



City of San José
Service Efforts and Accomplishments Report 2010-11
Annual Report on City Government Performance

A Report from the City Auditor
Report #11-10
December 2011

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City of San José Service Efforts and Accomplishments Report 2010-11

We are pleased to present the fourth annual Service Efforts and Accomplishments (SEA) Report for the City of San José. This report contributes to good governance and transparency by providing residents and decision makers with timely, accurate information and independent analysis. Unlike most of our audits, the SEA report offers no recommendations to improve City services. The report is intended to be informational and to provide the public with an overview of the services the City provides.

Using data available from City departments, the SEA report summarizes and highlights performance results and compares those results over five years. The report provides cost, workload, and performance data for City services. It includes historical trends, comparisons to targets and other cities when appropriate and available.

The SEA report also includes the results from San José's first year of participation in The National Citizen Survey.TM Resident opinions and perceptions about City services help inform decision makers about how well the City is responding to residents' needs. The National Citizen SurveyTM is a collaborative effort between the National Research Center, Inc. (NRC) and International City/County Management Association (ICMA). San José residents received a mail survey in September 2011 and were asked their opinions about overall quality of life in San José and about specific City services.

Overall Spending and Staffing

With a population of 958,789, San José is the tenth largest city in the United States and the third largest city in California. The City of San José serves one of the most racially diverse populations in California—about one-third Asian, one-third Hispanic, and one-third white. In 2010-11, the City's departmental operating expenditures were about \$1.32 billion*, or about \$1,374 per resident including:

- \$303 for Police
- \$229 for Citywide, General Fund Capital, Transfers, and Reserves
- \$192 for Environmental Services
- \$160 for Fire
- \$ 85 for Public Works
- \$ 68 for Transportation
- \$ 68 for Airport
- \$ 62 for Parks, Recreation and Neighborhood Services
- \$48 Finance, Retirement, Information Technology, and Human Resources
- \$40 for Mayor, City Council, and Council Appointees
- \$32 for Library
- \$30 for Convention Facilities and Economic Development
- \$28 Planning, Building, and Code Enforcement
- \$19 for Redevelopment
- \$10 for Housing

* The City's Operating Budget totaled \$2.7 billion, which includes the above expenditures as well various non-General Fund operating and enterprise fund expenditures (e.g., capital expenditures, debt service, pass-through grant funds) and operating or other reserves.

Overall Spending and Staffing Challenges

2010-11 was the ninth consecutive year of budget cuts for the City of San José. The City closed an \$118.5 million General Fund shortfall through the approval of the 2010-11 budget. A combination of strategies were used to balance the budget including: 1) service reductions and eliminations 2) employee total compensation reductions 3) service delivery changes and 4) funding shifts, use of reserves, and fee/tax increases. Given the large General Fund shortfall, significant service reductions were unavoidable. These included reduced police and fire services, reduced library hours, reduced community centers, reduced park services, and reduced maintenance of many City facilities and transportation infrastructure. One-time funds were identified to continue some services in 2010-11.

The City's February 2011 Forecast anticipated budget shortfalls in each of the five years of the forecast. One major driver of the now yearly General Fund shortfalls are payments into the City's retirement systems. As of June 30, 2010, the City had promised an estimated \$7.6 billion in pension and other post-employment benefits (OPEBs) including medical insurance, but only maintained about \$4.6 billion in assets as of June 30, 2011. In order to address this shortfall, the City has been significantly increasing contributions to the retirement funds. In fiscal year 2000-01, annual pension and OPEB contributions comprised 6 percent of total General Fund expenditures, they reached 17 percent in fiscal year 2010-11, and are projected to reach 22 percent of expenditures in fiscal year 2011-12. (For more information on rising pension costs, please see the Auditor's Office report *Rising Pension Costs Threaten the City's Ability to Maintain Service Levels – Alternatives for a Sustainable Future*.)*

As a result, operating expenditures were about 4 percent higher than one year ago and about 14 percent higher than five years ago. During that five-year period, the City's population increased 5 percent and inflation increased 8 percent. In 2010-11, the City had 5,906 authorized full-time equivalent positions Citywide, 12 percent fewer than in 2009-10 and 15 percent fewer than five years ago. The result was that as many as 1 in 5 employees who were here in 2009-10 left the City in 2010-11. Many of the City's employee classifications are subject to "bumping" (a process in which more senior employees displace less senior employees as a result of job eliminations). In addition to the 1 in 5 who left, another 1 in 10 employees were bumped to another job (July 1, 2011 marked the second consecutive year in which 1 in 10 employees changed positions).

Overall Resident Satisfaction

2011 marked San José's first year of participation in The National Citizen Survey.TM Respondents were selected at random. Participation was encouraged with multiple mailings and self-addressed, postage paid envelopes. Surveys were available in English, Spanish, and Vietnamese. Results were statistically re-weighted to reflect the proper demographic composition of the entire community. The survey and its results are included in the Appendix. Results of service-specific questions are also incorporated into the relevant departmental chapters.

Sixty-two percent of residents rated the overall quality of life in San José as good or excellent and 72 percent found San José good or excellent as a place to live. Forty-five percent of residents rated the quality of City services as good or excellent. Thirty-two percent of residents reported that they had some contact with City of San José employees. Of those residents, 58 percent reported that their overall impression of City employees was good or excellent.

Major Service Results and Challenges in 2010-11

The City of San José provides a wide array of services that City residents, businesses, and other stakeholders count on. Many of these services do not receive significant day-to-day attention. Some highlights include:

- In spite of staffing reductions in the Police Department, average Police response times for Priority 1 calls increased only slightly from 6.0 minutes to 6.1 minutes; however, average response times for Priority 2 calls increased from 12.1 minutes to 13.7 minutes. San José's rate of major crimes per 100,000 residents has decreased over the last five years and has been below the state and federal rates in each of those years. 61 percent of residents rate the quality of Police services as good or excellent.

* <http://www.sanjoseca.gov/auditor/AuditReports/1010/1010.pdf>

- In 2010-11, the Fire Department responded to more than 52,000 emergencies — 95 percent of which were medical emergencies. Initial responding units arrived within 8 minutes of receiving a 9-1-1 call 82.1 percent of the time. Although this was a slight decline from 2009-10, this was the fourth straight year the Fire Department met its timeliness goal of 80 percent within 8 minutes; 23 of 33 fire stations met or surpassed the goal. 85 percent of residents rate Fire services as good or excellent.
- The City has 55 community centers (including youth and senior centers). Due to staffing reductions, by the end of 2010-11 the City operated only 12 of those centers (and had an additional center that was not yet open); 42 of its community centers were used by other community service providers in exchange for providing services that primarily benefit San José residents (more than double the number of sites in 2009-10). City-operated facilities included ten hub community centers that were open 63 hours per week on average (note that those hours decreased to 59 per week in 2011-12). 86 percent of residents reporting having visited a park at least once in the last year, and 49 percent reported having used a recreation center.
- Construction on several new City facilities was completed in 2010-11, however openings of several facilities were deferred due to insufficient funds for operations. These included two library branches (Seven Trees and Bascom), the Bascom Community Center as well as the South San José Police Substation.
- In 2010-11, branch libraries were open 39 hours a week over five days of service. In 2009-10, branch libraries had been open 47 hours per week over six days of service. The Dr. Martin Luther King, Jr. main library was open four fewer hours per week (77 versus 81) in 2010-11 than in the prior year. Total circulation remains high (13.7 million items, including eBooks). In 2011, the Library received the National Medal for Museum and Library Service — one of only 10 organizations nationally to receive the award. 68 percent of residents rated library services good or excellent.
- Utility costs for services provided by the Environmental Services Department have generally increased over the last five years. Between 74 percent and 76 percent of San José residents rated garbage, recycling, and yard waste pick up as good or excellent.
- The City's "one-stop" Permit Center in City Hall received 27,666 customers, about 7 percent fewer than in 2009-10 and about 40 percent fewer than in 2007-08. Despite fewer customers, Development Services experienced more activity in 2010-11 as planning applications, building permits, and building inspections were all up compared to 2009-10. Timeliness improved in five of seven listed permitting processes compared to 2009-10 performance. 58 percent of residents rated the overall quality of new development in San Jose as good or excellent.
- In 2010-11, the Airport served 8.4 million airline passengers, up slightly from the prior year. Commercial flights in San José totaled 91,312, which was 7 percent fewer than 2009-10 and 30 percent fewer than five years ago. The Airport accommodated 15 percent of the regional passenger air service market, down from 18 percent five years ago. Airport costs have gone up as a result of the completion of the \$1.3 billion Airport modernization and expansion (annual debt service has grown from \$23.8 to \$44.6 million in the past five years). 77 percent of residents rated the ease of use of the Airport as good or excellent.
- In 2010, San José had a Pavement Condition Index (PCI) of 64 out of a possible 100, which is considered "fair" according to the statewide index. By comparison, San José's PCI rating was in the bottom third of 109 Bay Area jurisdictions. The number of pothole repair requests continues to grow. Although the timeliness of corrective repairs continues to improve, this signals that pavement condition has been deteriorating due to lack of funds. Only 21 percent of residents rated street repair as good or excellent.

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

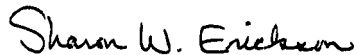
Conclusion

This report builds on the City's existing systems and measurement efforts. The City Auditor's Office compiled and reviewed departmental performance data for reasonableness, however we did not audit or perform detailed testing of the data. 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 a background section which includes a community profile, information on the preparation of the report, and a discussion of service efforts and accomplishments reporting in general. The following section provides a summary of overall spending and staffing. The remainder of the report presents performance information for each department, in alphabetical order which provide services to achieve that mission, 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 <http://www.sanjoseca.gov/auditor/>. We thank the many departments that contributed to this report. This report would not be possible without their support.

Respectfully submitted,



Sharon Erickson
City Auditor

Audit Staff: Roy Cervantes, Renata Khoshroo, Jazmin LeBlanc & Joe Rois

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BACKGROUND

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Community Profile
Scope & Methodology

INTRODUCTION

This is the fourth annual report on the City of San José's Service Efforts and Accomplishments (SEA). 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 the City departments, programs, and services.

The report contains summary information including workload and performance results for the fiscal year ended June 30, 2011. 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 be of general interest to the public.

This report also includes the results of a resident survey, completed in October 2011, 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 for all users. The report provides three types of comparisons when available: five-year historical trends for fiscal years 2006-07 through 2010-11, selected comparisons to other cities, and selected comparisons to stated targets.

After completing the first annual report on the City's Service Efforts and Accomplishments, the Auditor's Office published *Performance Management And Reporting In San José: A Proposal For Improvement*, which included suggestions for improving quality and reliability of performance and cost data. Since issuing that report we have worked with the Budget Office to assist a number of City departments in improving their measures. We will continue to work with departments towards improving their data as requested.

The first section of this report contains information on overall City revenues, spending and staffing, as well as resident perceptions of the City, City services, and City staff. The remainder of the report displays performance information displayed by department, in alphabetical order. The departments are as follows:

- Airport
- City Attorney
- City Auditor
- City Clerk
- City Manager
- Convention Facilities
- Economic Development
- Environmental Services
- Finance
- Fire
- Housing
- Human Resources
- Independent Police Auditor
- Information Technology
- Library
- Mayor and City Council
- Parks, Recreation, and Neighborhood Services
- Planning, Building, and Code Enforcement
- Police
- Public Works
- Redevelopment Agency
- Retirement
- Transportation

COMMUNITY PROFILE

San José, with a population of 958,789 is the tenth largest city in the United States and the third largest city in California. San José is the oldest city in California; established as El Pueblo de San José de Guadalupe on November 29, 1777, 73 years before California achieved statehood. Although it is the tenth largest city, it ranks 61st in population density for large U.S. cities. The City covers approximately 179 square miles at the southern end of the San Francisco Bay. For comparison, San Francisco covers 47 square miles with a population of 856,095. Originally an agricultural community, it is now in the heart of Silicon Valley, so called in reference to the many silicon chip manufacturers and other high-tech companies.

CITY DEMOGRAPHICS

The City of San José serves one of the most racially diverse populations in California. The demographics of San José are important because they influence the type of services the City provides and residents demand.

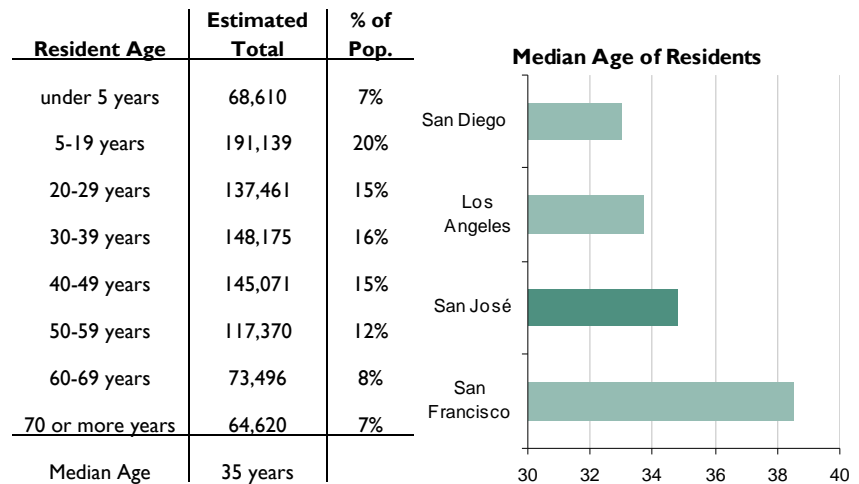
According to the Census Bureau in 2010, the ethnic break-down of residents was:

Ethnic Group	Estimated Total	% of Pop.
Asian	303,138	32%
Vietnamese	100,486	
Chinese	63,434	
Filipino	53,008	
Indian	43,827	
Other Asian	42,383	
Hispanic	313,636	33%
Non-Hispanic White	271,382	29%
Black	30,214	3%
Other	27,572	3%

* Source: Census Department's American Community Survey 2010.

San José also has a high number of foreign born residents; over 38 percent of San José residents were foreign born. More than 59 percent of those identifying as foreign born were born in Asia and 32 percent were born in Latin America. More than 18 percent of residents are not U.S. citizens. Approximately 55 percent of San José residents speak a language other than English at home, and over 26 percent of the population identifies as speaking English less than "very well." *

San José's population is slightly older than other large California cities:*

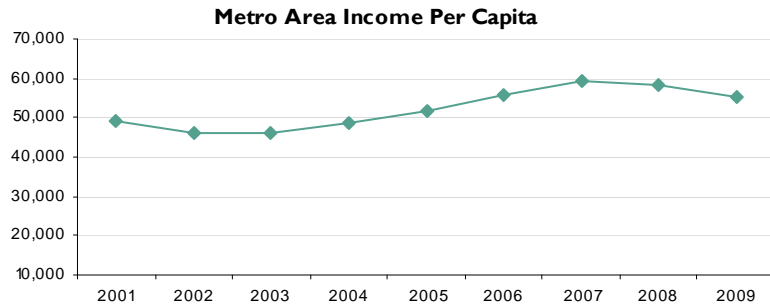


The largest occupation groups are management, business, science and arts (43 percent) and sales and office (23 percent).*

According to the county registrar, approximately 86 percent of the 788,821 registered voters in the county voted in the last presidential election (November 2008).

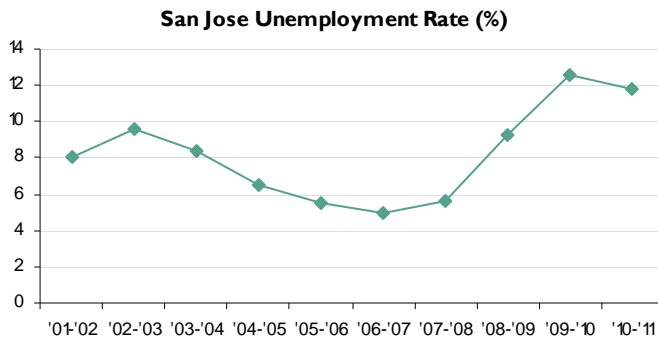
CITY DEMOGRAPHICS

Median household income was approximately \$76,794, still down from a high of \$80,000 in 2008-09.



Source: Bureau of Economic Analysis (Metro Area includes San Jose, Sunnyvale, and Santa Clara.)

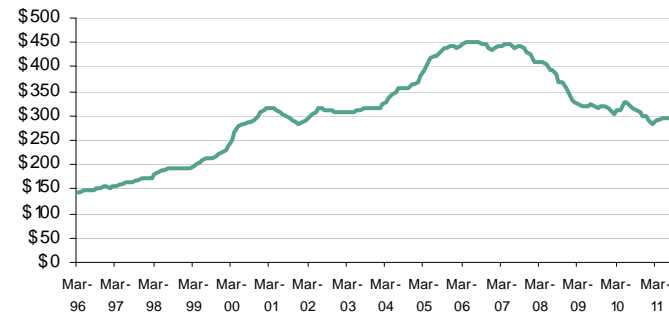
San Jose's unemployment rate remained relatively high at approximately 12 percent in 2010-11.



According to the Census Bureau, approximately 58 percent of the housing stock is owner-occupied and 42 percent is renter-occupied. Homeownership rates are slightly lower than the national average: nationwide 65 percent of housing stock is owner-occupied and 35 percent is renter-occupied.

The U.S. Housing and Urban Development department defines housing affordability as housing stock which costs less than 30 percent of the occupant's gross income. 59 percent of respondents to San Jose's National Citizen Survey report spending more than 30 percent of household income on housing costs.

San Jose Home Sale Price Per Square Foot



The median home price in San José in 2010-11 was \$520,000 and average monthly rent for a one-bedroom apartment was about \$1,470. Home prices are down slightly (\$3,500) but rent costs have increased by 5 percent from last year. This compares with a median existing home value of approximately \$214,000 nationally, according to the National Association of Realtors.

CITY GOVERNMENT

San José is a charter city, operating under a council/manager form of government. There is a 11-member City Council and many Council-appointed boards and commissions.* The Mayor is elected at large; Council members are elected by district (see map).

There were 23 City departments and offices during fiscal year 2010-11. Six 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, Executive Director of the Redevelopment Authority, and City Clerk.

Each February the Mayor gives a State of the City address which sets priorities for the year. The priorities for 2011 were:

- Building a strong economy
- Creating a safe community
- Reforming the employee pension system to reign in employee costs

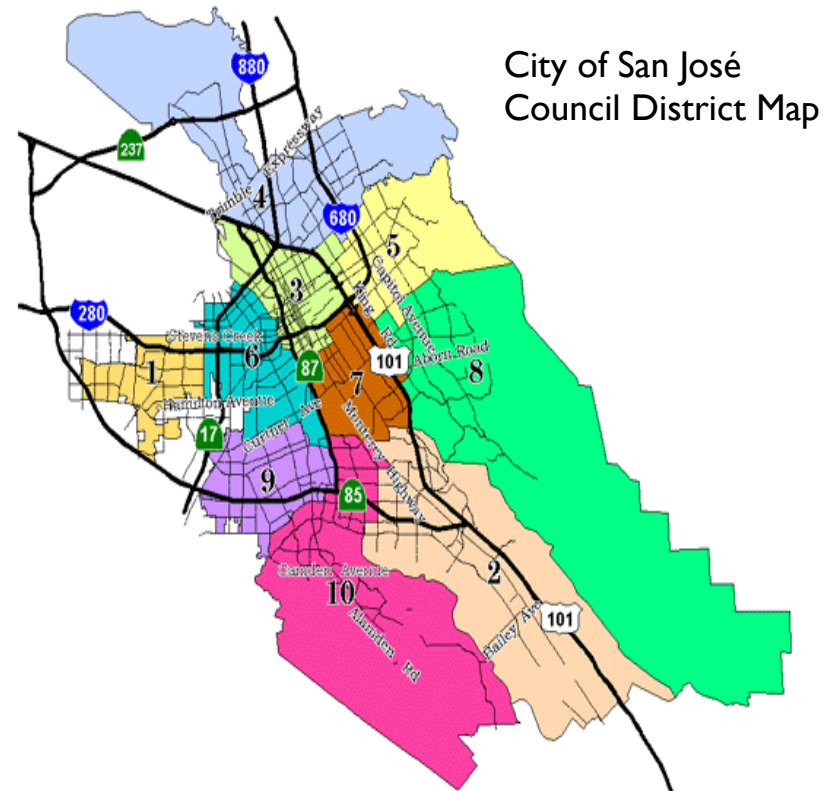
The City Council meets weekly to direct City operations. The Council meeting schedule and agendas can be viewed at this website:

<http://www.sanjoseca.gov/clerk/agenda.asp>.

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 each month.

City Council Committees:

- Community & Economic Development Committee
- Neighborhood Services & Education Committee
- Public Safety, Finance & Strategic Support Committee
- Rules & Open Government Committee
- Transportation & Environment Committee
- Airport Competitiveness Committee (ad hoc)



*Details of the boards and commissions can be found at <http://www.sanjoseca.gov/clerk/CommissionBoard/BCList.pdf>.

THE NATIONAL CITIZEN SURVEY™

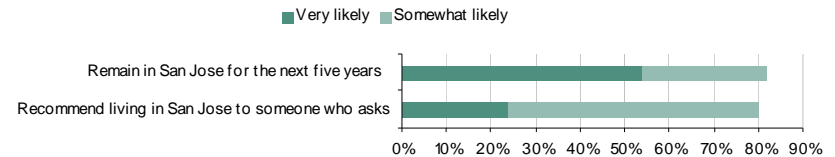
The National Citizen Survey™ is a collaborative effort between National Research Center, Inc. and the International City/County Management Association (ICMA). The National Citizen Survey™ was developed by the National Research Center to provide a statistically valid survey of resident opinions about community and services provided by local government. Respondents in each jurisdiction are selected at random and survey responses were tracked by each quadrant of the City. Of the completed surveys, 81 were from the Northwest quadrant of the City, 54 were from the Northeast, 64 were from the Southwest, and 53 were from the Southeast quadrant of San José. Participation was encouraged with multiple mailings, self-addressed, postage-paid envelopes, and three language choices— English, Spanish and Vietnamese. Results were statistically re-weighted, as necessary, to reflect the proper demographic composition of the entire community.

Surveys were mailed to a total of 1,200 San Jose households in September and October 2011. Completed surveys were received from 253 residents, for a response rate of 22%. Typical response rates obtained on citizen surveys range from 20% to 40%. It is customary to describe the precision of estimates made from surveys 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%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The margin of error around results for the City of San José Survey is plus or minus six percentage points. With this margin of error, one may conclude that when 60% of survey respondents report that a particular service is “excellent” or “good,” somewhere between 54-66% of all residents are likely to feel that way.

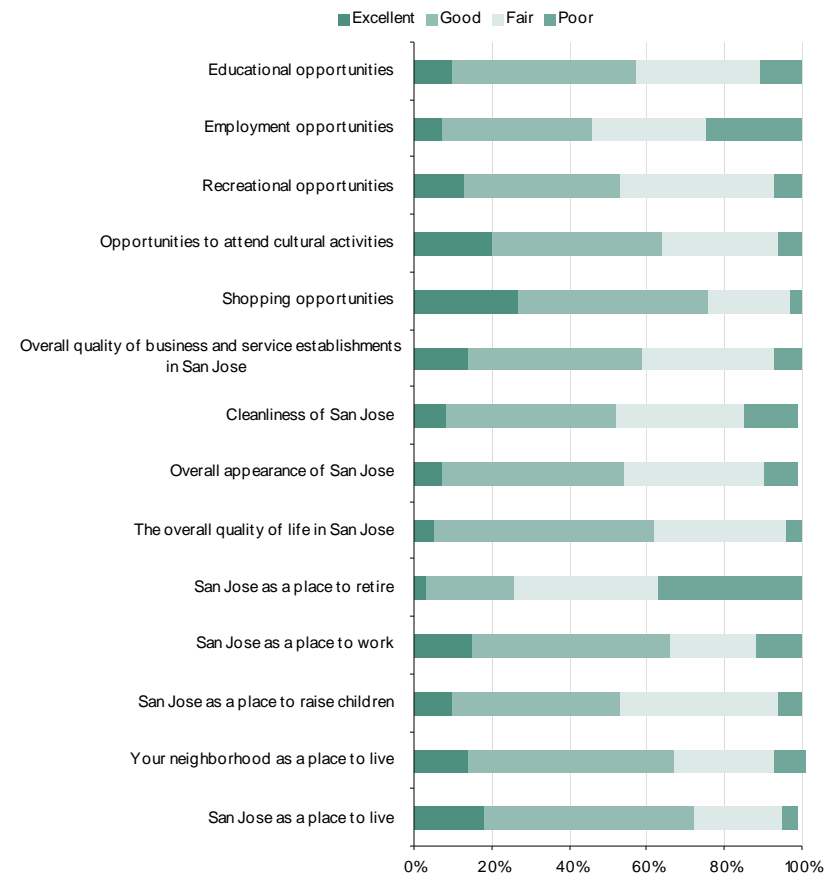
OVERALL QUALITY OF LIFE

62 percent of respondents to the 2011 National Citizen Survey™ rated the overall quality of San Jose as good or excellent and 72 percent found San Jose good or excellent as a place to live. Respondents also rated a variety of other opportunities and amenities in San Jose as shown in the chart below.

Likelihood of Remaining in Community

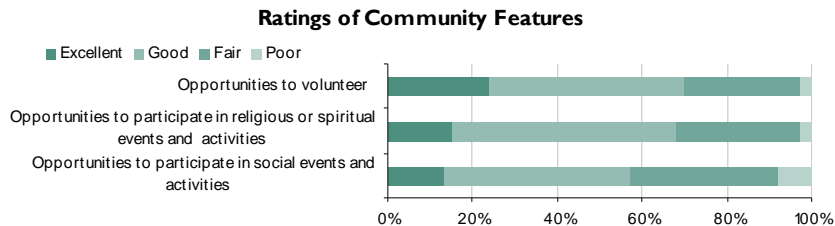


Overall Quality of Life

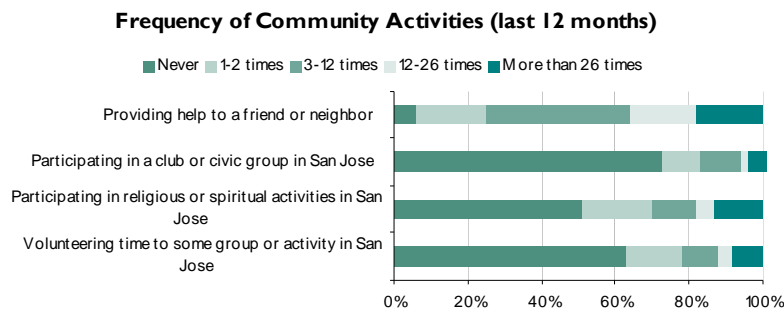


SENSE OF COMMUNITY

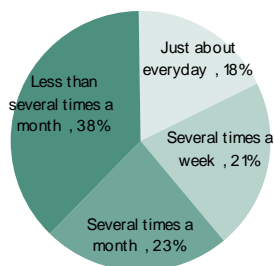
Most San Jose residents, 67 percent, reported feeling that openness and acceptance towards people of diverse backgrounds was excellent or good. However, the overall sense of community in San Jose is fairly low with just 35 percent of residents reporting the sense of community as good or excellent and 20 percent reporting it as poor. The chart below indicates how satisfied residents are with opportunities to engage in the community.



Most San Jose residents do not report participating in community organizations with high frequency.



Frequency with which residents report talking or visiting with immediate neighbors



The majority of residents report talking or visiting with immediate neighbors at least a few times a month.

POPULATION

San José grew from a population of 897,898 in 2001 to 958,789 in 2011, approximately a 7 percent increase in population over the last ten years. Unless otherwise indicated, we have used population data from the California Department of Finance. In some cases we have presented per capita data in order to adjust for population growth.

Year	Population
2007	913,310
2008	923,491
2009	937,965
2010	946,954
2011	958,789
% change in last 5 years	5%

Some departments and programs serve expanded service areas. These departments include Environmental Services, Public Works and the Airport. For example, the San Jose/Santa Clara Water Pollution Control Plant 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, and the Airport serves the entire South Bay region and neighboring communities.

INFLATION

Financial data have not been adjusted for inflation. Please keep in mind the inflation data in the table of San Francisco Area Consumer Price Index for All Urban Consumers below when reviewing historical financial data included in this report.

Date	Index
'06-'07	213.0
'07-'08	219.9
'08-'09	223.6
'09-'10	226.3
'10-'11	230.2
% change over last 5 years	8%

SCOPE & METHODOLOGY

The City Auditor's Office prepared this report in accordance with the City Auditor's FY 2011-12 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 independent auditors in 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. This report builds on the City's existing systems and measurement efforts.

SERVICE EFFORTS & ACCOMPLISHMENTS

The Government Accounting Standards Board (GASB) has been researching and advocating Service Efforts and Accomplishments (SEA) reporting for state and local government for many years to provide government officials and the public with information to supplement what is reported in annual financial statements. Financial statements give users a sense of the cost of government service, but do not provide information on the efficiency or effectiveness of government programs. SEA reporting provides that kind of information, and enables government officials and the public to assess how well their government is achieving its goals.

This is the fourth annual SEA report for the City of San José. The number of cities and counties that produce SEA reports has been growing steadily over the past few years. The Association of Government Accountants (AGA), together with GASB, has initiated a Certificate of Excellence in Service Efforts and Accomplishments Reporting project with criteria which this report aims to address and which our three previous SEA reports have received.

SELECTION OF INDICATORS

The report relies on existing performance measures, reviewed yearly by Council, staff, and interested residents during the annual budget study sessions. It also relies on existing benchmarking data. We used audited information from the City's Comprehensive Annual Financial Reports (CAFRs).^{*} 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 include five years of historical data. We strove to maintain consistency with prior years' SEA 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.

ROUNDING

For readability, most numbers in this report are rounded. In some cases, tables or graphs may not add to 100 percent due to rounding.

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.

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.

