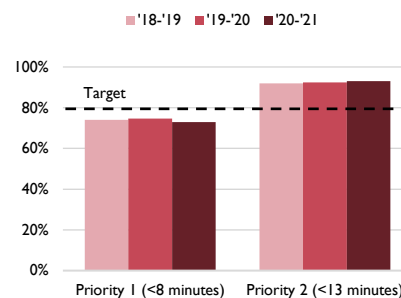
EMERGENCY RESPONSE (continued)

In 2020-21, the Department responded to 73 percent of Priority 1 incidents within its time standard of 8 minutes (target: 80 percent), which is slightly below its performance of the last two years. The Department responded to 93 percent of Priority 2 incidents within 13 minutes (target: 80 percent).

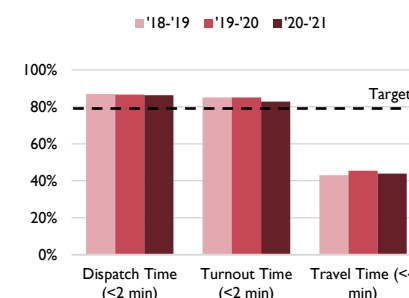
The Department disaggregates Priority 1 response time by three separate time segments: dispatch time, turnout time, and travel time. In 2020-21, the Department met its targets for dispatch time and turnout time (target: 80 percent within 2 minutes). It met its travel time standard for only 44 percent of Priority 1 incidents (target: 80 percent within 4 minutes). The Department has continued its efforts to improve response times following its response time work plan. This includes filling vacancies in Fire Communications and refining resource deployment, such as dispatching units based on proximity to the incident rather than station location to address travel time.

A breakdown of Priority 1 response times by fire station is shown below. Three fire stations met the Priority 1 response standard of 8 minutes for 80 percent of incidents in 2020-21, as compared to four stations last year.

Emergency Response Time Compliance



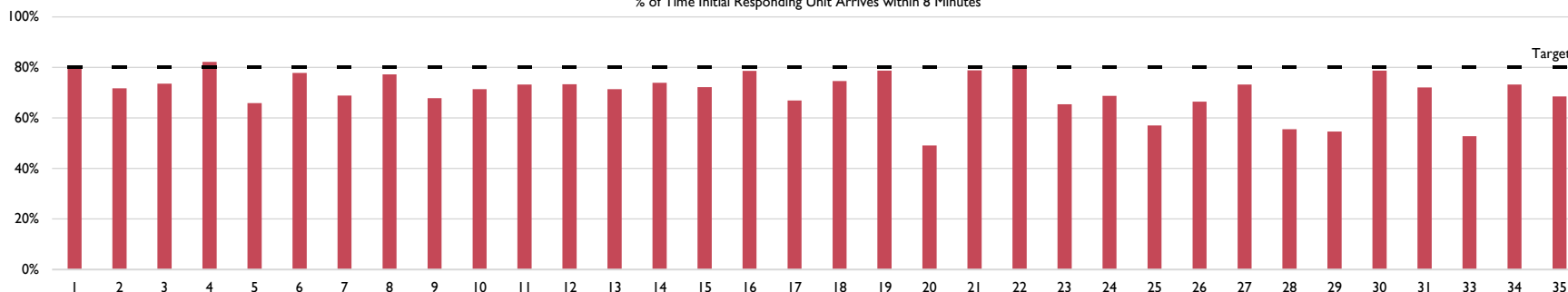
Time Targets of Priority 1 Response Time



Source: San José Fire Department, photo of Engine 13

Priority 1 Response Time Compliance by Station (2020-21)

% of Time Initial Responding Unit Arrives within 8 Minutes



Note: Fire Station #20 dedicated to Mineta San José 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 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 fire fighters and fire prevention inspectors conduct initial inspections to check for compliance with fire codes. In 2020-21, the Department performed 13,000 initial fire inspections. Fire fighters conducted 5,600 of these initial inspections and fire prevention inspectors conducted the remaining. About 86 percent of initial inspections conducted were code compliant, and therefore did not require a follow-up inspection.

The Bureau of Fire Prevention also conducts investigations based on complaints received from residents or businesses. In 2020-21, 92 complaints were investigated. In addition, the Department conducted about 100 plan reviews for special events. There were fewer special events than in prior years due to COVID-19. Inspectors used the additional time to conduct more non-mandated inspections.

In 2020-21, arson investigators conducted almost 500 investigations and were able to determine that 245 of those investigations were caused by arson. The Department reports that 2020-21 increases in investigations conducted by the Arson Unit were partly driven by high numbers of suspicious vegetation fires and an increase in suspicious fires in vacant buildings.

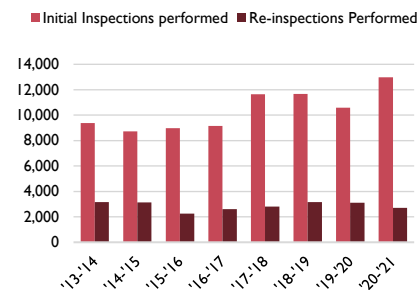
FIRE SAFETY CODE COMPLIANCE (DEVELOPMENT SERVICES)

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 2020-21, Fire Code Compliance civilian and sworn staff performed 6,000 fire plan checks and 6,800 inspections for Development Services customers. Fire plan reviews were conducted within established time targets for 86 percent of projects in 2020-21. Following the 2020 [Audit of Fire Development Services](#), the Department is reviewing the methodology for calculating these performance measures.

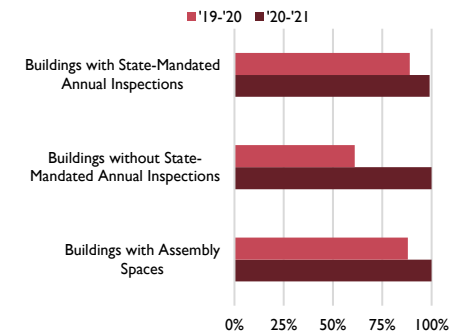
Fire Safety Inspections

The Department inspects existing buildings and newly constructed buildings to ensure compliance with the fire code. As of June 2021, San José had approximately 12,000 buildings that were eligible for a fire inspection, including 87 high-rises, 650 educational facilities, and 5,400 multi-family residences and hotels/motels. The frequency of the inspection cycle depends on the building use and type. For example, high-rises, schools, and multi-family residences are required by the State Fire Marshal to have annual inspections. In 2020-21, the Department completed 99 percent of state-mandated inspections.

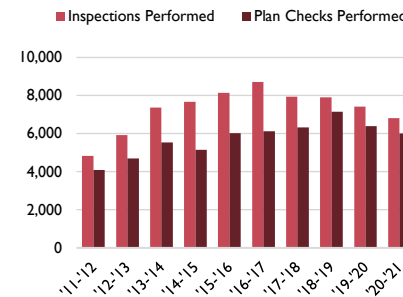
Fire Prevention Inspections (on existing buildings)



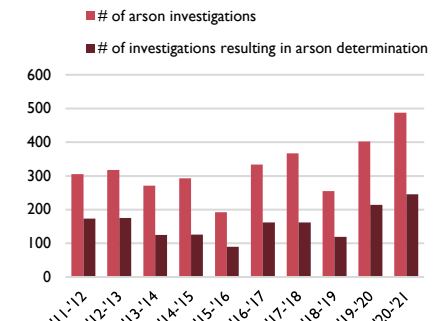
Completion of Initial Fire Inspections



Fire Safety Code Compliance - Workload (Development Services)



Arson Investigations



The mission of the Housing Department is to strengthen and revitalize our community through housing and neighborhood investment.

HOUSING

The Housing Department 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:

- Administering a variety of single-family and multi-family loans,
- Financing new affordable housing construction,
- Recommending housing-related policies,
- Extending the useful lives of existing housing through rehabilitation,
- Managing rent stabilization programs and tenant protection programs,
- Addressing homelessness through a regional “housing first” model, and
- Administering a number of federal and state grant programs.

The Housing Department’s operating expenditures totaled \$15.5 million in 2020-21. This included personal and non-personal/equipment expenditures. The Department was responsible for an additional \$4.4 million in Citywide expenses and \$38.4 million for loans and grants.

Funding for the Department included revenues from the Department’s loan portfolio that continued to generate program income (principal outstanding as of November 2021 was \$632 million). Additional revenues come from various state and federal grants. Loan repayments, interest and miscellaneous revenues totaled \$85 million, an increase from \$50 million last year, due to more project development loans being paid off in 2020-21.

During the pandemic, Housing expanded services, including rental assistance and food distribution, as well as emergency sheltering, interim housing, and Bridge Housing Communities.

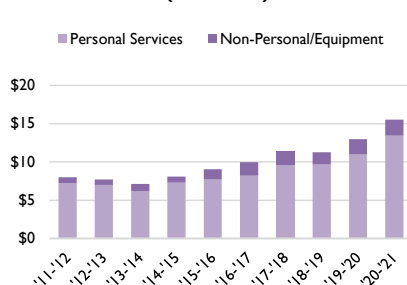
2020-21 Housing Program Funds Received

Loan Repayments, Interest, and Miscellaneous Revenues	\$84,811,320
Project Homekey	\$11,361,182
Community Development Block Grant (CDBG)	\$11,279,726
Fees and Charges	\$6,257,792
Bond Administration Fee	\$3,886,132
HOME Investment Partnership Grant (HOME)	\$3,358,799
Rental Rights	\$2,656,875
Housing Opportunities for People with AIDS (HOPWA)	\$1,799,612
SureStay Hotel Rental Income	\$1,411,245
Emergency Solutions Grant (ESG)	\$1,036,668
HOPWA CARES	\$12,686
Total	\$127,872,038

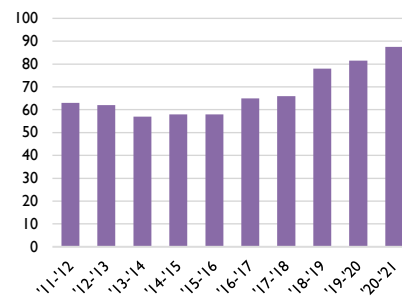
Select Housing Policy Initiatives

- **Anti-Displacement Strategy** - to prevent and mitigate displacement of lower-income San Jose residents
- **Affordable Housing Siting Policy** - to align affordable housing siting patterns with fair housing principles by increasing housing in higher opportunity neighborhoods, mitigating displacement, and reducing disparities in resources
- **Diridon Affordable Housing Implementation Plan** - in light of large-scale investments at Diridon station and Google development, this plan strategizes affordable housing production and preservation, and renter protections

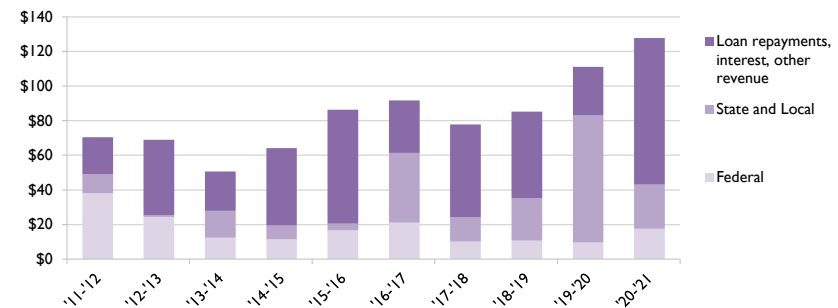
Housing Operating Expenditures (\$millions)



Housing Authorized Positions



Comparison of Funding Sources (\$millions)



AFFORDABLE HOUSING PRODUCTION & PRESERVATION

Building New Affordable Housing

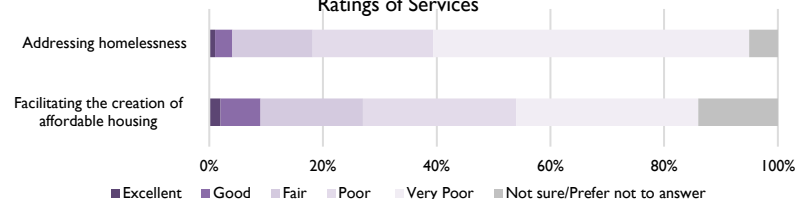
The availability of affordable housing has continued to be an area of concern for San José residents for a number of years. In 2021, only 4 percent of surveyed residents rated the City's efforts in addressing homelessness as "excellent" or "good"; only 9 percent rated the City's efforts to facilitate the creation of affordable housing as "excellent" or "good".

The City's efforts to increase the supply of affordable housing in San José include making loans to developers and authorizing conduit financing. Due in part to cost and material shortages, developers did not complete any new affordable housing units with City help in 2020-21. For new projects under construction, the City committed an average per-unit subsidy of about \$111,036 (for 564 affordable housing units) in 2020-21. According to the Department, unit costs can vary widely depending upon a variety of factors. There are over 20,000 affordable housing units in San José.

Rehabilitating Existing Housing & Financing Home Buying

Low-income homeowners whose homes are in need of repairs can qualify for City financial help to rehabilitate them. The Department is no longer providing major rehabilitations, but is focused on providing essential repairs. In 2020-21, the Department provided minor repairs for 235 homes in partnership with Rebuilding Together Silicon Valley and Habitat for Humanity.

Community Survey 2021
Ratings of Services



Quetzal Gardens - Affordable Housing Development

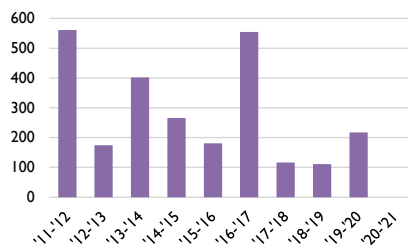


Source: Santa Clara County

Project Homekey

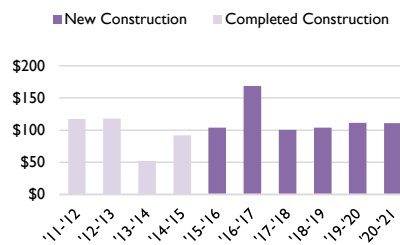
Project Homekey converts existing commercial properties and buildings to permanent or interim housing. In 2020-21, the City acquired the SureStay Hotel which has a capacity of 76 units.

Number of Affordable Housing Units Completed in the Fiscal Year



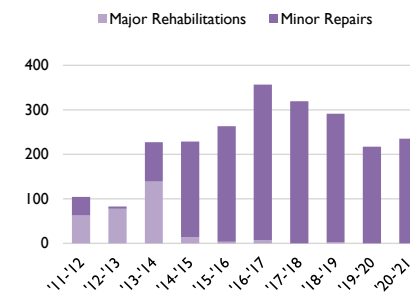
Note: No units were completed in 2020-21.

Average Per-Unit Subsidy for New Projects Under Construction (\$thousands)



Note: Prior to FY '15-'16, this measure was based on completed projects. It is now based on new construction only.

Rehabilitated Units



Note: Major rehabilitations are no longer provided.

HOUSING

HOMELESSNESS INTERVENTION

According to the 2019 San José Homeless Census and Survey, 6,097 San José residents were homeless when the census was conducted, including chronically homeless, youth, families with children, and veterans. Of these, 84 percent were unsheltered.

The Department provided \$66.8 million in grant funding (federal and state funding) to 15 service providers in 2020-21 as part of a region-wide effort to address homelessness. During 2020-21, 1,733 homeless San José residents were assisted into housing by the collective efforts of local jurisdictions and non-profit service providers. The Department received 5,847 calls and emails to its Homeless Concerns Hotline.

In 2020-21, the Services, Outreach, Assistance and Resources (SOAR) program provided street-based support and services to 14 of the City's largest encampments. In 2021-22, the Department plans to expand the SOAR program to eight additional locations.

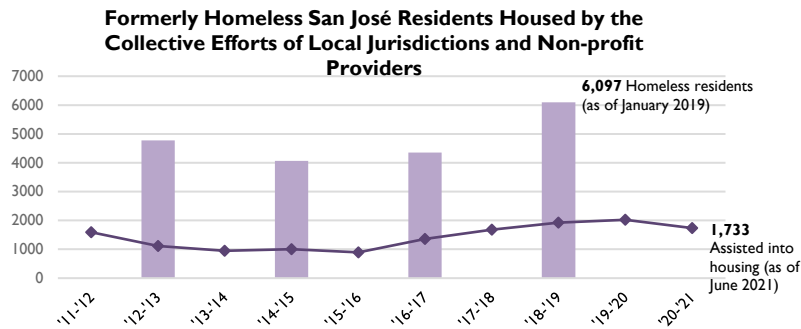
The City has three interim housing projects (Plaza Hotel and two Bridge Housing Communities (BHC or tiny homes)) to provide temporary housing opportunities for homeless individuals currently enrolled in a housing program while they search for permanent affordable housing. In 2020-21, these sites served 190 individuals. Additionally, three emergency interim housing (EIH) were built to prioritize high-risk homeless individuals during the pandemic. EIHs will convert to BHCs once the pandemic subsides.

The Rapid Rehousing program helps households exit homelessness by providing limited or ongoing rental subsidies. In 2020-21, 215 individuals were enrolled and 84 percent of households that exited the program exited into permanent housing.

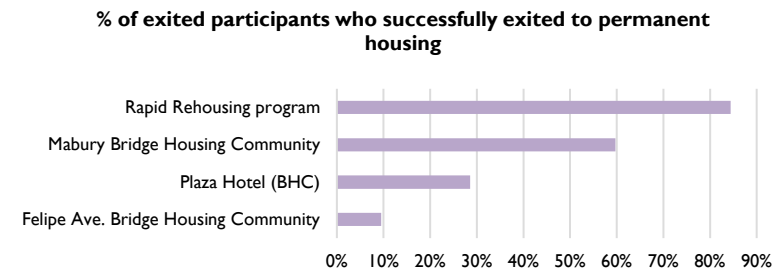
Monterey Bernal Emergency Interim Housing



Source: Housing Department



Sources: San José Homeless Census and Survey (prepared by Applied Survey Research, 2019) 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.



Source: U.S. Department of Housing and Urban Development (HUD) annual performance reports. Total number of participants who exited: Rapid Rehousing Program (N=45), Mabury BHC (N=77), Plaza Hotel (N=7), Felipe Ave. BHC (N=21).

HOUSING

NEIGHBORHOOD INVESTMENT & PUBLIC SERVICES

The Department received nearly \$11.8 million in federal Community Development Block Grant (CDBG) program funds in 2020-21. CDBG funds are used for housing rehabilitation, fair housing, code enforcement, senior and homeless services, foreclosure prevention, and economic development services.

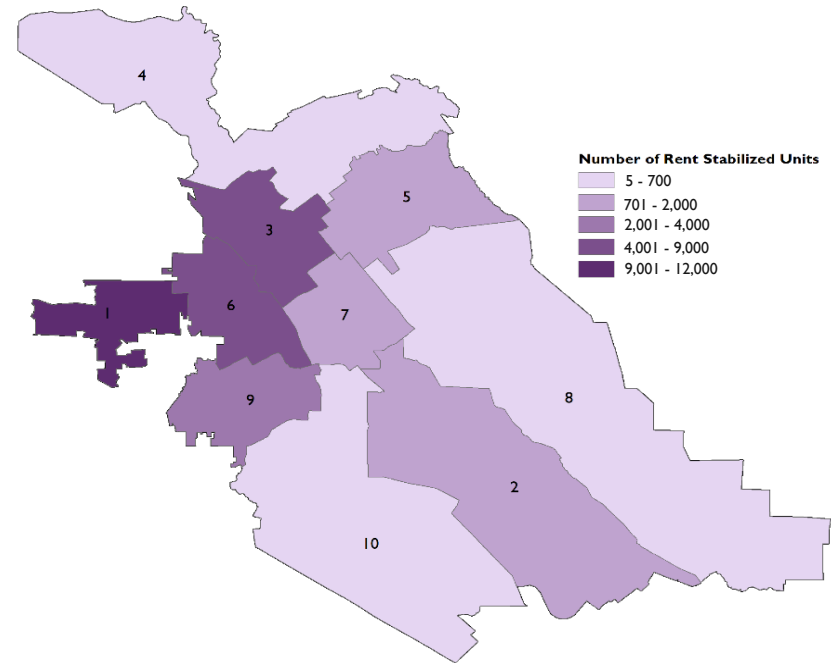
Rent Stabilization and Tenant Protections

The Rent Stabilization Program oversees local ordinances providing limits on rent increases, just cause provisions, and requirements for removing apartments from the rental market. The program provides oversight of over 39,000 rent-controlled units, or about a third of the City's rental housing units. In 2020-21, there were 63 tenant and landlord petitions filed. Thirty-seven percent resulted in an agreement between the tenant and landlord.

From August 2020 to September 2021, California issued a statewide eviction moratorium, stating that no tenant can be evicted as a result of rent owed due to COVID-19 hardship. In partnership with the County as well as other community partners, Housing reported \$31 million was distributed for rental assistance, helping 14,000 households.

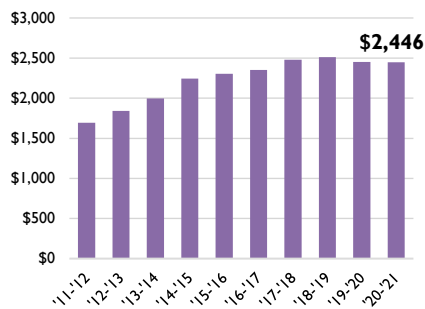
In September 2020, Council approved an Anti-Displacement Strategy. The Strategy focuses on steps the City can take to help prevent and mitigate displacement of lower income residents from San Jose.