^{*} <http://www2.csjfinance.org/>

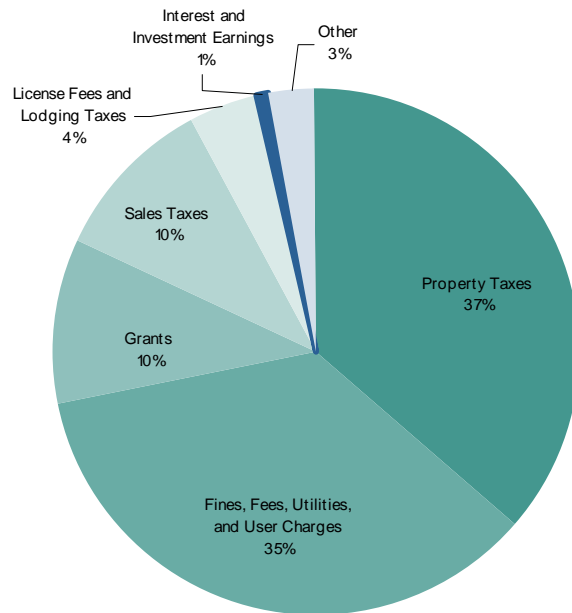
OVERALL REVENUES, SPENDING AND STAFFING

Revenues, Spending and Staffing
Resident perceptions of City Services and City Staff

CITY REVENUES

The City relies on a number of funding sources to support its operations, particularly taxes, grants, fees, fines, and utility and user charges, as seen in the chart below. The composition of general governmental revenues (i.e., excluding business-type activities such as the Airport) has changed somewhat over the past five years, as the portion of revenues derived from fines, fees, utilities and user charges has grown from 30 to 35 percent of total revenue.

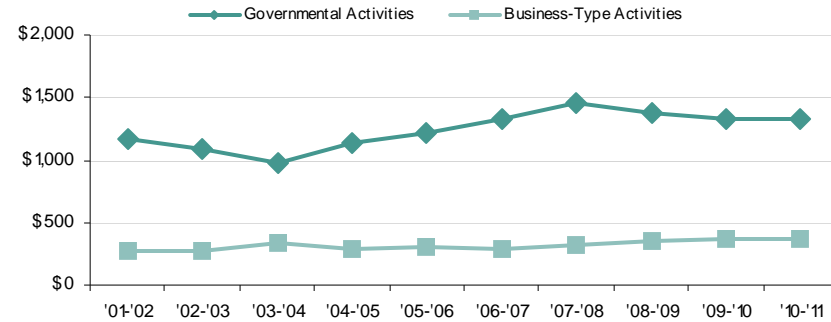
General Government and Program Revenues by Type, 2010-11



Source: 2010-11 CAFR

Overall revenues have decreased 5 percent since reaching a high of \$1.78 billion in 2007-08, to about \$1.69 billion in 2010-11.

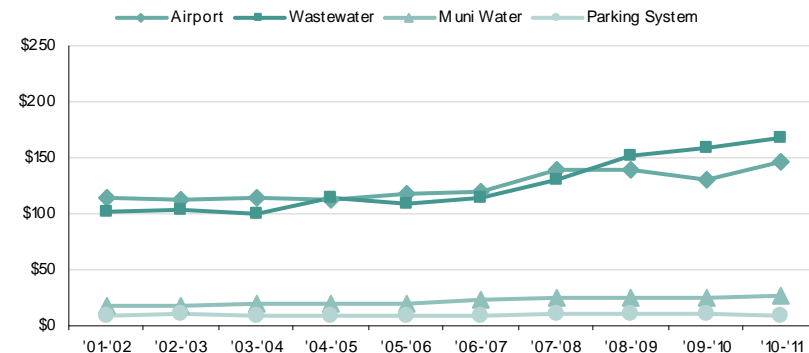
Total City Revenues (\$millions)



Source: 2011 Comprehensive Annual Financial Report

Among business-type activities, Airport revenues were up 12 percent over the previous fiscal year, and Wastewater Treatment and Muni Water were up as well, each about 6 and 5 percent from one year prior. Revenues from the Parking System were down however, about 9 percent.

Business-Type Revenues by Source (\$millions)

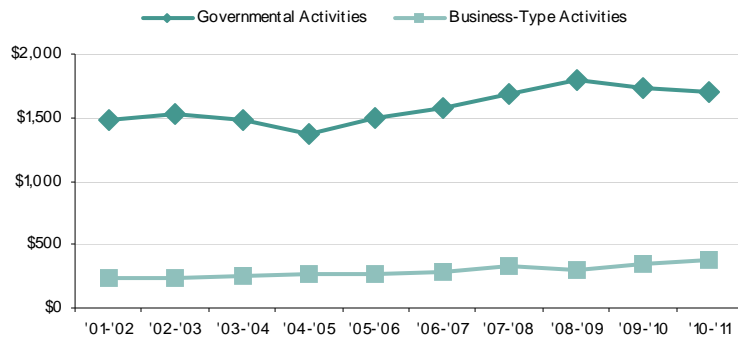


Source: 2011 Comprehensive Annual Financial Report

CITY EXPENDITURES

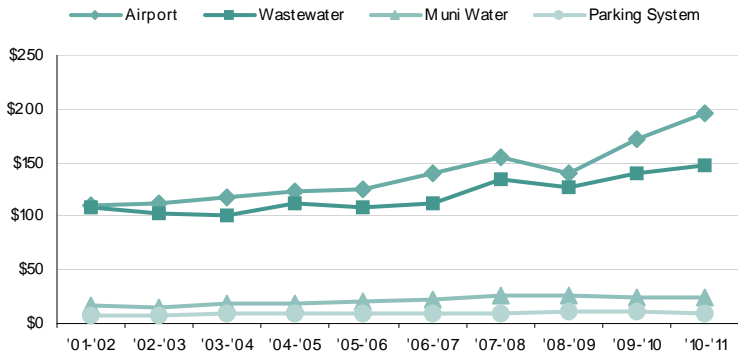
The City's total expenses peaked in 2008-09 at \$2.10 billion before falling to \$2.08 billion in 2010-11. Note, this includes non-cash expenses such as depreciation on the City's capital assets. General government expenses fell 5 percent over that time, whereas expenses from business-type activities increased. Airport expenditures increased the most among business-type activities, due to an increase in debt service related to the Airport modernization and expansion program (see Airport chapter for more details).

Total City Expenses (\$millions)



Source: 2011 Comprehensive Annual Financial Report

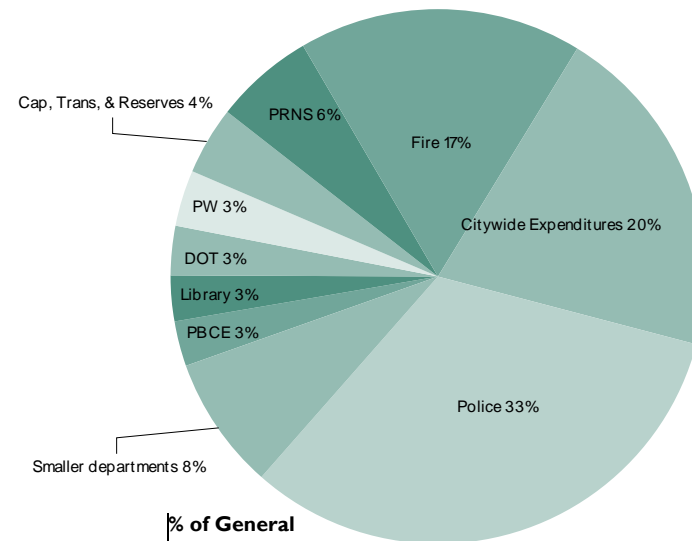
Business-Type Expenses by Source (\$millions)



Source: 2011 Comprehensive Annual Financial Report

The General Fund is the primary operating fund used to account for the revenues and expenditures of the City 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 franchise fees. Fiscal year 2010-11 was the ninth consecutive year of budget cuts in the General Fund for the City of San José. The City closed a \$118.5 million General Fund deficit through the approval of the 2010-11 Operating Budget.

General Fund Expenditures, 2010-11



Smaller Departments	% of General Fund Total
Environmental Services	0.06%
Independent Police Auditor	0.09%
Redevelopment Agency	0.14%
City Auditor	0.20%
Economic Development	0.32%
City Clerk	0.43%
Human Resources	0.77%
Mayor and City Council	0.85%
City Manager	1.16%
Finance	1.23%
City Attorney	1.28%
IT	1.58%

DEPARTMENT OPERATING BUDGETS

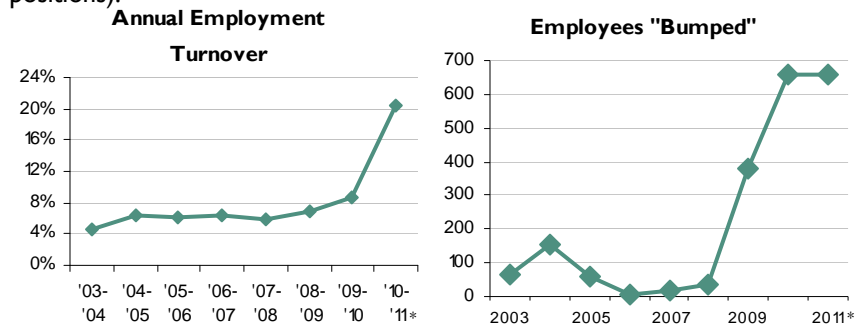
Budgeted City expenditures totaled about \$2.7 billion in 2010-11. Of that, the City directly allocated approximately \$1.32 billion to City departmental operations during 2010-11. Despite a 15 percent reduction in staffing, departmental operating expenditures were up approximately 14 percent since five years ago.

	'10-'11	5 Year Change
Airport	\$65,053,063	-8%
City Attorney	\$13,331,611	-6%
City Auditor	\$1,795,654	-24%
City Clerk	\$3,879,638	5%
City Manager	\$10,551,152	16%
Citywide Expenditures	\$181,239,760	77%
Convention Facilities	\$20,000,436	57%
Economic Development	\$9,169,140	3%
Environmental Services	\$184,380,265	17%
Finance	\$14,124,733	2%
Fire	\$153,359,783	20%
General Fund Capital, Transfers, & Reserves	\$37,373,000	-2%
Housing	\$9,851,681	16%
Human Resources	\$8,911,328	13%
Independent Police Auditor	\$823,221	9%
Information Technology	\$19,020,888	12%
Library	\$30,559,210	-2%
Mayor and City Council	\$7,562,737	13%
Parks, Recreation, and Neighborhood Services	\$59,798,036	-7%
Planning, Building, and Code Enforcement	\$26,894,298	-26%
Police	\$290,787,311	13%
Public Works	\$81,468,376	-3%
Redevelopment Agency	\$19,807,879	9%
Retirement	\$4,017,154	43%
Transportation	\$65,319,291	0%
Total	\$1,319,719,207	14%

Department operating expenditures include personal services for all funds, and non-personal/equipment expenditures for all funds with the exception of capital funds. Departmental operating budgets do not include all expenditures such as reserves, capital expenditures, debt service, and pass-through funding. Furthermore, other special funds are not always captured in departmental operation budgets. For example, the Airport's departmental expenditures totaled roughly \$65 million in 2010-11 (as we report in the chart to the left and in the Airport section), but the Airport had oversight over roughly \$176 million in other expenditures over the course of the year. The City's Operating and Capital Budgets are online at www.sanjoseca.gov/budget.

CITY STAFFING

Overall staffing levels decreased by 15 percent over the last five fiscal years from 6,952 to 5,906 positions and turnover increased in 2010-11 to about 21 percent. In addition, many of the City's employee classifications are subject to "bumping;" a process where a more senior employee displaces a less senior employee from a job. Employee bumping has increased dramatically over the past two years, as the City has experienced significant staffing reductions. Employee bumping can cause disruptions to City departments as many newly bumped employees need significant retraining in order to conduct their new jobs. As a result, as many as 1 in 5 employees who were here in 2009-10 left the City and another 1 in 10 changed position (July 1, 2011 marked the second year in a row where 1 in 10 employees changed positions).



* As of July 1, 2011.

CITY STAFFING

In 2010-11 there were 5,906 authorized full-time equivalent positions City-wide. As of May 2011, about 7.5 percent of full-time and part-time positions were vacant.

	'10-'11	5 Year Change
Airport	212	-45%
City Attorney	81	-18%
City Auditor	15	-12%
City Clerk	15	-9%
City Manager	73	-16%
Convention Facilities	14	-83%
Economic Development	69	-10%
Environmental Services	501	12%
Finance	117	-12%
Fire	770	-11%
Housing	75	-4%
Human Resources	61	-7%
Independent Police Auditor	5	-17%
Information Technology	122	-7%
Library	301	-18%
Parks, Recreation, and Neighborhood Services	628	-14%
Planning, Building, and Code Enforcement	211	-40%
Police	1,689	-6%
Public Works	499	-15%
Redevelopment Agency	8	-93%
Retirement	34	20%
Transportation	408	-15%
Total	5,906	-15%

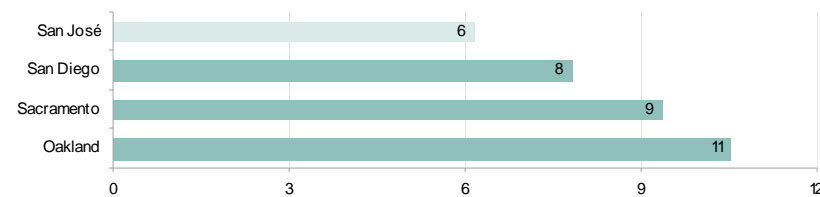
Total employee compensation dropped from a high of approximately \$859 million in 2008-09, to \$822 million in 2010-11. This is due to a combination of factors including staffing reductions as well as salary reductions that City employees took beginning on 2010-11.

Retirement, Fringe and Cash Compensation for all Funds (\$ millions)

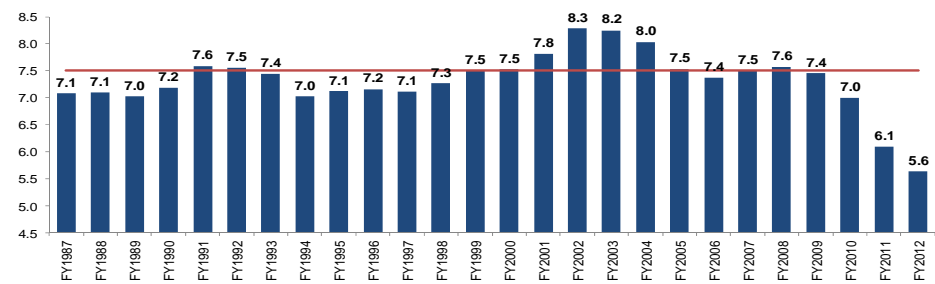


The City of San José employed fewer people per 1,000 residents in 2010-11 than several other large California cities. San José had 6.24 employees per resident, much less than San José's average of 7.5 positions during the 22 year period from 1987-2009.

Authorized Full-Time Positions Per 1000 Residents



Full-Time Employees per 1,000 population 1987-2012

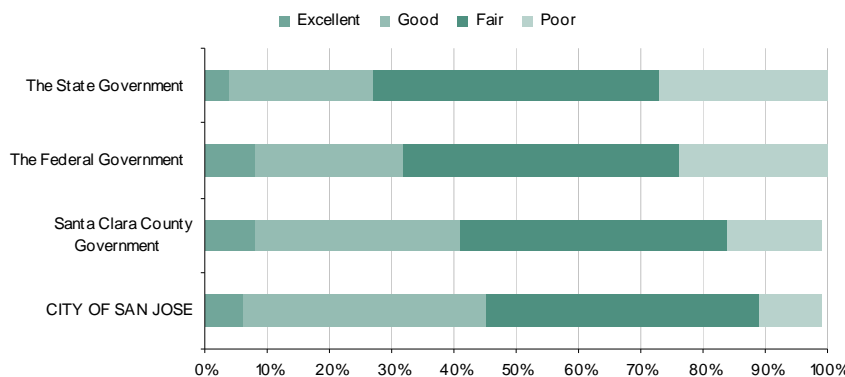


Source: 2011 Fiscal and Service Level Emergency Report, November 2011

CITYWIDE QUALITY OF SERVICES

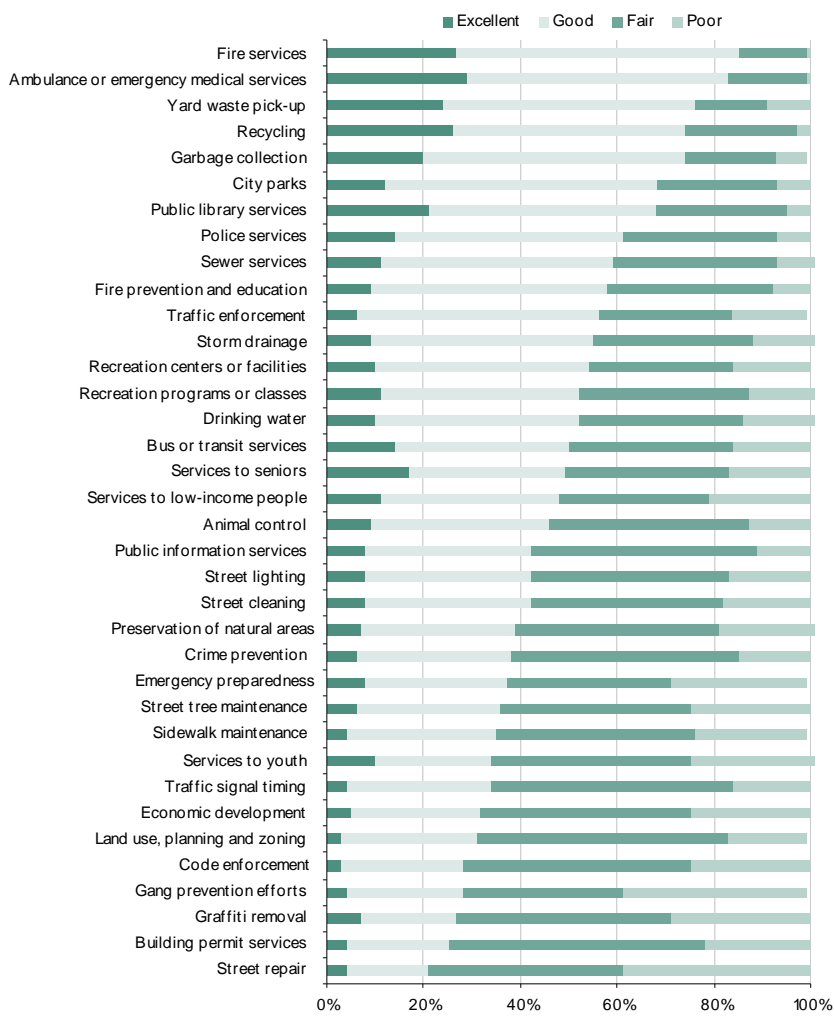
In the 2011 National Citizen Survey, 45 percent of San José surveyed residents rated the quality of City services “good” or “excellent”.

Resident Satisfaction with Government

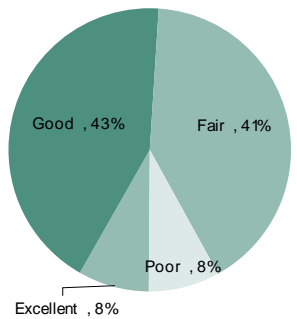


In 2011, residents were asked how they would rate specific government services on the scale from “excellent” to “poor.” The chart to the right shows the results of this evaluation.

Resident Satisfaction with Particular Government Services



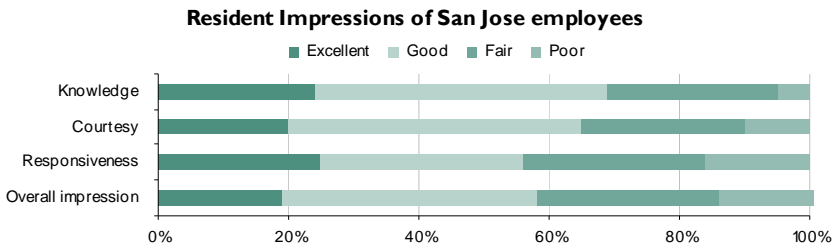
Overall Image or Reputation of San Jose



Satisfaction with government services ranges from a high of 85 percent of residents rating fire services as “good” or “excellent” to a low of 21 percent rating street repair as “good” or excellent.”

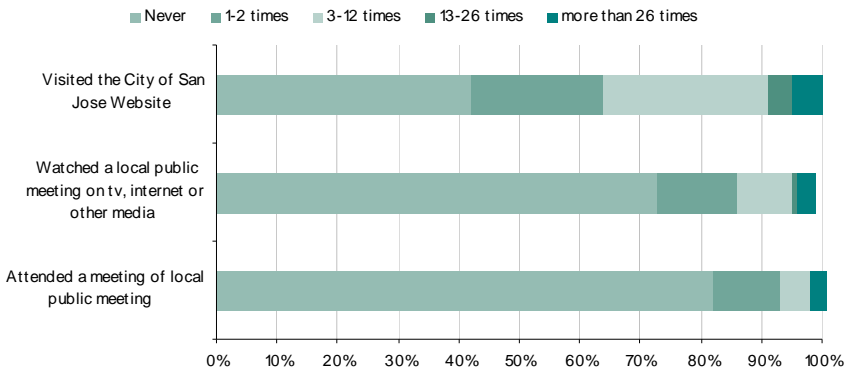
CITYWIDE PUBLIC TRUST

In the 2011 National Citizen Survey, 32 percent of residents reported that they had some contact with City of San José employees. Of those residents, 58 percent reported their overall impression of City employees as “excellent” or “good.”



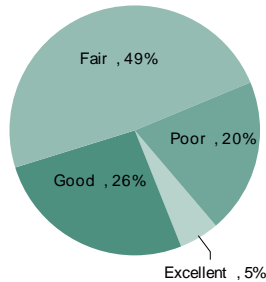
More than a third, 38 percent, of residents rated the job San José does at welcoming citizen involvement as “excellent” or “good.” Most residents did not report having viewed a meeting of public officials or other public meeting, in person, or on tv, the internet or other media sources. However, 58 percent of residents reported visiting the City’s website at least once in the last 12 months, and 36 percent reported visiting it three or more times.

Frequency which residents report doing the following in the last 12 months

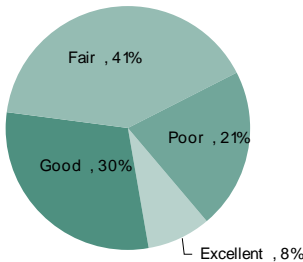


Nearly half of residents feel that the overall direction San José is taking is “fair” and 31 percent feel it is “excellent” or “good.”

The overall direction that San Jose is taking

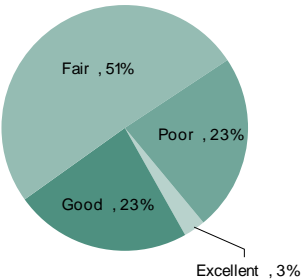


The job San Jose does at welcoming citizen involvement



Just over half of residents feel that the value of services for taxes paid to San José is “fair” and over a quarter feel it is “excellent” or “good.”

The value of services for the taxes paid to San Jose

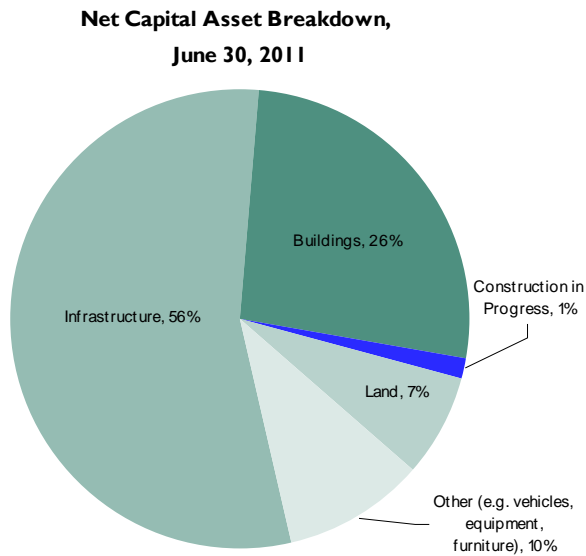


CITY CAPITAL SPENDING

Capital assets refer to land, buildings, vehicles, equipment, infrastructure, and other assets with a useful life beyond one year. Infrastructure includes such assets as roads, bridges, drainage systems, and other items. Also included are construction projects in progress but not yet completed.

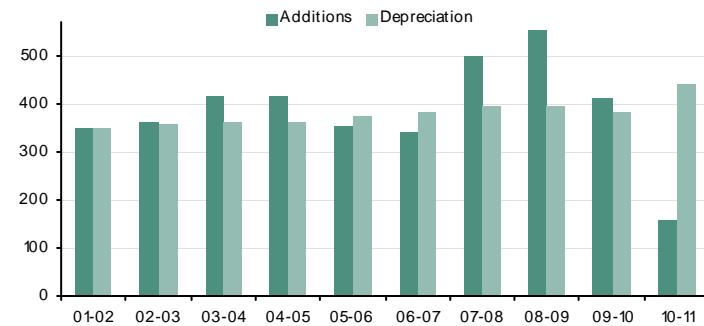
At the end of fiscal year 2010-11 the City and its component units owned \$9.3 billion of capital assets. This figure represents the historical purchase or constructed cost less depreciation. Depreciation is a reduction in value of an asset over time because of normal use, general wear and tear, and other factors. Assets used for normal government operations totaled \$7.1 billion and assets used in business-type activities such as the Airport, wastewater treatment, and other fee-based services totaled \$2.2 billion.

In 2010-11, the City increased capital assets by \$157.5 million but this was not enough to offset capital asset depreciation of about \$443 million. Thus, overall capital asset additions were -\$285.5 million. Some of the reasons for the decrease were: depreciation of major infrastructure and sale of some Redevelopment Agency owned land parcels.



Source: 2010-11 CAFR

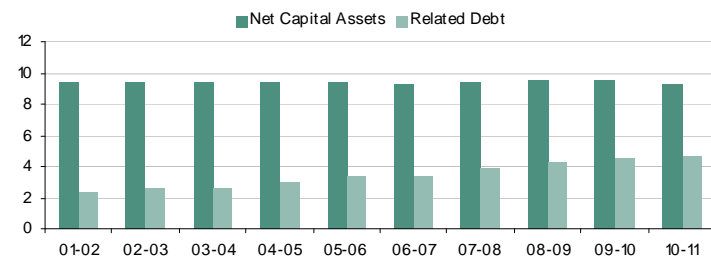
Capital Asset Additions and Depreciation (\$millions)



Source: 2001-02 through 2010-11 CAFRs

On June 30, 2011, capital asset-related debt totaled \$4.6 billion. During 2010-11, new debt issuances included \$107.4 million lease revenue bonds for the expansion and renovation of the Convention Center and affordable housing conduit debt issuance of \$38.3 million.

Net Capital Assets and Debt, Fiscal Year End (\$billions)



Source: 2001-02 through 2010-11 CAFRs

AIRPORT

The mission of the Airport is to meet the air transportation needs of Silicon Valley residents and businesses in a safe, efficient, and cost-effective manner.

AIRPORT

The City operates the Mineta San José International Airport (Airport), which provides non-stop air service to more than 20 cities in the continental United States including New York, Chicago, Boston, and Atlanta. It also provides non-stop service to cities in Hawaii and Mexico.

In 2010-11, departmental operating expenditures for the Airport totaled \$65.1 million*, 7 percent less than 2009-10. This figure does not include debt service, which has grown as a result of the recent \$1.3 billion Airport modernization and expansion program. Total outstanding debt as of June 30, 2011, was \$1.4 billion, and debt service for the fiscal year was \$44.6 million, both of which were up significantly from five years ago.

In 2010-11, the Airport had 212 authorized positions, 30 percent less than 2009-10. Of the 93 positions eliminated, 54 were a result of outsourcing custodial services. According to the Airport, these reductions were necessary to remain cost competitive to other airports in the region and across the nation in light of the increase in debt service and reduced revenues from lower passenger activity.

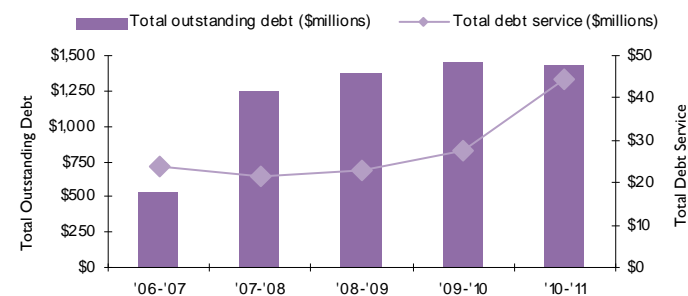
The Airport does not receive general fund dollars; it is funded through Airport operational revenues including rents, concession fees, parking, passenger facility charges, and landing fees.

*This does not include police and fire services at the Airport, which are included with Police and Fire Department expenditures, respectively. It also does not include capital project expenditures or operating or other reserves.

KEY FACTS (2010-11)

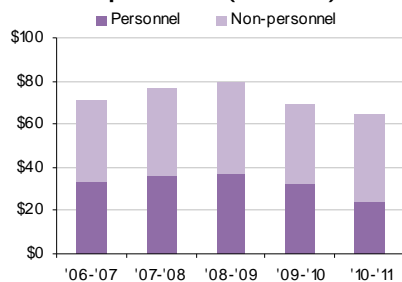
Commercial flights	91,312
Total operations (commercial flights, general aviation, military)	122,091
Operations per day (arrivals and departures)	334 per day
Airline passengers	8.4 million
Passenger airlines	13
Public parking spaces	5,530
Air cargo, freight, and mail	94.7 million lbs.

Total Outstanding Debt and Debt Service (\$millions)

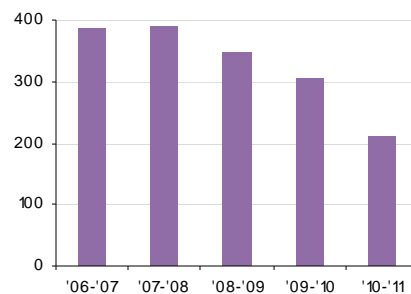


Source: 2010-11 Airport Comprehensive Annual Financial Report

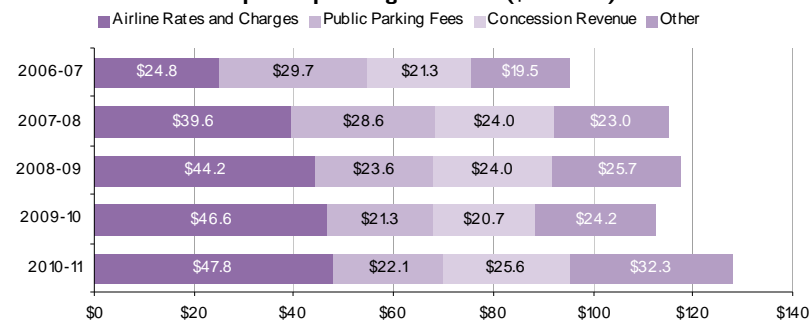
Airport Operating Expenditures (\$millions)



Airport Authorized Positions



Airport Operating Revenues (\$millions)



Note: Does not include passenger facility charges and other non-operating revenues
Sources: Airport Comprehensive Annual Financial Reports, 2006-07 through 2010-11

AIRPORT

In 2010-11, the Airport served 8.4 million airline passengers, up slightly from the prior year, but 21 percent less than five years ago. By comparison, total passengers in the regional air service market are down by just 3 percent over that time. According to the City’s Operating Budget, the decline in passenger traffic is result of the prolonged economic downturn, capacity reductions in the airline industry, and the spike in fuel prices in 2008.

In 2010-11, the airline cost per enplaned passenger (CPE) was \$11.23, a slight increase from 2009-10 and more than twice the cost five years ago. According to the Airport, the increase was primarily attributable to the expansion and modernization program (which had been anticipated in forecasts and feasibility reports). The significant reduction in flight and passenger activity also was a factor. The Airport’s City Council-approved Competitiveness Strategic Plan has set a CPE target of \$12 for 2011-12, in line with commitments to carriers projected in 2007.

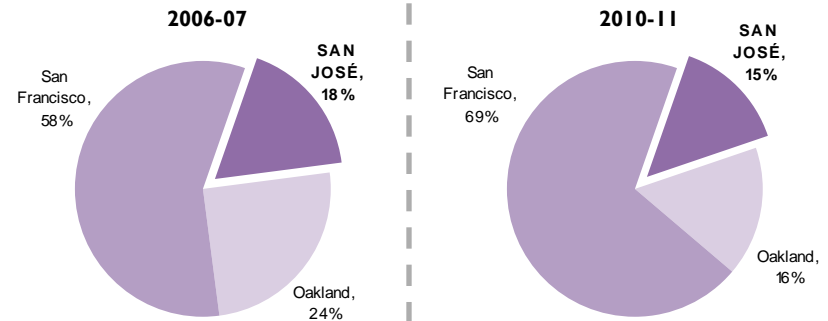
In comparison, the cost per enplanement in San Francisco and Oakland were \$13.85 and \$9.26 respectively.

In 2010-11, the Airport handled 94.7 million pounds of cargo and freight, 50 percent less than five years ago. The Airport handled just under 5 percent of the regional air service market for cargo and freight (compared to 40 and 56 percent for San Francisco and Oakland respectively).

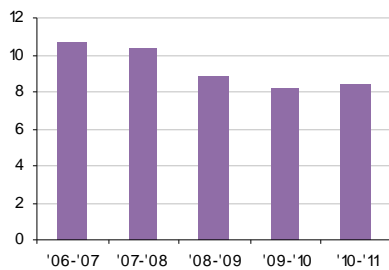
THE NATIONAL CITIZEN SURVEY™

77% of San José residents surveyed rated the ease of use of the Airport as “excellent” or “good”
63% rated the availability of flights at the Airport as “excellent” or “good”

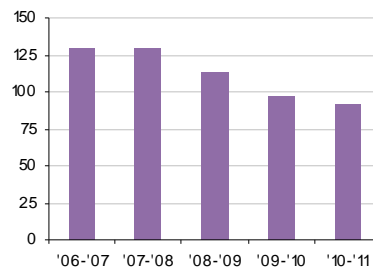
Regional Passenger Air Service Market Shares



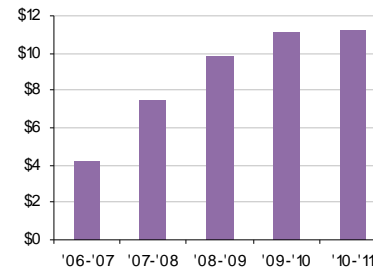
Annual Airport Passengers (millions)



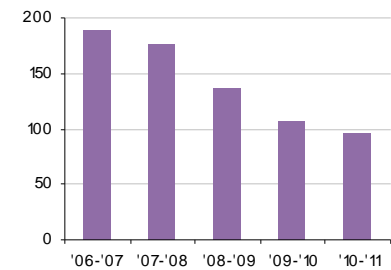
Annual Commercial Flights (thousands)



Airline Cost per Enplanement (i.e. passenger boarding)



Air Cargo, Freight, and Mail (million lbs.)

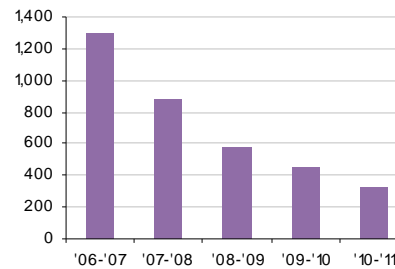


AIRPORT

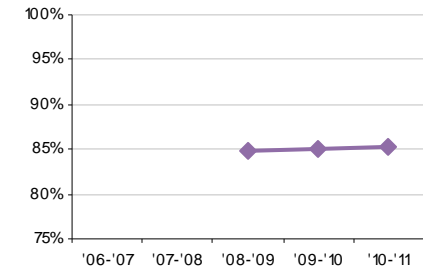
The Airport also has programs to minimize its impact on surrounding communities and the environment. The Airport monitors aircraft noise impacts and maintains a database that records noise complaints. The number of noise complaints has declined significantly from five years ago. The Airport attributes the decline to improvements in aircraft design, the use of smaller aircraft, the redirection of flights, and the completion of the Airport Acoustical Treatment program which offered sound insulation for eligible homes within areas near the airfield affected by noise. The Airport also maintains a nighttime curfew to minimize noise impacts on nearby residential neighborhoods.

In 2010-11, 85.3 percent of the Airport’s waste was composted or recycled. Beginning in 2008-09, the Airport began new programs to increase recycling rates, including sorting waste prior to it being hauled to the landfill and installing new recycling receptacles throughout the terminals. Prior to these programs, the Airport composted or recycled less than 20 percent of its waste.

Environmental Noise Complaints



Percent of Airport Waste Recycled



CITY ATTORNEY

The mission of the San José City Attorney's office is to provide excellent legal services, consistent with the highest professional and ethical standards, to the City and Redevelopment Agency, with the goal of protecting and advancing their 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 San José Redevelopment Agency.

In 2010-11, operating expenditures for the City Attorney's Office decreased 12%, from \$15.1 million to \$13.3 million compared to 2009-10. Compared to five years prior, expenditures decreased 6%.

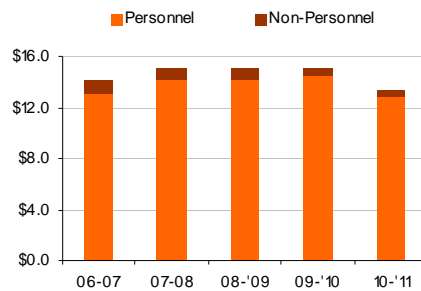
The number of authorized positions decreased 9% from 89 in 2009-10 to 81 in 2010-11. Compared to five years ago, the number of positions decreased 18% from 99 to 81.

The City Attorney's Office handled 1,381 new litigation matters in 2010-11 and prepared or reviewed 6,702 legal transactions, documents or memoranda. Litigation-related collections in 2010-11 totaled about \$11 million while general liability payments totaled about \$2.2 million.

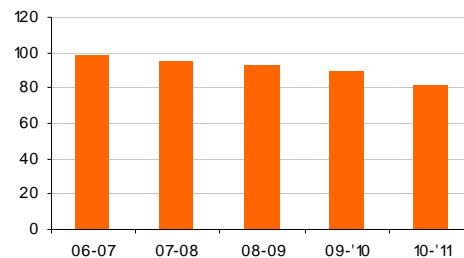
Claims and Lawsuits



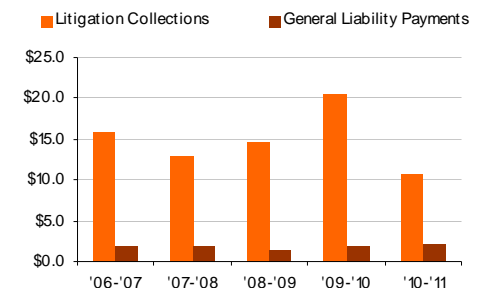
City Attorney Operating Expenditures (\$millions)



City Attorney Authorized Positions



Litigation-Related Collections and General Liability Payments



CITY AUDITOR

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, and accountability of City government and provide independent, reliable, accurate, and timely information to the City Council and other stakeholders.

In 2010-11, operating expenditures for the City Auditor’s Office decreased 15%, from \$2.1 million to \$1.8 million* compared to 2009-10. Compared to five years prior, expenditures decreased 24% from \$2.4 million. The number of authorized positions decreased 12% from 17 in 2009-10 to 15 in 2010-11.

In addition to performance audits, the City Auditor’s Office issues the Service Efforts and Accomplishments (SEA) report that is intended to promote transparency and accountability. The City Auditor’s Office also oversees a variety of external audits including the Comprehensive Annual Financial Report (CAFR) and the Single Audit.

In FY 2010-11, the audit, *Pension Sustainability: Rising Pension Costs Threaten the City’s Ability to Maintain Service Levels*, was recognized with an award from the Association of Local Government Auditors (ALGA). The office also received the Association of Government Accountability (AGA) Certificate of Achievement in Service Efforts and Accomplishments Reporting.

The City Auditor’s annual workplan is on the web at www.sanjoseca.gov/auditor, along with copies of all issued audit reports and the semi-annual recommendation status reports.

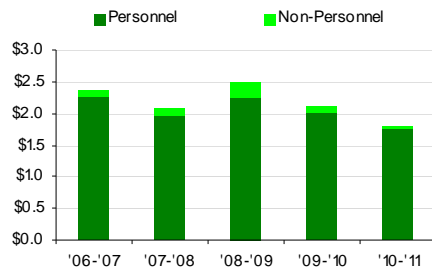
KEY FACTS (2010-11)

Number of audit reports issued	17
Number of audit recommendations adopted	63
Number of audit reports per auditor	1.8
Ratio of identified monetary benefits to audit cost	\$10 to \$1
Percent of audit recommendations implemented (cumulative over 10 years)	75%
Percent of approved workplan completed or substantially completed during the fiscal year	78%

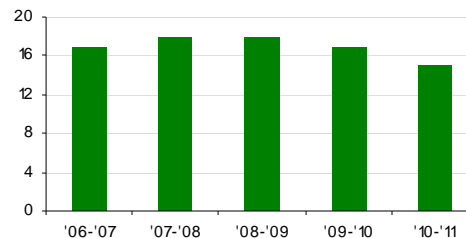
Audit reports issued on topics including:

- Procurement Cards
- Pension Sustainability
- Airport Concessions
- Take-Home Vehicles
- Team San José’s Management of Cultural and Convention Facilities
- Police Staffing
- Disability Retirement
- Employee Compensation
- Supplemental Military Pay

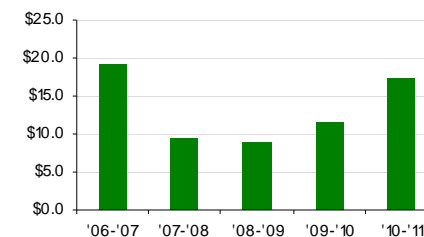
City Auditor Operating Expenditures (\$millions)



City Auditor Authorized Positions



Identified Monetary Benefits (\$millions)



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 makes that process accessible to the public by maintaining the legislative history of the City Council and complying with election laws.

Operating expenditures totaled \$3.9 million* in 2010-11, an increase of 88 percent from 2009-10. The increase was due to expenses related to elections. Compared to five years ago, expenditures were 5 percent higher.

Staffing in 2010-11 totaled 15, a decrease of 6 percent compared to 2009-10. Compared to five years ago, staffing was 9 percent lower in 2010-11.

In 2010-11 the City Clerk’s Office conducted elections for the Mayor, City Council Members, and ballot measures in accordance with the City Charter and the State Elections Code. In addition, the Office maintained compliance with open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements.

*In addition, the City Clerk’s Office administered about \$994,000 in spending for various City-wide items.

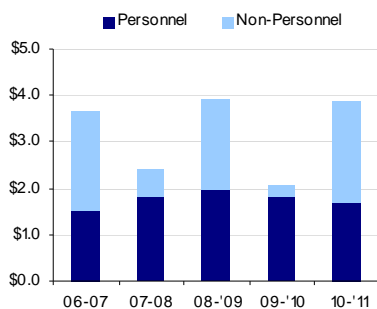
KEY FACTS (2010-11)

Number of ordinances processed	181
Number of resolutions processed	433
Number of Public Records Act requests processed	1,183
Number of Statements of Economic Interest processed	1,700
Number of Lobbyist reports processed	264
Number of contracts processed	1,349
Number of meetings staffed	230

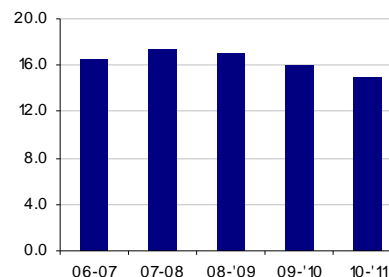
City Clerk’s Office: Selected Activities in 2010-11

- Prepared and distributed Agenda packets, synopses, and action minutes of City Council and Rules and Open Government Committee meetings and posted them on the City’s website. Prepared and distributed minutes for other City Council Committees. Both City Council and City Council Committee meetings were web-cast live, indexed, and archived for on-demand replay.
- Provided access to the City’s legislative records and documents. Requests for the City’s legislative records and related public documents were received and fulfilled under provisions of the California Public Records Act.
- Reviewed all City contracts for administrative compliance and made them available for review.

City Clerk Operating Expenditures



City Clerk Authorized Positions



CITY MANAGER

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

A key focus of the City Manager’s Office for the past year was to provide the leadership needed to support the organizational changes resulting from the 2010-11 budget. In addition, the City Manager’s Office focused on closing the \$115.2 million budget shortfall for 2011-12 using a combination of strategies (see box below). To achieve this, the City Manager’s Office sought input on budget development from the community through 12 meetings (with at least one in every City Council District). The City Manager’s Office also negotiated ongoing compensation reductions of 10% (as well as other reforms) with all 12 employee groups.

The City Manager’s Office worked to engage members of the community by holding 132 Strong Neighborhoods Initiative neighborhood meetings throughout the City and 10 meetings of the Neighborhoods Commission.

The City Manager’s Office responded to or coordinated 339 public records request, 90% of which received a response within 10 days (the initial time limit set by the California Public Records Act).

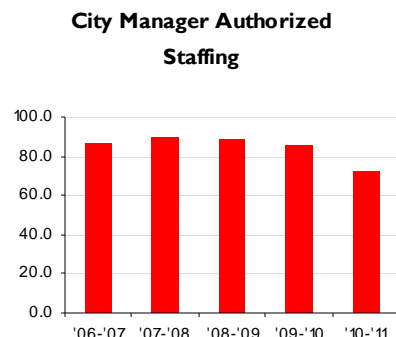
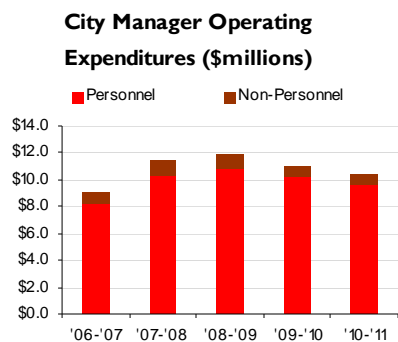
The City Manager’s Office assists the City Council in the legislative process by developing legislative agenda and providing staff reports. In 2010-11, the Office approved 1,079 staff reports for City Council consideration, assigned 79 referrals from the City Council, and issued 237 information memoranda.

Operating expenditures totaled \$10.5 million* in 2010-11, a decrease of 5 percent from 2009-10 but an increase of 15 percent from five years ago. Staffing in 2010-11 totaled 73, down from 86 in 2009-10, a decrease of 15 percent. Compared to five years ago, staffing was down by 16 percent.

* The City Manager’s Office also oversaw \$4.5 million in citywide expenditures, including \$1.4 million in capital expenditures for Public, Education, and Government (PEG) and Access Facilities capital expenditures.

Functions of the City Manager’s Office:

- **Budget** - Develops and monitors the operating and capital budgets for the City of San José, providing fiscal and operational analysis and ensuring the fiscal health of the organization. More than 10 major documents are produced annually related to these activities.
- **Employee Relations** - Negotiates labor contracts, encourages effective employee relations, and supports a positive, productive, and respectful work environment.
- **Strong Neighborhoods Initiative** - Helps build clean, safe, and attractive neighborhoods with strong, independent, and capable organizations through revitalization.
- **Intergovernmental Relations** - Monitors, reviews, and analyzes state and federal activities with an actual or potential effect on the City; advocates on state and federal issues of concern to the City; and manages the sponsorship of and advocates for City-sponsored legislation.
- **Communications** - Provides point of contact with the media on Citywide issues, manages CivicCenterTV San Jose operations including videotaping of Council and Council Committee meetings, oversees the City’s web site, and coordinates the City public records program.
- **Agenda Services** - Works with the City Attorney’s Office and the City Clerk’s Office to develop weekly and special City Council/Rules and Open Government meeting agenda and oversees the development of agenda for other Council Committees to ensure compliance with the Brown Act and City open government policy.



Ongoing Budget Challenges

Much of the work of the City Manager’s Office focused on closing the \$115.2 million budget shortfall for 2011-12, the tenth consecutive year of deficits that cumulatively have totaled \$680 million. Strategies to close the gap included employee compensation reductions, new service delivery models/efficiencies, service reductions and eliminations, and a limited amount of additional funding sources. In order to continue addressing the structural imbalance between the City’s revenues and expenditures, the City Manager issued the Fiscal Reform Plan in May 2011. This plan is the next phase of the General Fund Structural Deficit Elimination Plan, which was first published in 2008. The Fiscal Reform Plan addressed City Council direction to provide a framework for closing the City’s General Fund structural deficit and restoring essential public services through a combination of cost reduction and revenue strategies, with a focus on retirement reform.

CONVENTION FACILITIES

The mission of the Convention Facilities Department is to ensure that San José's Convention and Cultural Facilities are effectively managed to reduce costs, improve the local economy, and add value to customers, residents, workers, and businesses within the City of San José.

CONVENTION FACILITIES

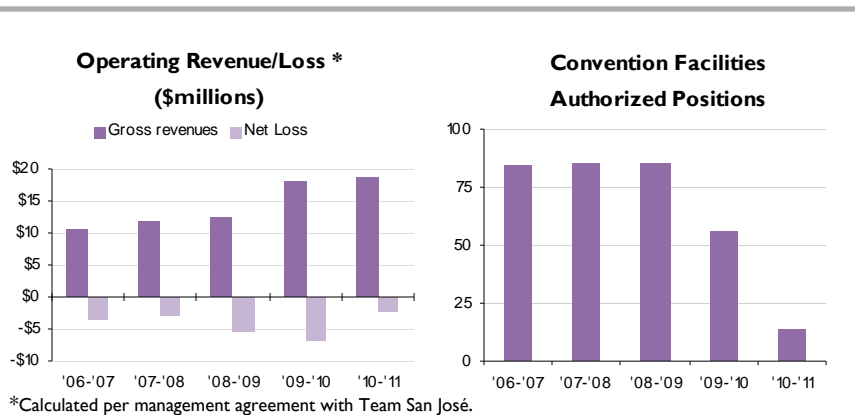
The City's convention center houses exhibitions, trade shows, and conferences. Its cultural facilities are home to concerts, plays, and other performances. These facilities have been managed by Team San José since July 2004.

In 2010-11, the convention and cultural facilities posted a \$2.2 million net loss, a \$4.7 million improvement from 2009-10 when the net loss totaled \$6.9 million. Gross revenues from the facilities totaled \$18.8 million, 78 percent more than five years ago. Revenues have increased as a result of bringing new lines of business in-house such as food and beverage services and event production services.

In 2010-11, the City eliminated 42 full time Convention Facilities' positions. According to the City's Operating Budget, these positions were eliminated because of declining activity due to the economic downturn. In addition, projected construction activity for the expansion of the Convention Center is anticipated to result in a further decline in revenues in the future. The City has increased the budget for variable contract labor to account for occasional spikes in workload that may occur.

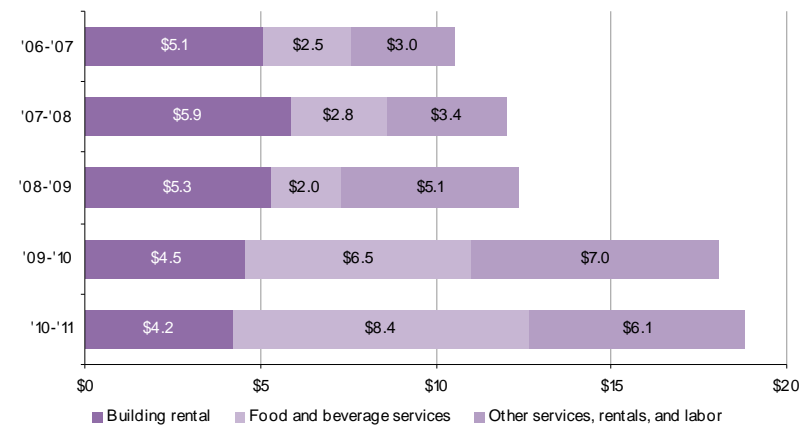
KEY FACTS (2010-11)

Convention Facilities:	McEnery Convention Center Parkside Hall South Hall
Cultural Facilities:	Civic Auditorium Montgomery Theater California Theater Center for the Performing Arts
Events (e.g. conferences, exhibitions, concerts, other performances)	280
Total attendance at all events	975,550



*Calculated per management agreement with Team San José.

Sources of Revenues (\$millions)



Note: Food and beverage services were brought in-house in 2009-10.

CONVENTION FACILITIES

In 2010-11, the facilities hosted 280 events overall. The convention center itself hosted 100 events which saw more than 230,000 visitors. These included professional conferences, trade shows, professional meetings, concerts and other events.

Significant events at the other venues included the *2011 Silicon Valley International Auto Show* (which saw more than 180,000 attendees); educational shows such as *Genghis Khan: The Exhibition* and *BodyWorlds* (in conjunction with the Tech Museum of Innovation); and multiple dance and theater offerings including holiday fare such as *The Nutcracker*.

The number of events has declined each of the past four years. According to Team San José, the drop in number of events has been due primarily to the economic downturn. Total attendance (including exhibitors) was about 975,000, 3 percent more than 2009-10 (but 23 percent less than five years ago). The overall occupancy rate was 53 percent, compared to 72 percent five years ago.

Customer satisfaction at the facilities has remained high, with 98 percent of customers rating overall service as good or excellent. This rating has been above 95 percent for each of the past five years.

THE NATIONAL CITIZEN SURVEY™

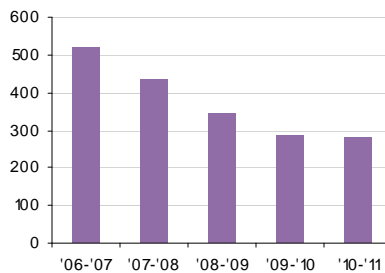
64% of San José residents surveyed rated opportunities in the City to attend cultural activities as “excellent” or “good”

McEnery Convention Center

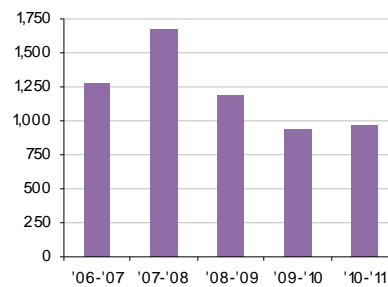


Source: San José Convention and Cultural Facilities website, www.sanjose.org.

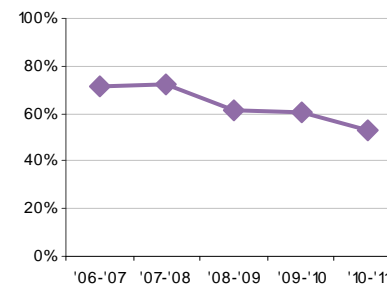
Number of Events at Convention Facilities



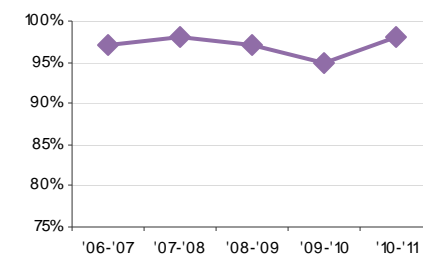
Annual Attendance (thousands)



Occupancy Rate*



% of Customers Rating Overall Service Good to Excellent



* Occupancy rate is for convention facilities only.

ECONOMIC DEVELOPMENT

The mission of the Office of Economic Development is to foster business growth, job creation, and a strong revenue base to meet the needs of our diverse community.

OFFICE OF ECONOMIC DEVELOPMENT

(includes the Office of Cultural Affairs & work2future)

The City of San Jose's Office of Economic Development (OED) is committed to a vital, competitive San Jose economy that increases prosperity for people and companies and grows City revenues.

OED leads the City's economic strategy, provides assistance for business success, manages the City's real estate assets, helps connect employers with trained workers, and supports art and cultural amenities in our community.

Operating expenditures for the Office of Economic Development (OED) totaled \$9.2 million* in 2010-11, 4 percent less than in 2009-10. This includes federal workforce development dollars for the City's work2future office.

In 2010-11, the Real Estate Services and Asset Management Program funding and staffing was transferred from the Public Works Department to the Office of Economic Development.

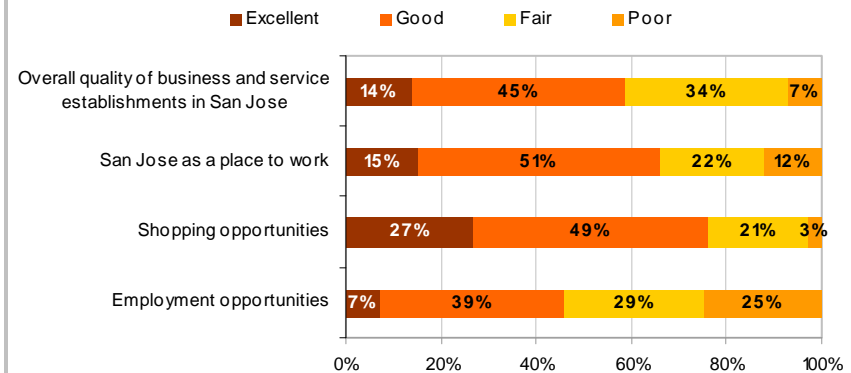
* - Does not include \$6.7 million that OED oversaw in Citywide expenses (not reflected in the OED budget) in 2010-11, including a \$1.3 million subsidy to the Tech Museum of Innovation, \$1.1 million for the Convention and Visitors Bureau Marketing Program, and \$1 million for the Economic Incentive Fund. Also does not include all Workforce Investment Act, Business Improvement District, and Economic Development Enhancement funds and expenditures.

THE NATIONAL CITIZEN SURVEY™

59% of San José residents surveyed rated the overall quality of business and service establishments in San José as "excellent" or "good"

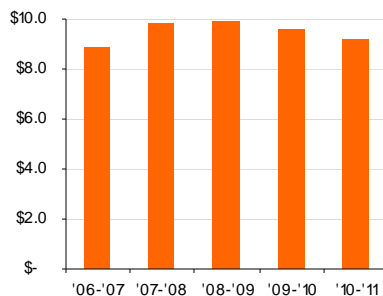
(see chart below for more info)

Residents' Ratings of Economic Sustainability & Opportunities

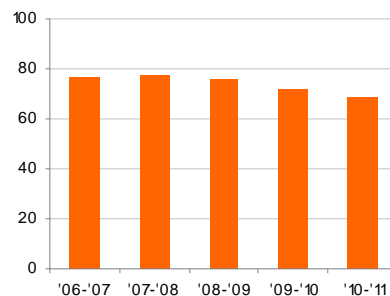


Source: The National Citizen Survey™

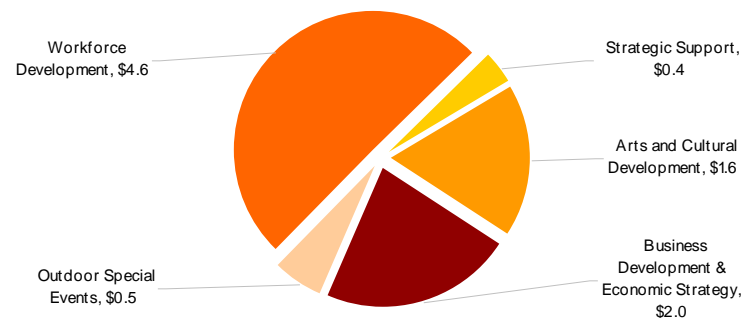
OED Operating Expenditures (\$millions)



OED Authorized Staffing



OED 2010-11 Expenditures by Service (\$millions)



OFFICE OF ECONOMIC DEVELOPMENT

BUSINESS & JOB DEVELOPMENT

OED promotes business in the City of San José by providing assistance, information, access to services, and facilitation of the development permit process (see *Development Services section*) and city approval process (for RDA projects).

In 2010-11, OED provided development facilitation services to 50 businesses. OED also provided information, technical/human resources support, and other services to businesses through the online small business service network*, which had about 55,000 website visits in 2010-11.

Companies and businesses that received OED assistance were able to create or retain 6,279 jobs in 2010-11, 16 percent more than in 2009-10. Tax revenues (e.g. property, sales, utility, and transient occupancy tax) generated by OED-assisted companies totaled about \$1.5 million in 2010-11; this was down 46 percent compared to 2009-10. Nearly \$10 in tax revenue was generated for every \$1 of OED expenditure on business development.