Rent Stabilized Apartments in San José

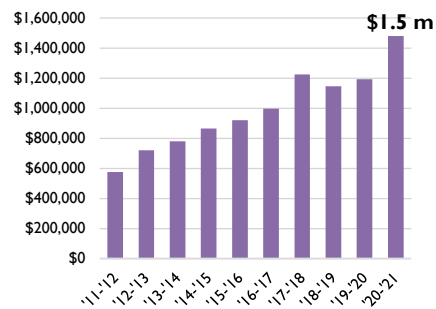


Source: Auditor map of San José rent stabilized units data as of November 2021.

Average Monthly Rent in San José



Median Single-Family Home Price



Sources: Housing Market Report for Second Quarter 2021; SCCAOR June 2021 report.

Note: Average monthly rent is for all market-rate unit types (excludes affordable units). Data provided by Costar as of July 2021. Prior years updated to reflect Costar data.

KEY FACTS (2020-21)

Median Household Income*:	\$115,893
Annual income needed for a two bedroom apt. (avg. rent):	\$108,960
Annual income needed to afford median priced home:	\$253,428

Sources: U.S. Census American Community Survey, 2019 1-year estimates; Housing Market Report for Second Quarter 2021.

*Based on 2019 U.S. Census data, San José level data for 2020 was not available.

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 2020-21, HR's operating expenditures totaled \$13.5 million, and included 43.5 positions. HR was also responsible for \$93.1 million in payments to benefit providers and workers' compensation costs.

In 2020-21, HR facilitated the hiring of 505 new full-time employees (newly hired, reemployed, or rehired) and 522 internal appointments (promotions and transfers). The City's hiring freeze exemption process continued in 2020-21. The process requires departments to seek additional approval before filling any vacant position.

HR is also involved in the City's "Powered by People" enterprise initiative. The initiative focuses, in part, on supporting employee retention, engagement, and advancement necessary to provide community services. In 2020-21, HR worked on creating development courses in support of the initiative.

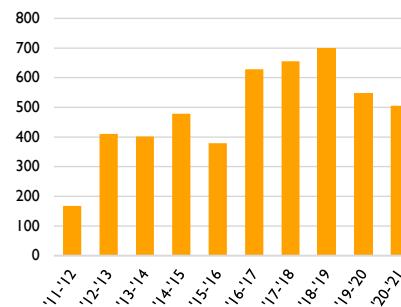
HR contracts with an outside vendor to administer the workers' compensation function. In 2020-21, there were 981 new claims and 2,489 open claims. Workers' compensation payments totaled \$19.3 million.

HR also administers the City's Voluntary Employees' Beneficiary Association (VEBA) plan and the Tier 3 Retirement plan (3,189 and 53 active members, respectively, as of June 30, 2021), and continues to oversee the voluntary 457 deferred compensation plan. The percentage of employees participating in the 457 plan has increased in recent years; from 69 percent in 2016-17 to 75 percent of eligible employees in 2020-21.

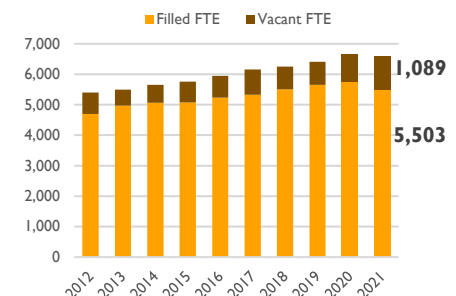
KEY FACTS (2020-21)

Number of City employees (budgeted full-time equivalents)	6,592
Covered lives (active employees and dependents)	10,971
Percentage of employees with timely performance appraisals	
Non-management	52%
Management	95%
Turnover Rate	
All employees (resignation, termination, retirements, etc.)	6%
Less retirements	4%

New Full-Time Hires (Citywide)

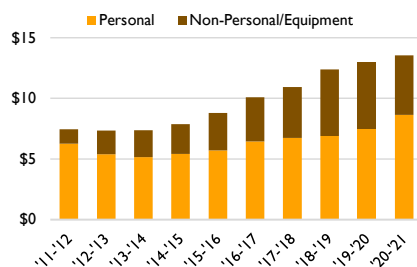


Citywide Full-Time Equivalent Positions

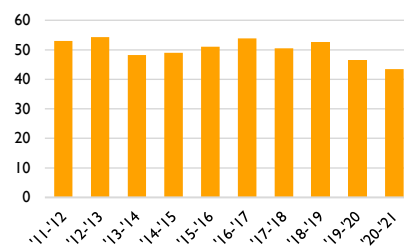


Note: Includes full-time and part-time positions.

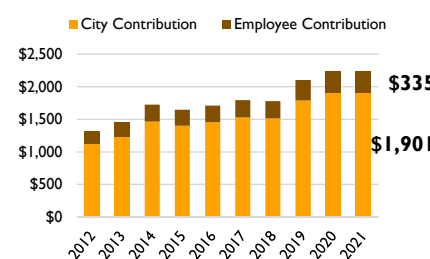
Human Resources Operating Expenditures (\$millions)



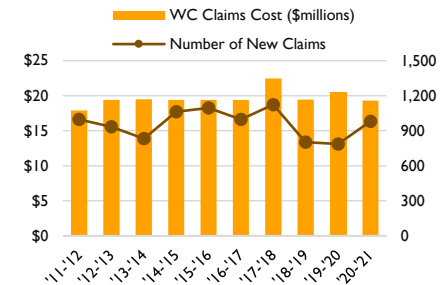
Human Resources Authorized Positions



Kaiser Family Plan Premium Rates



Workers' Compensation Payments & New Claims



Note: In 2017-18, the City Council approved outsourcing the City's worker compensation function.

INDEPENDENT POLICE AUDITOR

The mission of the San José Independent Police Auditor is to provide independent oversight of the citizen complaint process to ensure its fairness, thoroughness, and objectivity.

INDEPENDENT POLICE AUDITOR

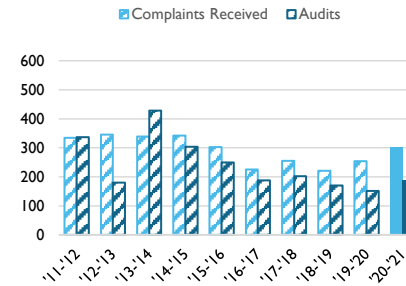
The Independent Police Auditor (IPA) provides the public with an objective review of police misconduct investigations in order to instill confidence in the complaint process and to provide independent oversight. In addition, the IPA conducts outreach to the San José community, proposes recommendations 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.

In 2020-21, the operating expenditures for the IPA totaled \$1.4 million, which includes personal and non-personal expenditures. The IPA authorized positions remained unchanged in recent years.

In 2020-21, the IPA received 284 complaints from the public regarding SJPd officers and 18 SJPd-initiated complaints against its officers. Due to COVID-19, the IPA was unable to accept walk-in complaints. However, the IPA launched an online complaint form and a policy dashboard on its website. In 2020-21, the IPA audited 188 complaints. Additionally, the IPA made seven recommendations to change SJPd policy or procedure in 2020.

The IPA reached almost 4,300 people through 123 community events, meetings, media mentions, and other means in 2020-21. There were 32 presentations or events to immigrant, Black, Indigenous, and People of Color communities.

Complaints Received and IPA Audits



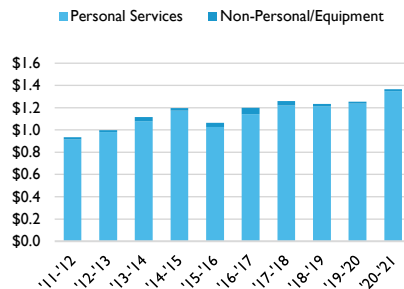
Note: Starting in 2020-21, "complaints received" include SJPd-issued complaints. Prior, the IPA only audited citizen-initiated complaints classified as "conduct complaints". In general, the SJPd must complete its complaint investigation within one year from the date that the complaint was received. Thus, complaints received in one fiscal year may not be closed and audited until the following fiscal year.

Changes to the IPA's Role

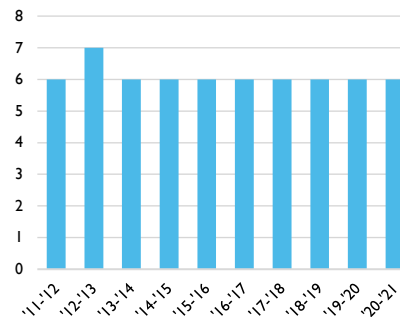
With the passage of Measure G in the November 2020 General Election, the IPA received more authority, such as being able to review and audit misconduct investigations initiated by SJPd against its sworn officers.

Following the period of civil unrest in summer 2020, the IPA office was also tasked with additional direction as part of the Police Reforms Work Plan, such as hiring consultants to conduct an After-Action Report as well as an analysis on SJPd's use of force.

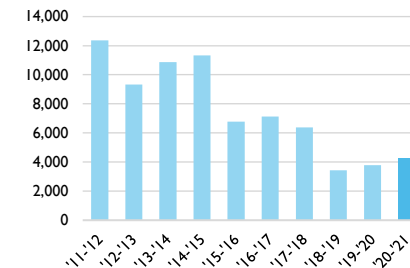
IPA Operating Expenditures (\$millions)



IPA Authorized Positions



Individuals Reached through Community Events/Meetings/Other Contacts



Note: Starting in 2020-21, this measure started to incorporate more data from media mentions.

INFORMATION TECHNOLOGY

The mission of Information Technology is to deliver the technologies and data that help sustain an equitable, engaged, effective, and resilient City.

INFORMATION TECHNOLOGY

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

During 2020-21, IT began various cybersecurity initiatives including defense against modern malware, spear phishing variants, and social engineering attacks. IT plans to review its asset management practices and inventories in the upcoming fiscal year. IT also worked with departments Citywide to transition to a hybrid work environment that included distributing laptops, setting up video conferencing, and providing VPN access.

IT operating expenditures totaled \$24 million in 2020-21. IT was also responsible for \$759,000 in Citywide expenses. Authorized staffing totaled 88 full-time equivalent positions, including 15 positions at the SJ311 City Customer Contact Center. IT's vacancy rate was over 15 percent on average in 2020-21.

IT aims to have network services (systems, voice, and network) and business applications achieve ≥ 99.9 and ≥ 99.8 percent uptime/availability. IT services met or almost met those targets in 2020-21.

In 2020-21, the City of San Jose was recognized by various industry groups, receiving 1st place in the Digital Cities Award as one of the Global Mayors Challenge 50 Champion Cities; and winning two Government Experience Awards awarded by the Center for Digital Government.

KEY FACTS (2020-21)

SJ311 IT Contacts	292,370
Service Desk Requests	18,847
Network Outages	7
Enterprise Servers	365

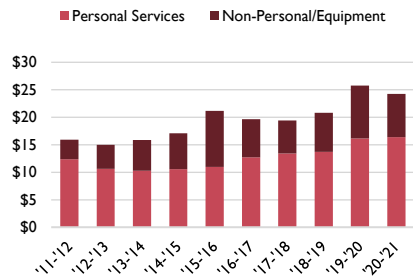
SJ311 contacts comprise all interactions IT handled via telephone, web, mobile, chatbot and walk-ins. SJ311 also automatically routed an additional 195,000 service requests directly through the app.

IT Strategic Plan

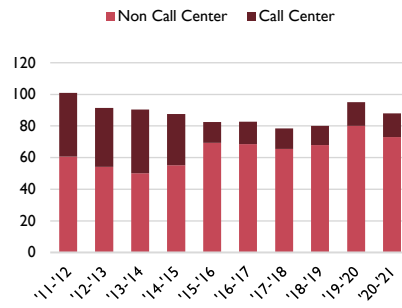
IT developed the City's IT Strategic Plan for 2021-2023. The new strategic plan supports the City Roadmap and was adopted by the City Council in August 2021, and includes five strategic pillars to shape technology and innovation investments.

- 1. Enable Equity** – Champion equity solutions using technology and data to transform City services.
- 2. Secure the City** – Enable resilient City services against cybersecurity and natural disasters.
- 3. Optimize** – Use limited resources to maximize efficiencies and innovation.
- 4. Power Digital** – Support the City's workforce, public participation, and collaboration.
- 5. Partner** – Deliver City Roadmap priorities with masterful partnership and procurement.

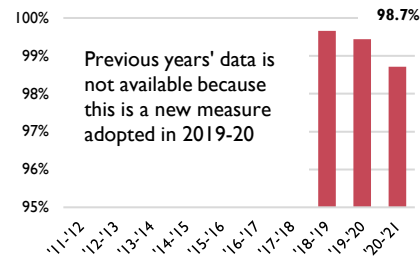
IT Operating Expenditures (millions)



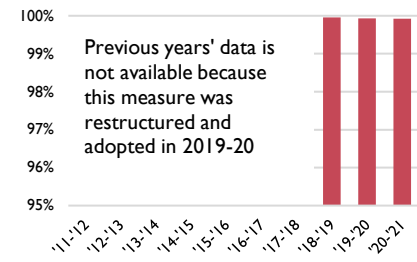
IT Authorized Positions



% Uptime and Availability for Business Applications (Target: 99.8%)



% 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 2020-21, SJ311 received 280,000 contacts by telephone, 10,500 from the SJ311 mobile app that were handled by IT staff, and 1,800 by direct chat. Staff answered 94 percent of contacts received (target: 85 percent). Thirty-eight percent of calls were self-service calls and redirected to a service provider or answered by the after-hours vendor. The average wait time for calls was 3 minutes (target: ≤3:00 minutes). We should note that there were about 195,000 service requests that were routed directly to other departments through the SJ311 portal and mobile app.

In response to our [Audit of 9-11 and 3-11: Changes to Call Handling and Increased Hiring Efforts Could Improve Call Answering Times](#), SJ311 absorbed most Police and Fire Department non-emergency calls. In 2020-21, SJ311 handled more than 30,000 non-emergency service calls from the Police Department.

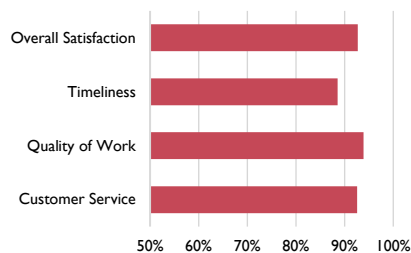
SJ311 Metrics

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*.

- The SJ311 app had 95,456 registered users as of June 2021.
- In 2020-21, SJ311 received more than 195,000 service requests. The top three service requests, totaling approximately 87,000, were for abandoned vehicles, illegal dumping, and graffiti.
- Since November 2020, SJ311 provides language translation functionality. 377 unique users have accessed this functionality in 2021. Languages offered at this time include Spanish and Vietnamese. The City plans to include Mandarin and Tagalog as well as ADA accessibility options in the future.
- SJ311 responses to residential garbage and recycling service was launched in March 2021. As of June 30, 2021, this service which included previously available "illegal dumping" requests received 29,200 requests and 4,520 new users on the first month after its launch.

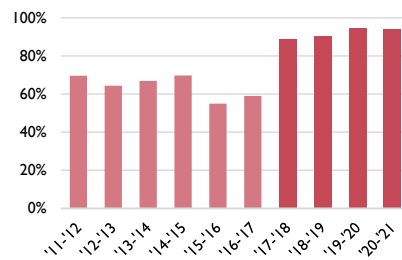
*Service owners consider a request closed when no further action will be performed on the request because the work was completed or staff cannot perform any additional work.

% of Overall Internal Customers Rating IT Services as "Excellent" or "Good" *



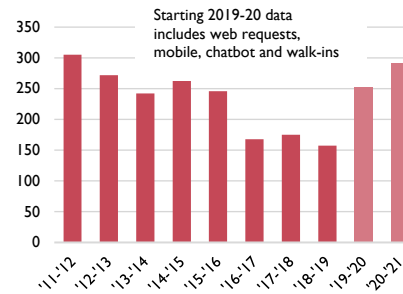
*Results based on an internal annual survey

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



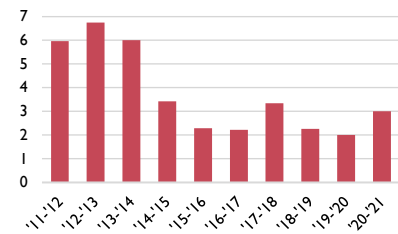
*Starting 2017-18, data includes calls answered by staff, self-served calls and after hours service. Previous years' data only included calls answered by staff.

Customer Contact Center Contacts (thousands)



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

Customer Contact Center Average Call Wait Time (Target: ≤ 3:00 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 consists of 25 libraries, including the main Dr. Martin Luther King, Jr. Library downtown, and branches in neighborhoods across the city. In addition to library services, SJPL leads two citywide initiatives - the Education and Digital Literacy Strategy and SJ Access (a digital equity initiative). The Library offers materials in various formats and languages including books, CDs, DVDs, eBooks, online learning tools, and online database services. The Library also provides programs such as computer programming, English as a Second Language, citizenship classes, summer learning, literacy assistance, and story times. The City's libraries were open for about 7,000 hours in 2020-21, down from 44,000 hours due to pandemic-related closures of all City libraries.

Due to COVID-19, all library buildings were closed for browsing and in-person programming from March 2020 to May 2021. During that time, Express Pickup was available to access physical materials, and eResources were available to allow residents to borrow digital books and resources online through the Library's website at sjpl.org. Since August 2021, all library buildings have reopened with a phased approach to resume indoor services.

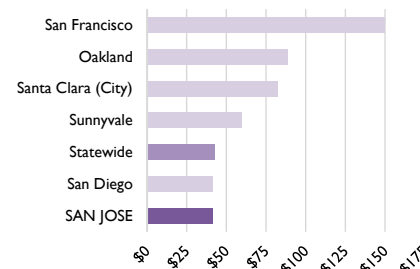
In 2020-21, the Library's operating expenditures totaled over \$44.1 million. This includes personal and non-personal/equipment expenditures. The Library was responsible for an additional \$5.7 million in Citywide expenses. Staffing totaled 375 full-time equivalent (FTE) authorized positions, with a total of 511 staff, a decrease from a year ago. Volunteers contributed over 25,000 hours to the Library in 2020-21, including math and coding tutoring, and reading to young children.

KEY FACTS (2020-21)

Libraries open*	25
Total library materials	2,513,530
Number of eBooks/eMedia	443,888
Number of items checked out (including eBooks)	3,829,904
Number of registered borrowers	689,498
Number of reference questions (estimated)	89,021

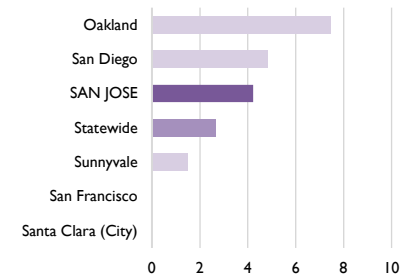
* Due to COVID-19, libraries were closed from March 2020 to May 2021, however, eResources and Express Pickup were available during that time.

**Expenditures Per Capita
(2019-20)**



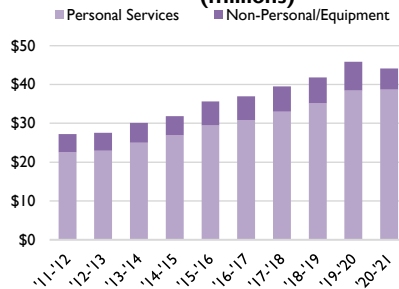
Source: California State Library, 2019-20 Summary Data (most recent available State data)

**Hours Open Per 100 People
(2019-20)**

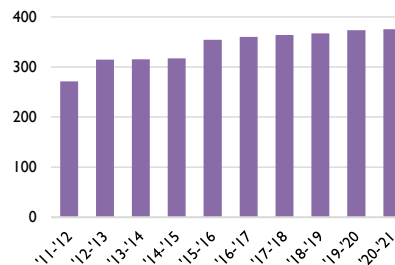


Source: California State Library, 2019-20 Summary Data (most recent available State data)
Note: Open hours data for San Francisco and Santa Clara City was unavailable.

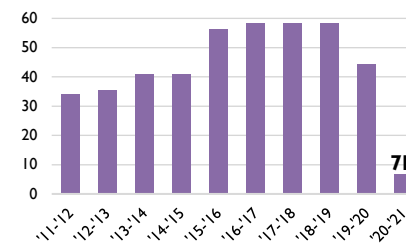
**Library Operating Expenditures
(millions)**



Library Authorized Positions



**Total Hours Open Annually
(thousands)**



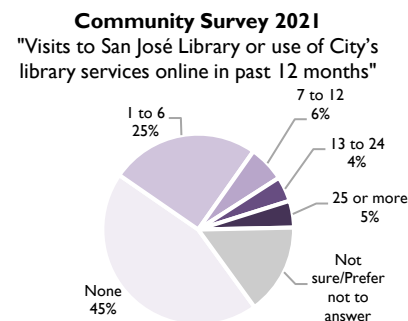
LIBRARY COLLECTION AND CIRCULATION

In 2020-21, the Library's collection totaled over 2.5 million items, including nearly 1.8 million print materials (such as books and periodicals), and over 444,000 eResources (eBooks, eMagazines, eMusic, eMovies, and online learning tools). 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, and online high school classes.

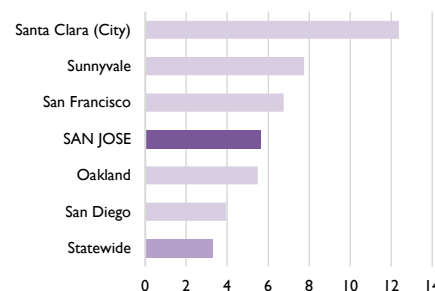
The latest available comparison data shows that San José's 2019-20 circulation per capita (excluding eBooks) was higher than the statewide mean. Overall, total circulation in 2020-21 (including eBooks) was nearly 3.8 million, a decline from 7 million last year due to COVID-19. However, eResource circulation continues to grow totaling 1.5 million.

Forty percent of respondents to the community survey indicated they, or someone in their household, used San José libraries at least once in the last 12 months. Online holds to reserve materials increased from the previous year with library borrowers placing nearly 1 million online holds to reserve materials in 2020-21, up from 450,000. This increase in holds resulted from the Library making Express Pickup available to serve the public during the pandemic.

About 15 percent of the Library's collection includes materials in languages other than English (nearly 400,000 items). The Library actively collects materials in 19 languages, including Spanish, Vietnamese, Chinese, Hindi, Persian, Tagalog, Russian, Korean, and Japanese. In total, the Library maintains materials in 91 non-English languages.

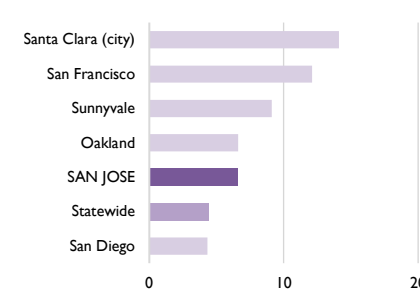


Materials Per Capita (2019-20)



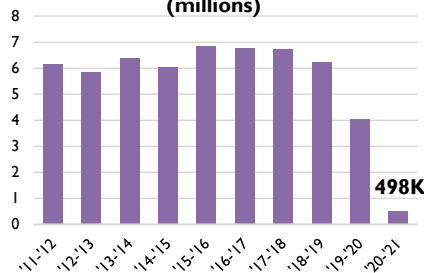
Source: California State Library, 2019-20 Summary Data (most recent available State data)

Circulation Per Capita (2019-20)

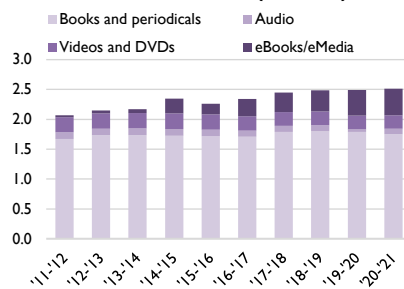


Source: California State Library, 2019-20 Summary Data (does not include eBooks). Most recent available State data.

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

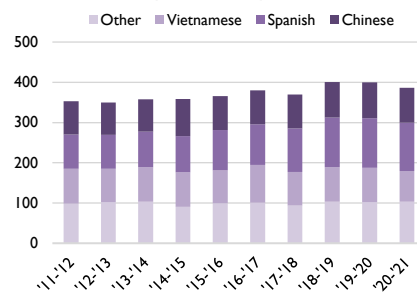


Total Collection (millions)

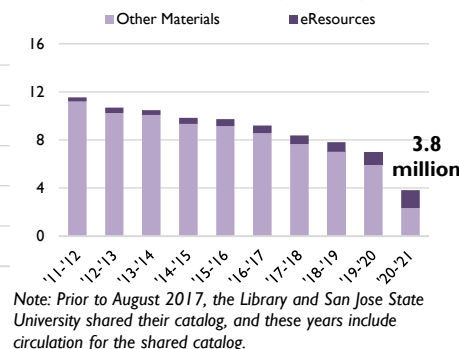


Note: In 2014-15, the methodology to tabulate eBooks changed. Prior data may not be comparable.

Non-English Collection (thousands)



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.

LIBRARY

The Library promotes reading and literacy, supports school readiness, and leads the City's Education and Digital Literacy Initiative, which was adopted in 2018. Programs include preschool and early education initiatives, story time, summer learning, digital literacy, adult and family literacy programs, and more. More information about Library programs can be found at sjpl.org/events.

In April 2020, the Library was appointed to lead the City Emergency Operations Center's Child Care and Digital Inclusion Branch. As of September 2021, the Library reports the City had distributed 12,800 hotspot devices to student households and provided nearly 4,000 hotspots or computers for checkout at 24 Library branches through the SJ Access initiative. To expand access to high-quality connectivity, new outdoor WiFi networks were constructed near three high schools in east San José (James Lick, Yerba Buena, and Overfelt), with additional locations planned to be operational by 2023. Outdoor WiFi service was also installed at nine libraries and eight parks. In addition, the Library created a Digital Inclusion Priority Index, to determine service locations with the greatest need for resources.

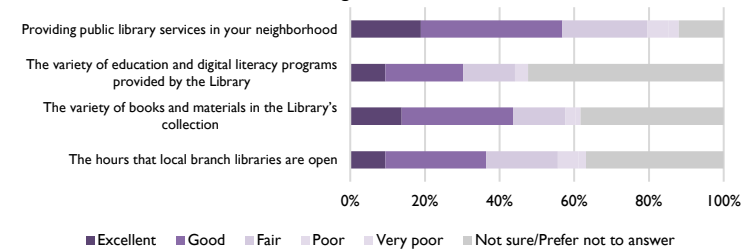
In 2020-21, libraries offered about 6,000 programs with total attendance at just over 124,000. In addition, SJPL Works, the Library's business and workforce development center, offered 778 business programs, with over 3,200 participants attending in-person and virtual sessions. In 2020-21, nearly 4,000 children and youth participated in a coding, computer science, or technology program at City libraries.

See CSA Dashboard chapter for additional measures related to Library activities.

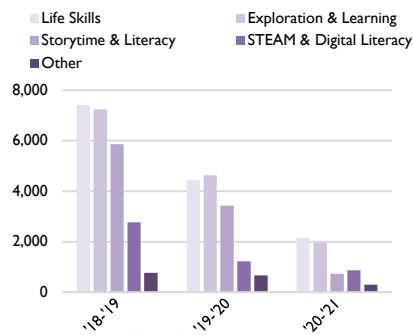


Source: San José Library Department, photo of Express Pickup.

Community Survey 2021 Ratings of Services

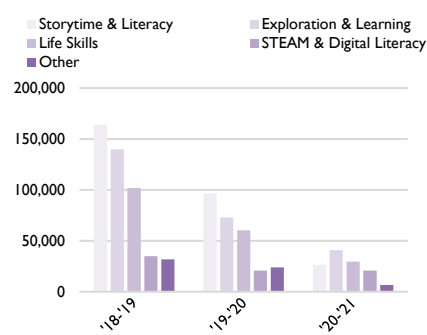


Number of Programs

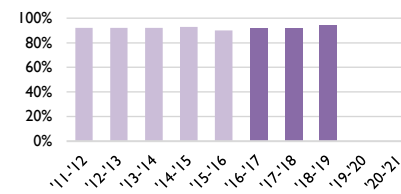


Note: Due to COVID-19, the number of programs offered were limited.

Number of Program Participants



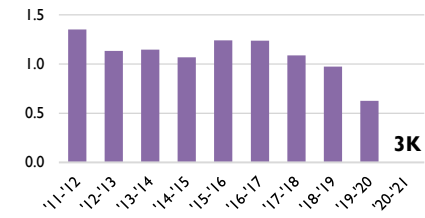
Percent of Library Customers Rating Staff Assistance as Good or Excellent



Source: Library customer surveys.

Note: Due to COVID-19, Library did not conduct surveys in 2019-20 and 2020-21. In 2016-17, the methodology to tabulate staff assistance changed. Prior data may not be comparable.

Computer Sessions in Library (millions)



Note: Does not include wireless connections or use of personal devices. Due to COVID-19, Library buildings were closed from March 2020 to May 2021 however, computer sessions were available as branches opened. In 2020-21, there were nearly 3,000 sessions.

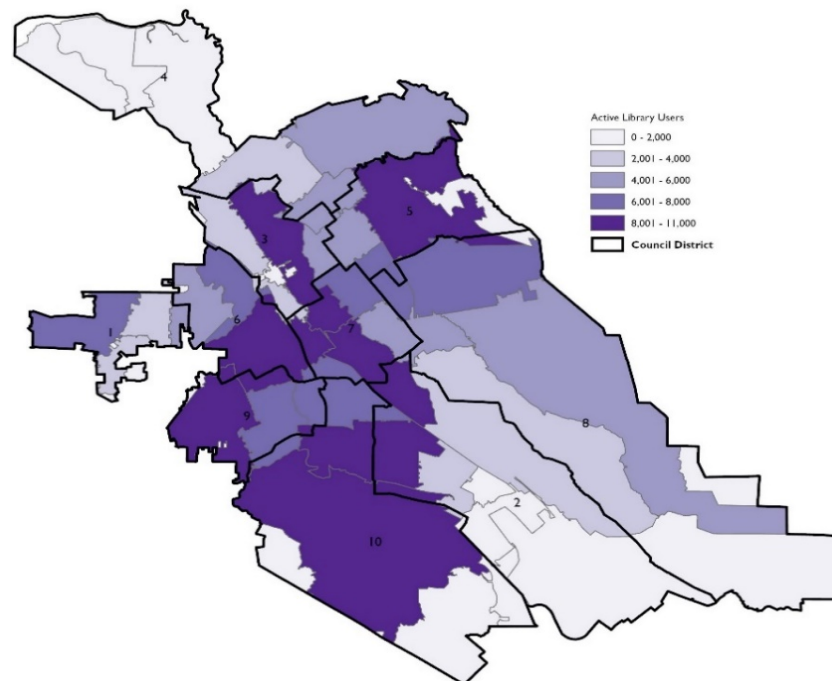
SAN JOSE BRANCH LIBRARY OPERATION

In 2020-21, City libraries had over 498,000 visitors, a decrease of over 3.5 million from last year, largely due to the COVID-related closure of all City libraries in March 2020. About 18,000 went to the Dr. Martin Luther King, Jr. main library. The Library also operates a Bridge Library Program to serve neighborhoods without ready access to branch libraries. Historically, circulation and the number of visitors vary significantly across locations.

The Library offers Wi-Fi services that enable customers to use their own devices, and in 2020-21, about 80,000 Wi-Fi sessions were held via branch library Wi-Fi (excludes Mt. Pleasant). There were also nearly 3,000 computer sessions on library-owned computers.

At several branches, visitors can also check out laptops and tablets for in-library use. Since August 2020, laptops and hotspots have become available for at-home use. Hotspots are now available for checkout at all SJPL locations. Reservations for devices can be made for pickup at any SJPL Express Pickup location, or from the Maker[Space]Ship.

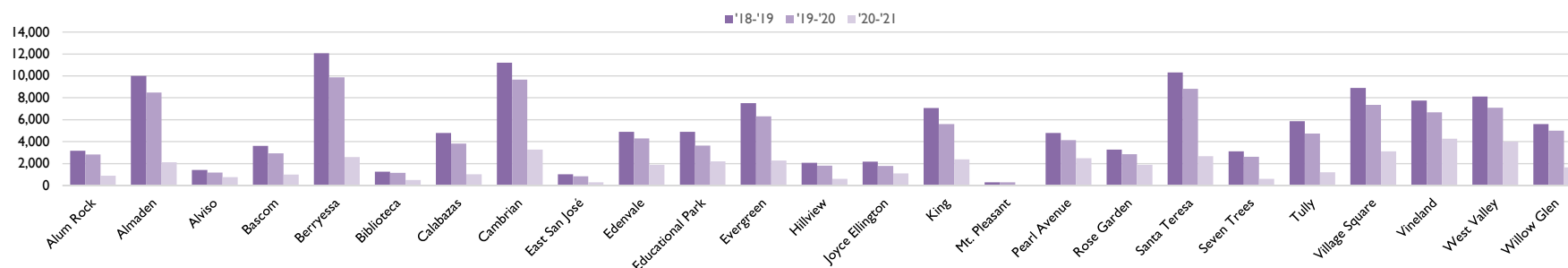
Active Library Card Users



Source: City Auditor map of active library users data 2019-2021.

Note: Due to COVID-19, Library defines active library users as those who have used their library card within the last two years. This captures customers who used their library card pre-pandemic as well as during the pandemic. Generally, active library user data is based on the past year.

Branch Library Circulation (thousands)



Note: Mt. Pleasant opened in April 2019.

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, youth, teens, adults, seniors, and people with disabilities.

In 2020-21, PRNS operating expenditures totaled \$86 million. This included personal and non-personal/equipment expenditures. PRNS was also responsible for additional costs, including \$28 million in Citywide expenses and \$1.2 million in debt service expenses. Staffing totaled 742 authorized positions, 27 fewer positions than 2019-20. Staffing reductions occurred across many program areas.

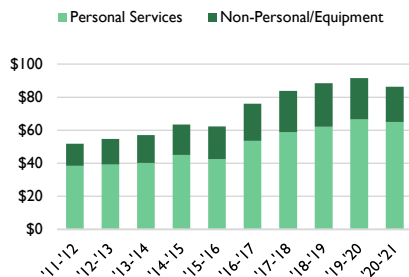
COVID-19 shelter in place restrictions and the temporary closure of many facilities and programs has impacted PRNS revenues. For 2020-21, PRNS reported its direct program cost recovery rate was 20 percent. Program fees, which accounted for 12 percent of collected revenues, were down from \$14 million last year to \$2 million. [Happy Hollow Park & Zoo](#) was open 130 days and served 75,000 visitors and generated \$926,000 million in revenues in 2020-21, down significantly from the previous year's revenues of \$4.9 million. COVID restrictions have significantly impacted zoo operations. In 2018-19, prior to the restrictions, there were 488,000 visitors and the zoo remained open over 300 days. In 2019-20, the zoo remained open for over 200 days and welcomed 307,000 visitors. Happy Hollow Park & Zoo remains closed Sunday-Wednesdays due to significant staffing shortages.

Redeployment of Staff and Activities As A Result of the COVID-19 Pandemic

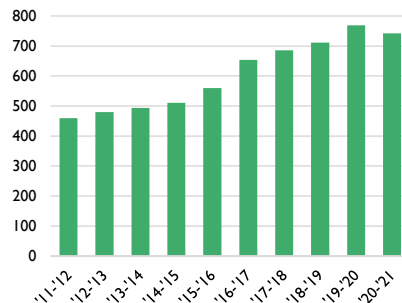
In 2020-21, many PRNS facilities and activities continued to be impacted by the COVID-19 closures. In addition to PRNS staff continuing to perform essential functions such as park rangers, zookeepers, and park maintenance, many PRNS staff were activated to the Emergency Operations Center and participated in the following:

- Established R.O.C.K. 'n' Learn childcare learning pods at 21 R.O.C.K. 'n' Learn locations, 8 preschool locations and 22 Camp locations to support distance learning of school-aged youth.
- Oversaw meal distribution by 30 contracted non-profit agencies in Santa Clara County. This included over 600,000 Senior Nutrition Program meals distributed by PRNS staff at various locations in the city including 14 City Community Centers.
- Worked with BeautifySJ to establish a trash pick-up program at homeless encampments, to address illegal dumping.
- Created a Multi-Disciplinary Team to address abatement of homeless encampments in prioritized areas, such as near schools.
- In August 2020, PRNS operated Overnight Warming Locations at the Bascom and Roosevelt Community Centers. These are now overseen by the Housing Department.

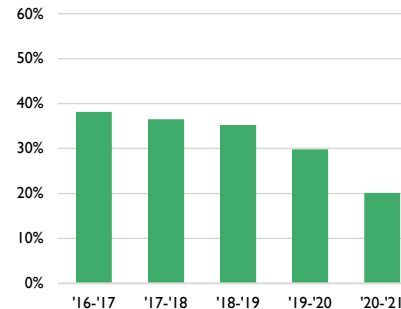
PRNS Operating Expenditures (millions)



PRNS Authorized Positions



5-Year Program Cost Recovery



PRNS Operating Budget Breakdown



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

PARKS

The City has 199 neighborhood and 10 regional parks, as well as other facilities, such as community gardens, trails, swimming pools, and skate parks. Excluding golf courses, the developed portion of these facilities covered 1,794 acres. There were an additional 1,422 acres of open space and undeveloped land. For more information on City Parks see our 2020 audit, [Park Maintenance: Improved Data Collection and Analysis Would Enhance Park Maintenance Operations](#).

The City's General Fund cost to maintain developed parkland was \$14,527 per acre. (See the CSA dashboard chapter for additional information on park condition.)

In 2020-21, the PRNS five-year Capital Improvement Program (CIP) allocated \$315 million to parks for 2020-21 to 2025. PRNS estimates it has a deferred maintenance and unfunded infrastructure backlog totaling approximately \$424 million for regional park facilities, community buildings, regional facilities, trails, and park restrooms.

The [City Trail Network](#) is composed of 40 unique trail systems that will be interconnected as further development occurs. The 2020-21 network includes 61.67 miles of trails that are open to the public (about 85 percent paved). An additional 83.86 miles have been identified or are being studied for further development, or are in the planning or construction phases of development.

KEY FACTS (2020-21)

Neighborhood Parks (199 parks)	1,232 acres
Regional Parks (10 parks)	562 acres
Golf Courses (3 courses)	321 acres*
Open space and undeveloped land	<u>1,422 acres</u>
Total	3,536 acres**

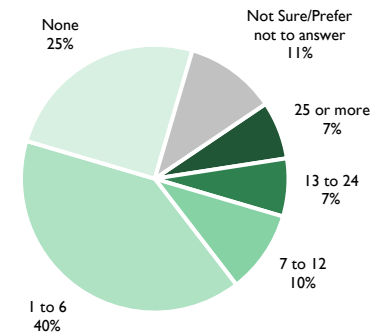
For list of City parks see: [City Parks](#)

*Does not include 50 acres open space.

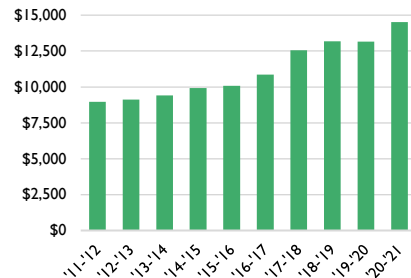
**State, county, or other public lands within San José's boundaries are not included in the above figures. Total does not add due to rounding.

Community Survey 2021

"Visited a large regional park in San José (not including local neighborhood parks)"



Cost per Acre to Maintain Parks and Other Facilities



Community Survey 2021

Ratings of Neighborhood Characteristics and City Services



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

RECREATION PROGRAMS AND COMMUNITY CENTERS

PRNS program offerings include, but are not limited to, after-school programs, camps, aquatic programs, arts and crafts, dance, early childhood education, health and 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](#). Participation in City-run programs was significantly reduced from previous years due to the COVID-19 emergency. All 47 community centers were closed to the general public due to those restrictions and were utilized for the operation of essential services such as learning pods, Overnight Warming Locations, or Senior Nutrition Program meal distribution.

In 2020-21, the City operated 16 community centers throughout the City. Three of those centers are combination community centers and libraries. In 2020-21, PRNS also managed 31 additional Neighborhood Center Partner Program sites which were operated by community partners in the role of lead operator or service provider. These sites, formerly known as reuse sites, are generally operated by nonprofits, neighborhood associations, school districts, or other government agencies or community service providers.

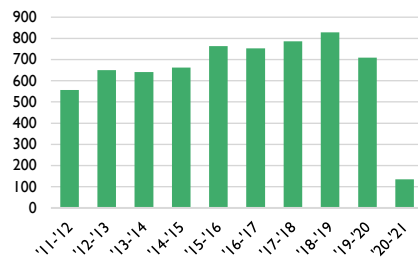
(See the CSA Dashboard chapter for results of recreation program participant surveys.)

KEY FACTS (2020-21)

Community centers (including Neighborhood Center Partner Program sites)	47
Community center square footage	547,704 sq. ft.
Average weekly hours open (hub community centers)	0
Estimated participation at City run programs*	135,203

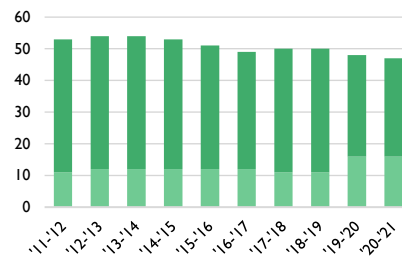
**This is a duplicated count (i.e. individuals are counted for each program attended). We should note that all community centers were closed to the public beginning March 17, 2020 due to the COVID-19 shelter in place orders.*

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



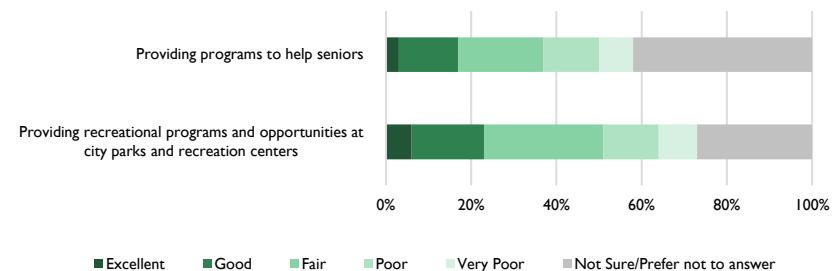
Community Centers

City Run Sites NCPP Sites



In 2019, PRNS rebranded the "Reuse Program" to the "Neighborhood Center Partner Program".

**Community Survey 2021
Ratings of Services**



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

RECREATION PROGRAMS AND COMMUNITY CENTERS (continued)



Food Distribution at the Evergreen Islamic Center



Learning pod at Seven Trees Community Center

Source: Auditor generated based on Public Works and PRNS data

In 2019, PRNS rebranded the "Reuse Program" to the "Neighborhood Center Partner Program". Currently there are 31 sites in the Neighborhood Center Partner Program with an additional 16 sites that are City-operated. For more information see our 2018 audit [Community Center Reuse: Efficient Monitoring and Better Data Can Help Determine the Next Phase of Reuse](#).