(*for more information on the small business network, see www.BusinessOwnerSpace.com)

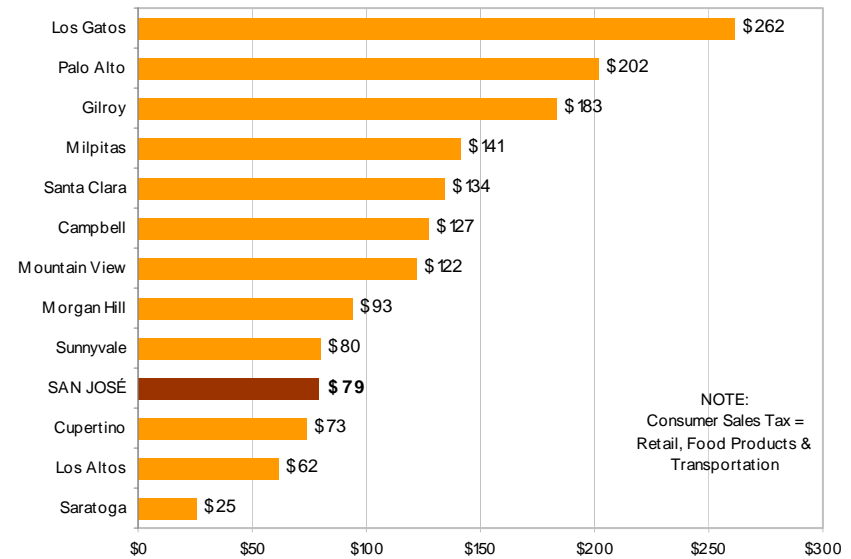
KEY FACTS (2010-11)

Largest City in the Bay Area (3rd largest in CA, 10th in nation)

Unemployment Rate* 8.6%
 Median Household Income* \$76,794

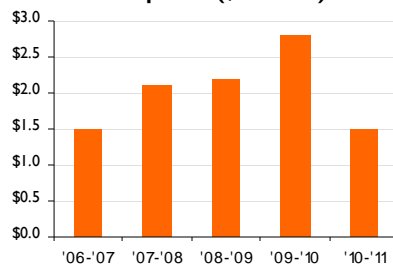
*Source: U.S. Census Bureau - American Community Survey 2010 Estimates

**Consumer Sales Tax Per Capita -
 Santa Clara County Comparisons (as of Q1 2011)**

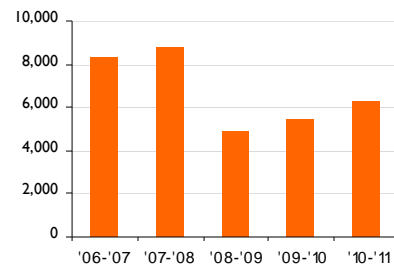


Source: Muniservices

**Sales/Use Tax Revenue
 Generated by OED-assisted
 Companies (\$millions)**



**Jobs Created or Retained by
 OED-assisted Companies**



**Jobs Per Employed Resident in
 San Jose**



Facilitating Corporate & Retail Expansion

Successful efforts in 2010-11 to facilitate corporate and retail expansion/relocation efforts included, but were not limited to:

- Target
- Fresh & Easy
- PricewaterhouseCoopers
- C8 Medisensors
- Maxim Integrated Products
- Wrightspeed
- Techshop
- Intermolecular

ECONOMIC STRATEGY 18-MONTH WORKPLAN

Implementation of the Economic Strategy is a collaborative effort that involves 11 City departments and the Redevelopment Agency, with overall leadership provided by the Office of Economic Development. In April 2010, City Council adopted the Economic Strategy 2010-2015, which was intended to align City staff and other resources in a common direction over a five-year period to aggressively regain jobs and revenue as the national economy recovers and create an outstanding business and living environment that can compete with the world's best cities over the long-term.

The following provides a sample of major accomplishments achieved during the first 18-month Economic Strategy Workplan, covering the time period from January 2010 to June 2011:

STRATEGIC GOALS (Economic Strategy 2010-2015)		SAMPLE of MAJOR CITYWIDE ACCOMPLISHMENTS in 2010-11
#1	Encourage Companies and Sectors that Can Drive the San José/Silicon Valley Economy and Generate Revenue for City Services and Infrastructure	<ul style="list-style-type: none"> Assisted SunPower in securing a \$30 million Recovery Zone Facility Bond Additional relocations, expansions and new openings include C8 Medisensors, Maxim Integrated Products, Sunpower, Wrightspeed and Intermolecular
#2	Develop Retail to Full Potential, Maximizing Revenue Impact and Neighborhood Vitality	<ul style="list-style-type: none"> Assisted attraction and opening of significant new retail offerings, including Whole Foods, Target, Lunardi's, Fresh and Easy, Dollar Tree, and Big Lots
#3	Preserve and Strengthen Manufacturing-Related Activity and Jobs	<ul style="list-style-type: none"> Adopted North San Jose Design Guidelines to create retail districts and support new residential and office development (Planning, Building & Code Enforcement)
#4	Nurture the Success of Local Small Businesses	<ul style="list-style-type: none"> Served 55,000 businesses through BusinessOwnerSpace (BOS.com) website and translated website into Spanish and Vietnamese; provided business assessment tools
#5	Increase San José's Influence in Regional, State and National Forums in Order to Advance City Goals and Secure Resources	<ul style="list-style-type: none"> Member of City Administration named to Association of Bay Area Governments (ABAG's) Regional Planning Committee
#6	Improve the Speed, Consistency, and Predictability of the Development Review Process, and Reduce Costs of Operating a Business in San José	<ul style="list-style-type: none"> More than 370 special projects resulted in more than 2,400 jobs and \$3 million in sales and business tax revenue (Planning, Building & Code Enforcement) Established Development Services Project Manager to facilitate review process
#7	Prepare Residents to Participate in the Economy Through Training, Education, and Career Support	<ul style="list-style-type: none"> Established a pre-apprenticeship training program with Evergreen Community College and the South Bay Labor Council to prepare residents for construction and trades careers (work2future)
#8	Advance the Diridon Station Area as Key Transportation Center for Northern California	<ul style="list-style-type: none"> Secured Council acceptance of the Diridon Station Area Plan (Transportation) Secured approval by VTA's Joint Policy Board of the Diridon Station Area Goals
#9	Keep Developing a Competitive, World Class Airport, and Attract New Air Service	<ul style="list-style-type: none"> Completed the \$1.3 billion Terminal Area Improvement Program in June 2011; secured air service to new destinations in Hawaii and Mexico (Airport)
#10	Continue to Position Downtown as Silicon Valley's City Center	<ul style="list-style-type: none"> Supported planning and construction of San Pedro Square Urban Market Retained PricewaterhouseCoopers Downtown and occupancy of Oracle building
#11	Create More Walkable, Vibrant, Mixed-Use Environments to Spur Interaction and Attract Talent	<ul style="list-style-type: none"> Approved mixed-use zonings for transit location along San Carlos Street consisting of retail, housing units, attractive plazas and gathering spaces, and an off-site public park
#12	Develop a Distinctive Set of Sports, Arts, and Entertainment Offerings Aligned With San José's Diverse, Growing Population	<ul style="list-style-type: none"> Coordinated 300+ outdoor events on city property, neighborhoods and Downtown Major League Baseball stadium project currently awaiting Commissioner's response

For the full Economic Strategy, Workplan updates, and list of major accomplishments, please visit <http://www.sjeconomy.com/learn/strategy.asp>.

WORKFORCE DEVELOPMENT

Workforce Investment Act (WIA) clients receive a broad range of support services such as job training, job search assistance, and eventually job placement through the City's work2future office. The City's main WIA programs focus on adults, dislocated (laid-off) workers, and youth (see right). The Business Services Unit also served 571 business clients in 2010-11; the unit conducted a range of activities, including job fairs such as "Honor a Hero, Hire a Vet", job fairs for workers impacted by the NUMMI and CISCO workforce reductions, and specialized recruitments for Solopower and Target. According to the OED, over 4,000 job seekers took advantage of skill upgrades and training programs throughout the fiscal year.

2010-11 Workforce Development Program Participation

Beginning in 2008-09, the State of California started a new one-stop integrated service delivery model where all clients are automatically enrolled into programs.

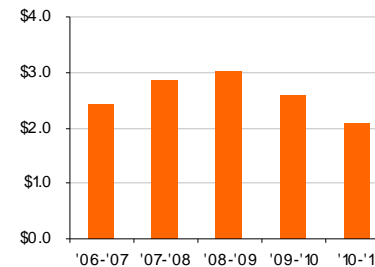
2010-11 Programs	Number of Participants	% of WIA Clients Placed in Jobs*	% of WIA Clients Employed 6 Months after Initial Placement*
Adults	4,602	96%	102%
Dislocated Workers	4,672	85%	96%
Youth	292	111%	N/A

* - percentages relative to federal mandated goals; may result in > 100%

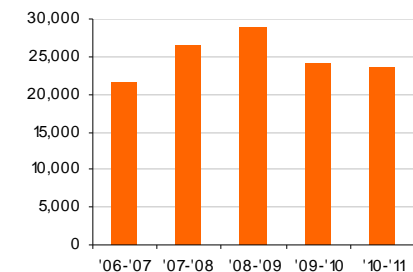
ARTS & CULTURAL DEVELOPMENT

The Office of Cultural Affairs (OCA) develops and manages resources to support opportunities for cultural participation and cultural literacy. In 2010-11, OCA awarded 49 operating and project grants totaling \$2.1 million to San José arts organizations. OCA estimated that the City provided almost 5 percent of total funding for the organizations it assisted. Arts education in 2010-11 served 23,585 students, primarily through the City's Arts Express exposure program, which was eliminated at the end of 2010-11. The public art program also added 7 new permanent works to the City's collection in 2010-11, for a total of 259 permanent works.

Grant Expenditures for Arts & Cultural Development (\$millions)



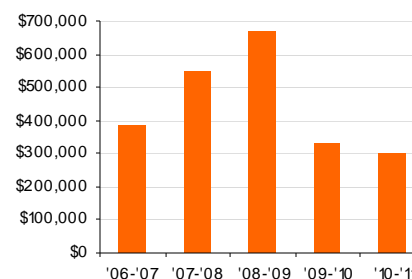
Students Served by Arts Education



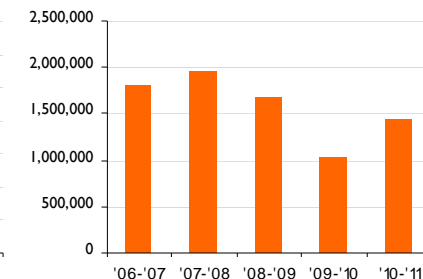
OUTDOOR SPECIAL EVENTS

In 2010-11, the City sponsored or authorized 313 events with an estimated attendance of over 1.3 million. Compared to 2009-10, the number of events declined by 12 percent while attendance increased by 31 percent, reflecting a nationwide trend of more people attending low-cost entertainment close to home. Large-scale events for the City in 2010-11 included the San José Jazz Festival, Italian Family Fest, OISJ Festival, the Rock 'n' Roll Half Marathon, Sub Zero Festival, the Veteran's Day Parade, and the San José Holiday Parade. The economic downturn and budget reductions continue to affect the production of other previously held major events such as Cinco de Mayo, Tapestry Arts, and the America Festival, that have each drawn 50,000-plus in attendance to downtown San José. The OCA also supports outdoor special events through the Festival, Parades and Celebrations grant program, awarding 26 grants totaling almost \$300,000 in 2010-11.

Grant Funding for Outdoor Special Events



Estimated Attendance at Outdoor Special Events



ENVIRONMENTAL SERVICES

The mission of the Environmental Services Department is to work with our community to conserve natural resources and safeguard the environment for future generations.

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.

Most ESD revenues come from various operating funds that generate revenues through service and use fees; less than 1 percent of ESD's budget comes from the General Fund. The General Fund accounted for about \$510,000 of ESD's operating expenditures in 2010-11, down from about \$1.3 million five years ago.

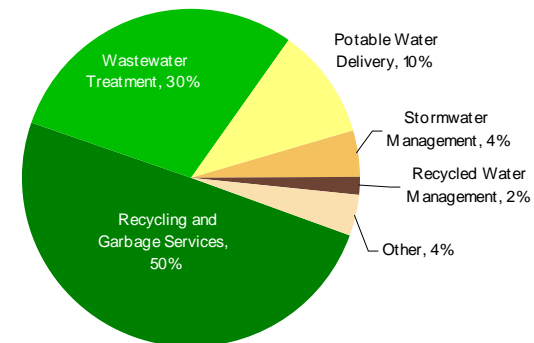
In 2010-11, ESD departmental operating expenditures totaled \$184 million*, 3 percent less than the previous year but up 17 percent from five years ago. Staffing in 2010-11 included 501 full-time equivalent positions, down slightly from 2009-10 but 12 percent more from five years ago.

* In addition, ESD spent \$4.1 million in Citywide expenses (including \$3.0 million for energy-related projects funded by the federal American Recovery and Reinvestment Act). Departmental expenditures also do not include capital expenditures, reserves, or some other program expenditures paid through ratepayer funds (including City overhead).

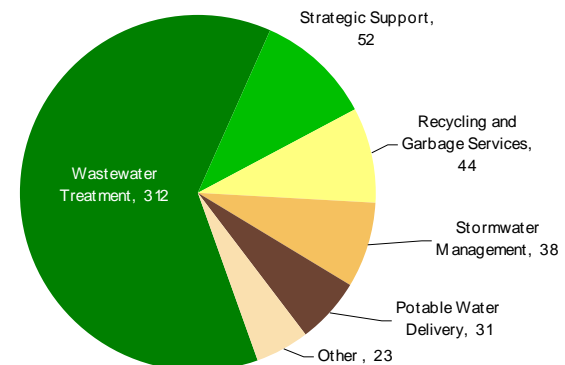
KEY FACTS (2010-11)

San José / Santa Clara Water Pollution Control Plant	Serves about 1.4 million in San José, Santa Clara, Milpitas, Campbell, Cupertino, Los Gatos, Saratoga, and Monte Sereno
South Bay Water Recycling	Serves the cities of Milpitas, Santa Clara, and San José
National Pollutant Discharge Elimination System (NPDES)	2 permits (wastewater/stormwater); includes Municipal Regional Stormwater Permit adopted October 2009 which covers 76 Bay Area agencies & cities

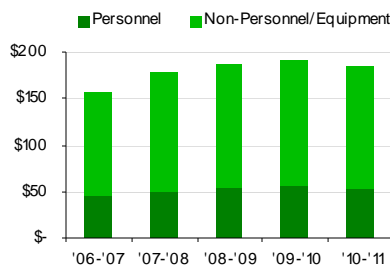
ESD Operating Expenditures Breakdown (2010-11)



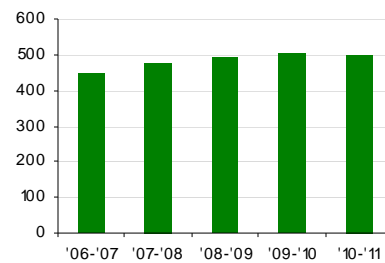
ESD Staffing Breakdown by Positions per Service (2010-11)



ESD Operating Expenditures (\$millions)



ESD Authorized Positions



ENVIRONMENTAL SERVICES

RECYCLING & GARBAGE SERVICES

ESD provides recycling and garbage services to more than 300,000 residential households in San José through contracted service providers, including California Waste Solutions, Garden City Sanitation Inc., Green Team of San José, and GreenWaste Recovery. ESD also manages agreements with about 20 companies to provide construction and demolition waste collection and recycling services, and provides garbage and recycling services for approximately 140 City facilities and 800 public litter cans throughout the City and recycling services for most special events on public property.

In 2008, the state passed legislation requiring the monitoring of each jurisdiction's "per capita disposal rate." The state mandate requires at least 50 percent of solid waste to be diverted* from landfills; San José has performed at or above 60 percent for the past five years, including 69 percent in 2010.

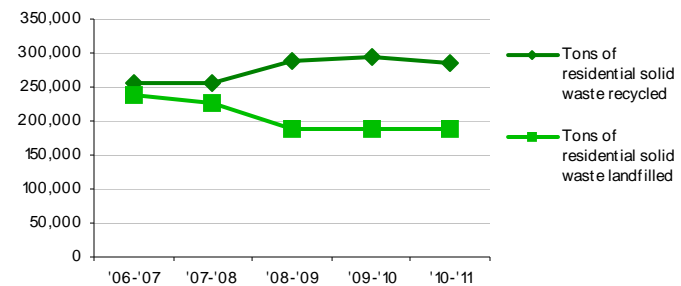
Operating expenditures for recycling and garbage services have increased 34 percent over the past five years, from \$68.3 million to \$91.6 million. The annual cost per household has increased similarly over that same time, from \$242 to \$330 per household. According to ESD, the increase in costs is a result of increased contracts costs associated with vehicles, labor, and fuel.

For more information on recycling programs and initiatives for residents and businesses, please see <http://www.sjrecycles.org>.

THE NATIONAL CITIZEN SURVEY™

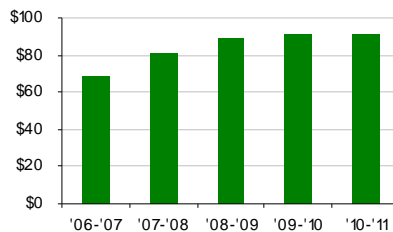
% of San José residents rating utility services as "excellent" or "good"	
Yard waste pick-up	76%
Recycling	74%
Garbage collection	74%

Tons of Residential Solid Waste Recycled or Landfilled

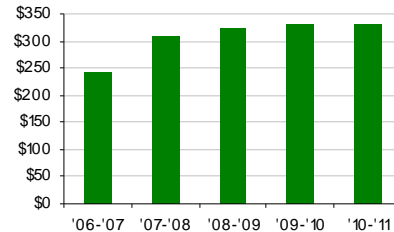


*"Diversion" refers to any combination of waste prevention, recycling, reuse, and composting activities that reduces waste disposed at landfills. (Source: CA Integrated Waste Management Board)

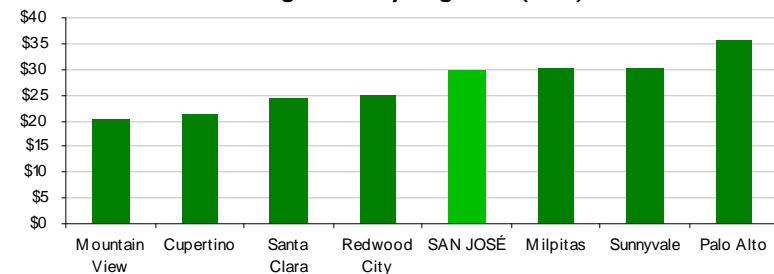
Operating Expenditures Recycling & Garbage Services (\$millions)



City's Annual Cost per Household to Provide Recycling & Garbage Services



Comparison of Monthly Residential Garbage and Recycling Rates (2011)



Sources: ESD, City of Sunnyvale Utility Rate Comparison, and websites for cited local governments

ENVIRONMENTAL SERVICES

WASTEWATER TREATMENT

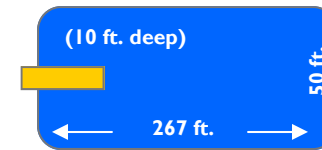
ESD provides wastewater treatment through the San Jose/Santa Clara Water Pollution Control Plant (the Plant) to 1.4 million residents in the South Bay. The Plant is co-owned with the City of Santa Clara; however, it is managed and operated by ESD. ESD also manages pretreatment programs to control for pollutants at their source. For 2010-11, operating expenditures totaled \$55 million, 9 percent less than the prior year.

The Plant continues to meet the Regional Water Quality Control Board's permit requirements for water discharged into the San Francisco Bay. In 2010-11, pollutant discharge requirements were met or surpassed 100 percent of the time for the eighth straight year

While there has been a decline in influent over the past several years, increasing maintenance and capital costs associated with aging infrastructure at the Plant have contributed to high operational costs. ESD is currently implementing an asset management program to track the condition of Plant assets.

ESD is currently preparing a Plant Master Plan to serve as a central planning document to guide improvements to the Plant's facilities, operations, and land use over the next 30 years. The Master Plan includes \$2.2 billion in capital improvements, including \$1.2 billion in rehabilitation and repair projects resulting from processes or facilities reaching the ends of their useful lives. It also includes projects to address odor control, meet future regulatory requirements, and transition to a new process for managing biosolids.

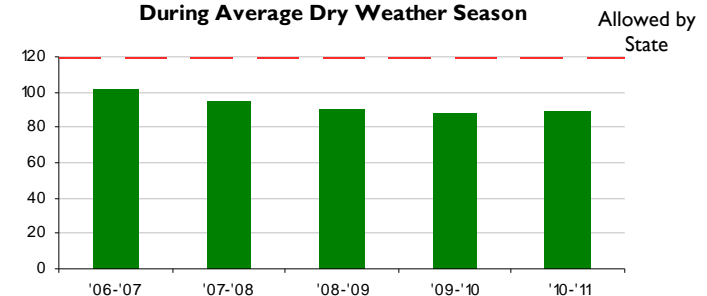
How Much is a Million Gallons of Water?



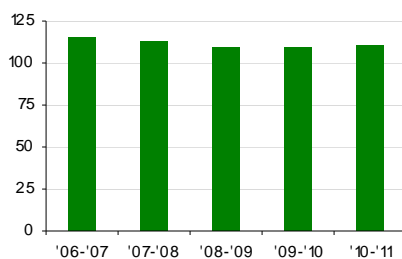
A million gallons of water would fit into a swimming pool about the length of a football field (267 feet long), 50 feet wide, and 10 feet deep.

Source: <http://ga.water.usgs.gov/edu/lmgd.html>

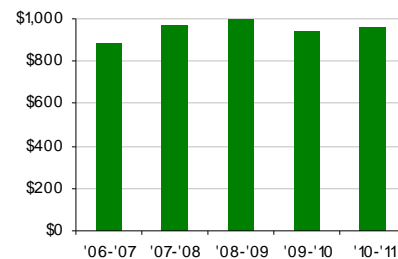
Millions of Gallons per Day Discharged to Bay During Average Dry Weather Season



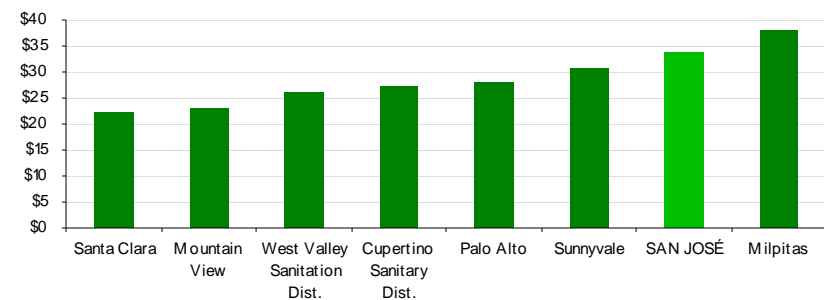
Millions of Gallons of Wastewater Treated per Day



Cost per Millions Gallons of Wastewater Treated



Comparison of Monthly Sewer Rates (2011)



Note: Sewer rates pay for costs of the sewer system as well as wastewater treatment. Sources: ESD, City of Sunnyvale Utility Rate Comparison, and websites for cited local governments

ENVIRONMENTAL SERVICES

DRINKING WATER

ESD operates and maintains the San José Municipal Water System (Muni Water) which serves about 26,300 customers annually in North San José, Alviso, Evergreen, Edenvale, and Coyote Valley. For 2010-11, operating expenditures totaled \$19 million and staffing included 31 authorized positions.

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 the San José Metropolitan area).

In 2010-11, Muni Water delivered 7,211 million gallons of water to its customers, about 5 percent less five years ago. According to the City's Operating Budget, water delivery levels are down primarily due to the economic downturn and water conservation efforts. Muni Water met federal water quality standards in 99.6 percent of water samples taken.

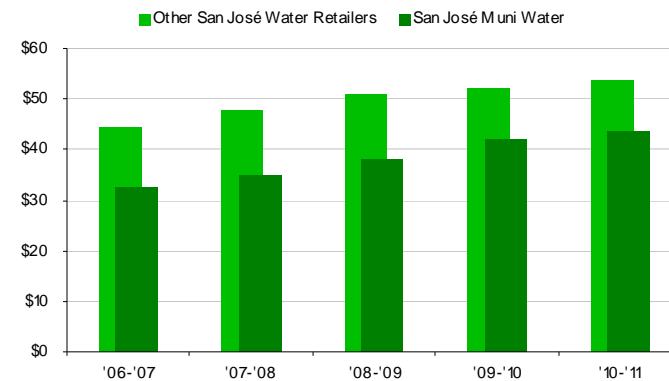
For 2010-11, ESD advises that Muni Water rates increased by nearly 3.75 percent to offset increased costs from the San Francisco Public Utilities Commission (for water purchases), conservation, revenue loss due to the economic downturn, and to fund capital investment in the distribution system. Muni Water rates continue to be below the average of other local retailers.

THE NATIONAL CITIZEN SURVEY™

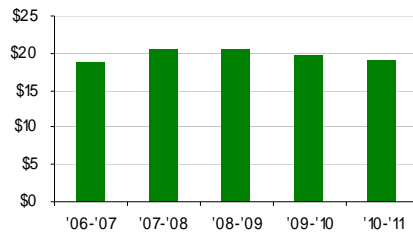
52% of San José residents* surveyed rated the delivery of drinking water as "excellent" or "good"

* Note, this includes Muni Water and non-Muni Water customers.

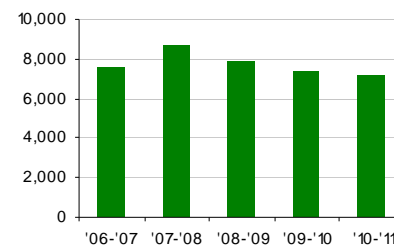
Comparison of Monthly Residential Water Bills



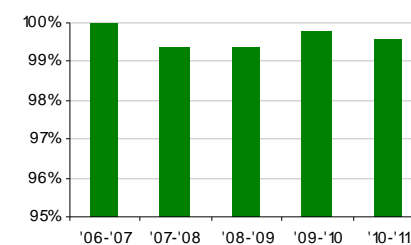
Operating Expenditures Potable Water Delivery (\$millions)



Millions of Gallons of Water Delivered to Muni Water Customers



% of Water Samples Meeting Federal Water Quality Standards



ENVIRONMENTAL SERVICES

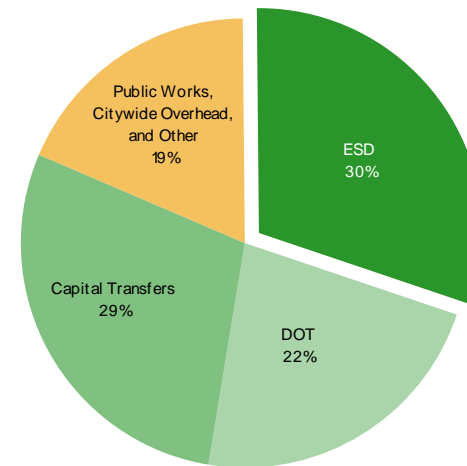
STORMWATER MANAGEMENT

ESD, along with the Departments of Public Works and Transportation, manage the City's storm drains and storm sewer system, the purposes of which are to sustainably manage stormwater and prevent flooding of streets and neighborhoods by conveying rainwater into creeks, and eventually the South San Francisco Bay. ESD accounts for roughly one third of storm sewer expenditures.

Specifically, ESD manages regulatory programs, initiatives, and activities to prevent pollution from entering the storm sewer system and waterways. These efforts protect water quality and the health of the South Bay watershed and the San Francisco Bay. Included among these programs is the litter/creek clean up program. These programs and activities are largely directed by the City's NPDES permit for municipal storm sewer systems (see *Key Facts at beginning of chapter*).

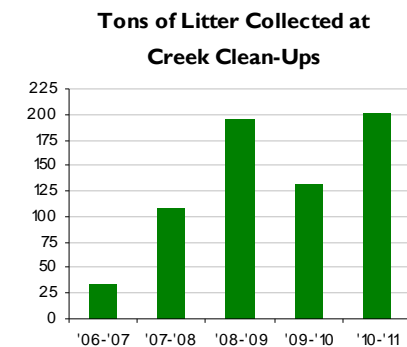
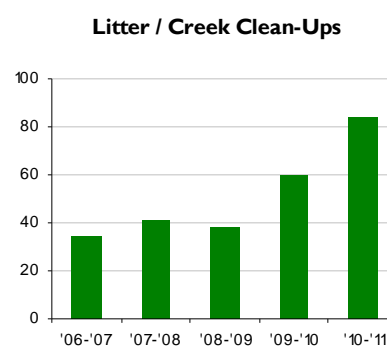
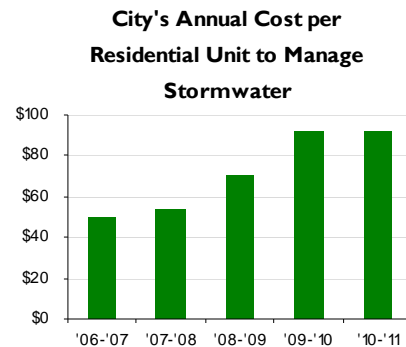
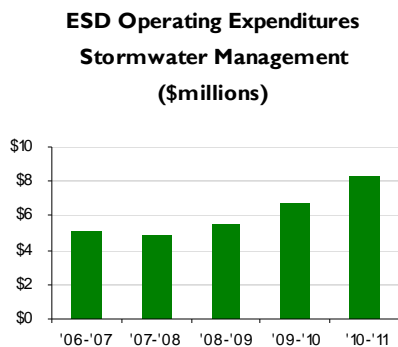
The annual cost per residential unit in 2010-11 was \$91.68* (or a monthly charge of \$7.64), an 84 percent increase from five years ago. The rate increases are a result of increased costs to support infrastructure maintenance, fund rehabilitation and replacement projects, and meet regulatory requirements.

Breakdown of Storm Sewer Fund Budgeted Expenditures, 2010-11



Source: 2011-12 Adopted Operating Budget

* NOTE: This rate is for a single-family residence.