PARKS, RECREATION AND NEIGHBORHOOD SERVICES

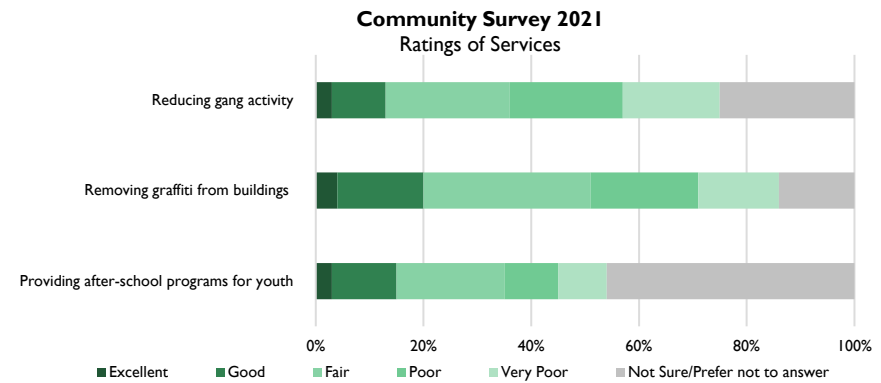
COMMUNITY SERVICES

PRNS also provides a number of community services including anti-graffiti and anti-litter programs, gang prevention and intervention programs, and others.

The Mayor's Gang Prevention Task Force (MGPTF) has service components such as the Bringing Everyone's Strengths Together (B.E.S.T.) program, Youth Intervention Services, the Safe Schools Campus Initiative (SSCI), and the Safe Summer Initiative (SSI) providing services to at-risk youth and their families.* In 2020-21, the SSCI team did not respond to any incidents because of school closures due to COVID-19. According to PRNS, SSCI staff did street outreach to youth and community members in gang hot spot areas. There were an estimated 2,400 participants in programs offered by community based organizations that received B.E.S.T. grants. We should note that the total includes about 600 adult family member participants and recipients of Personal Protective Equipment (PPE). The 2020-21 expenditures for the B.E.S.T. program were \$5.9 million of which \$3.2 million were B.E.S.T and SSI grants.

In 2020-21, the City's contractor completed 20,352 graffiti removal workorders. The resident survey reports that 20 percent of residents viewed graffiti removal services as good or excellent.

* SSCI is a partnership between school districts and the City to address violence-related issues in schools. For more information on Mayor's Gang Prevention Task Force programs see our audit of [The Mayor's Gang Prevention Task Force: Better Coordination and Use of Data Can Further The Task Force's Strategic Goals](#)

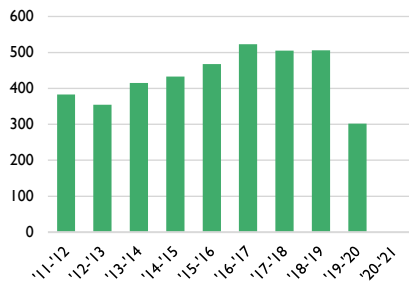


Beautify San José

Beginning in 2021-22, the City consolidated the Beautify San José (BeautifySJ) program within PRNS. The program is intended to provide dedicated and enhanced focus on blight reduction and beautification and includes several legacy programs such as Anti-Graffiti, Anti-Litter, and Illegal Dumping and new programs such as the Encampment Trash and the Cash for Trash programs.

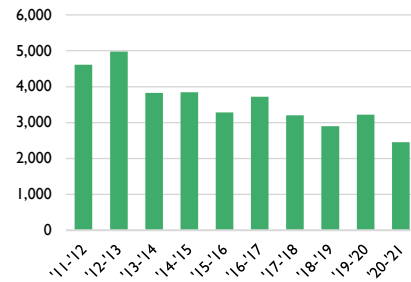
The consolidated management strategy resulted in the establishment of a new Community Services Division consisting of a total of 102 positions, of which 52 positions are for BeautifySJ (26 new positions, the existing 17 positions for Anti-Litter and Anti-Graffiti program and 9 positions shifted from other departments), and the remaining positions for Youth Gang Prevention and Intervention programs.

Incidents Responses on Safe School Campuses

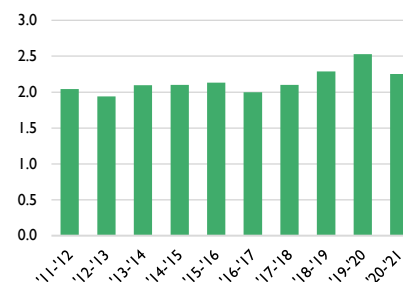


*In FY 2020-21 there were no Safe School Campus responses because schools remained closed as a result of the COVID-19 emergency.

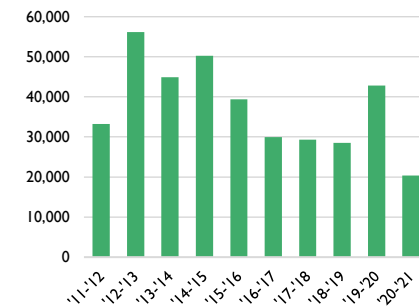
Participants in Grant-Funded B.E.S.T. Youth Service Program



Estimated Square Feet of Graffiti Eradicated (millions)



Graffiti Workorders Completed



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 (PBCE) Department 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 2020-21 operating expenditures totaled \$53.6 million. This includes personal and non-personal expenditures. The Department was also responsible for \$2.4 million in Citywide expenses. PBCE had 320.5 authorized positions, a reduction of 16 positions since 2019-20.

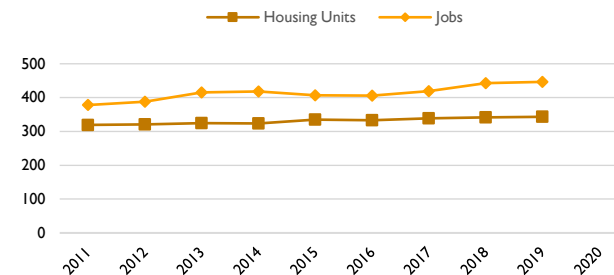
Under the collaborative umbrella of Development Services, PBCE works with other City departments to deliver the City's permitting function. Subsequent pages of this chapter discuss Development Services.

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](#), last updated in September 2021,* 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.

**Council approved General Plan amendments to update references from the Green Vision to the Climate Smart, and to change the 2014 Diridon Station Area Plan diagrams and text for the Downtown West Mixed-Use Plan within the of the approximately 84-gross acre site, among other changes.*

San José Housing Units and Jobs (thousands)



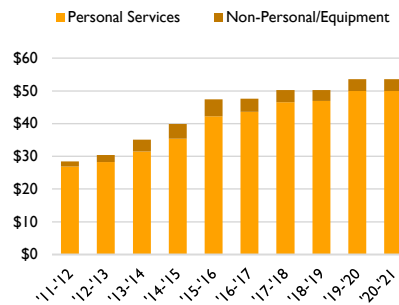
Source: American Community Survey, U.S. Census Bureau

Note: San José level data for the American Community Survey, U.S. Census Bureau was not available for 2020.

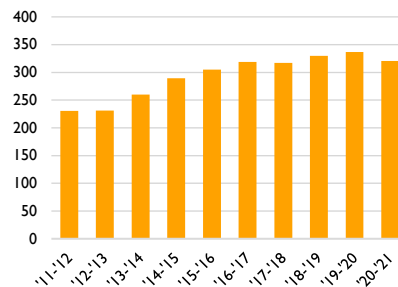
Select Planning Updates

Accessory Dwelling Units: In 2020, Council approved updates to San José's zoning laws to allow for tiny homes on wheels (THOWs), which are a type of detached accessory dwelling units (ADUs). In 2021, minor updates and clarifying changes were incorporated in accordance with the recent State Law mandate. See the regulation changes at sanjoseca.gov/adus.

PBCE Operating Expenditures (\$millions)

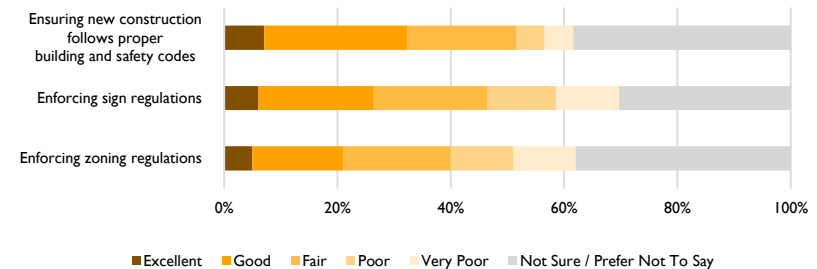


PBCE Authorized Positions



Community Survey 2021

Ratings of services



PLANNING, BUILDING AND CODE ENFORCEMENT

BUILDING

PBCE's Building Division reviews new construction projects within the city, ensuring they meet health and safety codes and City zoning requirements. Due to the COVID-19 emergency, permits issued were slightly lower in the past two years; however, more permits were issued online than previous years. The Division completed 64 percent of plan checks within cycle times (target: 88%) and 88 percent of building inspections within its goal of 24 hours (target: 85%).

See Development Services on the next page for more on the Building Division's work. Also see the CSA Dashboard chapter for additional performance measures.

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 selling alcohol or tobacco; property and business owners fund these inspections with fees.

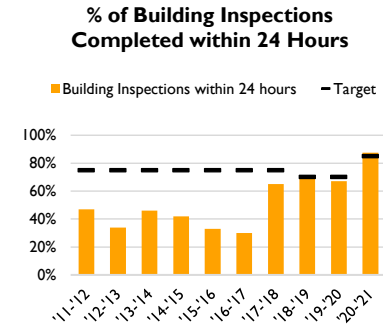
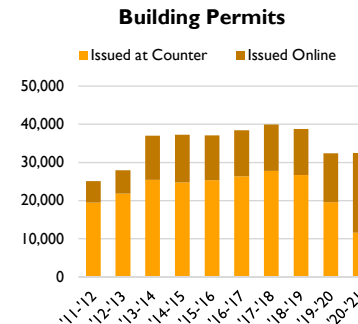
In March 2020, due to the pandemic, Code Enforcement's work was limited to only essential services, such as health and safety issues. Later, Code Enforcement started exterior inspections and remote interior inspections for non-emergency cases. Additionally, some inspectors were activated to the City's Emergency Operations Center which also affected the Division's workload.

In 2020-21, PBCE opened 2,880 general code enforcement cases, including 68 emergency complaints and 702 priority complaints. Response times of priority and emergency complaints decreased from 2019-20 during the COVID-19 emergency. Code Enforcement staff responded to 80 percent of emergency complaints within PBCE's 24-hour target, a reduction of 20 percentage points since 2019-20. Further, Code Enforcement responded to 38 percent of priority complaints within the 72-hour target, 22 percentage points less on average than in 2019-20.* Code Enforcement sends letters in response to other types of complaints and only responds personally as appropriate.

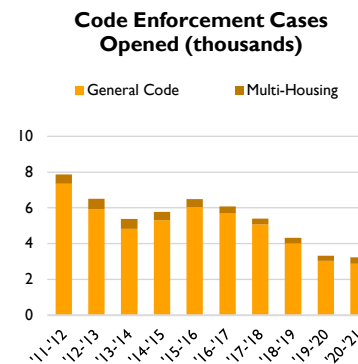
Code Enforcement has a risk-based, tiered Multiple Housing Inspection Program whereby more frequent inspections are targeted to properties at higher risk of violations. In 2020-21, Code Enforcement inspected 6,759 housing units out of the estimated 103,233 units on the Multiple Housing Roster.

*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—80 percent and 38 percent, respectively, as noted above—are averages of monthly results.

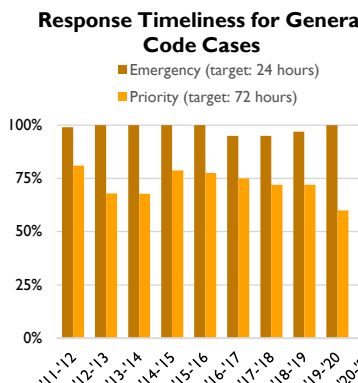
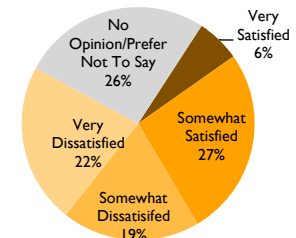
For more information on Code Enforcement, see our 2021, [Code Enforcement Management Controls: Improvements to Oversight and Coordination Needed](#)



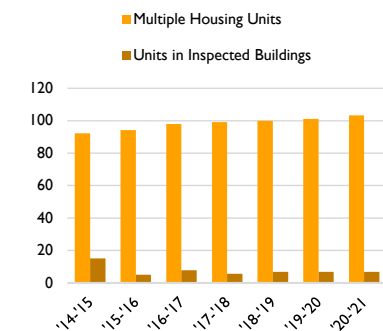
Note: Beginning in '17-'18, data excludes inspections specifically requested for > 24 hours as missed targets.



Community Survey 2021
Residents' rating their satisfaction with the City's efforts to enforce code violations



Multiple Housing Units and Inspections (thousands)



DEVELOPMENT SERVICES

The Permit Center in City Hall provides one-stop permit services for new building projects and changes to existing structures.

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*).

In 2020-21, Development Services:

- issued nearly 32,500 permits (20,900 online), and
- processed about 4,900 planning applications.

Due to the COVID-19 emergency, field inspections and building permits have decreased in the past two years. Additionally, due to the pandemic, City Hall was not open to walk-in customers to the permit center.

The volume of construction decreased for the fourth straight year; however, the value of construction has steadily increased from 2017-18. Trends varied across residential, commercial, and industrial categories.

The Permit Center located in City Hall

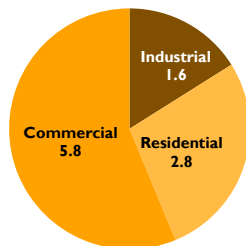


Source: Auditor photo from Fall 2019

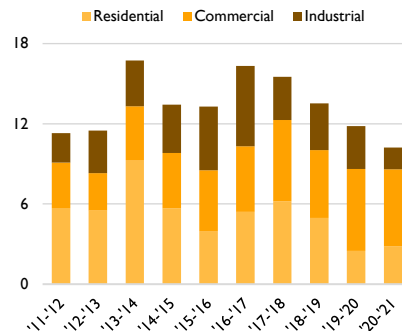
Partner	Revenue (\$millions)	Positions
Building	\$24.61	164.23
Public Works	\$10.93	67.67
Fire	\$6.20	39.57
Planning	\$6.39	35.48
TOTAL	\$48.12	306.95

Source: 2019-20 Modified Budget as outlined in the City's 2020-21 Adopted Operating Budget

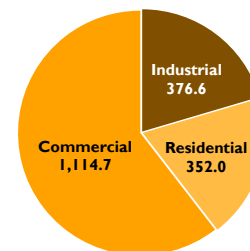
Volume of Building Activity
(millions of square feet)



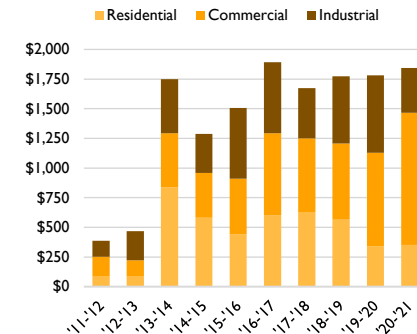
Volume of Construction
(millions of square feet)



Value of Building Activity
(\$millions)



Value of Construction
(\$millions)

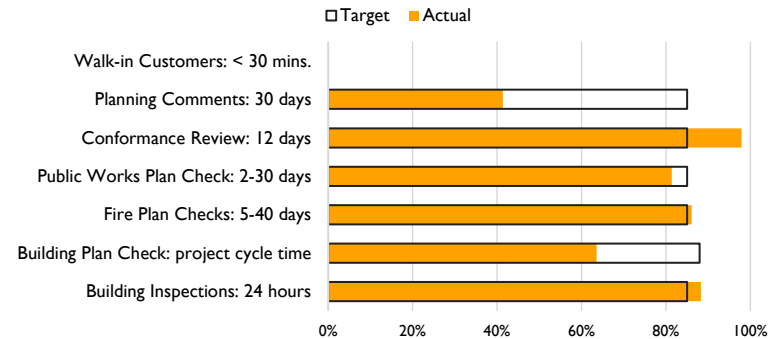


Development Services projects vary broadly, from replacing a residential water heater to large, mixed-use developments of many thousands of square feet. One project may require multiple permits and inspections. Some projects require approval through a public hearing, but most require only administrative 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 fire-related issues (e.g., need for fire sprinkler systems or fire alarm systems), respectively.

The City offers a number of programs to expedite project delivery for companies, small businesses, and homeowners. However, turnaround times continue to be a primary concern. 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. Three of the seven selected development processes met their annual timeliness targets.

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

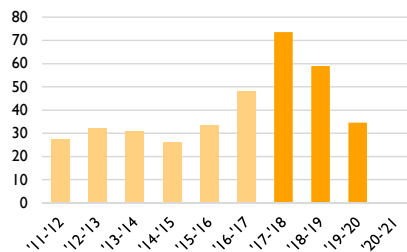
Timeliness of Development Services*



Source: PBCE from the City's Permits Database. Due to COVID-19, City Hall was closed to walk-in customers in 2020-21.

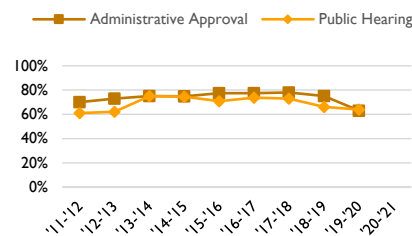
*These selected measures may occur simultaneously; some are dependent on completion of particular processes. For other Fire and Public Works measures related to Development Services, see the Fire and Public Works chapters.

Permit Center Customers Served (thousands)



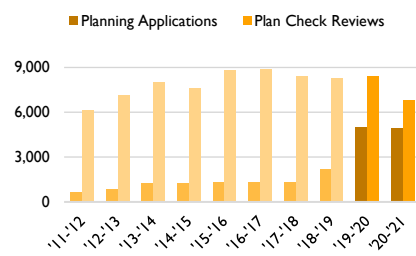
Note: Due to COVID-19, City Hall was closed to customers in 2020-21. In 2017-18, PBCE changed their methodology to include duplicated counts for multiple services and visits.

Development Services Overall Customer Satisfaction by Project Type



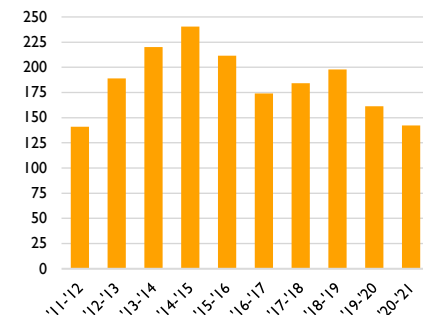
Source: Development Services Customer Satisfaction Surveys. This survey was not conducted for 2020-21.

Planning Applications and Plan Checks



Note: Starting in 2019-20, measures may have increased due to an upgrade to the City's Integrated Permitting System (IPS) and subsequent changes to data reporting.

Building Inspections (thousands)



The San José Police Department's mission is to create safe places to live,
work and learn through community partnerships.

POLICE

The San José Police Department (SJD) provides public safety services to the city's residents, including responding to calls for service, investigative efforts, crime prevention and education, and regulatory services. In 2020-21, SJD operating expenditures totaled \$464 million. In addition, the Police Department was responsible for \$7.9 million for workers' compensation, and \$5.2 million in Citywide expenses.

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 2020-21, there were 1,159 authorized sworn positions and 558 authorized civilian positions in the SJD, totaling 1,717 for both sworn and civilian. There were 113 authorized sworn positions per 100,000 residents, which is slightly up from five years ago but lower than ten years ago.

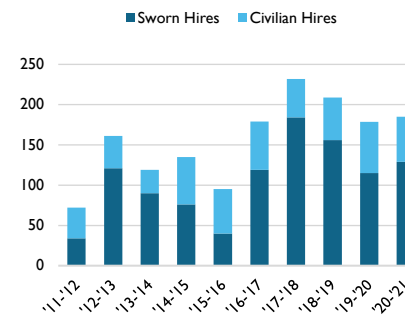
SJD has faced high vacancy rates among street-ready officers. Of the 1,159 authorized sworn positions, only 934 were actual full-duty, street-ready officers as of June 2021 (this excludes vacancies, officers in training, or those on modified duty or disability/other leave). There were 129 sworn hires in 2020-21 and 151 sworn vacant positions as of June 2021.

KEY FACTS (2020-21)

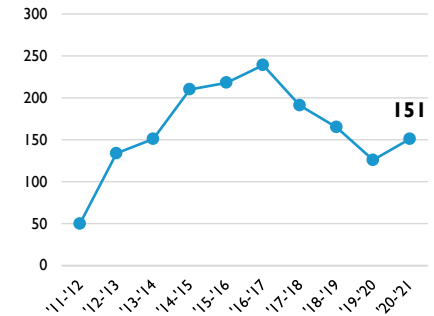
Sworn police positions*	1,159
Street-ready officers	934
Total authorized positions	1,717
Total emergency calls	611,100

*Includes two positions assigned to the City Attorney's Office.

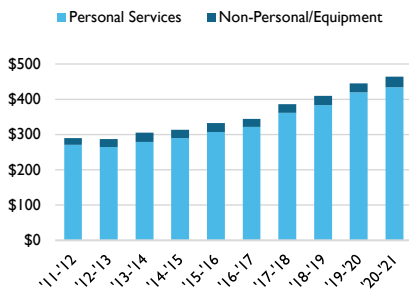
Police Department Hires



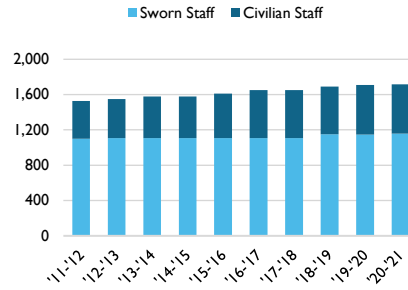
Sworn Police Vacancies



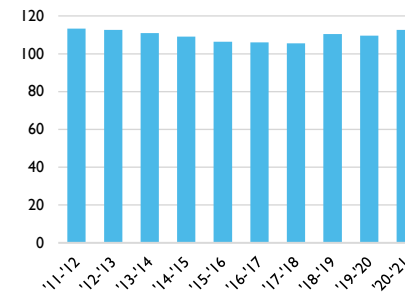
Police Department Operating Expenditures (\$millions)



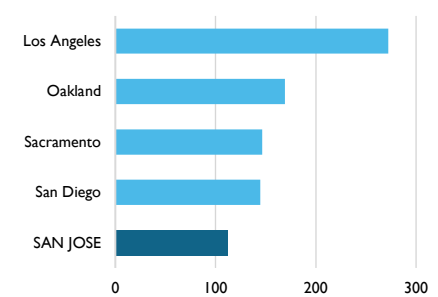
Police Department Authorized Positions



San José Sworn Staff per 100,000 Residents



Authorized Sworn Staff per 100,000 Residents



CALLS FOR SERVICE

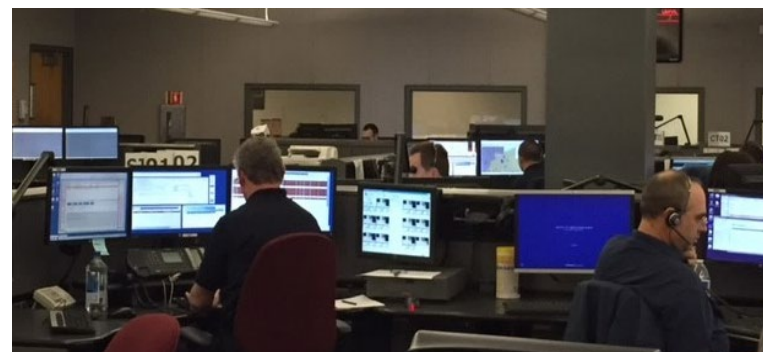
The SJPD Communications Center receives all 9-1-1 calls for police, fire, and ambulance services in the City of San José. Additionally, SJPD receives other non-emergency calls. Call-answering staff in the Communications Center obtain information from callers, prioritize events, and relay information to dispatchers. Dispatchers evaluate resources, identify and direct emergency personnel and equipment, and maintain control of radio channels to ensure the safety of officers and the public.

In 2020-21, SJPD handled about 1.2 million total calls for service. The number of 9-1-1 and other emergency calls increased slightly to about 611,100.* The number of non-emergency calls (e.g., 7-digit non-emergency calls and phone reports) totaled about 468,000, around 34,800 fewer calls than last year.** Field events (e.g., car and pedestrian stops, and other officer-initiated calls) accounted for the remaining.

The percentage of 9-1-1 calls answered within 15 seconds was 91 percent (target: 95 percent). The Department reports that increasing call volume and continued staffing shortages required use of overtime to achieve this near-target service level. Of the 162.5 authorized positions in the Communication Center, only 123.5 were actual full duty as of June 2021.

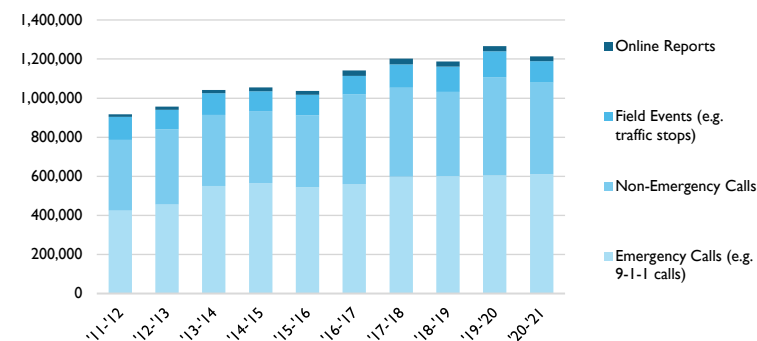
* This includes 9-1-1 transfers received by the Fire Department for fire and medical emergencies.

** On February 27, 2020, 3-1-1 calls were transitioned to a separate line answered by the City Call Center (see Information Technology Chapter).



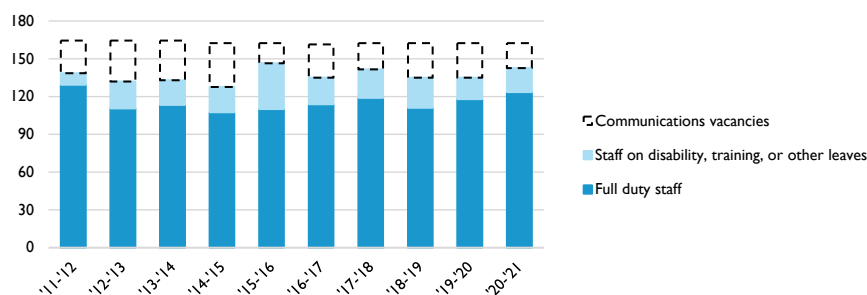
Source: San Jose Police Department, photo of Communications staff.

Breakdown of All Calls for Service

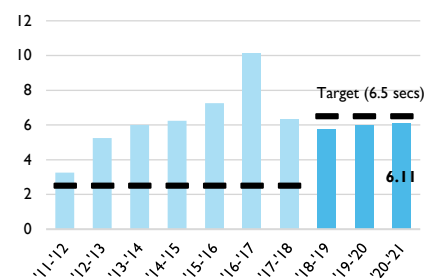


Note: All calls for service received, including duplicates, online reporting, and calls that did not require a police response.

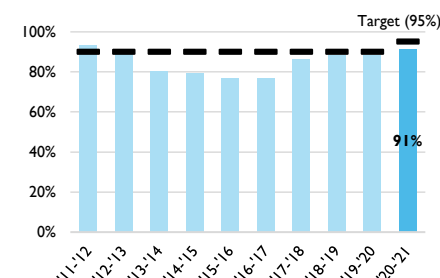
Communications Center Staff
(as of June 30)



Average Emergency Call
Answering Time (seconds)*



% of 9-1-1 Calls Answered Within
Target**



*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.

**SJPD has 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 188,600 Priority 1-4 incidents in 2020-21 (definitions shown in gray box below):

- 8,700 Priority 1 responses (5 percent)
- 86,700 Priority 2 responses (46 percent)
- 70,200 Priority 3 responses (37 percent)
- 23,000 Priority 4 responses (12 percent)

Note: Last year's chapter reported incorrect figures for 2019-20 calls received. The updated numbers for that period are:

Priority 1: 8,100 responses
Priority 2: 84,500 responses
Priority 3: 75,300 responses
Priority 4: 27,700 responses

Prioritization of Police Responses

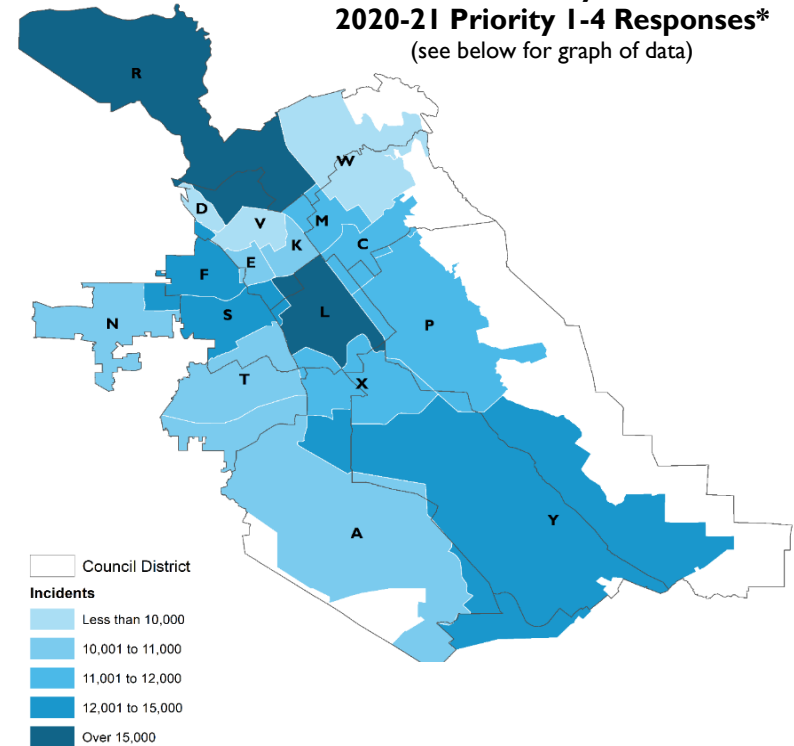
Priority 1 responses: Present or imminent danger to life or there is major damage to/loss of property (i.e., large-scale incident or cases where there is an in-progress or just occurred major felony).

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.

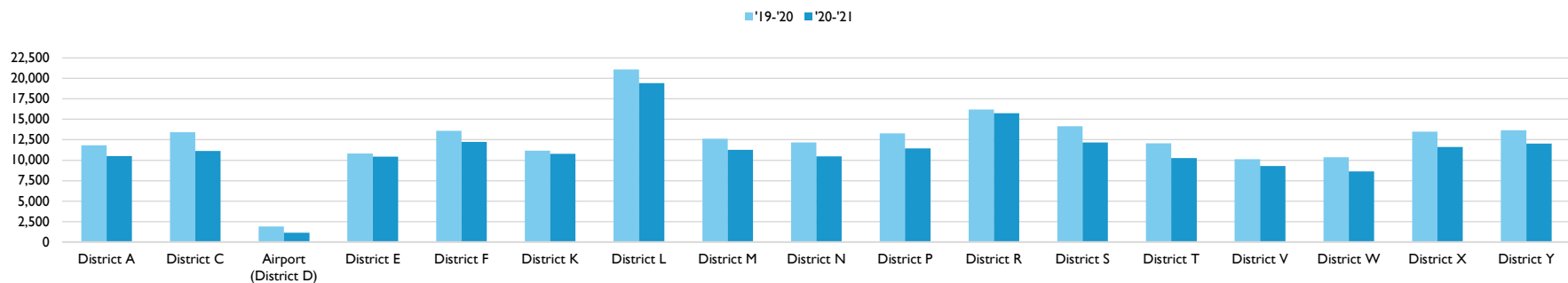
Priority 4 responses: There is no present or potential danger to life/property and the suspect is no longer in the area.

Police Districts by Number of 2020-21 Priority 1-4 Responses*
 (see below for graph of data)



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 calls for service to which the Department responded; excludes duplicate calls and officer-initiated events.

POLICE RESPONSE TIMES

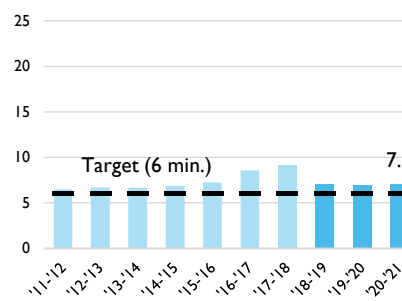
In 2020-21, the citywide average response time* for Priority 1 calls was 7.12 minutes (target: 6 minutes). The citywide average 22.8 minute response time for Priority 2 calls was well above the target of 11 minutes.

As staffing reductions have affected the SJPd, 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.

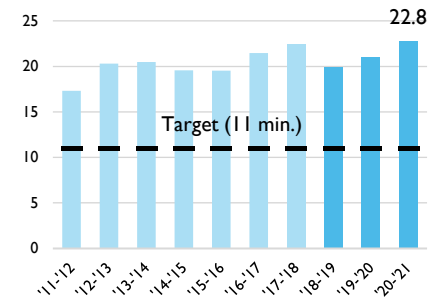
SJPd disaggregates response times by three time targets: processing time, queuing time, and driving time. In 2020-21, the Department's average processing and queuing times for Priority 1 calls were close to their targets, while driving time exceeded the target. For Priority 2 calls, SJPd was close to its processing time target while its average queuing and driving times were above targets.

In 2020-21, two districts, including the Airport (District D), were below the 6 minute target response time for Priority 1 calls, while two additional districts were close to achieving the target average response time. 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)

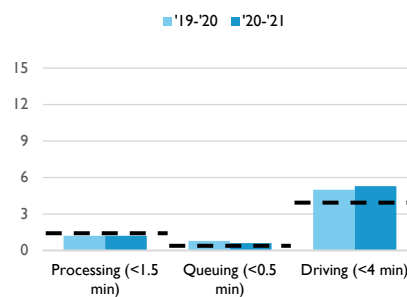


Average Priority 2 Police Response Time* (minutes)

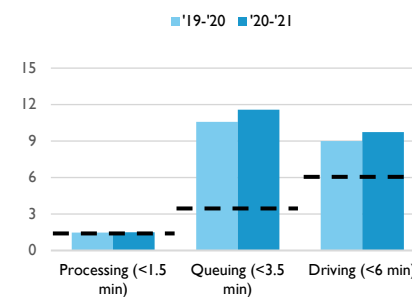


*In 2018-19, SJPd revised their reporting of police response times to be based on how incidents are initially coded into their system. In prior years, SJPd had measured response times based on updated coding of incidents as determined throughout the response, which could change the priorities of incidents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

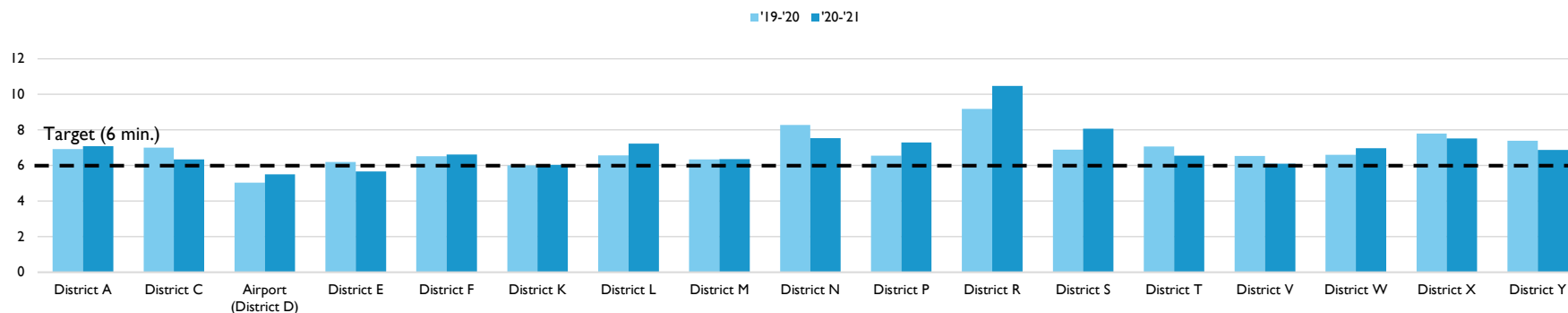
Priority 1 Response Time Breakdown (minutes)



Priority 2 Response Time Breakdown (minutes)



Priority 1 Average Police Response Times (minutes)



POLICE

CRIME IN SAN JOSE

In 2020, there were 28,200 major crimes in San José, up 12 percent from ten years ago. Major crimes include violent crimes (homicide, rape*, robbery, and aggravated assault) and property crimes (burglary, larceny, and vehicle theft). In 2020, there were 40 homicides in San José. This was six more than in 2019 and above the ten-year average of 36.5. In addition, there were 2,444 domestic violence reports in 2020-21.**

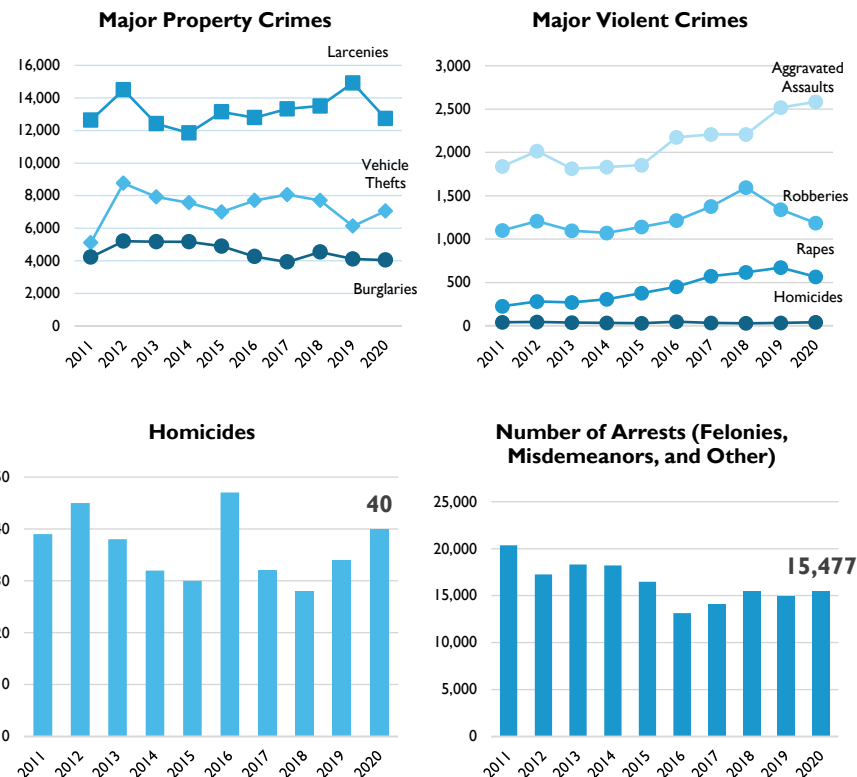
San José experienced 2,741 major crimes per 100,000 residents in 2020. In 2018, San José's rate of major crimes per 100,000 residents rose slightly above both the state and national rates and remained above those rates in 2020. However, San José's crime rate remains below that of other major California cities, such as Oakland, San Francisco, and Los Angeles.

The number of arrests for felonies, misdemeanors, and other offenses has decreased from about 20,400 in 2011, to around 15,500 in 2020. There were 689 gang-related and gang-motivated incidents*** overall in 2020, of which 148 were classified as violent by the SJPd. While the number of gang-related and gang-motivated incidents in 2020 was higher than in 2019, the number of violent gang-related incidents was lower.

*Included in this category is rape, attempted sexual assault, oral copulation, among others.

**One domestic violence report may reflect multiple incidents.

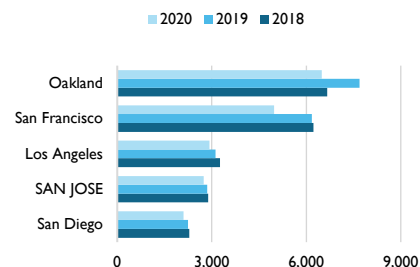
***Gang-motivated incidents include crimes committed for the benefit of a gang, whereas gang-related incidents include crimes involving gang members that may not necessarily be for the benefit of a gang.



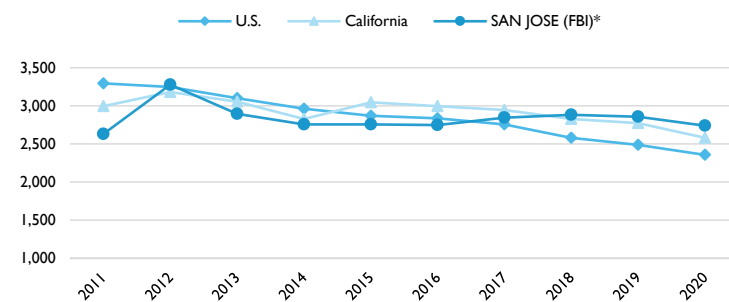
Major Crimes per 100,000 Residents



Major Violent and Property Crimes per 100,000 Residents Across CA Cities



Major Violent and Property Crimes per 100,000 Residents



Sources: SJPd, CA Department of Justice, FBI For national crime data visit the [FBI web page](#). San José adopted the FBI's updated definition of rape beginning January 1, 2015.

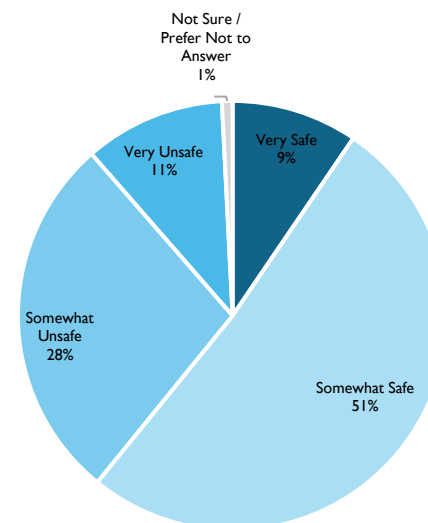
PERCEPTIONS OF SAFETY IN SAN JOSE

The community survey asked San José residents a variety of questions about how safe they feel in San José. In 2021, 6 out of 10 respondents reported San Jose as a safe place to live. Respondents age 65 or older had the highest feeling of safety across all age groups, with 75 percent reporting that they felt "very" or "somewhat" safe. In addition, 23 percent of overall respondents ranked police protection in their neighborhood as "excellent" or "good."

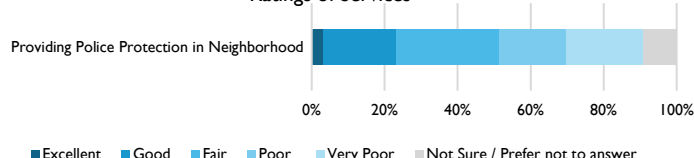
Respondents were also asked how safe they feel in their own neighborhoods, in the city park closest to their home, and in downtown San José. More respondents said they feel "very" or "somewhat" safe in their neighborhoods and city parks closest to their homes during the day than at night. Similarly,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

Twice as many respondents felt safer driving in San José than bicycling; 73 percent felt safe driving in the city while only 35 percent felt safe bicycling.