ENVIRONMENTAL SERVICES

RECYCLED WATER

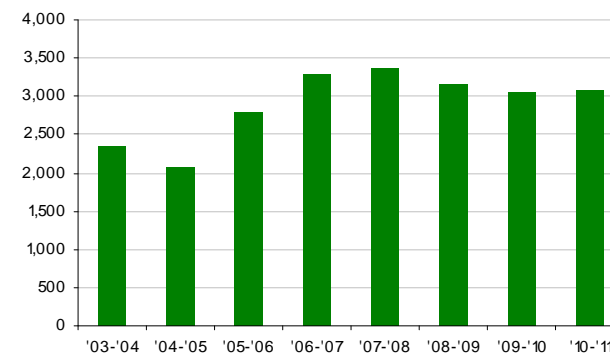
The City invests in South Bay Water Recycling (SBWR) in order to reduce wastewater effluent to protect the ecosystem of the South Bay, including the habitat of two federally endangered species, the Salt Marsh Harvest Mouse and the California Clapper Rail.

In 2010-11, SBWR delivered 3,080 million gallons of recycled water to 611 customers, charging \$0.77 to \$1.59 per hundred cubic feet of water depending on the use. SBWR customers used recycled water to irrigate parks, golf courses, schools, commercial landscape, and for cooling towers. According to ESD, conservation efforts and cooler weather have resulted in reduced demand for recycled water.

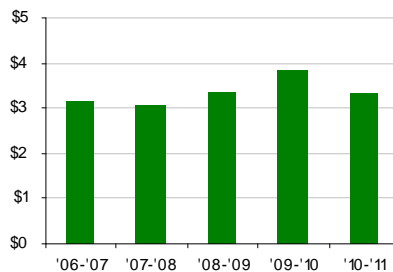
The cost per million gallons of recycled water delivered has increased over the last four years from \$952 in 2007-08 to \$1,821 in 2010-11. According to ESD, this has been because of increased chemical, energy, and personnel costs such as communication support, administrative services, management information systems, and overhead.

In 2010-11, SBWR met recycled water quality standards 100 percent of the time.

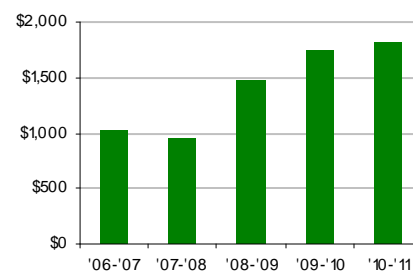
Millions of Gallons of Recycled Water Delivered Annually



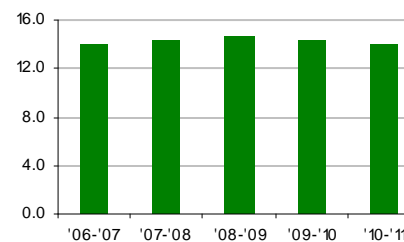
Operating Expenditures Recycled Water (\$millions)



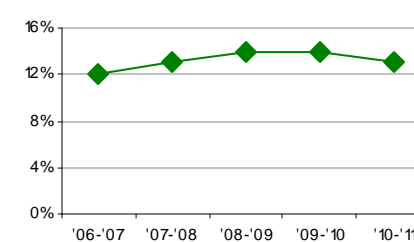
Cost per Million Gallons of Recycled Water Delivered



Millions of Gallons per Day Diverted During Dry Weather Periods



% of Wastewater Recycled for Beneficial Purposes During Dry Weather Periods



ENVIRONMENTAL SERVICES

PROTECT NATURAL & ENERGY RESOURCES

ESD provides City-wide 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 Green Vision (see below) and the United Nations' Urban Environmental Accords (see below right).



San José Green Vision

On October 30, 2007, the San José City Council adopted the Green Vision, a 15-year plan to transform San Jose into a world center of Clean Technology innovation, promote cutting-edge sustainable practices, and demonstrate that the goals of economic growth, environmental stewardship, and fiscal responsibility are inextricably linked.

Within 15 years, the City of San José in tandem with its residents and businesses will:

- 1) Create 25,000 Clean Tech jobs as the World Center of Clean Tech Innovation
- 2) Reduce per capita energy use by 50 percent
- 3) Receive 100 percent of its electrical power from clean renewable sources
- 4) Build or retrofit 50 million square feet of green buildings
- 5) Divert 100 percent of the waste from its landfill and convert waste to energy
- 6) Recycle or beneficially reuse 100 percent of its wastewater (100 million gallons per day)
- 7) Adopt General Plan with measurable standards for sustainable development
- 8) Ensure that 100 percent of public fleet vehicles run on alternative fuels
- 9) Plant 100,000 new trees and replace 100 percent of streetlights with smart, zero-emission lighting
- 10) Create 100 miles of interconnected trails

THE NATIONAL CITIZEN SURVEY™

	% of San José residents rating of their local environment as "excellent" or "good"
68% of San José residents surveyed reported recycling used paper, cans or bottles at least 26 times in last 12 months	Cleanliness of San José 52%
74% reported having water-saving fixtures such as low-flow shower heads or low-flush toilets in their home	Quality of overall natural environment in San José 43%
81% reported that it was "essential" or "very important" to conserve water in their home	Preservation of natural areas such as open space, farm-lands, and greenbelts 39%
	Air quality 43%

U.N. Urban Environmental Accords



On November 1, 2005, the San José City Council signed on to the Urban Environmental Accords, a declaration of participating city governments to build ecologically sustainable, economically dynamic, and socially equitable futures for their urban citizens. There are 21 Accords, comprised of the 7 issues below, each with 3 actions that can be taken to address the issue.

ENERGY: Renewable Energy | Energy Efficiency | Climate Change

WASTE REDUCTION: Zero Waste | Manufacturer Responsibility | Consumer Responsibility

URBAN DESIGN: Green Building | Urban Planning | Slums

URBAN NATURE: Parks | Habitat Restoration | Wildlife

TRANSPORTATION: Public Transportation | Clean Vehicles | Reducing Congestion

ENVIRONMENTAL HEALTH: Toxics Reduction | Healthy Food Systems | Clean Air

WATER: Drinking Water Access | Source Water Conservation | Wastewater Reduction

FINANCE

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

FINANCE DEPARTMENT

The Finance Department manages the City's debt, investments, disbursements, financial reporting, purchasing, and revenue collection. In 2010-11 the department had approximately 117 authorized positions and its operating expenditures totaled \$14.1 million.*

The Treasury Division manages the City's cash and investment portfolio. In accordance with the Investment Policy, safety, liquidity and yield are the three main foci of the investment program. In 2010-11, the investment portfolio earned an average of 0.85 percent. Over the last four years the total investment portfolio dropped from \$1.36 billion to roughly \$1.1 billion as a result of City budget shortfalls that decreased the City's investable cash balances by reducing reserves. The Treasury Division also issues debt and administers the City's debt portfolio. At the end of 2010-11, the debt portfolio consisted of \$5.8 billion in bonds outstanding.

The Accounting Division is responsible for timely payments to vendors and employees, and providing relevant financial information to the public. During 2010-11, the Disbursements section processed approximately 293,000 payments, an increase of almost 7 percent, despite reduced staffing. The Financial Reporting section is responsible for preparing and issuing the CAFR, which provides general, financial, and statistical information on the City's structure and financial condition.

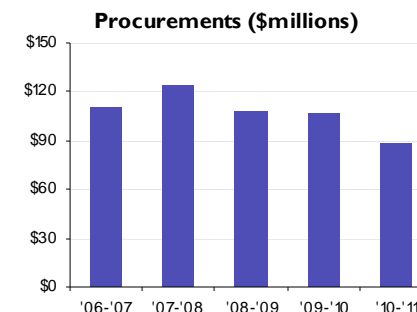
The Revenue Management Division is responsible for City's business systems and processes that support timely billing and revenue collection efforts. These efforts focused on reducing delinquent accounts receivable and enhanced revenue compliance. In 2010-11 this resulted in collections of \$8.7 million of the City's outstanding accounts receivable balance.

KEY FACTS (2010-11)

Total investment portfolio	\$951,843,951
Total debt managed	\$5.8 billion
Total dollars procured	\$89,100,100
Total dollars recovered from surplus sales	\$205,137
Number of Accounts Payable and Payroll payments made	293,058
Total accounts receivables collected	\$8,672,259

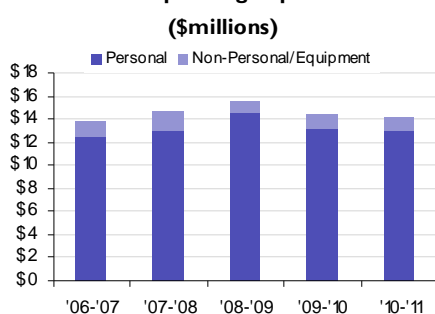
San Jose Credit Ratings

S&P	AAA
Moody's	Aaa
Fitch	AA+

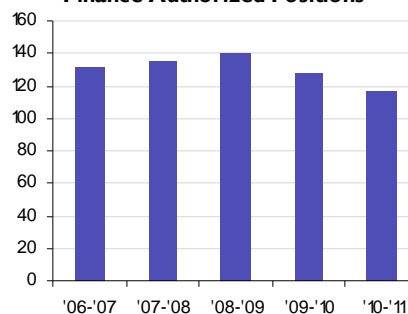


* The Finance Department was also responsible for \$117 million in Citywide expenditures including \$75 million for tax revenue anticipation notes, \$14 million for sick leave payouts upon retirement, and \$15 million for Convention Center lease payments.

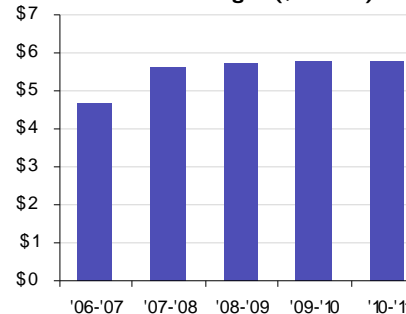
Finance Operating Expenditures



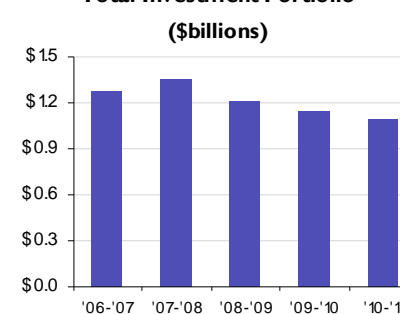
Finance Authorized Positions



Total Debt Managed (\$billions)



Total Investment Portfolio



FIRE DEPARTMENT

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 DEPARTMENT

The San José Fire Department provides fire suppression, emergency medical (EMS), prevention and disaster preparedness services to residents and visitors in San José's incorporated and the County of Santa Clara's unincorporated areas, totaling approximately 200 square miles. 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 Office of Emergency Services engages in emergency planning, preparedness curriculum development and training, and maintains the City's Emergency Operations Center.

In 2010-11, the Fire Department's operating expenditures were \$153.4 million*, about the same as in 2009-10 and 20 percent more than five years ago. There were 770 authorized positions in the Fire Department, or about 9 percent less than in 2009-10.

At the end of 2010-11, the City accepted a federal Staffing for Adequate Fire and Emergency Response (SAFER) grant that restored 49 positions in the Fire Department with funding through June 2013; positions and reinstated services are scheduled to be reduced with the expiration of the SAFER grant. These positions included the restoration of an Engine Company that was previously identified for elimination in 2011-12, as well as 13 positions at the Airport.

* - Does not include \$8.3 million in Citywide expenses spent by the Fire Department, including \$5.8 million on workers' compensation claims (up from \$5.4 million in 2009-10).

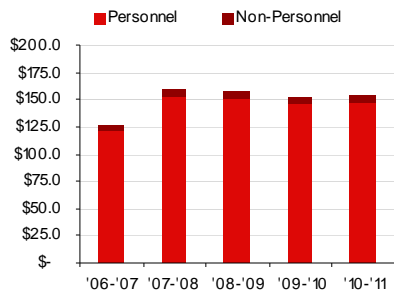
KEY FACTS (2010-11)

Fire stations	33
Fire companies	30
Truck companies	9
Urban search and rescue companies	1
Hazardous Incident Team (HIT) units	1
San José Prepared! Graduates (Emergency Preparedness & Planning)	
2-hour Disaster Preparedness course graduates	1,420
20-hour Community Emergency Response Training (CERT) graduates	95

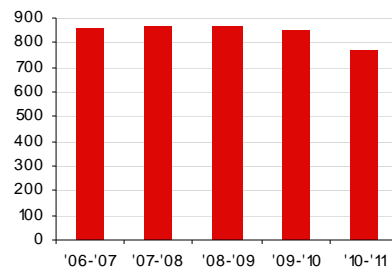
Emergency Medical Services (EMS)

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

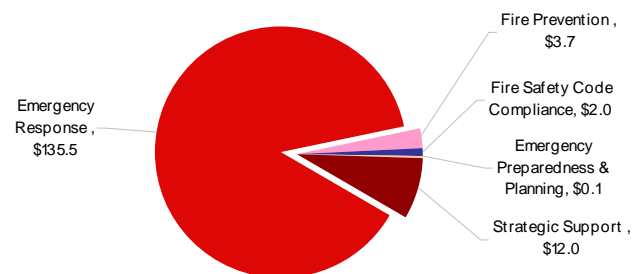
Fire Department Budget (\$millions)



Fire Department Authorized Positions



Fire Department 2010-11 Expenditures by Service (\$millions)



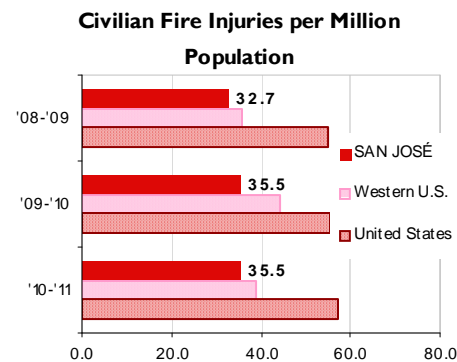
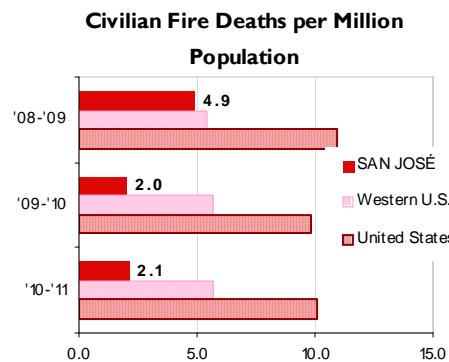
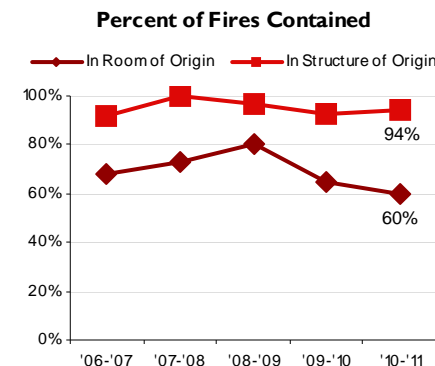
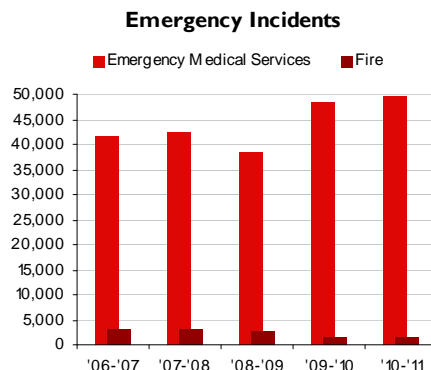
FIRE DEPARTMENT

EMERGENCY RESPONSE

In 2010-11, the Fire Department responded to 52,564 incidents (emergencies requiring the use of red lights and sirens); 95 percent of which were medical emergencies (49,683). Medical emergencies in 2010-11 reflected a 2 percent increase from medical emergency responses in 2009-10 and 20 percent from five years ago. There were also 1,570 emergency responses to fires in 2010-11, up 3 percent from 2009-10, and 9,828 non-emergency responses, up 14 percent from last year. A breakdown of all incidents by fire station is provided below.

In 2010-11, the Department was able to contain 60 percent of fires to the room of origin; this was down 5 percentage points from 2009-10 and below the containment target of 85 percent. Fires that extend beyond the room of origin typically result in significantly more injuries, deaths, and property loss. However, the Department continued to exceed its target of 90 percent of fires contained in the structure of origin (actual: 94%) for the sixth consecutive year.

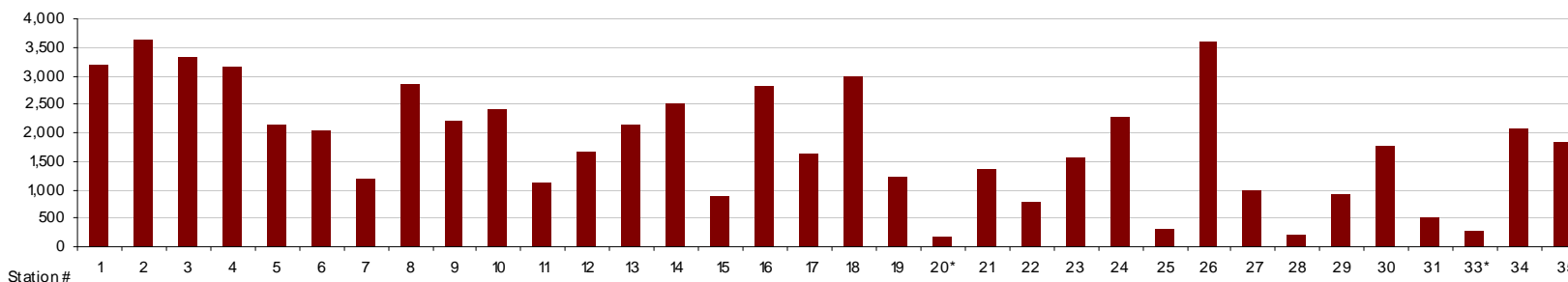
There were 34 civilian fire injuries in 2010-11—this was down 23 percent from 2009-10 but about the same number as five years ago. According to National Fire Protection Association (NFPA) comparisons, San José has experienced lower fire-related death and injury rates per million population than the western United States and national averages over the past three years.



Source: National Fire Protection Association, 2010

Source: National Fire Protection Association, 2010

Incidents by Fire Station (2010-11)



NOTE: Fire Station #32 reserved for Coyote Valley, pending future development.

(*) - Fire Station #20 dedicated to Mineta San José International Airport. Fire Station #33 closed in August 2010 as approved in the 2010-11 Adopted Operating Budget.

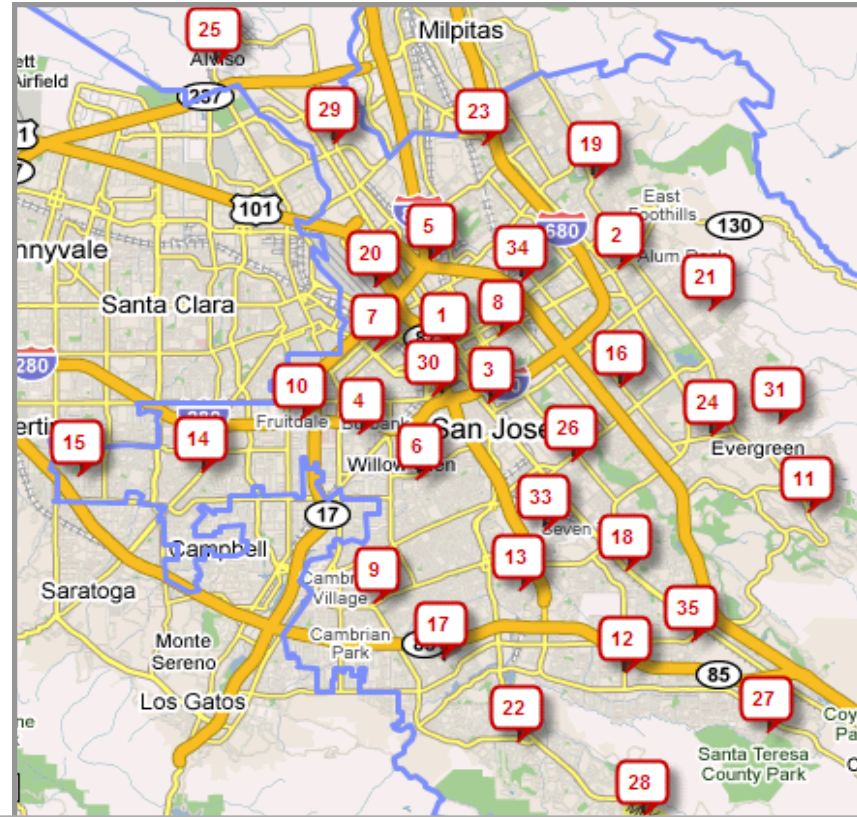
EMERGENCY RESPONSE (continued)

The Department’s resource deployment plan defines how response time performance is measured for responding units. Three of the measures that are regularly reported include: how quickly a responding unit arrives after receiving a 9-1-1 call, how quickly the second unit arrives after a 9-1-1 call, and how often the “first due” or assigned company is available for calls in the response area.

- Initial responding units arrived within 8 minutes of receiving a 9-1-1 call 82.1 percent of the time (target: 80%) in 2010-11. Twenty-three out of 33 fire stations met or surpassed this goal in 2010-11 (see chart below).
- Second response units arrived within 10 minutes after receiving a 9-1-1 call 87 percent of the time in 2010-11 (target: 80%).
- 97 percent of all emergencies (medical, fire, etc.) in 2010-11 were handled by units assigned to their respective districts (target: 85%).

2010-11 marked the fourth straight year that the Department has met its response time performance standard of 80 percent of initial responding units arriving within 8 minutes, though this was a slight decline from 82.7 percent in 2009-10. The Fire Department’s implementation of Dynamic Deployment also helped mitigate the projected three percentage point decline in response time performance due to reduced resources. The Dynamic Deployment strategy reallocates available resources based on real-time data and historical demand patterns.

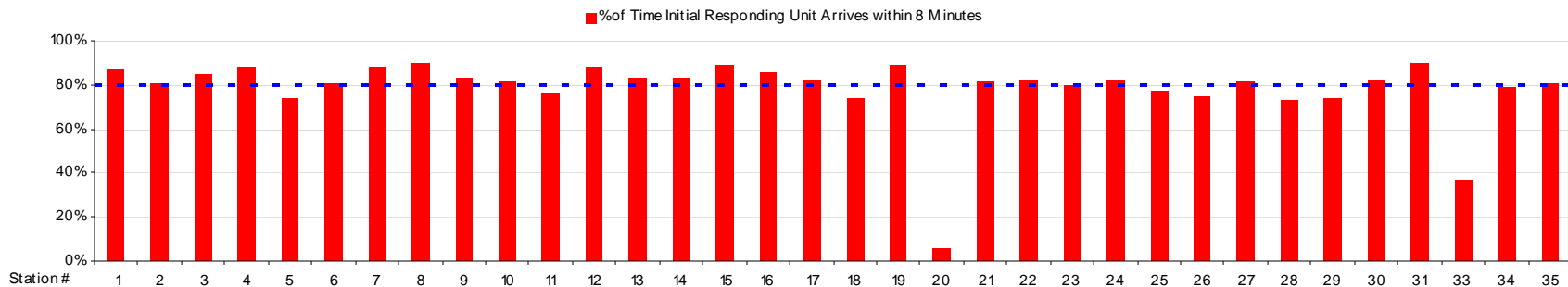
City of San José—Map of Fire Stations by Station Number



THE NATIONAL CITIZEN SURVEY™

<p>85% of residents surveyed rated San José’s <u>fire services</u> as “excellent” or “good”.</p>	<p>83% of residents surveyed rated <u>ambulance or emergency medical services</u> as “excellent” or “good”.</p>
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Emergency Response Time Compliance by Station (2010-11)



NOTE: Fire Station #32 reserved for Coyote Valley, pending future development.

(*) - Fire Station #20 dedicated to Mineta San José International Airport. Fire Station #33 closed in August 2010 as approved in the 2010-11 Adopted Operating Budget.

FIRE DEPARTMENT

FIRE PREVENTION

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. In 2010-11, the Department performed 5,598 fire inspections.* 3,950 of initial inspections were conducted by firefighters, while 1,648 were conducted by other Fire Prevention staff. About 26 percent of initial inspections found code violations in 2010-11.

An estimated 15 percent* of occupancies received state-mandated inspections in 2010-11 (target: 100%); in addition, an estimated 27 percent* of occupancies received non-mandated inspections (target: 80%).

Fire Prevention also conducts investigations based on complaints received about residents or businesses. In 2010-11, 242 complaints were investigated.*

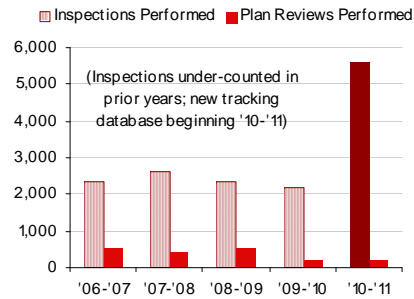
Fire investigators conducted 370 arson investigations in 2010-11; 264 of those investigations were determined to be arson. There were 86 arson fires in structures in 2010-11, resulting in a dollar loss of \$14 million, including the Trace Elementary School fire.

* - Measure in prior years was not accurately counted; new tracking database will track Fire Prevention-related measures beginning 2010-11.

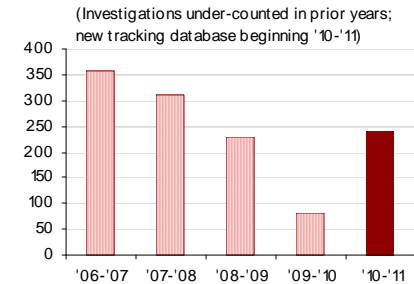
FIRE SAFETY CODE COMPLIANCE

Fire Safety Code Compliance enforces the City's Fire and Health and Safety Codes during the plan review and inspection processes, in coordination with the Development Services partners (see Planning, Building & Code Enforcement Department). In 2010-11, 3,524 fire plan checks and 4,190 inspections were performed for Development Services customers. Eighty-seven percent of inspections in 2010-11 were completed within the 24-hour target. The Fire Department's Development Fee program recovered 84 percent of its costs in 2010-11; use of fee reserves ultimately resulted in 100% cost recovery.

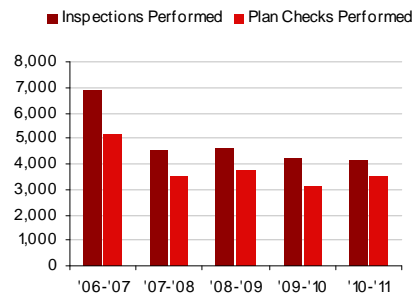
Fire Prevention - Workload*
(on existing buildings)



Fire Prevention Complaints Investigated*



Fire Safety Code Compliance (Development Services)

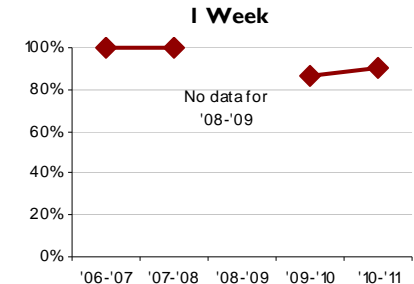


THE NATIONAL CITIZEN SURVEY™

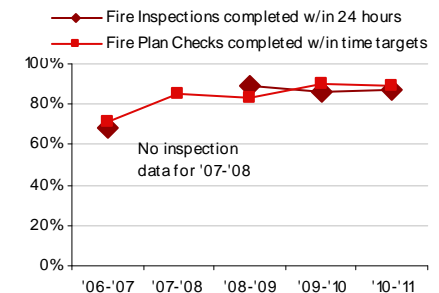
58% of residents surveyed rated San José's fire prevention and education as "excellent" or "good".

37% of residents surveyed rated San José's emergency preparedness as "excellent" or "good".

Percent of Code Violation Complaints Investigated within



Timeliness - Code Compliance (Development Services)



HOUSING DEPARTMENT

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

HOUSING DEPARTMENT

The Housing Department provides funding and technical assistance for the creation of new affordable housing by making loans to developers and providing homebuyer assistance programs. The Department also provides rehabilitation loans and grants to extend the useful life of affordable housing.

In addition, the Department provides investment and support to neighborhoods through various funding infrastructure improvements. The Housing Department also contracts with local nonprofits to provide services to residents who are homeless or at risk of homelessness, and administers and manages various grants to help provide services.

In 2010-11, operating expenditures allocated to the Housing Department totaled \$9.9 million*, nine percent less than in 2009-10 but 16 percent more than five years ago, reflecting an expansion of funds for affordable housing and community development over time. The \$9.9 million spent of administration is about 11 percent of the Department's total administration and program costs combined (see 2010-11 Housing Program Funds in this chapter).

KEY FACTS

Median Household Income in San José*: \$76,794

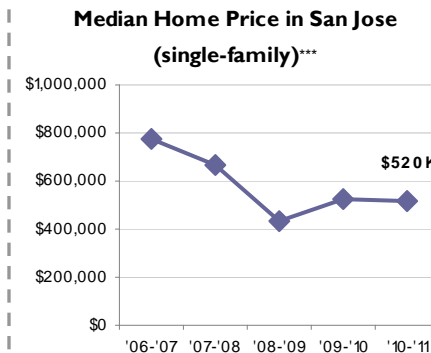
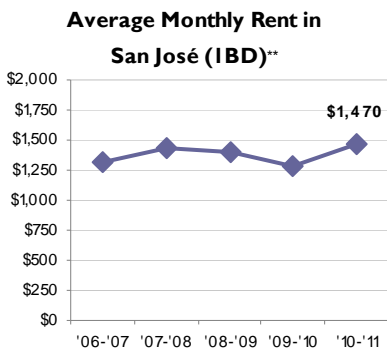
Average Monthly Rent in San José (1 bedroom)** : \$1,470

Median Home Price in San José (single-family)*** : \$520,000

(NOTE: as of October 2011, Santa Clara County median home price for single-family home was \$549,000)

Percent of Renters whose Gross Rent is 30 percent or more of Household Income* : 53.4%

Percent of Owners whose Monthly Owner Costs is 30 percent or more of Household Income (with and without a mortgage)* : 41.0%



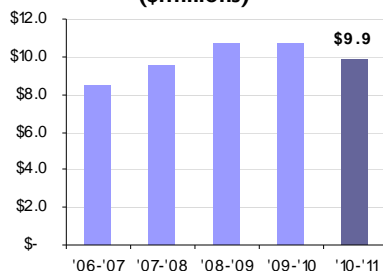
* - Does not include all housing program fund expenditures, such as the ARRA Neighborhood Stabilization Program funds, Community Development Block Grant funds, and Multi-Family Loans and Grants.