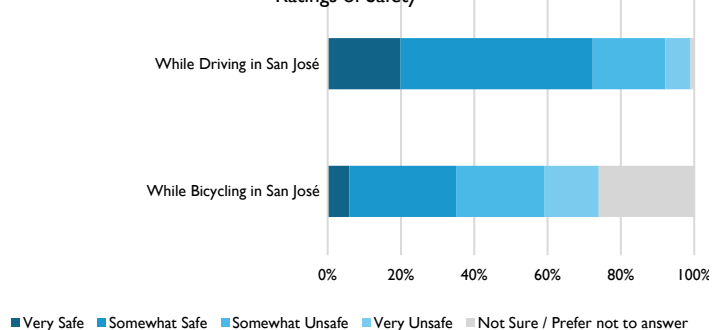
Community Survey 2021
Overall Ratings of Safety in San José



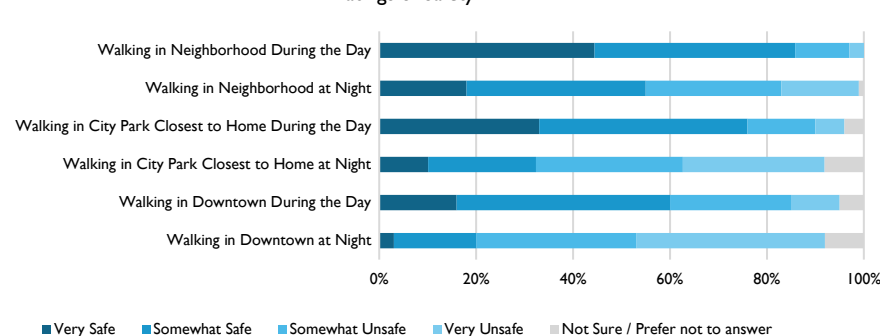
Community Survey 2021
Ratings of Services



Community Survey 2021
Ratings of Safety



Community Survey 2021
Ratings of Safety



POLICE

INVESTIGATIVE SERVICES

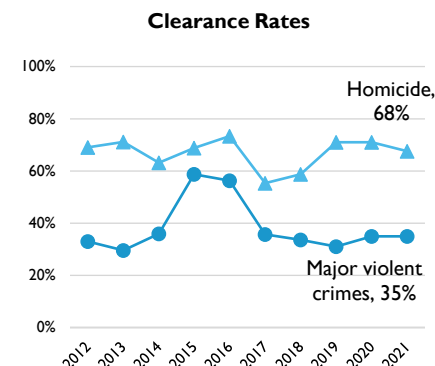
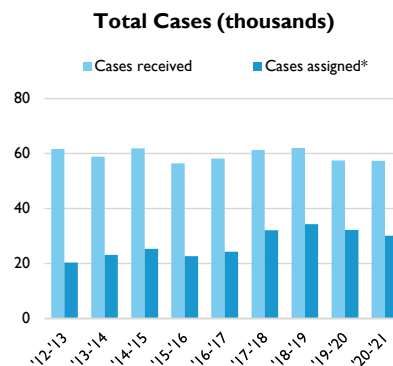
The SJPD investigates crimes and events by collecting evidence, interviewing witnesses, interrogating suspects, and other activities. In 2020-21, the Bureau of Investigations received 57,400 cases, around 100 fewer than in 2019-20. Of these cases, 30,100 were assigned for investigation. A case may not be assigned because of a lack of resources or because it is deemed not workable (e.g., no evidence). In 2020-21, 61,900 cases were operationally closed. Reasons for closure included criminal filings, lack of investigative resources, and non-leads.

When a case is closed because of an arrest or by exceptional means (e.g., death of suspect), it is classified as cleared. In 2020, the clearance rate in San José for major violent crimes was 35 percent, compared to 42 percent for the U.S. and 45 percent for California.* The clearance rate for homicides in San José was 68 percent, compared to 54 and 59 percent for the U.S. and California, respectively.** In San José, the clearance rate for rape, as defined by the FBI, and domestic violence incidents is 48.3 percent and 88.3 percent, respectively.***

*Out of 4,375 total violent crimes for San José, 1.3 million for the U.S., and 174,026 for California.

**Out of 40 homicides for San José, 21,570 for the U.S., and 2,203 for California.

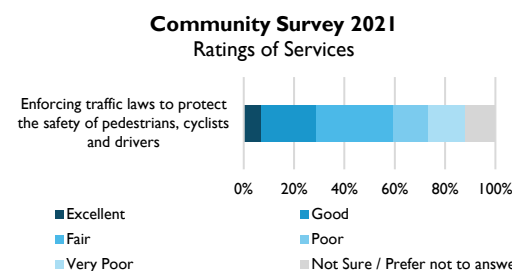
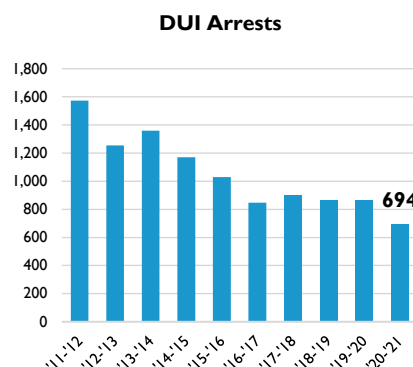
***According to SJPD, these rates are by count of incident and internal case statuses as clearances that occurred during the reporting fiscal year. The Department reports that many more of these cases have likely been cleared.



TRAFFIC SAFETY

The SJPD provides for the safe and free flow of traffic through enforcement, education, investigation, and traffic control. In 2020-21, the SJPD's Traffic Enforcement Unit (TEU) issued around 7,350 citations, about 580 fewer citations than last year. TEU increased staffing in 2021, although vacancies still remain. Additional staffing allowed the TEU to divide into two teams. TEU staff are deployed on all weekdays to high impact areas determined by citywide collision data.

In 2020, there were 694 DUI arrests, which is about 170 fewer than the previous year. Total DUIs have declined significantly over the past 10 years.



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.

In 2020-21, Public Works' operating expenditures totaled about \$118 million. This included personal and non-personal expenditures. Public Works was also responsible for \$2.3 million in Citywide expenses, as well as additional capital-related expenditures. Staffing increased from 621 to 624 authorized positions.

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 in Public Works implements, monitors, and administers the City's wage policies. In addition, they oversee the City's disadvantaged business enterprise program and ensure compliance with the Americans with Disabilities Act (ADA).

The Office of Equality Assurance started tracking prevailing and living wage infraction data in a central location in October 2018, and will continue to track this information going forward.

Construction Projects During COVID-19 Shelter in Place Order

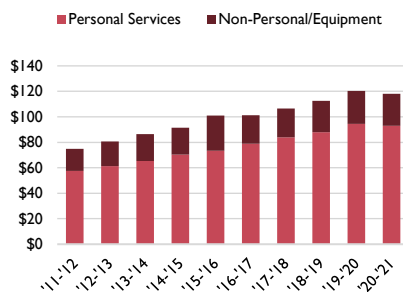
The number of construction projects dropped due to COVID-19. Santa Clara County's shelter in place order, which took effect in March 2020, prohibited construction activity except for certain circumstances. Public Works projects were permitted if they were specifically designated as an "Essential Government Function." Projects that fit this designation included water and wastewater treatment, Airport, roadways and traffic signals, storm and sanitary sewer systems, and critical City buildings and facilities. Telecommunication projects like fiber optic, 5G wireless, and Community Wi-Fi network improvements also continued. Public Works reports that 2020-21 was affected by the initial stop on construction, and that construction has still not fully recovered.

OFFICE OF EQUALITY ASSURANCE KEY FACTS (2020-21)

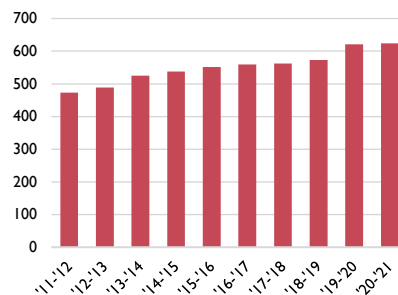
Number of minimum wage complaint inquiries	109
Number of minimum wage letters sent	5
Number of affected workers (from the letters sent)	21
Amount of restitution (from the letters sent)	\$27,755

Note: Restitution refers to non-compliance with minimum wage by businesses within the City of San José geographical boundaries.

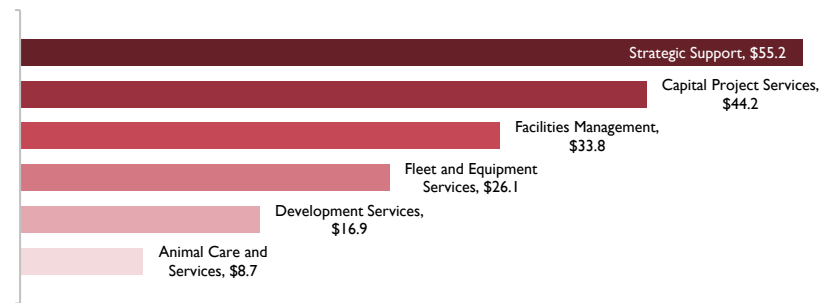
Public Works Operating Expenditures (\$millions)



Public Works Authorized Positions



Public Works 2020-21 Adopted Budget by Service (\$millions)



Note: Strategic Support provides administrative oversight for the Department, including executive management, financial management, information technology support, human resources, and analytical support.

CAPITAL PROJECT SERVICES

The Capital Services divisions of Public Works oversee 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 their divisions.

In 2020-21, Public Works completed 31 construction projects, down from 37 in 2019-20. Construction costs totaled \$59.4 million in 2020-21. 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 2020-21, Public Works completed 29 of 31 projects on budget, or 94 percent.

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 2020-21, 40 of 44 projects were on schedule, or 91 percent.

In 2020-21, for projects less than \$500,000, Public Works' average delivery cost (the ratio of soft costs to hard costs) was 69 percent, above the target of 63 percent. For larger projects, the average delivery cost was 37 percent, which is less than the target of 47 percent.

Example Projects Completed in FY 2020-21

Bailey Avenue Storm Drain Inlet Repair

City Hall Building HVAC Controls Upgrade

Legacy Lagoons Cleanup

McLaughlin Ave Pedestrian & Bike Safety Enhancement

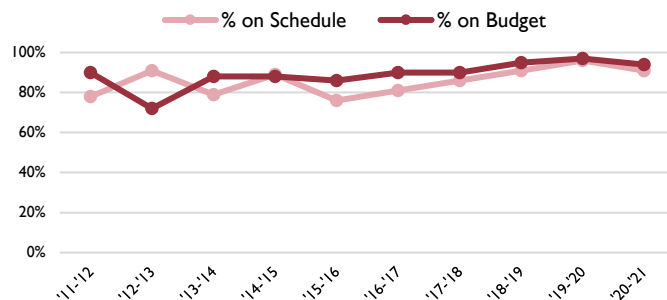
Sanitary Sewer Assessment and Repairs

Watson Park Renovations



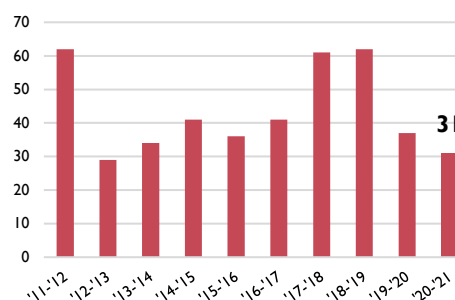
Watson Park

Percent of Construction Projects Completed On Budget and On Schedule

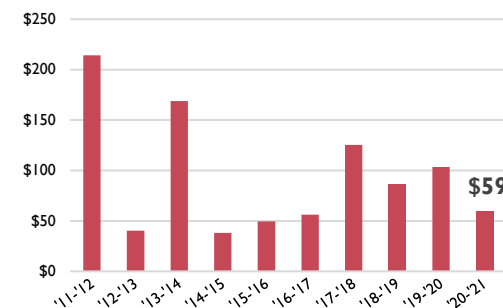


Note: On-budget and on-schedule only refer to whether a project was on budget or on-schedule for the construction phase of the project.

Number of Completed Construction Projects



Total Construction Costs for Completed Projects (\$millions)



PUBLIC WORKS

FACILITIES MANAGEMENT

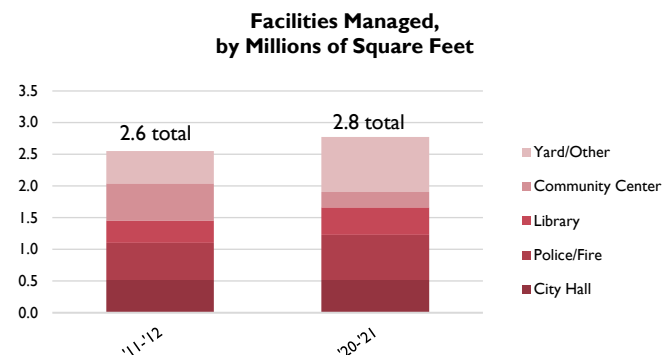
The Facilities Management division manages 2.8 million square feet in 223 City facilities, including City Hall (over 500,000 square feet). Services include maintenance, improvements, event support, and property management.

The division completed about 7,700 corrective and preventive work orders in 2020-21, down from about 16,400 in 2018-19. Only 49 percent of about 5,900 preventive maintenance work orders were completed during the year, down from 78 percent in 2018-19. Some work orders were delayed due to COVID-19 shelter in place orders, causing the drop.

As of January 2021, Public Works estimated a facilities maintenance backlog for City-owned and operated facilities of \$231 million in one-time costs, as well as \$20.1 million in annual unfunded costs. The estimated one-time maintenance backlog for City facilities operated by others is about \$85 million, but this does not include the SAP Center, Sharks Ice, or Municipal Stadium.

KEY FACTS (2020-21)

Total number of City facilities	223
Square footage	2.8 million
Completed corrective & preventative work orders	7,683
Total completed solar installations on City sites	37



Note: "Other" includes PRNS Neighborhood Center Partner Program sites. See the PRNS chapter for more information about this program.

FLEET & EQUIPMENT SERVICES

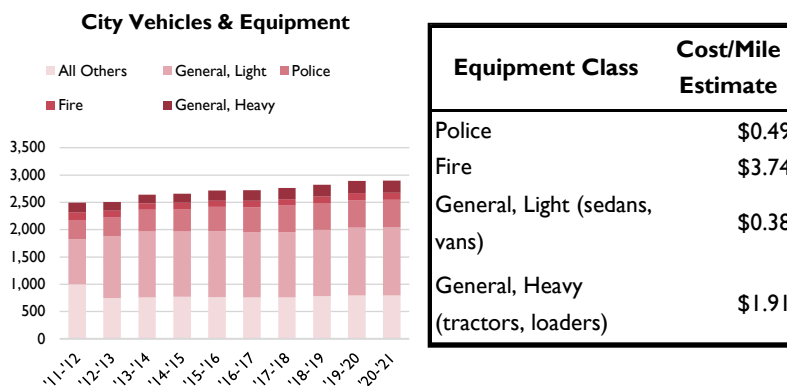
Fleet and Equipment Services manages procurement and maintenance to provide a safe and reliable fleet of about 2,900 City vehicles and pieces of equipment.* Public Works completed nearly 20,400 repairs and preventive work orders in 2020-21, about 4 percent more than a year ago. Emergency vehicles were available for use when needed 100 percent of the time in 2020-21; the City's general fleet was available when needed 97 percent of the time.

In 2007, the City committed to ensuring 100 percent of public vehicles run on alternative fuels. In 2020-21, 47 percent of City vehicles ran on alternative fuels, including compressed natural gas, propane, electricity, and biodiesel. Additionally, in 2020-21 Public Works partnered with PG&E to install 122 new EV charging stations at four City-owned properties.

As of February 2021, Public Works estimated a vehicle and equipment deferred maintenance and infrastructure backlog of \$9.6 million in one-time costs, the same as last year. Public Works reports that based on recent communications with vehicle manufacturers, they expect prices to increase. Therefore, Public Works is anticipating a higher deferred maintenance and infrastructure backlog in the future.

KEY FACTS (2020-21)

Total number of vehicles & equipment	2,899
Completed repairs & preventative work orders	20,361
Percent of fleet running on alternative fuel	47%



*Read more about Fleet & Equipment Services in the August 2020 audit report, [Fleet Maintenance and Operations: Public Works Can Continue to Improve Fleet Operations](#).

PUBLIC WORKS—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.

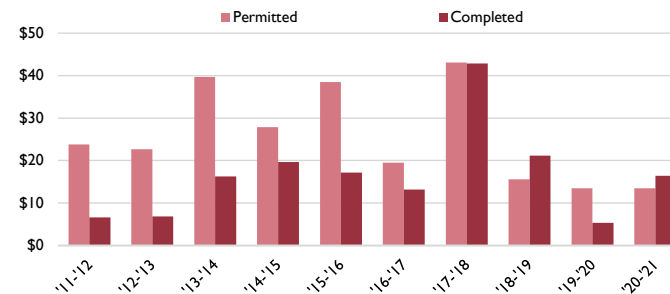
The division manages two fee-based cost-recovery programs: the Development Fee Program (for private developers) and the Utility Fee Program (for utility companies). During 2020-21, the division approved about 500 development permits and received nearly 4,000 utility permits, slightly more than last year. In 2020-21, Public Works met 84 percent of planning and 88 percent of public improvement permit timelines; each increased from last year (target for both: 85 percent).

Private development projects add public infrastructure (streets, traffic lights, storm sewer, etc.) to the City's asset base. Projects permitted in 2020-21 are expected to add \$13.5 million in public infrastructure upon completion. Projects completed in 2020-21 added \$16.4 million in value to the City's asset base, up from \$5.3 million last year. (See table for examples.)

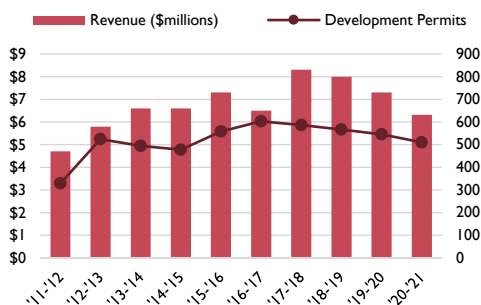
Major Projects & Estimated Public Improvement Values, 2020-21

Permitted	•Coleman Ave and Newhall Drive (sidewalk and signal construction)	\$3 million
	•Santana West (curb, gutter, sidewalk, median island, and street lighting construction)	\$2.3 million
	•Samaritan Drive east of S. Bascom Drive (traffic signal, curb, gutter, sidewalk, sanitary and storm improvements)	\$0.9 million
Completed	•S. Winchester Blvd and Williams Rd (improvement plan for residential units and commercial space)	\$2.9 million
	•Coleman Ave and Newhall Dr (Coleman Highline Phase 2)	\$2.3 million
	•W. San Carlos and Sunol Street (curb, gutter, sidewalk, street lighting, traffic signal, and street improvements)	\$600,000

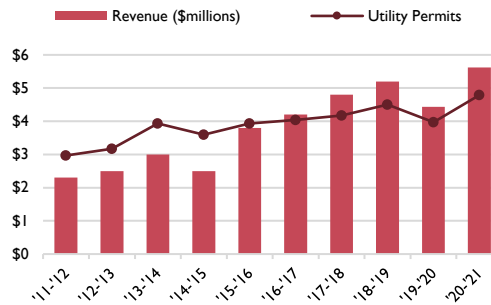
Value of Public Improvements from Private Development Projects (\$millions)



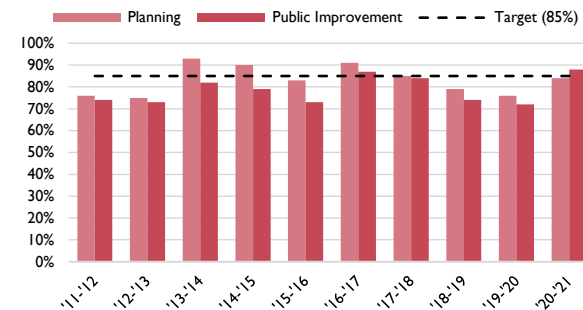
Development Revenues and Permits



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 serves San José, Cupertino, Los Gatos, Milpitas, and Saratoga.

As of July 1, 2021, there were over 59,000 licensed animals in the Center's service area, up from about 55,000 in the previous year. Of licensed animals, 75 percent were dogs and 25 percent were cats. The Center provided 4,027 low-cost spay/neuter surgeries to the public.

In 2020-21, the Center sheltered 13,600 animals, down from last year (14,000). According to Public Works, part of the reason for this decrease may be that the low-cost spay/neuter program may have lowered the overall number of dogs in the area. Among incoming animals,** 90 percent of dogs and 88 percent of cats were adopted, rescued, returned to their owner, or transferred. The Center's overall live release rate is 89 percent, down from 91 percent the prior year.

In 2020-21, animal service officers responded to over 21,300 service calls, an increase from the previous year. Five major categories of calls (including animal bite investigations, dead animals, and human neglect) account for 40 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 2020-21, the Center met this target 97 percent of the time.

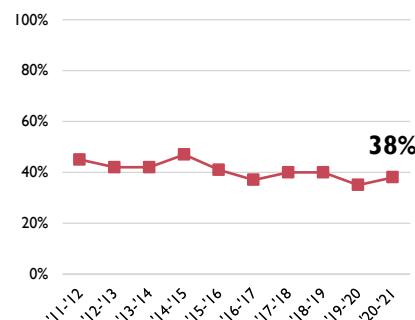
KEY FACTS (2020-21)

Licensing costs (dog / cat)*	Starts at \$25 / \$15
Animal licenses in service area	59,000
Incoming animals to Center	13,600
Live release rate	89%
Calls for service completed	21,337
Low-cost spay/neuter surgeries	4,027

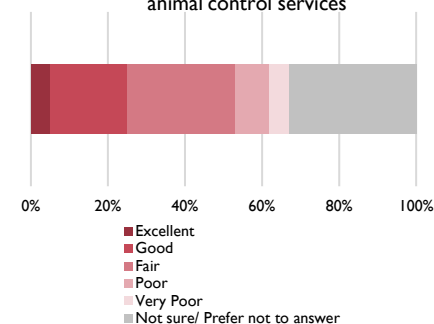
*Licensing costs depend on an animal's age, and whether it has been spayed or neutered. The costs presented here are for an animal under one year old, that has been spayed or neutered.

**Incoming animals does not include wildlife.

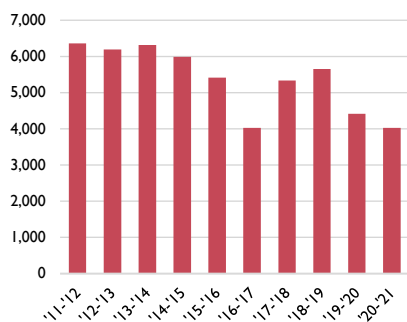
Cost Recovery



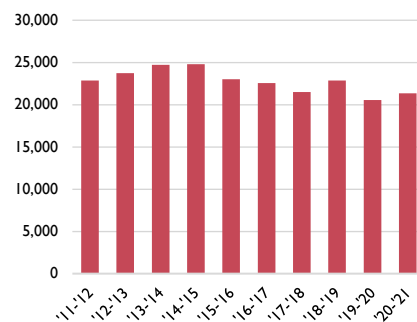
Community Survey 2021 Residents' rating of the City providing animal control services



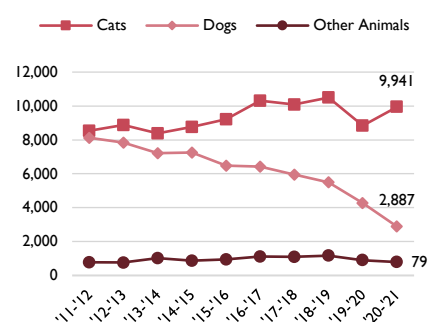
Low-Cost Spay/Neuter Surgeries



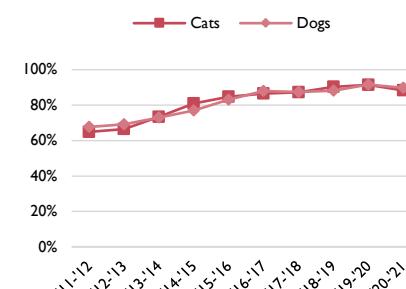
Calls for Service



Incoming Shelter Animals



Percent Adopted, Rescued, Returned, or Transferred



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

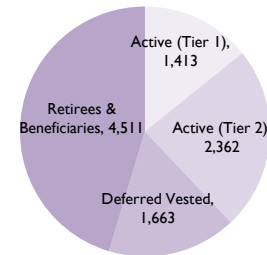
The Office of Retirement Services administers two pension plans, the Federated City Employees' Retirement System (Federated) and the Police and Fire Department Retirement Plan (Police and Fire), as well as Other Post-Employment Benefits (OPEB) for City employees and retirees. The City offers several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

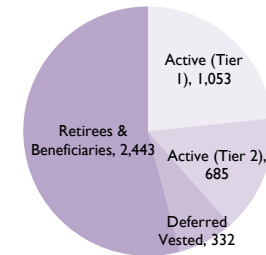
In 2020-21, the Office's personal expenses totaled \$6.9 million, and there were 39 authorized positions (down from 40 positions last year). About \$4.4 million in additional administrative costs, such as professional fees, were paid out of the retirement funds. Total investment fees were \$69 million in calendar year 2020, up from \$60.1 million in calendar year 2019.

The City's total contributions to the two plans included \$385 million for pension benefits and \$54.6 million for OPEB, along with contributions from City employees of \$77.5 million for pension and OPEB. This totals to \$517 million in contributions from the City and its employees. The City's contributions have grown dramatically since the early 2000s and are expected to continue to grow.

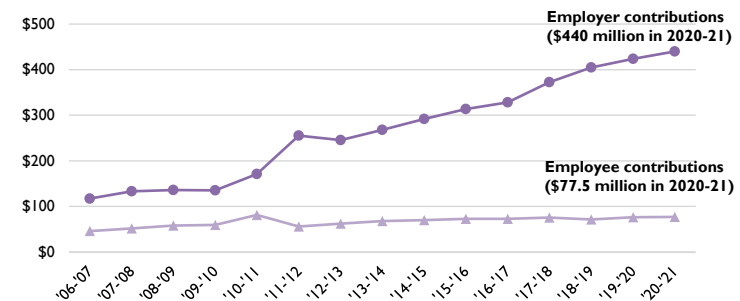
Federated Plan Membership



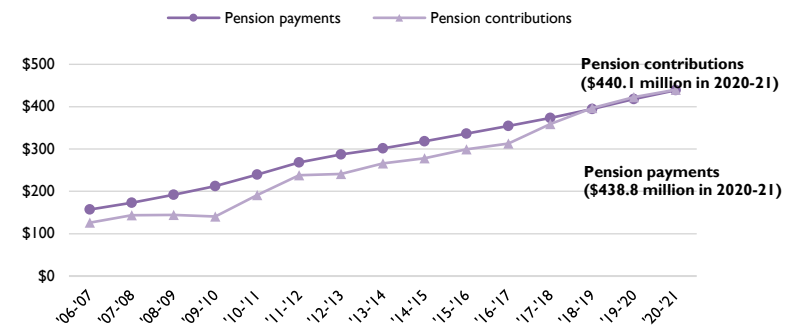
Police and Fire Plan Membership



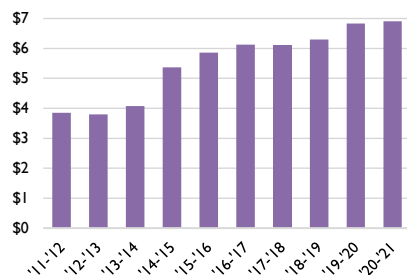
Total Annual Contributions for Pension and Retiree Health and Dental Benefits (\$millions)



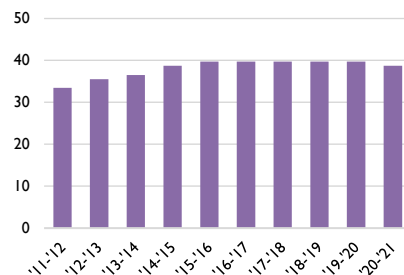
Pension Benefit Payments and Contributions (\$millions)



Retirement Services Personal Services Expenditures (\$millions)



Retirement Services Authorized Positions



Note: The Retirement Services chapter of the City's Operating 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.

Sources for above charts: Police and Fire Department Retirement Plan and Federated City Employees' Retirement System Annual Comprehensive Financial Reports

RETIREMENT SERVICES

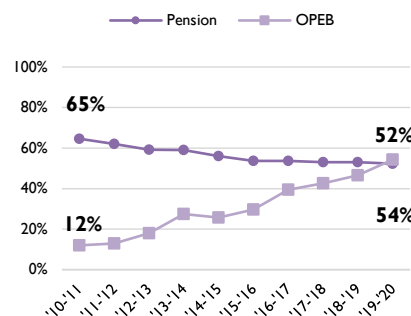
As of June 30, 2021, there were 6,954 retirees or beneficiaries of the plans, up from 5,545 ten years ago. Over that period, the ratio of active members (i.e., current employees contributing to the plans) to beneficiaries has declined to less than 1:1. In 1980, the ratio was nearly 5:1, and in 2000 it was over 2:1.

The pension and OPEB plans' total liabilities (including future pension payments) exceeded the values of their assets by \$1.9 billion for Federated and \$1.2 billion for Police and Fire. These net liabilities totaled about \$193,000 per Federated member and about \$264,000 per Police and Fire member.

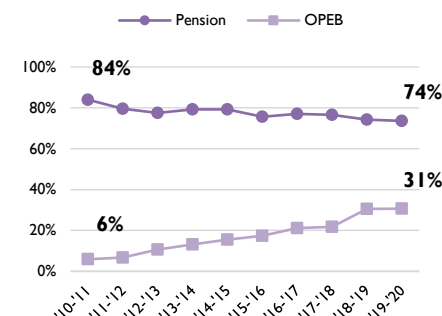
As of the June 30, 2020 actuarial valuations, the Federated and Police and Fire funded ratios (or percent of liabilities covered by plan assets) were 52 percent and 74 percent for the respective pension plans.

In November 2019, the City convened a Retirement Stakeholder Solutions Group (Group) to address retirement fund resilience and increasing retirement costs that were competing with other City services and programs in the General Fund. One of the options under consideration is using pension obligation bonds, which are taxable bonds that fund the unfunded portion of pension liabilities by creating debt. On October 5, 2021, the City Council adopted a resolution authorizing judicial validation proceedings relating to the issuance of pension obligation bonds. This step is a precursor towards issuing pension obligation bonds. Prior to actually issuing pension obligation bonds, the City Council plans to consider adoption of a pension funding policy.

Federated Funded Status



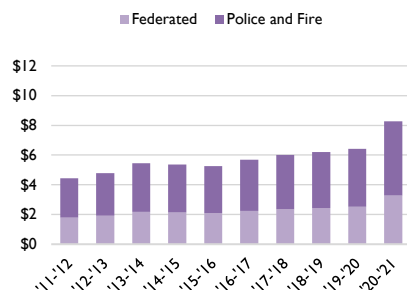
Police and Fire Funded Status



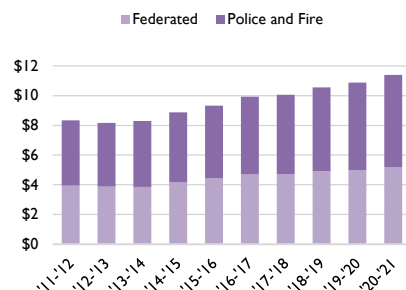
Sources: Federated City Employees' Retirement System and Police and Fire Department Retirement Plan Actuarial Valuations

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. As of 2016-17, OPEB funded status reflects changes to asset and liability calculations based on guidance from the Government Accounting Standards Board.

Retirement Plan Net Assets (\$billions)

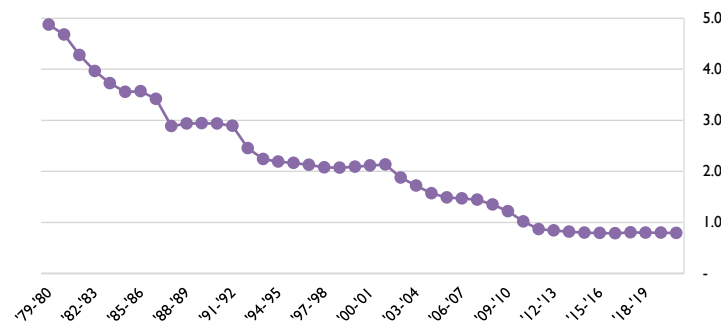


Retirement Plan Total Liabilities (\$billions)



Source: Police and Fire Department Retirement Plan and Federated City Employees' Retirement System Annual Comprehensive Financial Reports and Actuarial Valuations

Ratio of Active Members to Retirees and Beneficiaries



Source: Police and Fire Department Retirement Plan and Federated City Employees' Retirement System Annual Comprehensive Financial Reports and Actuarial Valuations

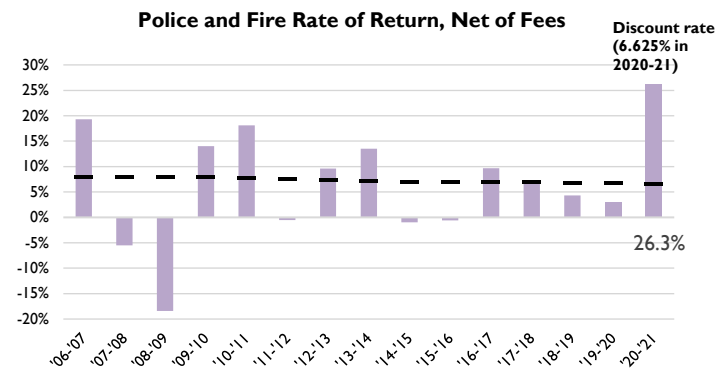
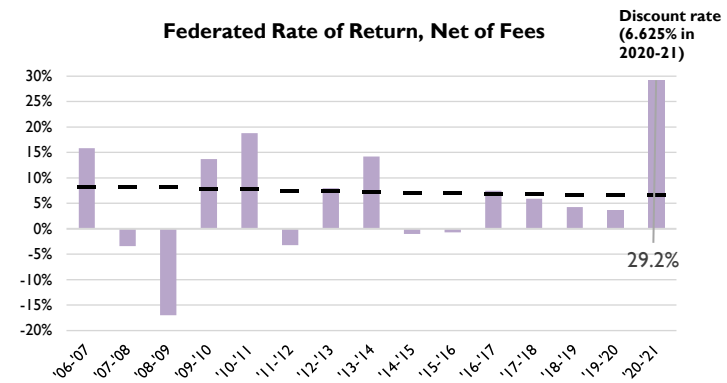
RETIREMENT SERVICES

The retirement plans' assets are distributed among various types of investments, according to each board's investment policies. As of June 30, 2021, the largest category of assets held by each pension plan was public entities. For each plan, public entities accounted for about half of all assets. The second largest portion of both pension plans were "alternatives," which are generally investments outside of traditional stocks, bonds, or cash.

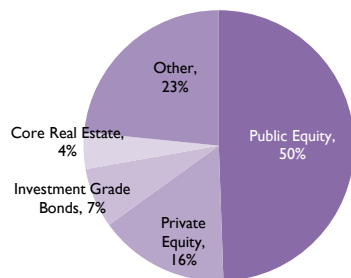
During 2020-21, the Federated pension plan had a net rate of return on pension plan assets of 29.2 percent, up from 3.6 percent last year. The Police and Fire pension plan had a net rate of return of 26.3 percent, up from 3.1 percent in 2019-20. In 2020-21, the assumed rate of return, or discount rate*, for both the Federated pension plan and the Police and Fire pension plan was 6.625 percent, both slightly down from last year's 6.75 percent.

Both the Federated and Police and Fire net returns were larger than last year. As a result of the positive investment returns, total plan assets increased from \$6.42 billion last year to \$8.27 billion on June 30, 2021.

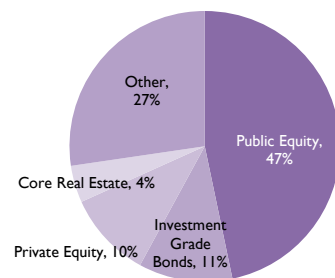
*The assumed rate of return, or discount rate, is the annual rate used to discount pensions expected to be paid in the future to current dollars. For pension plans, it is often based on average expected investment returns over a long time horizon.



Federated Pension Actual Asset Allocation



Police and Fire Pension Actual Asset Allocation



Source: Federated City Employees' Retirement System and Police and Fire Department Retirement Plan Annual Comprehensive Financial Reports. Note: Asset classes not in top four largest categories grouped in "other", such as other bonds, real estate, and cash. Percentages do not add up to 100 due to rounding.

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

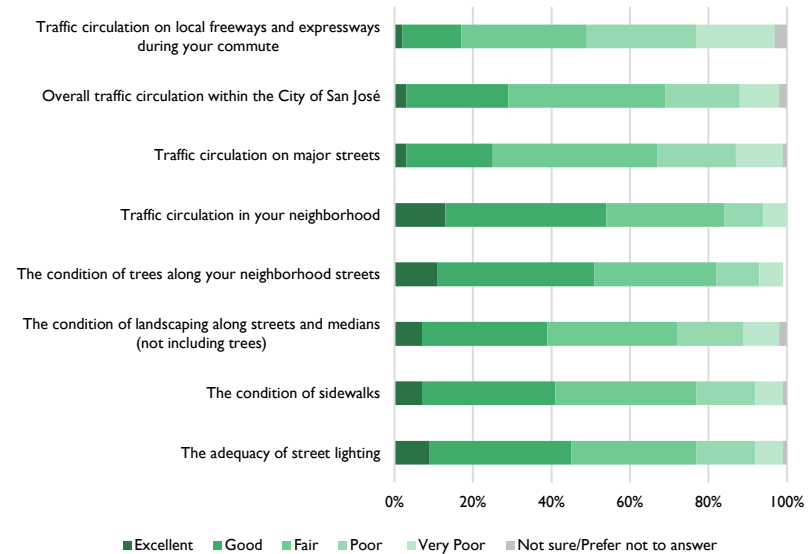
The Department of Transportation (DOT) has eight core service groups: plan and develop transportation projects; optimize traffic flow and safety; maintain street pavement; maintain traffic signals, signs, markings, and streetlights; maintain street landscapes and street trees; clean and repair sanitary sewers; maintain storm sewers; and maintain public parking. Additional staff provide strategic support, such as budget and information technology services.

In 2020-21, DOT's operating expenditures totaled \$103.4 million, including personal and non-personal expenditures. In addition, DOT was responsible for other costs including \$2.7 million in Citywide expenses and \$356,100 in workers' compensation. The Department had 501.5 authorized positions; staffing was up (26 percent) compared to levels 10 years ago.

KEY FACTS (2020-21)

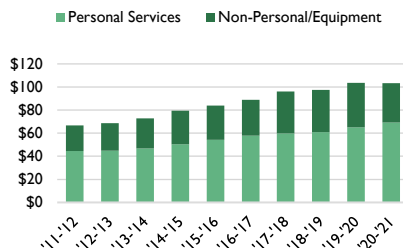
Number of acres of street landscape (also includes special districts)	560 (estimate)
Number of City parking lots and garages	14
Number of parking meters	2,300 (estimate)
Number of street miles	2,519
Number of street trees	270,000

Community Survey 2021
Ratings of Community Characteristics and City Services

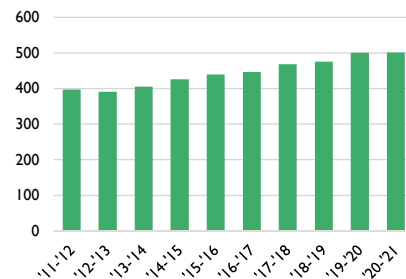


Note: Due to rounding, some percentages may not total to 100 percent.

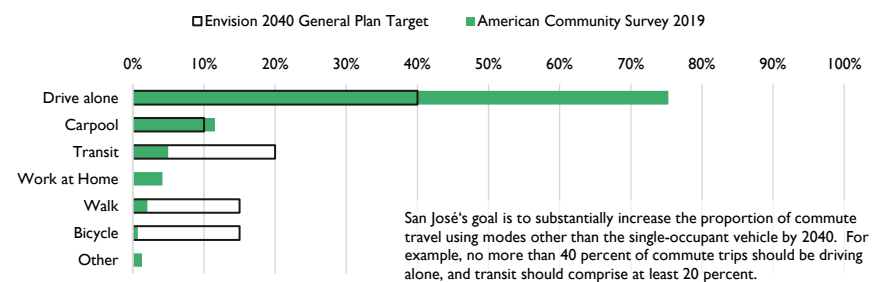
DOT Operating Expenditures (millions)



DOT Authorized Positions



San José Residents' Mode of Commuting to Work



Source: 2019 [American Community Survey](#), 1-year estimates, table B08006

Note: Mode of Commuting to Work values are from before the shelter in place order. San José level data for the American Community Survey, U.S. Census Bureau was not available for 2020.

TRANSPORTATION SAFETY & OPERATIONS

Transportation Safety & Operations manages various traffic safety programs to facilitate safe and efficient travel within San José. In 2015, the City adopted [Vision Zero](#), a transportation safety initiative that recognizes traffic deaths as preventable and unacceptable. Under Vision Zero, the City’s goal is to reduce, and ultimately eliminate, traffic fatalities and severe injuries.

DOT reports that there were 49 traffic fatalities in San José in 2020, 11 less than 2019. Forty-three percent were pedestrians with a median age of 49. San José’s rate of fatal and injury crashes has remained well below the national rate, with a rate of 2.4 per 1,000 residents in 2019. In comparison, the national rate was 5.9 per 1,000 residents in 2019.

DOT installed 43 traffic safety improvements, such as flashing beacons, median refuge islands, curb extensions, radar speed display signs, and edgelines/centerlines to enhance pedestrian crossings safety and/or reduce speeding on roadways. Additionally, over 1,200 traffic studies were evaluated citywide. Moreover, nearly 5,400 children and over 300 seniors received traffic safety education in 2020-21. Each is significantly below prior years due to limited outreach as a result of COVID-19 in-person restrictions.

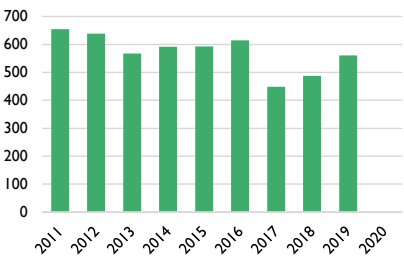
TRANSPORTATION PLANNING & PROJECT DELIVERY

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 2020-21, DOT budgeted \$431 million towards its traffic capital improvement program. Regional projects include freeway and transit infrastructure improvements; local projects include major and minor street safety improvements projects, such as bike lane installation. The Warm Springs Quiet Zone regional project will reduce the frequency of nighttime train horns along the railroad corridor. The State’s 2021-22 budget awarded San José \$8 million for safety improvements for this corridor.