* Source: U.S. Census - American Community Survey—2010 Estimates

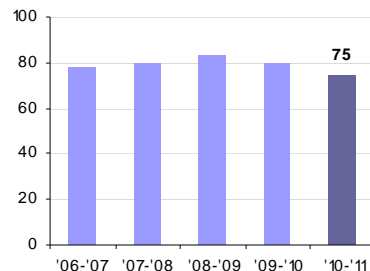
** Source: RealFacts report (from Dept., Q2 2011)

*** Source: CA Association of Realtors (June 2011)

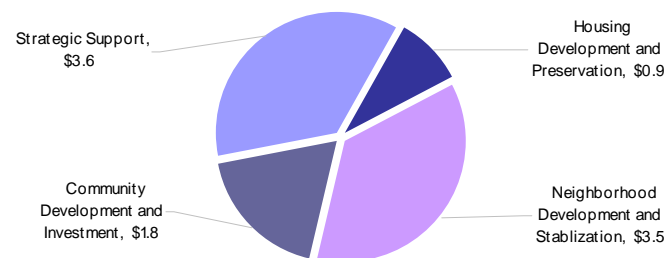
Housing Department Operating Expenditures (\$millions)



Housing Department Authorized Staffing



Housing Department 2010-11 Expenditures by Service (\$millions)



HOUSING DEVELOPMENT & PRESERVATION

Affordable Housing Construction

The Housing Department completed 19 new units of affordable housing in 2010-11, compared to 402 units in 2009-10. In total, there have been 18,159 units built since 1988. Production has been affected by the Supplemental Education Revenue Augmentation mandated by the State in July 2009. The Department lent over \$60 million to the Redevelopment Agency to make this payment to the state, making funding of new affordable housing units difficult in subsequent years.

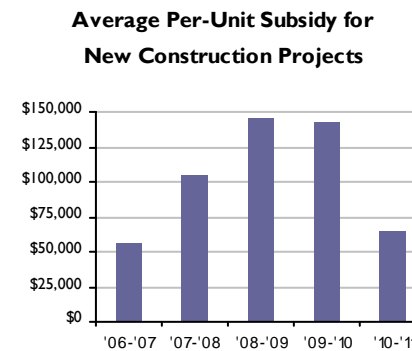
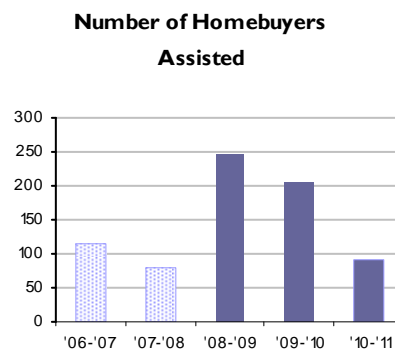
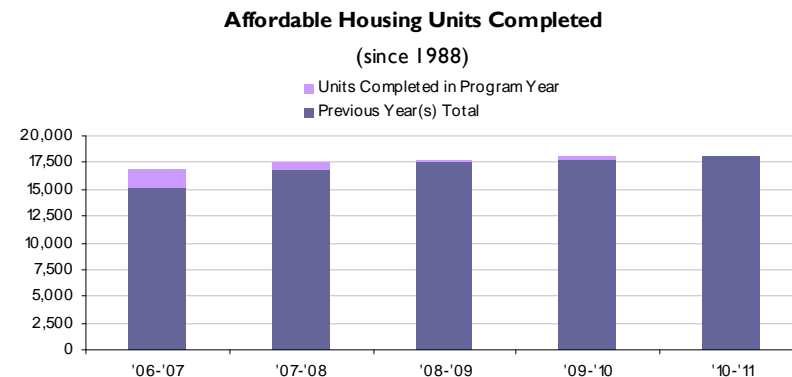
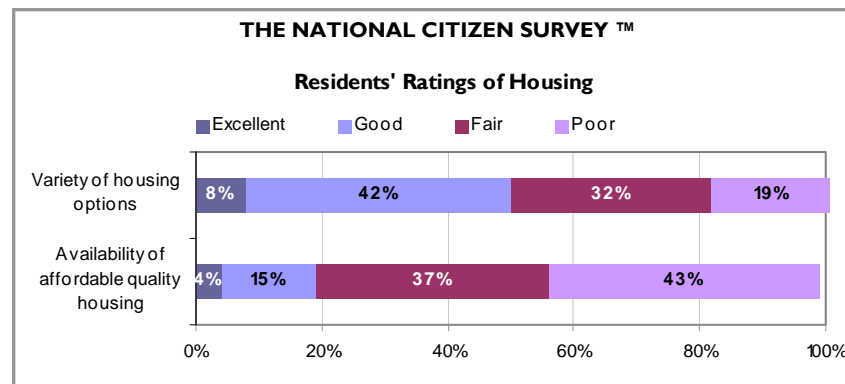
In 2010-11, the Housing Department closed \$47.5 million in construction financing for six projects with 391 units of affordable housing. The Department also provided \$16 million in new loan commitments to developers for 263 new affordable housing units in San José. The subsidy per unit was about \$55,000 in 2010-11, a 61 percent decrease from 2009-10. Moving forward, ten projects are under construction and are expected to be completed in the coming year, and hundreds of additional units remain in the pipeline awaiting funding availability.

Housing Rehabilitation

The Housing Department completed 223 rehabilitation projects in 2010-11, including 108 mobilehome projects, 73 single-family home repairs, and 42 minor repairs. The Department managed nearly \$4.7 million in affordable housing rehabilitation programs in 2010-11, this includes local redevelopment funds, State CalHome funds, and federal Community Development Block Grant funds.

Homebuyer Assistance

Potential homeowners can receive assistance through various City programs such as Welcome Home or other downpayment assistance programs. In 2010-11, 133 homebuyer loans were made to 90 unduplicated households. The Department also managed \$4 million in funding for the homebuyer program in 2010-11, a decrease from \$11 million in 2009-10. This decrease was due to the sunset of a one-time second mortgage program designed to sell newly-constructed units in specific geographic locations.

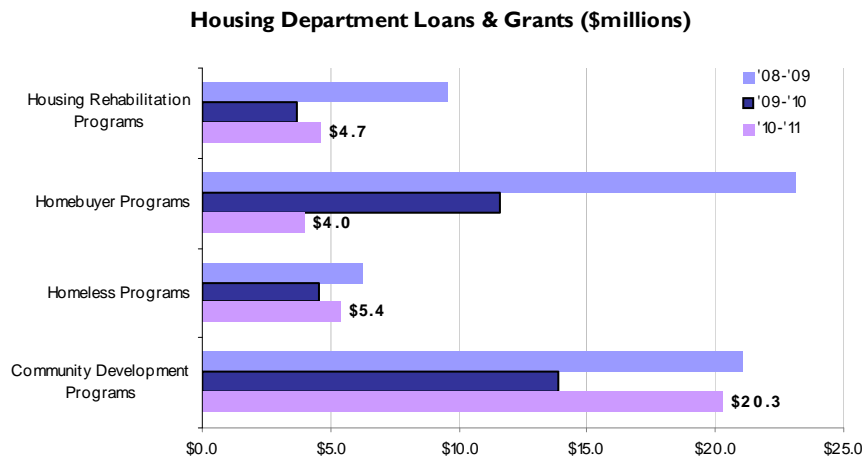


NOTE: methodology change in '08-'09.

HOUSING DEPARTMENT

2010-11 HOUSING PROGRAM FUNDS

The Housing Department administered \$89.9 million in program funds in 2010-11, which includes all federal, state, and local funds. Included in the above were \$34.4 million in loans and grants that the Department administered for various housing, community development, and homeless programs. Total grant funding was about 19 percent more than in 2009-10; much of this increase was due to receipt of federal stimulus funds, including Neighborhood Stabilization Program funding, additional Community Development Block Grant funds, and homeless services funds through the Homeless Prevention and Rapid Re-housing Program.

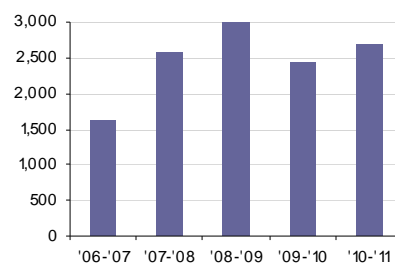


NEIGHBORHOOD DEVELOPMENT & STABILIZATION

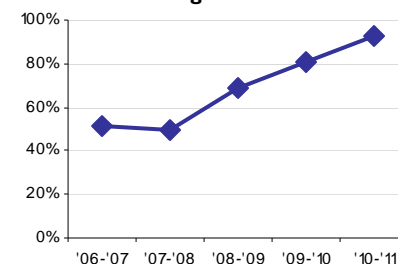
In 2010-11, the Department received over \$9.7 million in Neighborhood Stabilization Program (NSP) funds to provide to distressed neighborhoods from the foreclosure crisis. The program is designed to purchase foreclosed homes, rehabilitate the homes and resell them to low-income homebuyers. In 2010-11, NSP funds were used to purchase 32 single-family homes and 8 multi-family units. Of these properties, 13 were rehabilitated and sold back to low and moderate-income households; rehabilitation is underway for the remaining units.

The Department also supports and invests in neighborhoods through the Community Development Block Grant program—in 2010-11, 75% of reported City projects and 96% of nonprofits met their stated outcomes. The Department also administers a Rental Rights and Referrals Program that provides mediation for tenant/landlord disputes in rent-controlled units.

Rental Rights & Referrals Clients (unduplicated)



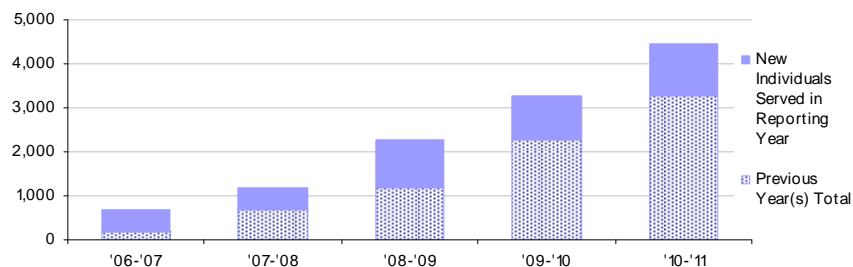
Percent of Tenant/Landlord Mediations Resulting in Mutual Agreement



HOMELESS SERVICES

According to the 2011 City of San José Homeless Census & Survey, there were an estimated 4,034 homeless individuals in San José; 76 percent of these individuals were unsheltered (living on the streets, in vehicles, abandoned buildings, or illegal encampments). The Department assisted 1,202 homeless individuals in securing permanent housing in 2010-11; 707 of whom were “chronically homeless”. Since 2005-06, the Department had assisted nearly 4,500 homeless individuals in securing permanent housing.

Cumulative Number of Homeless Individuals Assisted in Securing Permanent Housing



HUMAN RESOURCES

The mission of the Human Resources Department is to attract, develop, and retain a healthy workforce.

HUMAN RESOURCES DEPARTMENT

Human Resources manages employee benefits, employment services, and employee health and safety. In 2010-11, there were approximately 61 FTE positions in the department and its operating expenditures were \$8.9 million*, a decrease of 8 percent compared to 2009-10.

Health plan costs are a major concern for the City. The City covers 13,215 lives through its four health plans including employees, retirees, and dependants. Over the last ten years, health plan premiums have more than doubled as seen in the chart on the left. In the last five years, benefits administration costs per full time employee have nearly doubled as well, (a combination of factors are responsible including a shrinking workforce, increased staffing costs due to the increased pension costs, and a change in cost accounting with broker fees incorporated into the administration costs instead of being imbedded in the premiums).

Worker's Compensation costs are another big concern for the City; those costs totaled more than \$19.1 million in fiscal year 2010-11. The City is working, through negotiations with the City's eleven unions, to reduce worker's compensation and disability leave expenditures as well as time lost due to injuries through various policy changes.

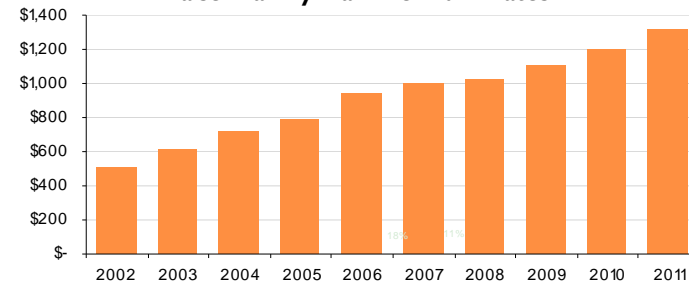
As described previously, the City experienced considerable employee turnover and bumping during 2010-11, which increased the workload for Human Resources dramatically. Human Resources coordinates and processes paperwork for separations and the movement of employees from one position to another (bumping).

**In addition to these expenditures, the Human Resources department was responsible for \$1.9 million of Citywide Expenditures, including \$1.1 million in some but not all worker's compensation claims. Human Resources was also responsible for approximately \$80 million of health benefits costs.*

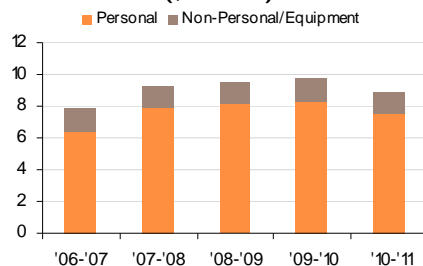
KEY FACTS

Percent of Employees contributing to deferred comp	73%
Days for recruitment	91
Total Worker's Comp Costs	\$19.1 million
Percent of employees satisfied with their jobs	58%
	(80% in 2006)
Medical Plans:	No. of covered lives
Kaiser HMO	8,511
Blue Shield HMO	3,982
Blue Shield POS	185
Blue Shield PPO	537

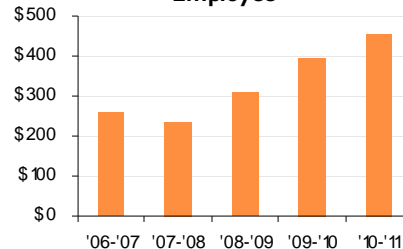
Kaiser Family Plan Premium Rates



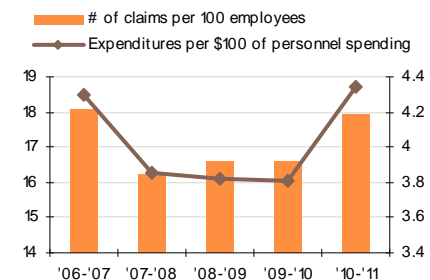
HR Operating Expenditures (\$millions)



Annual Cost of Benefits Administration Per Full-Time Employee



Workers' Compensation Claims and Costs



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

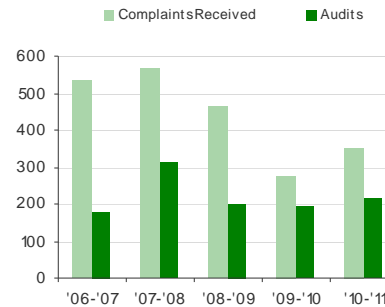
The Independent Police Auditor (IPA) provides the public with an objective review of the police misconduct investigations in order to instill confidence in the complaint process and to provide independent oversight. In addition, the IPA conducts outreach to the San José community, proposes policy recommendations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

In 2010-11, operating expenditures for the IPA totaled \$823,221, an increase of 19 percent compared to 2009-10 and 9 percent compared to five years earlier. The number of authorized positions was 5 in 2010-11, the same as in 2009-10. Compared to five years ago, the office had one fewer position in 2010-11.

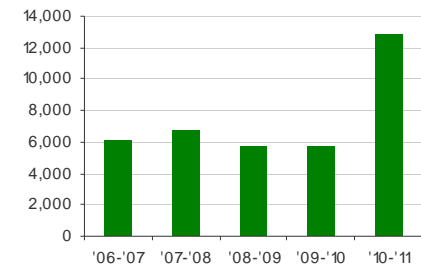
In 2010-11, the number of complaints received by the IPA regarding SJPD increased 28 percent to 349 from 273 in 2009-10. Complaints were down 35 percent, however, compared to five years earlier. The number of people attending IPA outreach events and meetings increased from 5,783 in 2009-10 to 12,825 in 2010-11, due to the office being fully staffed and efforts by a newly appointed IPA to reach more community members.

In 2011, the IPA began a new mediation program to expedite resolution of complaints regarding rude or discourteous behavior by SJPD officers. In 2011, there were five mediations, facilitated by retired judges who volunteered their services.

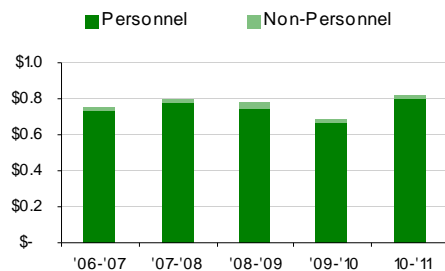
Complaints Received and IPA Audits



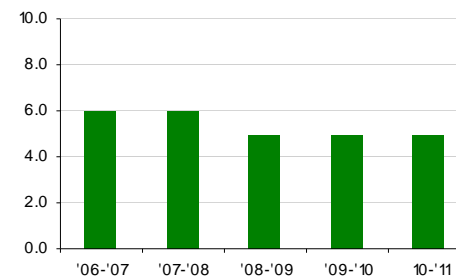
Individuals Attending Outreach Events/Meetings



IPA Operating Expenditures (\$millions)



IPA Authorized Positions



INFORMATION TECHNOLOGY

The mission of the Information Technology Department is to enable the service delivery of our customers through the integration of city-wide technology resources.

INFORMATION TECHNOLOGY

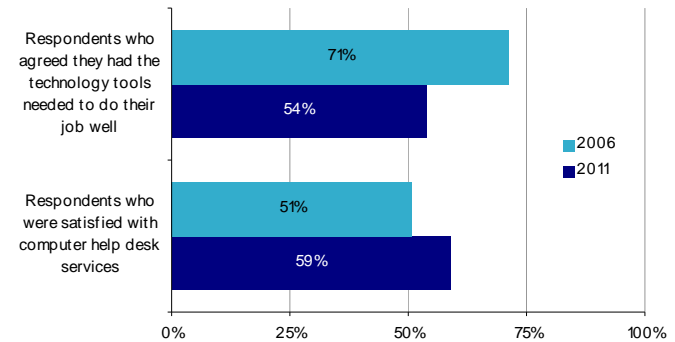
The Information Technology Department (IT) manages the City's information technology infrastructure, provides enterprise technology solutions, and supports departmental technology services. IT, together with staff from other City departments, is responsible for managing a number of City databases including the Financial Management System, PeopleSoft HR/Payroll system, Geographic Information System, and the Capital Project Management system.

In 2010-11, operating expenditures for IT totaled \$19.0 million*, a 9 percent decrease from 2009-10. IT staffing totaled 122 positions, 11 fewer than 2009-10 and 35 fewer than 2007-08. IT staffing includes 34 non-technical positions for the Customer Contact Center, which moved to IT in 2007-08 (which increased overall IT staff by 46 percent).

KEY FACTS (2010-11)

Customer Contact Center calls	264,438
Service Desk requests	32,876
Centralized E-mail mailboxes	7,490
Network outages	0
Estimated desktop computers Citywide	4,500
Estimated servers Citywide	280

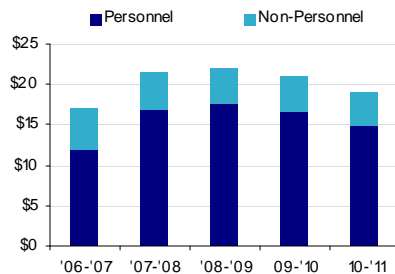
Employee Survey Results



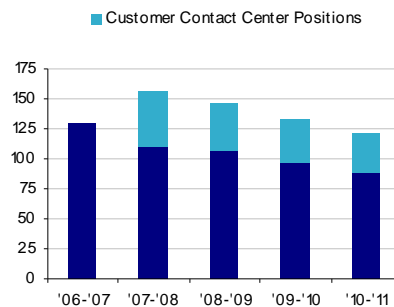
Source: City of San José 2011 Employee Survey Report of Findings, Fairbank, Maslin, Maullin, Metz & Associates

* In addition, IT was responsible for \$190,000 in Citywide expenses.

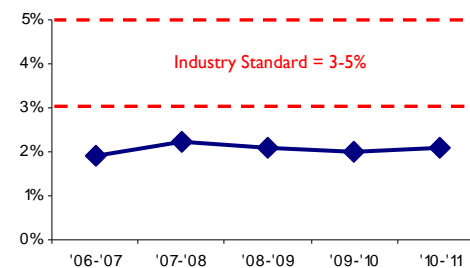
IT Operating Expenditures (\$millions)



IT Authorized Positions



IT Department Staffing as a % of Total City Staffing



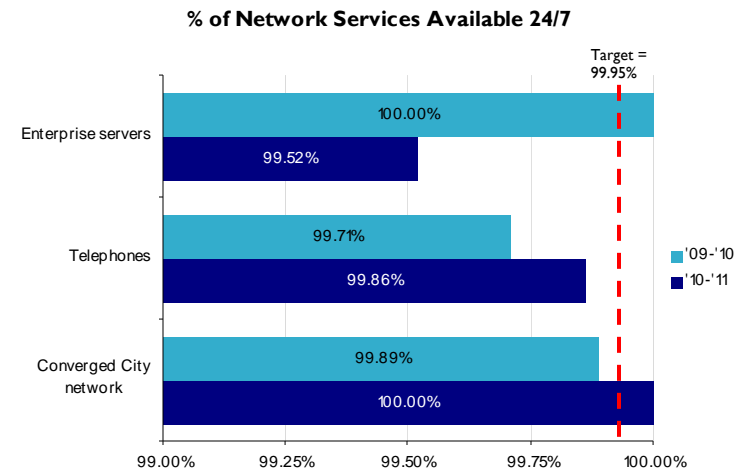
Source for Industry Standard: City of San José Information Technology Study, April 2010, Management Partners, Incorporated

INFORMATION TECHNOLOGY

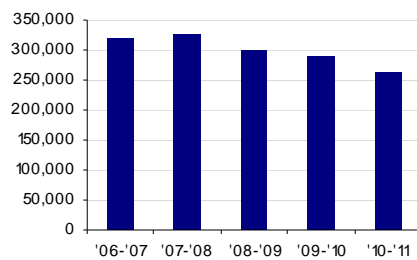
IT's target is to have network services available 24/7 at least 99.95 percent of the time for the City's enterprise servers, telephones, and the converged City network. IT met that target on one of the three services in 2010-11.

IT has noted that the technology infrastructure purchased in 2005 when the City opened a new City Hall is nearing the end of its scheduled useful life and as a result, the City should anticipate increased equipment failures and associated system outages. According to IT, the single most significant obstacle to this problem is the identification of an ongoing source of funding for IT infrastructure.

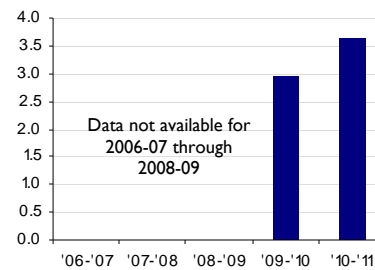
The City's Customer Contact Center processes calls related to utility billing and services; serves as the primary point of City information for residents, businesses, and employees; and provides customer support for technology equipment and applications. The Customer Contact Center targets a 75 percent call answer rate. This was the second year in a row that the target was not reached. The average wait time was 3.65 minutes, up from 2.95 minutes in 2009-10.



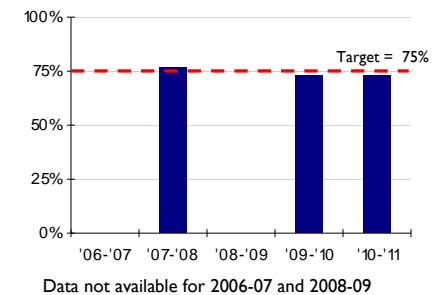
Number of Customer Contact Center calls received



Average Wait Time in Minutes



% of Customer Contact Calls Answered



LIBRARY

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 system consists of 23 libraries, including the main Dr. Martin Luther King, Jr. Library downtown and branches across the City. In 2010-11, the Library offered 2.3 million materials in various forms including books, videos, and eBooks. The Library also provided programs such as summer reading, literacy assistance, and story times. In 2010-11, 19 of the system's libraries were open. As of the end of 2010-11, construction/renovation had been completed on two additional branches (Bascom and Seven Trees) but opening dates were deferred due to City budget reductions.

In 2010-11, the Library's operating expenditures totaled \$30.6 million,* 11 percent less than one year ago and 2 percent less than five years ago. Staffing totaled 301 authorized positions, 18 percent fewer than both one and five years ago. In 2010-11, hours open annually totaled 39,822, a drop of 11% from the prior year and 10% from five years ago.

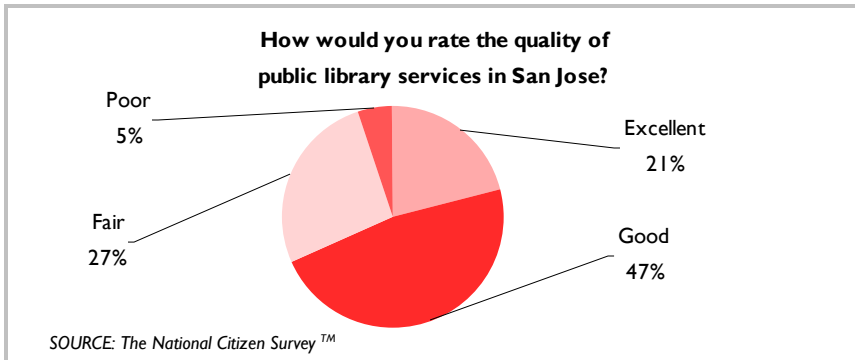
The Library recently received the 2011 National Medal for Museum and Library Service, awarded by The Institute of Museum and Library Services. It was one of only 10 organizations nationally to receive the award.

In a resident survey, 68 percent rated the quality of public library services as good or excellent. 27 percent rated services fair and 5 percent rated services poor.

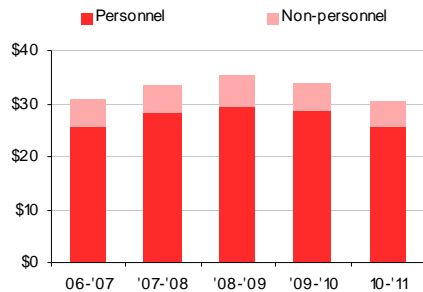
*Does not include capital or Library Parcel tax.

KEY FACTS (2010-11)

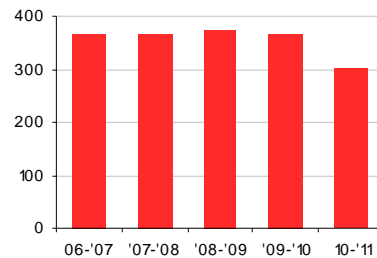
Libraries open	19
Libraries under construction or constructed but with deferred openings	4
Weekly library visitors	130,388
Total library materials	2,272,760
Number of eBooks	19,366
Number of items checked out (including eBooks)	13,737,429
Number of registered borrowers	737,153



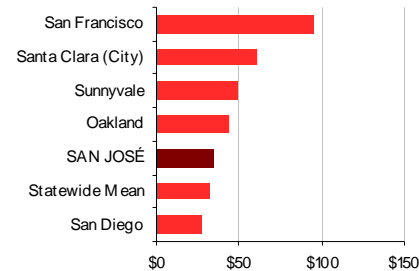
Library Operating Expenditures (\$millions)



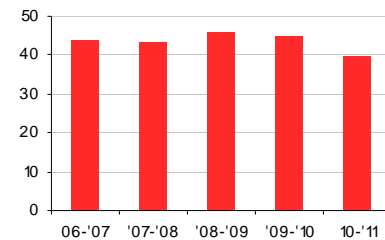
Library Staffing



Expenditures Per Capita (2009-10)



Total Hours Open Annually (thousands)



SOURCE: California Library Statistics 2011

LIBRARY

LIBRARY COLLECTION AND CIRCULATION

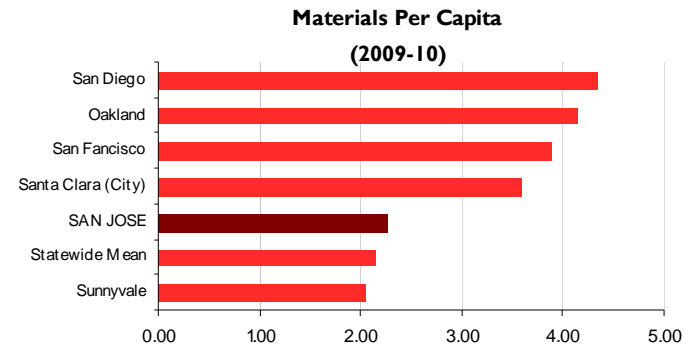
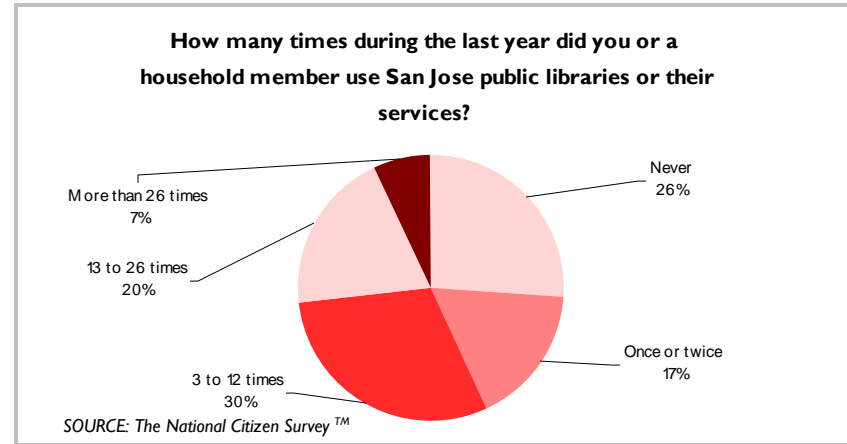
In 2010-11, the Library's collection totaled about 2.3 million items, about 2% percent fewer than in 2009-10 but about 7 percent more than five years ago.

Although eBooks remain a small portion of the total collection, their number increased 16% to 19,366 in 2010-11, compared to the prior year and has increased 562% compared to five years ago. Circulation of eBooks has also continued to increase. It totaled 176,667 in 2010-11, a 58% increase over the prior year and a 227% increase over five years ago. The Library recently began offering eBooks for Kindle devices and Kindle apps via a virtual branch.

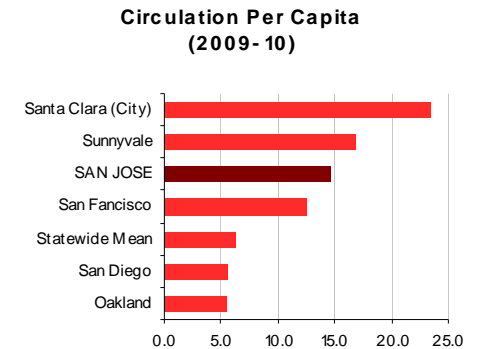
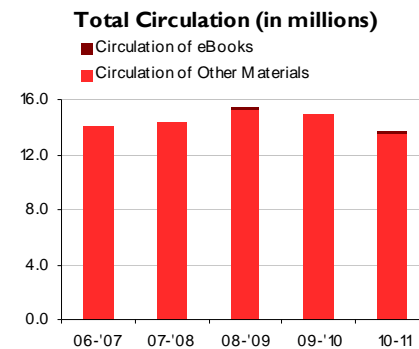
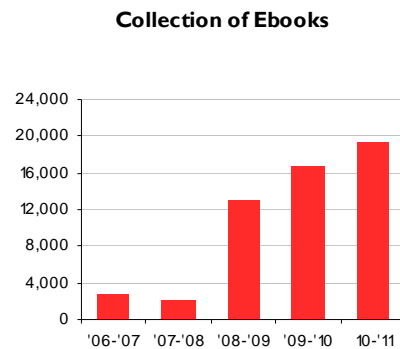
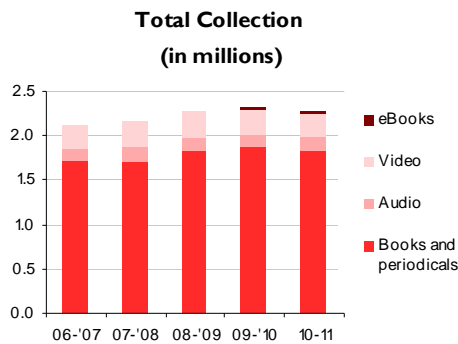
Total circulation in 2010-11 (including eBooks) was 13.7 million, a 9 percent decrease over one year ago and a 3 percent decrease compared to five years ago. Library borrowers placed about 484,000 online holds to reserve materials.

In 2010-11, circulation per capita (including eBooks) was 14.3, a 2 percent decrease from the prior year and a 1 percent decrease from five years ago. The graph below shows that San José's circulation per capita was lower than that of Santa Clara or Sunnyvale in 2009-10 but higher than San Francisco, Oakland, San Diego, and the statewide mean.

Twenty-seven percent of San José respondents to The National Citizen Survey indicated they, or someone in their household, used San José libraries more than 12 times during the last year.



SOURCE: California Library Statistics 2011



SOURCE: California Library Statistics 2011 (does not include eBooks)

LIBRARY

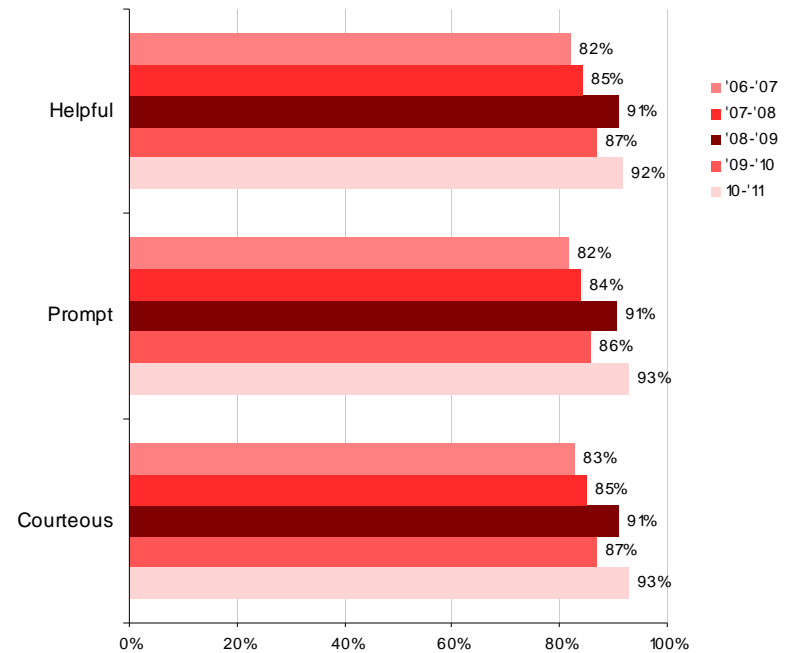
LIBRARY PROGRAMS AND SERVICES

The City’s libraries provide programs to promote reading and literacy and support school readiness. Programs include adult and family literacy programs, preschool and early education initiatives, story time programs, and summer reading programs.

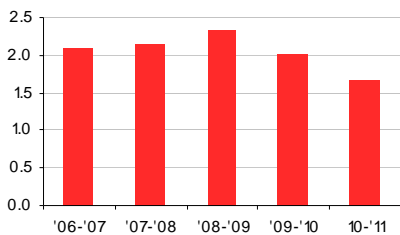
In 2010-11, City libraries offered 3,256 literacy programs or services with attendance totaling 111,471. Total attendance was down 11 percent from 2009-10, but 5 percent higher than five years ago. The largest attended program was the story time program (about 94 percent of all program attendees). In 2010-11, there were 10,954 participants in the summer reading program, 12 percent fewer than in 2009-10.

In 2010-11, the number of computer sessions on library computers totaled about 1.7 million, a decrease from the prior year. According to the department, this was due primarily to the drop in hours open from 2009-10 to 2010-11.

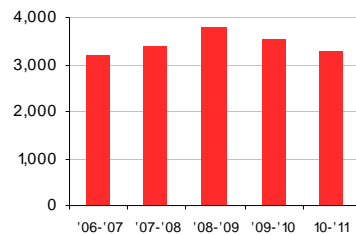
Percent of Library Customers Rating Staff Assistance as Helpful, Prompt, or Courteous



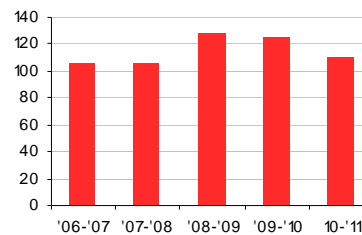
Computer Sessions in Library (millions)



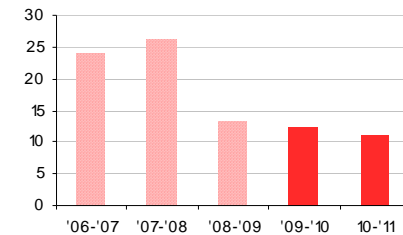
Number of Literacy Programs/Services



Attendance at Literacy Programs (thousands)



Participants in Summer Reading Program (thousands)



NOTE: In 2008-09, the methodology for calculating Summer Reading participation changed. Data from prior years may not be comparable.

LIBRARY

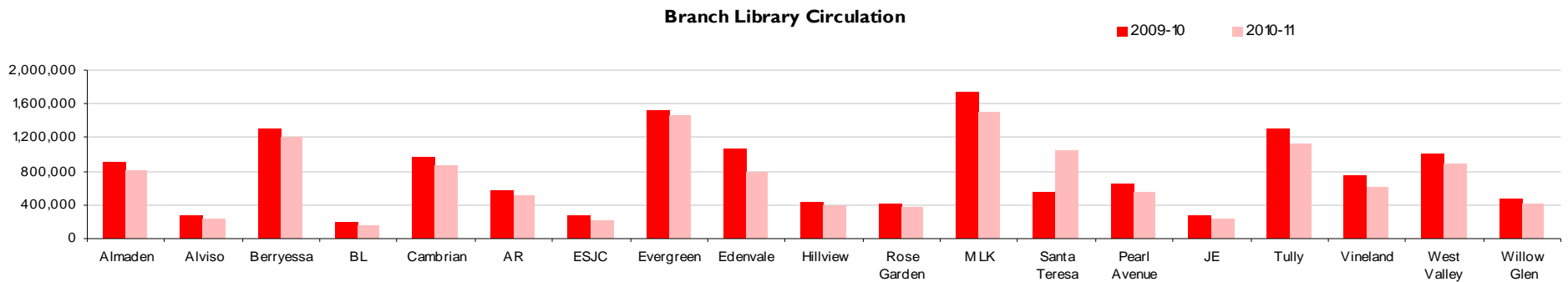
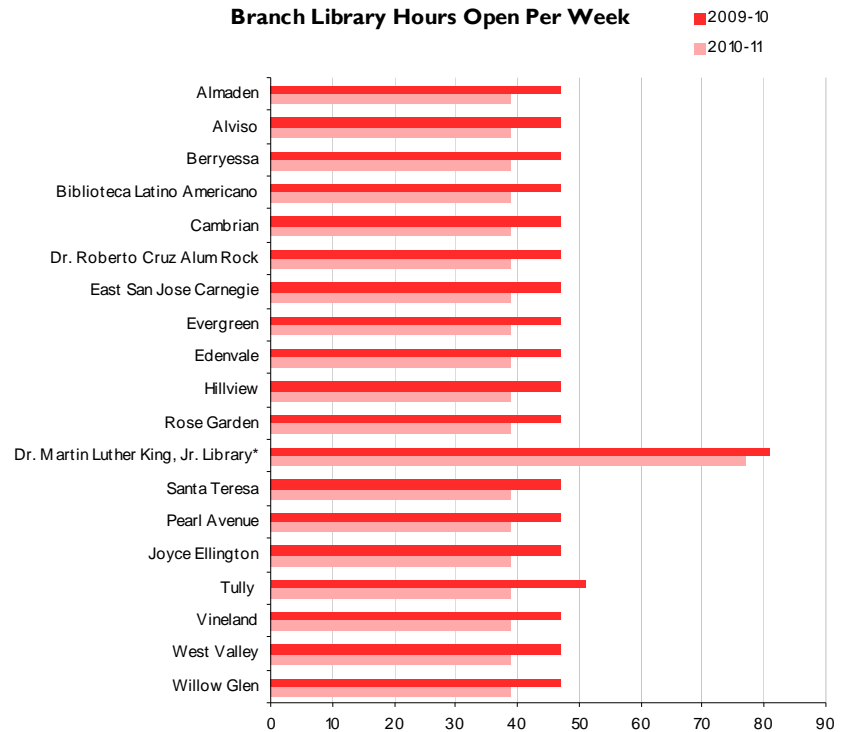
SAN JOSÉ BRANCH LIBRARIES

In 2010-11, the City had 18 branch libraries open 39 hours per week and the main Dr. Martin Luther King, Jr. Library open 77 hours per week (compared to 81 hours in 2009-10).^{*} Ongoing budget reductions have resulted in reduced branch library hours. In 2009-10, branch libraries were open 47 hours per week over six days of service. In 2010-11, branch libraries were open 39 hours a week over five days of service. Such decreases continued into 2011-12.

In 2010-11, construction was completed on Seven Trees Library and Community Center and the Bascom Library and Community Center. The Seven Trees Community Center opened in October 2010 but opening dates for both libraries have been deferred due to budget and staffing reductions.

Circulation in 2010-11 varied significantly among locations. The main library (Dr. Martin Luther King, Jr.) downtown had the highest circulation, totaling 1.5 million. The Evergreen branch had circulation that was nearly as high, at just under 1.5 million. Other high circulation branches included Berryessa (1.2 million), Tully (1.1 million), and Santa Teresa (1.1 million).

^{*} Dr. Martin Luther King, Jr. Library was open 77 hours per week during the academic year (72 hours funded by City of San José and 5 hours funded by San José State University) and 63 hours per week during the non-academic periods in winter and summer (58 hours funded by the City of San José and 5 hours funded by San José State University).

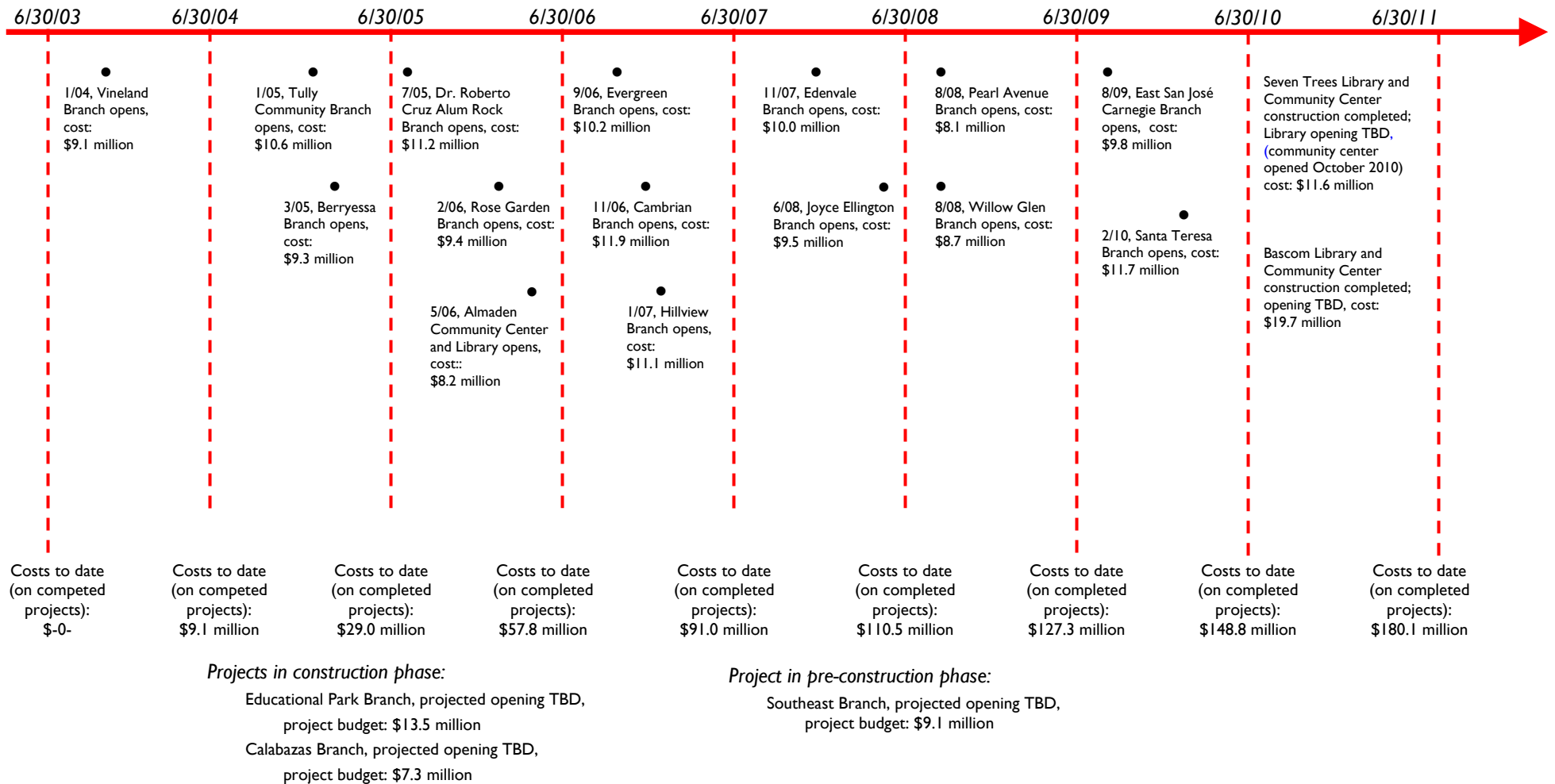


NOTE: BL = Biblioteca Latinoamericana; AR = Dr. Roberto Cruz Alum Rock; ESJC = East San José Carnegie; MLK = Dr. Martin Luther King, Jr. Library; JE = Joyce Ellington

LIBRARY

In November 2000, voters approved a Branch Library Bond Measure, dedicating \$212 million over ten years for the construction of six new and 14 expanded branch libraries in San José. The first project to be completed under this measure was the new Vineland Branch in South San José, which opened its doors in January, 2004.

Branch Library Development Timeline



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

The mission of Parks, Recreation and Neighborhood Services is to build healthy communities through people, parks, and programs.

PARKS, RECREATION AND NEIGHBORHOOD SERVICES

The Parks, Recreation and Neighborhood Services Department (PRNS) operates the City's regional and neighborhood parks, as well as special facilities such as Happy Hollow Park & Zoo. PRNS also operates the City's community and recreation centers and provides various recreation, community service, and other programs for the City's residents.

In 2010-11, PRNS' departmental operating expenditures totaled \$59.8 million*, 5 percent less than 2009-10. Staffing totaled 628 authorized positions, 42 fewer positions than 2009-10. The largest decrease came in the aquatics program, which saw its staff cut by 21 positions as the City reduced programming or sought alternative delivering options for its aquatics programs as a budget balancing measure.

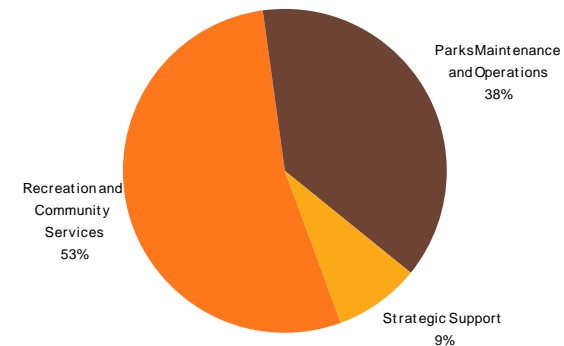
PRNS has a goal of recovering 40 percent of its direct program costs through collected revenues (e.g., fees, charges, leases, grants). For 2010-11, the direct program cost recovery rate was 32 percent. Program fees accounted for roughly two-thirds of collected revenues.

* PRNS was also responsible for \$14.8 million in Citywide expenses. Significant Citywide expenses included \$4.8 million for San José B.E.S.T., \$3 million for senior and youth services from the Healthy Neighborhood Venture Fund, \$2.1 million for the Children's Health Initiative, and \$1.5 million for workers' compensation claims. Departmental operating expenditures also do not include capital expenditures, reserves, or pass-through items such as federal Community Development Block Grant funds.

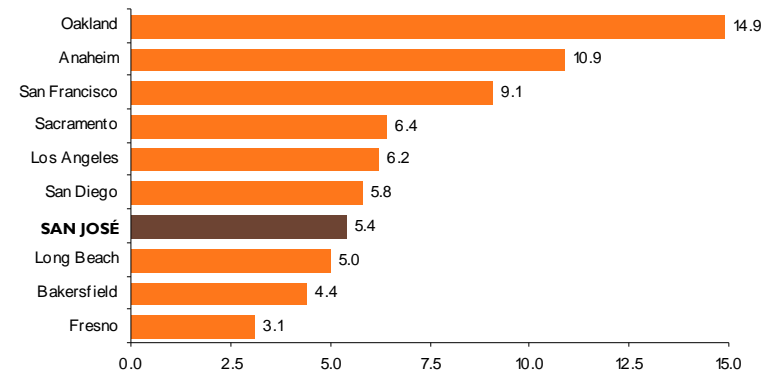
THE NATIONAL CITIZEN SURVEY™

53% of San José residents surveyed rated San José's recreational opportunities as "excellent" or "good"

PRNS Operating Expenditures Breakdown

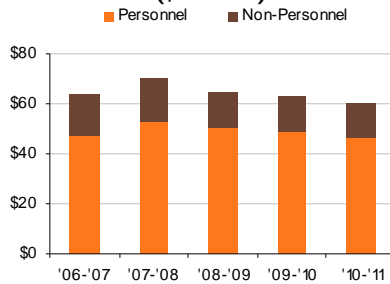


Parks and Recreation Employees per 10,000 Residents, California's 10 Most Populous Cities, 2009-10

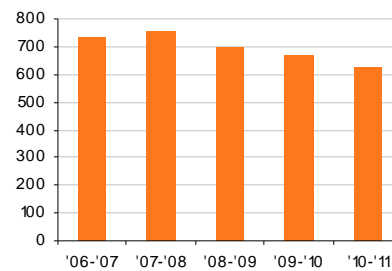


Source: 2011 City Park Facts, The Trust for Public Land

PRNS Operating Expenditures (\$millions)



PRNS Authorized Positions



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

PARKS

In 2010-11, there were 182 developed neighborhood parks covering 1,162 acres in San José. The City has added 27.4 acres of new developed parkland over the past five years. See box below right for list of park additions.

The cost to maintain neighborhood parks was \$10,325 per acre, 10 percent less than 2009-10. According to the department, this was a result of budget cuts to related labor and non-personnel expenses. For 2011-12, to reduce costs the City has begun contracting out restroom custodial services and landscape maintenance services in small parks and civic grounds less than two acres.

The City's adopted Green Vision sets forth a goal of 100 miles of interconnected trails by 2022. As of June 2011, there were 53.7 miles of trails (approximately 28 miles of which have been completed since 2000). An additional 75 miles have been identified or are being studied for further development, or are in the planning or construction phases of development.

For a list of City parks, see www.sjparks.org/parksdirectory.asp.
 For a list of trails, see www.sjparks.org/Trails/TrailsList.asp.

THE NATIONAL CITIZEN SURVEY™

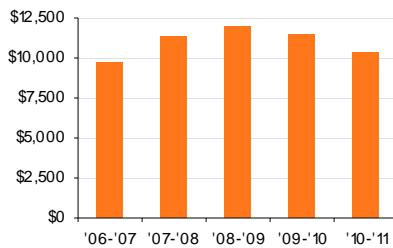
68% of San José residents surveyed rated San José's parks services as "excellent" or "good"
86% reported having visiting a park at least once in the past year

KEY FACTS (2010-11)

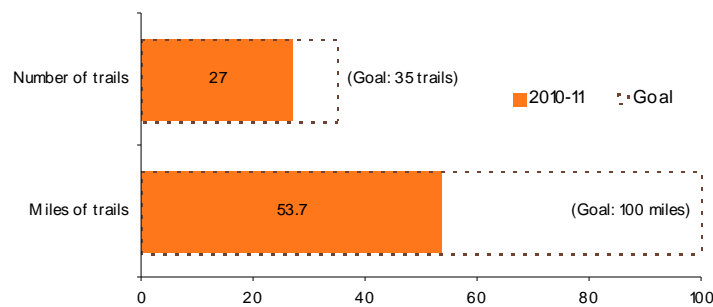
Developed neighborhood parks	182 parks covering 1,162 acres
Acreeage of regional parks and City golf courses:	
Regional parks (9 parks)	1,478 acres
Golf courses (3 courses)	<u>371 acres</u>
Total	1,849 acres

NOTE: Within San José's boundaries are Santa Clara County and other public lands that are not included in the above figures.

Cost per Developed Neighborhood Park Acre Maintained



Number and Miles of Trails Compared to Program Goals



Developed Neighborhood Parkland Added Within Past Five Years

- Ramac Park (10.6 acres)
- Raleigh Linear Green Park (5.4 acres)
- Carolyn Norris Park (1.3 acres)
- Luna Park (1.3 acres)
- Parque de la Amistad (1.0 acres)
- Charlotte Commons (1.0 acres)
- Vieira Parks (1.0 acres)
- Nisich Park (1.0 acres)
- St. Elizabeth Park (0.9 acres)
- Bonita Park (0.8 acres)
- Piercy Park (0.8 acres)
- Selma Olinder Dog Park (0.8 acres)
- Fleming Park (0.5 acres)
- Theodore Lenzen Park (0.5 acres)
- Jackson/Madden Park (0.3 acres)
- Ryland Dog Park (0.2 acres)

PARKS, RECREATION AND NEIGHBORHOOD SERVICES

RECREATION PROGRAMS AND COMMUNITY CENTERS

PRNS program offerings include (but are not limited to) after-school programs, aquatic programs, arts and crafts, dance, educational programs, 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 www.sanjoseca.gov/prns/cag/.

In 2010-11, the City had 55 community centers (including youth and senior centers). These include 10 large hub community centers located in each of the City’s Council Districts as well as smaller satellite and neighborhood centers. The City’s community centers covered about 550,000 square feet, 8 percent more than five years ago.

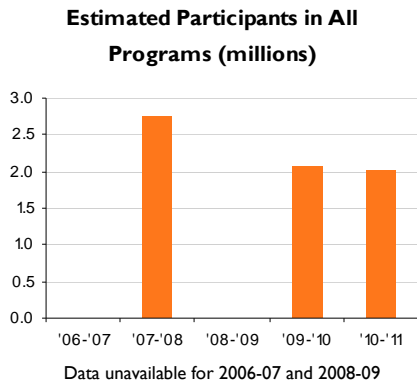
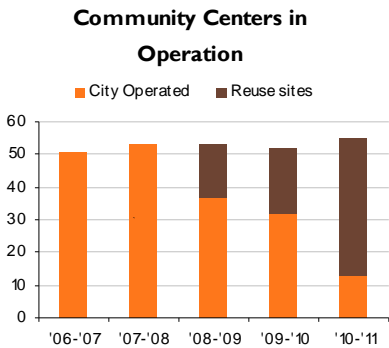
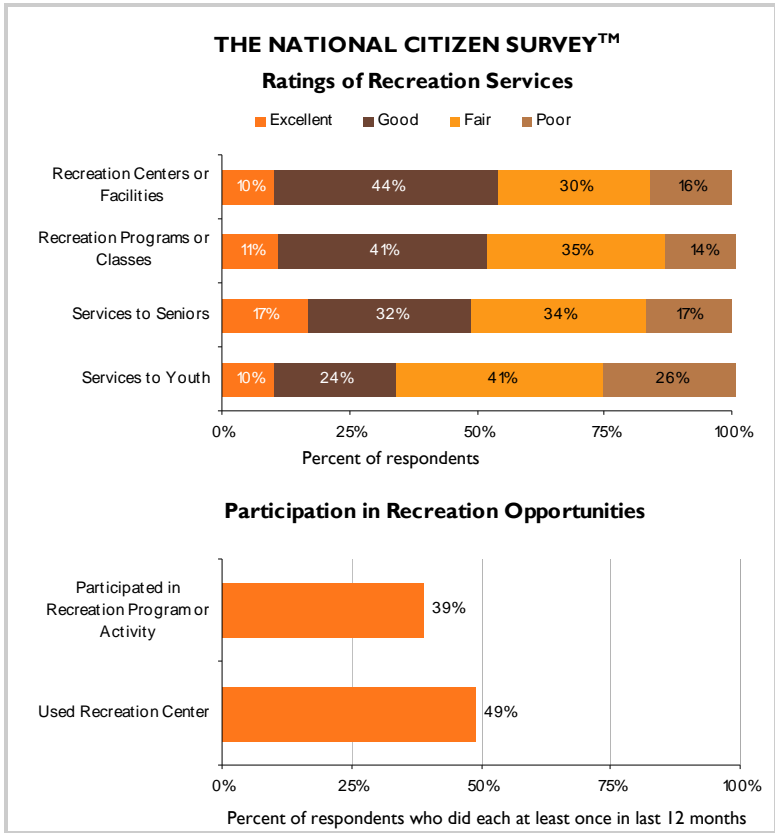
The City’s 10 hub community centers were open 63 hours per week on average. This will be reduced to 59 hours per week for 2011-12.

Selected sites (known as reuse sites) allow use, in some cases at no cost, by for-profit, nonprofit, neighborhood associations, school districts, and other government agencies or community service providers in exchange for services that primarily benefit San José residents. In 2010-11, the number of sites in the reuse program more than doubled from 20 to 42.

KEY FACTS (2010-11)

Community centers in operation (including reuse sites)	55
Community center square footage	549,974 sq. ft.
Average weekly hours open:	
Hub community centers	63
Satellite community centers	40
Neighborhood centers	15
Estimated recreation program participants*	2,029,833

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



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

COMMUNITY SERVICES

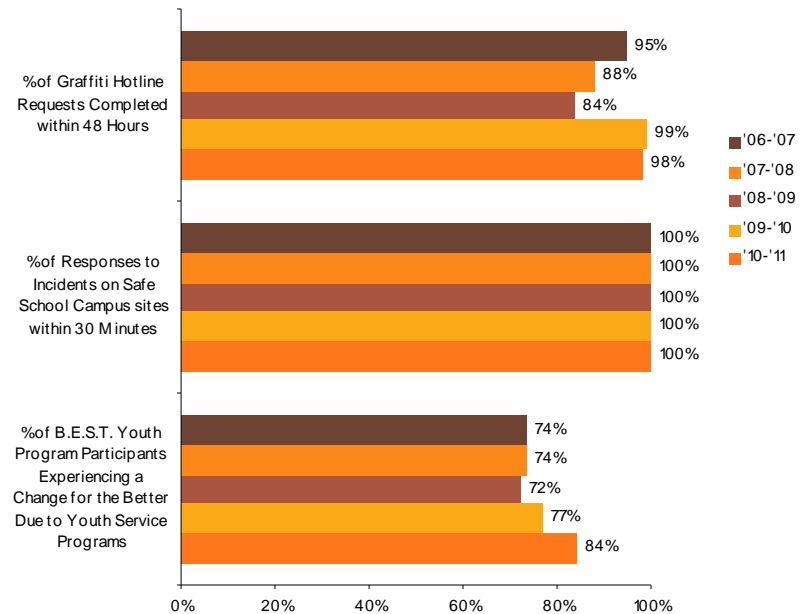
PRNS provides a number of community services including anti-graffiti and anti-litter programs, gang prevention and intervention programs, the Safe Schools Campus Initiative (SSCI)*, the senior nutrition program, and others.