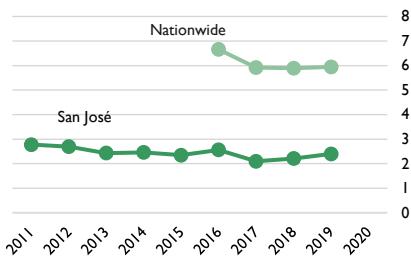
San José has 401 miles of on-street bicycle lanes and routes (installed by DOT). San José reached its 2020 goal of 400 miles of on-street bikeways. In October 2020, City Council approved DOT’s new plan [Better Bike Plan 2025](#). The plan aims to create a low-stress, connected network. Since the plan’s approval and fiscal year end, DOT reports about five miles of new bikeways were completed.

Pedestrian and Bicycle Injury Crashes (calendar year)



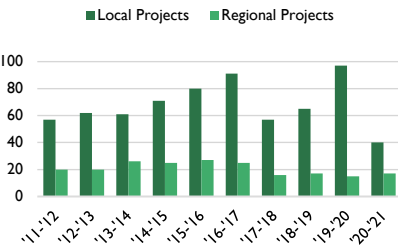
Note: This includes fatal crashes. Data under review for 2020.

Fatal and Injury Crash Rate per 1,000 Residents

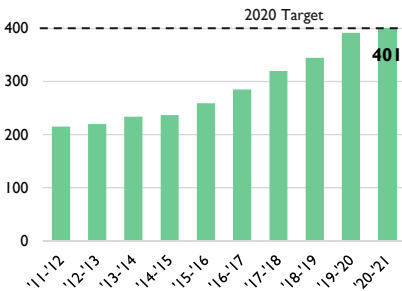


Source: National fatal and injury crash rate data comes from the National Highway Traffic Safety Administration (NHTSA) Traffic Safety Facts 2019 report, published in 2021. Data prior to 2016 is not comparable due to different sample designs used by NHTSA.
Note: San José data under review for 2020.

Transportation Projects in Progress



On-street Miles of Bikeways



Note: Parks, Recreation and Neighborhood Services has built additional off-street miles.

Example Local & Regional Transportation Projects (FY 2020-21)

- Vision Zero Safety Improvements
- ADA Accessibility Ramps
- US 101/De La Cruz Blvd/Trimble Rd Interchange Improvement
- Warm Springs Quiet Zone
- Caltrain Electrification
- US 101/Blossom Hill Rd Interchange Improvement

TRANSPORTATION

STREET PAVEMENT MAINTENANCE

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

- In 2020, the city's street pavement condition was rated a 66, or "fair," on the Pavement Condition Index (PCI) scale by the Metropolitan Transportation Commission (MTC).^{*} A "fair" rating means that streets are worn to the point where expensive repairs may be needed to prevent them from deteriorating rapidly. This is a three-year moving average.
- DOT also annually assesses the conditions of the city's streets, and rated the city's average street pavement condition a 67 in 2020.

DOT estimates it needs \$526.3 million for deferred maintenance on poor and failed roads, as well as to bring the average street condition to a "good" rating. Due to funding from 2016 VTA Measure B, State Senate Bill I, and Measure T, DOT anticipates pavement conditions will improve and the maintenance backlog will continue to decrease. Accounting for one-time and temporary funding sources, the 10-year average annual funding for pavement maintenance is estimated at \$84.7 million.

As part of the 2020 pavement maintenance program, 116 miles of street were resurfaced and 82 miles were preventively sealed. DOT has also continued to make safety-related corrective repairs, such as filling potholes and patching damaged areas. In 2020-21, DOT crews repaired almost 5,400 potholes, 36 percent less than 2019-20. DOT credits this decrease to improvements in pavement conditions from more resurfacing, less rain, and also COVID-19 impacts. Due to COVID-19, there were fewer staff in the field that would have typically added to the number of potholes filled from self-discovery.

Pavement Condition Index
San José*

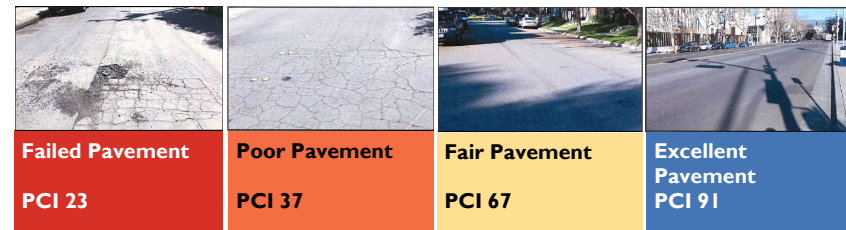
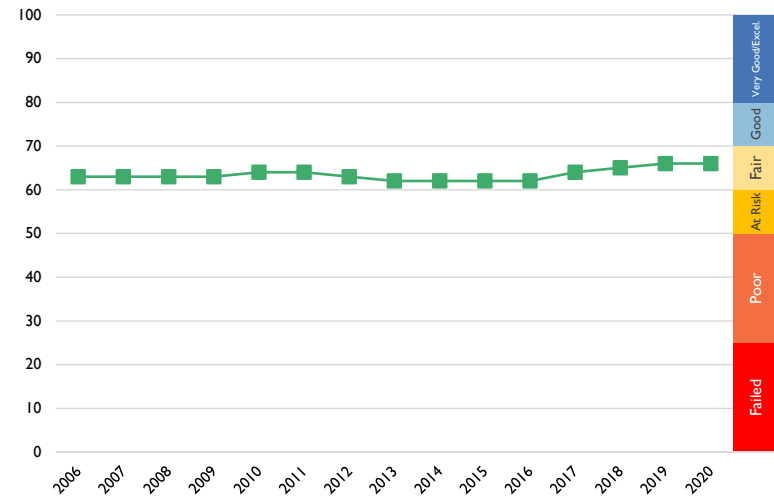
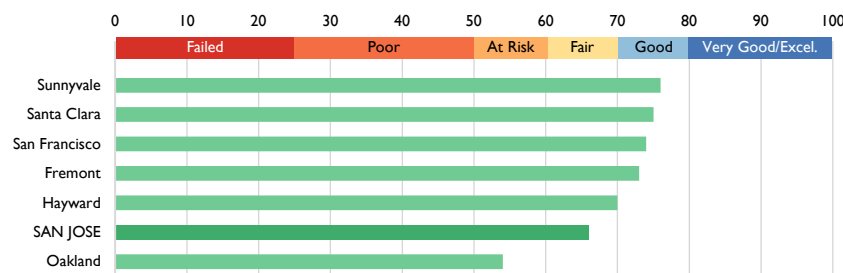
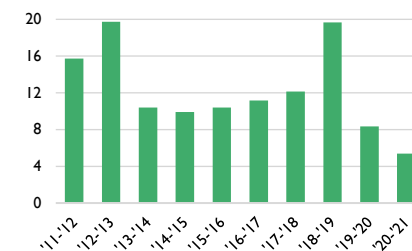


Photo source: Department of Transportation

2020 Pavement Condition Index Selected Bay Area Comparisons*

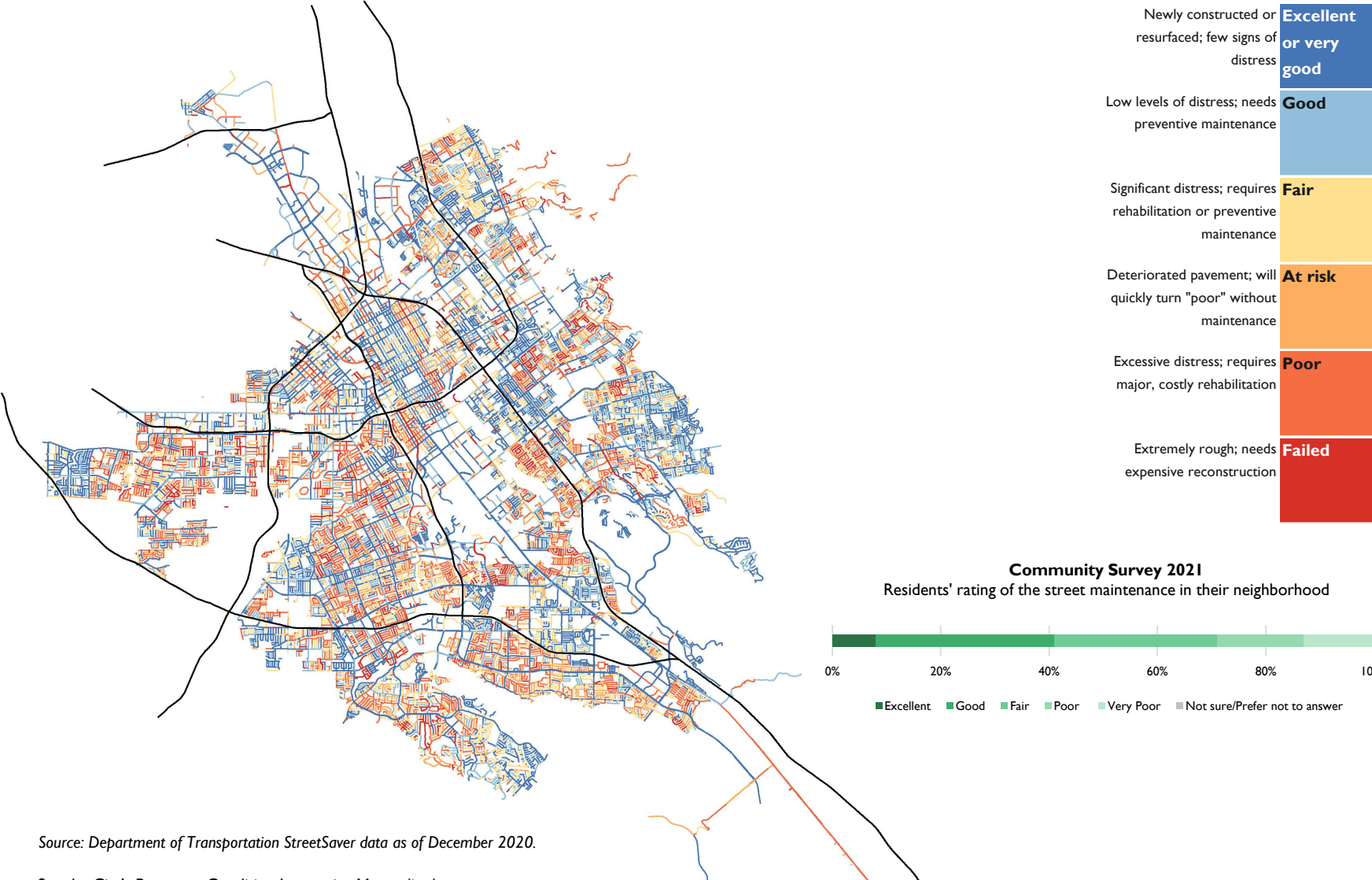


Number of Potholes Filled
(thousands)



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

Map of Pavement Condition



Source: Department of Transportation StreetSaver data as of December 2020.

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

TRANSPORTATION

TRAFFIC MAINTENANCE

The Traffic Maintenance Division is responsible for maintaining the City's traffic signals, traffic signs, roadway markings, and streetlights. In 2020-21, DOT made almost 1,100 repairs to traffic signals. DOT responded to signal malfunctions within 30 minutes 19 percent of the time. DOT's target is 40 percent of traffic signal malfunctions responded to within 30 minutes.

DOT's response to traffic and street name sign service requests fell within established guidelines¹ 91 percent of the time in 2020-21, which fell below the target of 94 percent. Almost 4,300 signs were preventively maintained, an increase of 8 percent compared to the prior year.

DOT crews completed roadway marking services within established priority guidelines² 100 percent of the time in 2020-21. Sixty-seven percent of roadway markings met visibility and operational guidelines, surpassing the 62 percent target.

Ninety-eight percent of San José's estimated 64,400 streetlights³ were operational; 22 percent of reported malfunctions were repaired within seven days. DOT attributes the drop from the prior year's 30 percent to a more lengthy light fixture replacement process that requires more work from staff and to understaffing of electricians needed to perform this work. DOT repaired 9,100 streetlights in 2020-21. As of 2020-21 the City has converted or installed about 36,200 LED streetlights, up from about 3,000 LED streetlights in 2013.

Traffic Signals

962 traffic signal intersections in San José

1,100 repairs and **420** preventive maintenance activities completed

19% of malfunctions responded to within 30 minutes (Target: 40%)

Traffic and Street Name Signs

121,000 traffic control and street name signs in San José (estimate)

4,300 preventive maintenance activities completed

91% of sign repair requests completed within established guidelines¹ (Target: 94%)

80% of signs in good condition (estimate, Target: 82%)

1. 24 hours, 7 days, or 21 days—depending on the priority

Roadway Markings

5.7 million square feet of roadway markings

160 maintenance requests completed

100% of service requests completed within prioritized operational guidelines² (Target: 100%)

67% of markings met visibility and operational guidelines (Target: 62%)

2. 24 hours, 7 days, or 21 days—depending on the priority

Streetlights

64,400 streetlights³ in San José (estimate), including **36,200** LED streetlights

9,100 repairs completed

98% of streetlights in operational condition (Target: 98%)

3. includes other types of street lighting, not just streetlights

Number of Traffic Signal Maintenance Activities

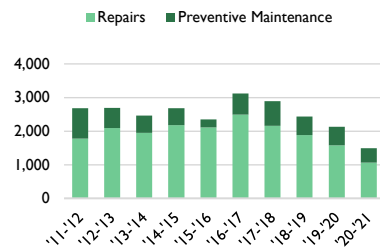


Photo source: Department of Transportation

Percent of Roadway Markings Meeting Visibility and Operational Guidelines

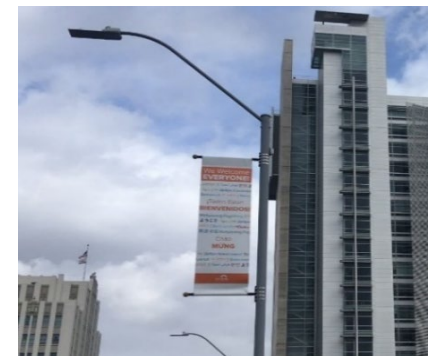
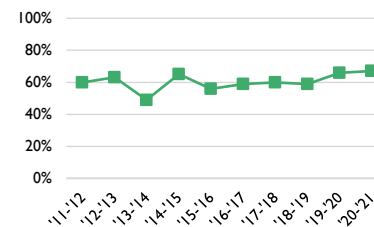


Photo source: Auditor

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. Over 800 miles were cleaned in 2020-21, an increase of 9 percent from the prior year. Seven hundred sewer repairs were completed. DOT responded to 35 sewer overflows in 2020-21, four more than last year. The number of main line stoppages that needed to be cleared was about 240 in 2020-21. DOT estimates 46 percent of sanitary sewer problems were responded to within 30 minutes.

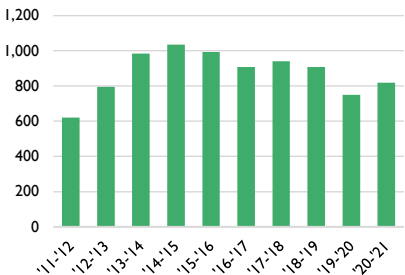
STORM DRAINAGE

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; the City contracts residential street sweeping.

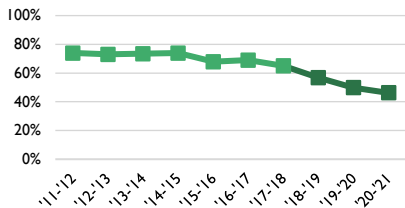
DOT annually cleans approximately 35,500 storm drain inlets so that rain and storm water runoff flow unimpeded through storm drains into the San Francisco Bay. Proactive cleaning of storm drain inlets prevents harmful pollutants, trash, and debris from entering the Bay and reduces the potential for blockages and flooding during heavy rains.

In 2020-21, DOT reports that there were four declared storm days and over 430 storm call responses. 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.

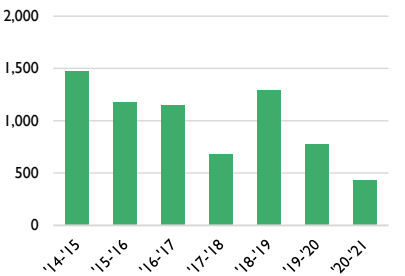
Sewer Miles Cleaned



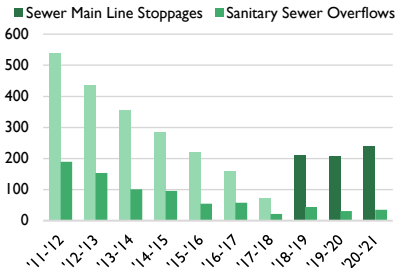
Percentage of Sanitary Sewer Problems Responded to within 30 Minutes*



Storm Calls



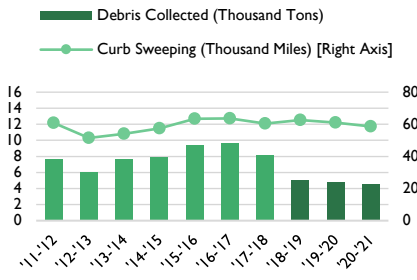
Sewer Stoppages and Overflows Cleared



Note: DOT changed its methodology starting in 2018-19 to include both the preventive and reactive stoppages cleared. Before, DOT was only capturing reactive stoppages cleared in this measure.

* DOT changed its methodology starting in 2018-19 to exclude work assignments without an end time.

Street Sweeping



Note: Previously, debris numbers were reported with the assumption that sweepers were 100 percent full. Starting in 2018-19, DOT based reporting on the approximate percent sweepers were full.

TRANSPORTATION

STREET LANDSCAPE MAINTENANCE

DOT's Landscape Services Division maintains median islands and undeveloped rights-of-way, and ensures the repair of sidewalks and the maintenance of street trees. For the past four years (2017-18 to 2020-21), the City Council allocated additional funding to increase the frequency of street landscape maintenance through contracted services as part of the [BeautifySJ](#) program. DOT reports that BeautifySJ maintains approximately half of DOT's landscape inventory. DOT maintenance staff continues to provide basic cleaning and maintenance activities to the non-contractually maintained parcels. Through these combined efforts, there have been improvements in the overall condition of City landscapes. In 2020-21, an estimated 97 percent of general benefit street landscapes were rated on average a 3.5 or higher out of a four point condition rating scale. DOT attributes this increase to a change in methodology in rating street landscapes.

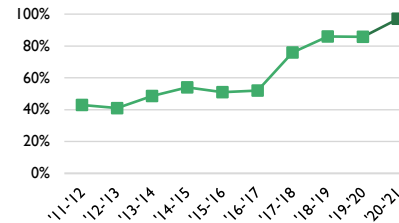
San José has an estimated 270,000 street trees.* DOT responded to over 900 emergencies for street tree maintenance in 2020-21. The City and property owners completed more than 5,100 sidewalk repairs in 2020-21.

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. From mid-March 2020 to early August 2020, short-term visitor parking was temporarily provided free of charge in response to the COVID-19 pandemic. Monthly parking operations were also impacted. As a result, monthly parking decreased by 24 percent to almost 52,100 monthly customers in 2020-21. About 580,000 visitors used City parking facilities, 38 percent less than the last year.

The Department issued over 100,000 parking citations in 2020-21, 37 percent less than in 2019-20 as DOT temporarily suspended parking enforcement activities on City streets from mid-March 2020 to early August 2020 due to COVID-19. Parking Services is also responsible for investigating service requests to abate abandoned vehicles. There were 35,800 vehicle abatement service requests submitted through SanJose311 and generated from Parking Compliance Unit proactive patrols in 2020-21.* The average time to complete a service request for vehicles qualifying for investigation was 16 days. DOT reports that staffing and budget challenges as well as operational adjustments impacted the response time.

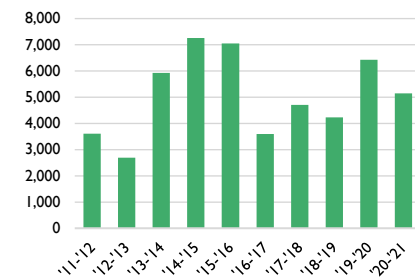
Percent of General Benefit Street Landscapes Rated a 3.5 or Higher out of a 4 Point Scale



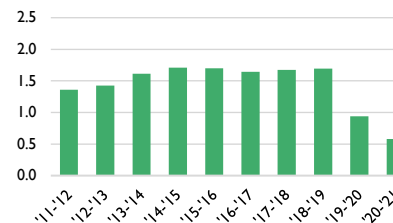
* Property owners are typically responsible for maintaining street trees and repairing adjacent sidewalks. The City maintains trees that are located within the arterial medians and roadside landscaped areas owned by the City. In July 2020, the City expanded its Tree Maintenance and Sidewalk Repair Financial Hardship Assistance Program to account for higher costs of living and increase program accessibility.

Note: DOT changed methodology in 2020-21 to rate entire corridors and give the street only one rating. Prior, multiple ratings would be given for a segment. In addition, now all general benefit street landscapes are expected to be rated each quarter and by one inspector.

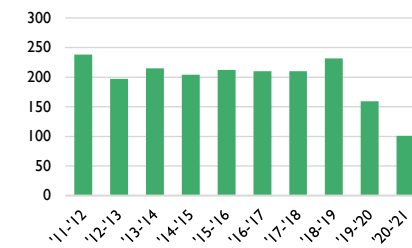
Sidewalk Repairs



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



Parking Citations Issued (thousands)



* During the COVID-19 emergency, the Vehicle Abatement Program within DOT evolved to focus on investigating and removing vehicles that were inoperable, considered a safety or health concern, or contributing to extreme blight.

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