In 2010-11, the City removed more than 200,000 graffiti tags, nearly four times the number five years ago. According to PRNS, to address the increase in graffiti, the department shifted staff priorities, centralized its paint bank, and shifted data entry work from maintenance to administrative personnel. Graffiti hotline requests for tag removal were completed within 48 hours 98 percent of the time, meeting PRNS' goal of 95 percent.

PRNS' SSCI team responded to 474 incidents on SSCI campuses, down from 731 four years ago when there had been a spike in gang-related incidents. Funding for SSCI was targeted for reduction for 2011-12 with the program expected to solely focus on high schools. Funding was partially restored for middle schools for 2011-12 but that is slated for elimination for 2012-13.

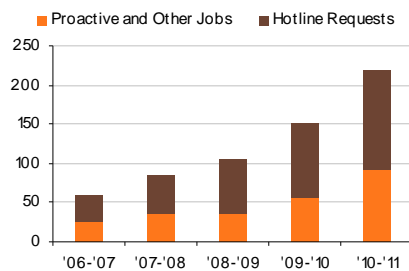
The San José Bringing Everyone's Strengths Together (B.E.S.T.) program provides services to at-risk youth and their families. In 2010-11, there were 5,543 program participants, up 22 percent from five years ago.

Performance of Select Community Services

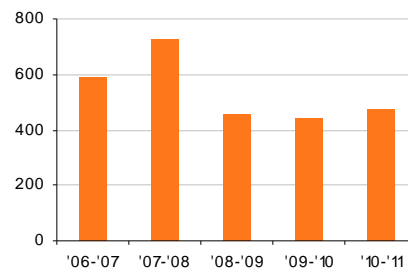


* SSCI is a partnership between school districts and the City (including the Police Department) to address violence-related issues in schools.

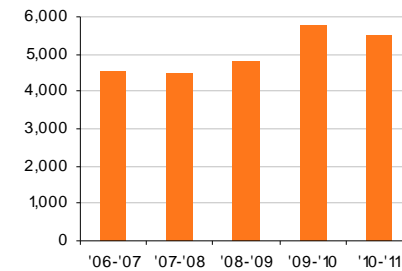
Estimated Graffiti Tags Removed (thousands)



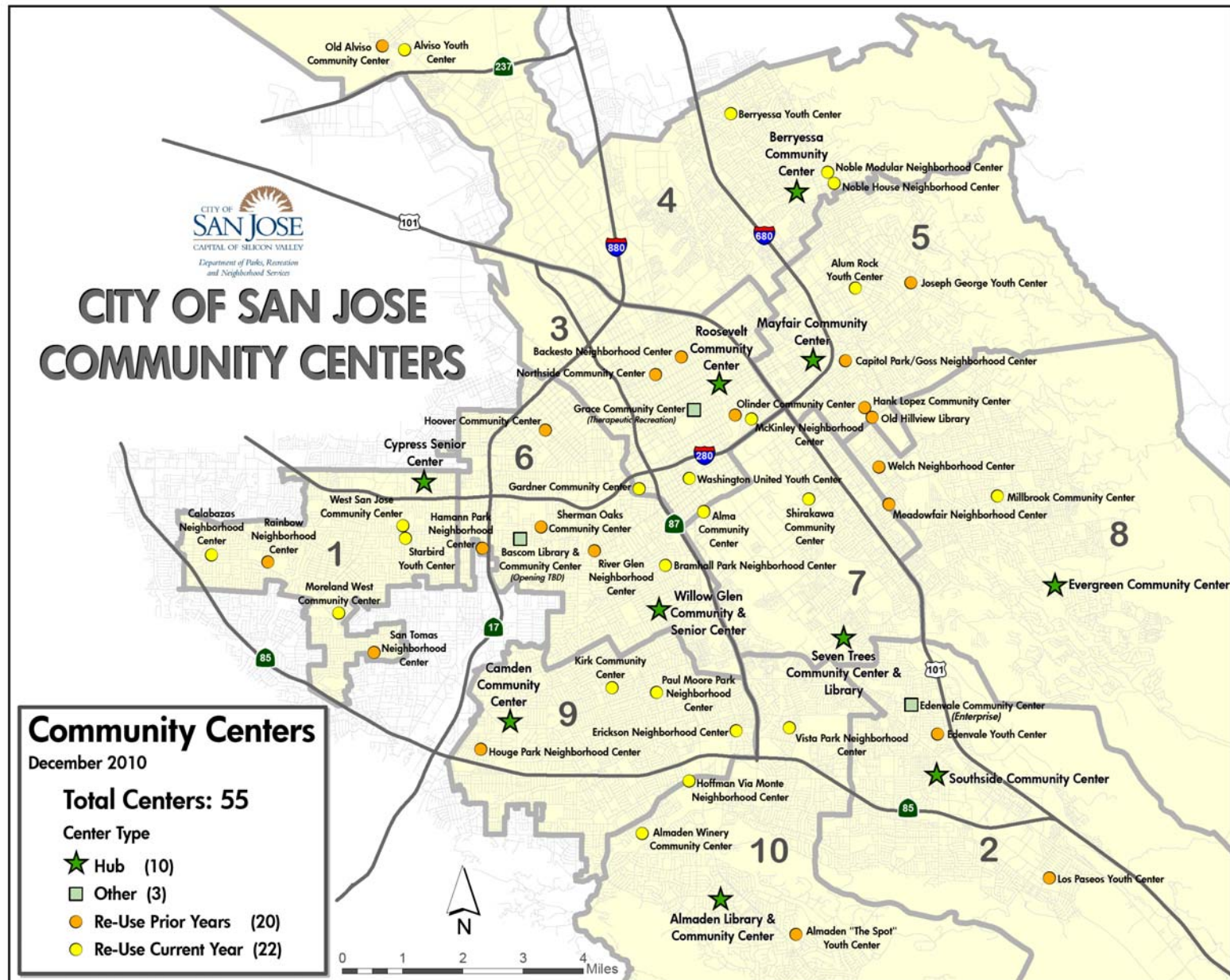
Incidents on Safe School Campus Sites Responded To



Participants in B.E.S.T. Youth Service Program



PARKS, RECREATION AND NEIGHBORHOOD SERVICES



Source: San José Parks, Recreation and Neighborhood Services Department

PLANNING, BUILDING AND CODE ENFORCEMENT

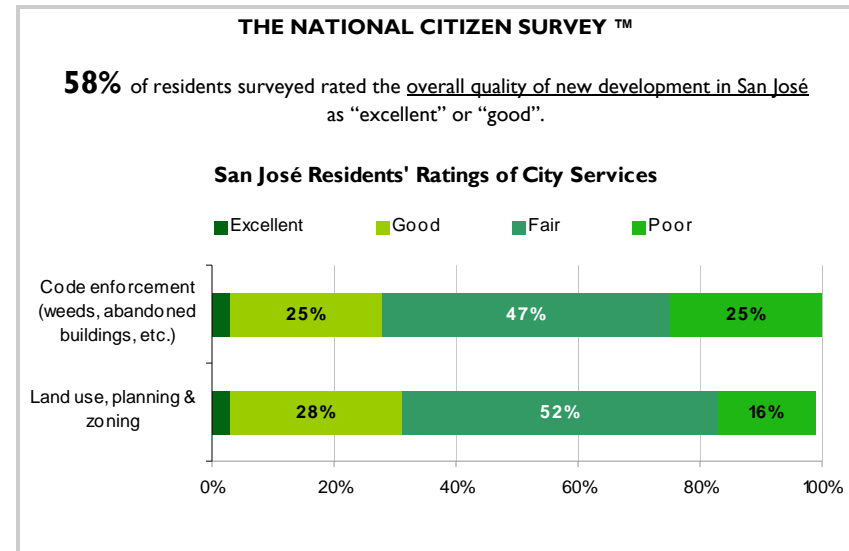
The mission of the Planning, Building & Code Enforcement Department is to facilitate the preservation and building of a safe, attractive, vibrant and sustainable San José through partnership with and exceptional service to our diverse communities and customers.

PLANNING, BUILDING & CODE ENFORCEMENT

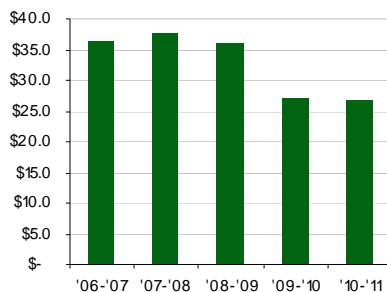
The Planning, Building & Code Enforcement (PBCE) Department manages and reviews development and construction applications to allow issuance of permits in compliance with applicable codes and policies. The Planning Division administers the long-range planning projects, such as the San Jose 2020 General Plan as well as the processing of land development applications in conformance with the City's long-range planning goals. The Building Division reviews new construction projects within the City to ensure that they meet health and safety requirements specified in the Uniform Building Codes. The Code Enforcement Division enforces various ordinances that promote the health, safety, and appearance of existing buildings and neighborhoods.

In 2010-11, the Planning, Building & Code Enforcement (PBCE) Department's operating expenditures were \$26.9 million*, slightly less than in 2009-10 and 26 percent less than five years ago. There were 211 authorized positions in the Department, the same number as in 2009-10 and 40 percent less than five years ago.

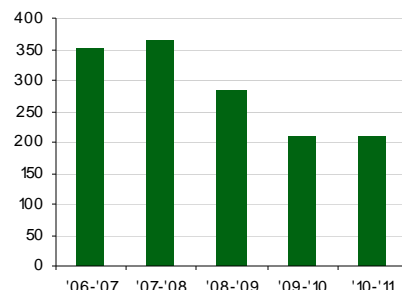
* Does not include \$1.8 million that PBCE spent in Citywide expenses, most of which went towards the Comprehensive General Plan Update.



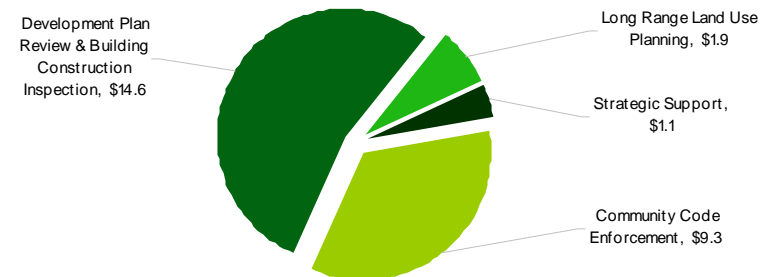
PBCE Operating Expenditures (\$millions)



PBCE Authorized Positions



PBCE 2010-11 Expenditures by Service (\$millions)



DEVELOPMENT SERVICES

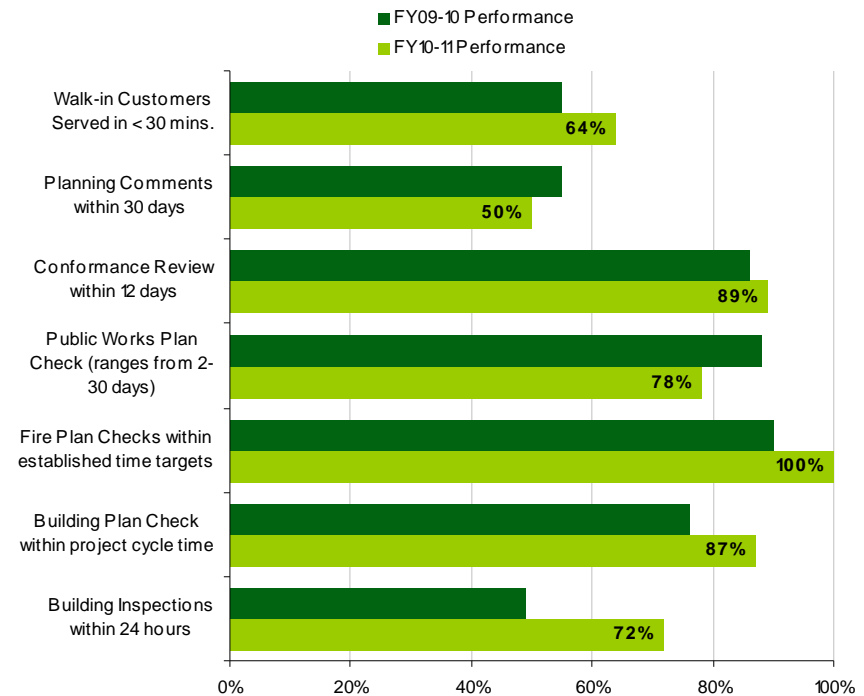
Development Services Partners include:

- Planning, Building & Code Enforcement Department
- Fire Department (see *Fire* section)
- Public Works Department (see *Public Works* section)

Development Services assists residents and businesses in navigating the City’s permitting processes through a “one-stop” Permit Center in City Hall. The Permit Center saw 27,666 customers in 2010-11, about 7 percent fewer customers from 2009-10 and 40 percent less than in 2007-08. Despite fewer customers, Development Services experienced more activity in 2010-11 as planning applications, building permits, and building inspections were all up compared to 2009-10 figures. For more details, see charts below and Fire and Public Works sections.

Timeliness in 2010-11 improved in five of the seven listed permitting processes compared to 2009-10 performance. In 2010-11, Development Services partners improved various processes, including the consolidation of administrative services into one Hub for all partners and providing expedited reviews and services for key economic development projects. 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 three of the Development Services Partners listed above. Annual targets for timeliness were also met for four of the seven listed permitting processes in 2010-11.

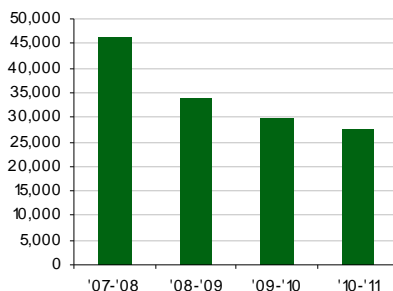
Timeliness of Development Services (2010-11)



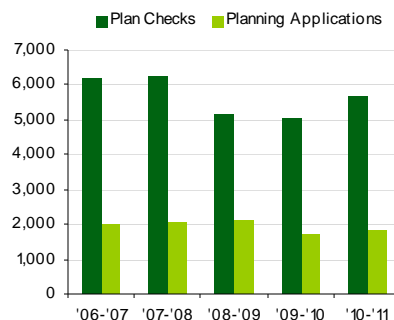
Source: Mayor’s Development Services Report, July 2011

NOTE: The selected measures above may occur simultaneously; some are dependent on completion of particular processes. In addition, projects only go through Public Works and/or the Fire Department if the project in question has an impact 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. As such, one project may require multiple permits and inspections. For other Fire or Public Works measures related to Development Services, see the Fire and/or Public Works sections.

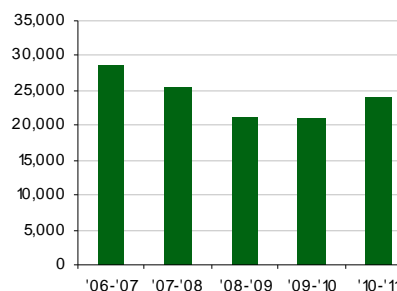
Development Services Permit Center Customers



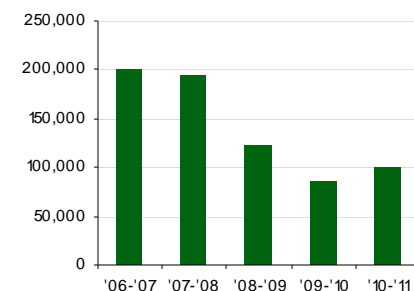
Development Plan Reviews



Building Permits Issued



Field Inspections



PLANNING, BUILDING & CODE ENFORCEMENT

DEVELOPMENT PLAN REVIEW & BUILDING CONSTRUCTION INSPECTION (continued)

Due to their varying scale and complexity, some development projects require approval through a public hearing while others require only administrative approval. In 2010, about 79 percent of projects required administrative approval. It was estimated that about 52 percent of all projects in 2010 were commercial, while 42 percent were residential.

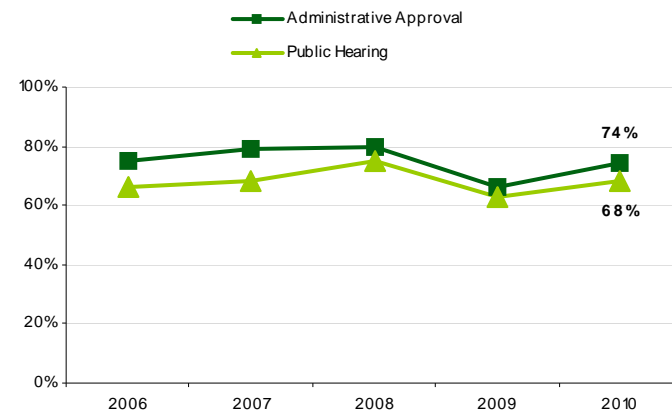
In 2010, customer satisfaction improved for both projects requiring a public hearing and those requiring administrative approval, due in part to the Development Services Partners' efforts to improve various business processes. For example, in addition to providing expedited service lines for certain types of reviews (see previous page), the Partners implemented an internal "Project Chess Clock" to help track the time a particular project was being analyzed by each of the Partners and/or modified by the applicant, and also consolidated administrative services and support among the Partners.

Across all the Partner departments, Development Services was a \$25 million business of the City of San José in 2010-11, reaching 96.6 percent cost recovery. All individual programs (Planning, Building, Public Works, and Fire) are intended to reach 100% cost recovery, including the use of fee reserves when needed.

Examples of Planning Timelines

- < 30 days: Single Family House Permit, dead tree removal, sign permits
- < 60 days: commercial/retail site modifications, residential addition/conversion
- < 90 days: church, school, child care additions or conversions, commercial and industrial sites
- < 120 days: gas stations, nightclubs or bars, high density residential permit (> 3 stories)
- < 180 days: high density residential permit (3 stories or more), hillside development, hotels/motels with more than 100 rooms
- > 180 days: large public / quasi-public use

Development Services - Overall Customer Satisfaction by Project Type

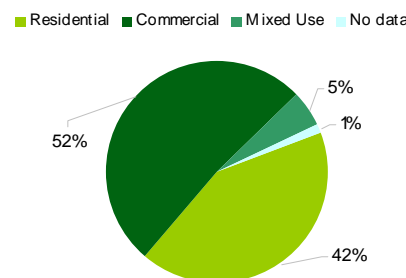


Development Services 2010-11 Summary (\$millions)

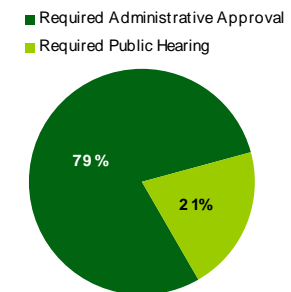
Partner	Revenue	Cost	% Cost Recovery *	Positions (rounded)
Planning	\$ 2.4	\$ 2.5	95.5%	12
Building	\$ 16.2	\$ 16.3	99.1%	99
Public Works	\$ 2.4	\$ 2.4	100.0%	12
Fire	\$ 3.2	\$ 3.8	84.4%	21
TOTAL	\$ 24.2	\$ 25.0	96.6%	143

* - NOTE: All individual programs (Planning, Building, Public Works, and Fire) are intended to reach 100% cost recovery, including the use of fee reserves when needed.

Development Services 2010-11 Projects by Type



Development Services 2010-11 Project Approvals



COMMUNITY CODE ENFORCEMENT

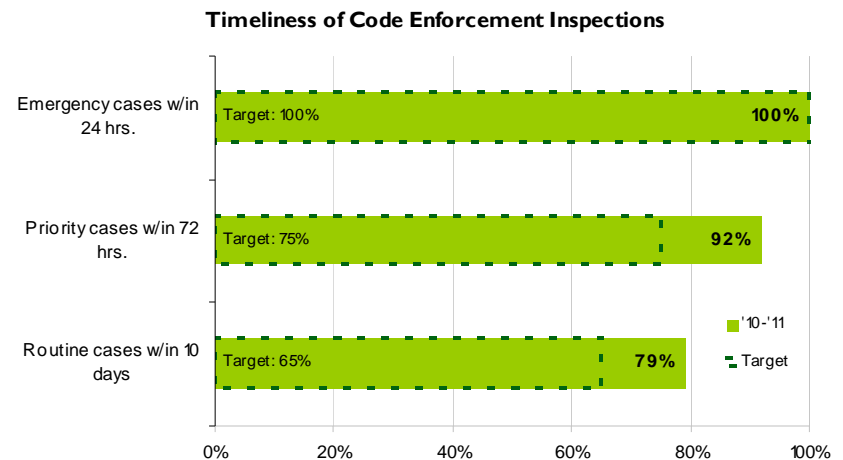
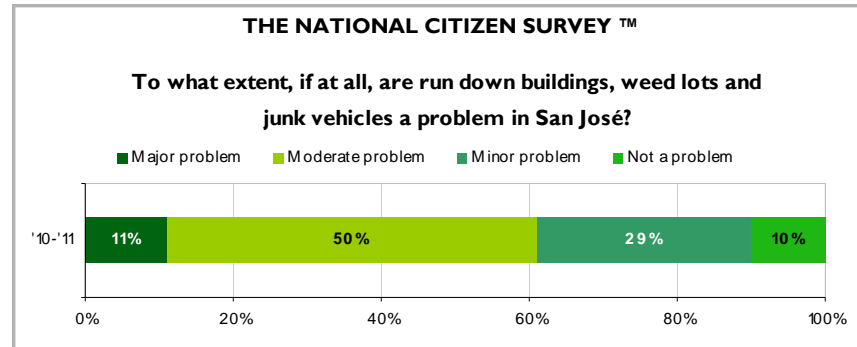
In 2010-11, the Planning, Building & Code Enforcement Department (PBCE) opened up a total of 9,268 enforcement cases, a 42 percent decrease compared to 2009-10. Complaint-based enforcement cases made up 81 percent of all cases in 2010-11. There were 1,799 proactive enforcement cases opened in 2010-11, a 71 percent decrease compared to 2009-10.

There are three categories of complaints:

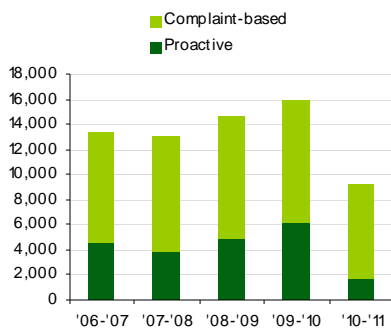
- Emergency complaints involving immediate threat to life or property (e.g. unsecured pool fence, sewage leak)
- Priority complaints involving instances that by their nature may pose a threat to life or property (e.g. housing complaints or construction without a permit)
- Routine complaints (e.g. non-health and safety conditions such as zoning, illegal signs, lawn parking, or other conditions)

In 2010-11, there were 136 emergency complaints, all of which were responded to within the targeted time frame of 24 hours.

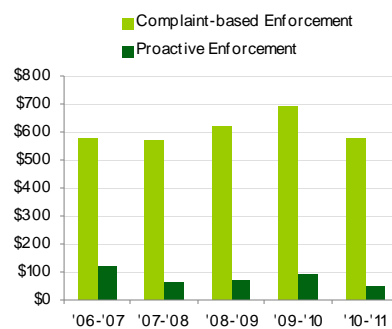
The cost per violation to the City was \$575 for complaint-based violations and \$49 for proactive enforcement, down from \$693 and \$92 in 2009-10 respectively. In 2010-11, 93 percent of code violations were resolved through voluntary compliance; this has been at 93 percent or greater each year since 2007-08.



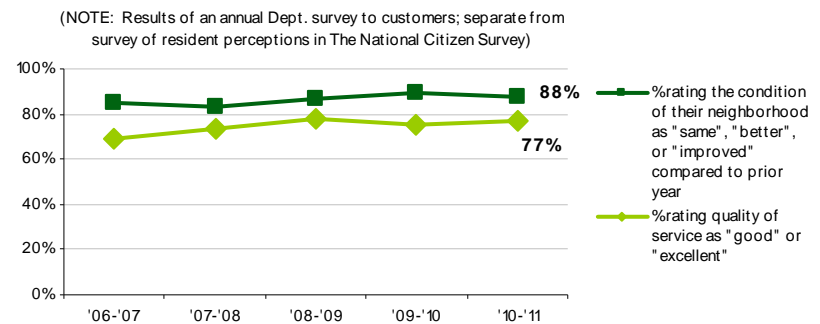
Enforcement Cases Opened



Cost Per Violation (to City)



PBCE Customer Survey Ratings



POLICE

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

POLICE

In 2010-11, San José Police Department (SJPD) operating expenditures totaled about \$290.8 million,* just slightly less than in 2009-10 and 13 percent more than five years earlier.

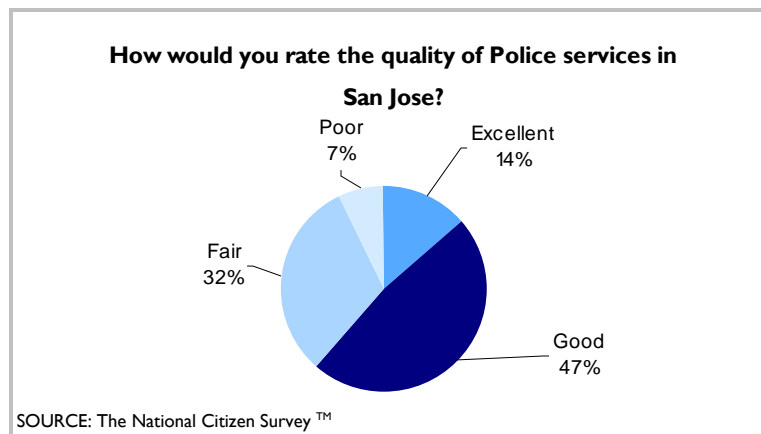
In 2010-11, there were 1,689 authorized positions in the SJPD, a decrease of 5 percent from the prior year. Sworn positions totaled 1,268 (down 7 percent from 1,361 in 2009-10). The number of sworn staff per 1,000 residents decreased from 1.40 in 2006 to 1.32 in 2010.

Sixty-one percent of San José respondents to The National Citizen Survey™ rated the quality of Police services in San José as good or excellent. Twenty-nine percent of respondents said they had contact with a San José Police Department employee during the prior year. Sixty-seven percent rated their overall impression of that contact as good or excellent.

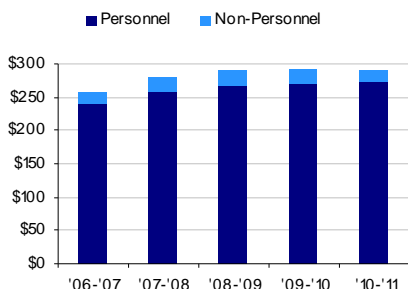
*The Police Department was also responsible for \$12.7 million in Citywide expenditures, including \$7.9 million for workers' compensation claims (up from \$7.2 million in 2009-10). Departmental operating expenditures do not include capital expenditures, federal and state drug forfeiture funds, or various grants.

KEY FACTS (2010-11)

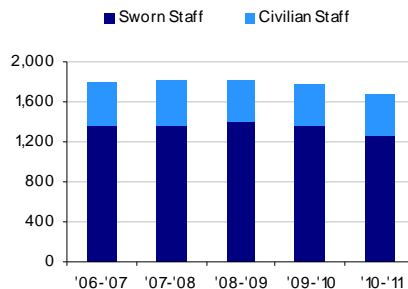
Police stations	1
Community policing centers (in addition, South San José Police Substation is fully constructed but opening was deferred due to budget reductions)	3
Sworn police employees	1,268
Total authorized positions	1,689
Total emergency calls	406,616



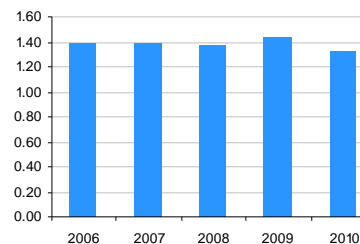
Police Department Operating Expenditures (\$millions)



Police Department Authorized Positions



San Jose Sworn Staff Per 1,000 Residents



THE NATIONAL CITIZEN SURVEY™

29% of San José residents surveyed said they had in-person or phone contact with an employee of SJPD within the last 12 months
67% of those rated their overall impression of that contact as good or excellent

CRIME IN SAN JOSE

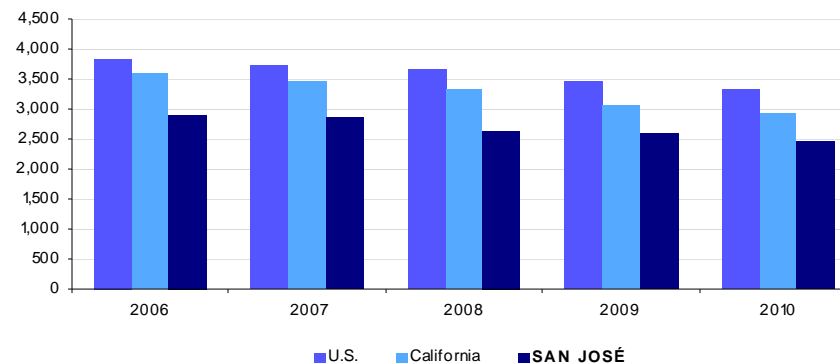
In 2010, there were 25,296 major violent and property crimes in San José, 3 percent fewer than in 2009 and 9 percent fewer than five years ago. Major crimes include homicide, rape, robbery, aggravated assault, burglary, larceny, and vehicle theft. In 2010, there were 20 homicides in San José, eight fewer than the previous year.

The rate of major crimes per 100,000 residents in San José has been below the state and federal rates in each of the past five years. In 2010, the rate was 2,473 crimes per 100,000 residents, compared to 2,950 and 3,346 crimes for California and the U.S., respectively. San José's rate was also lower than that of other major California cities, as shown in the graph below. The San José, California, and U.S. rates have decreased over the five-year period.

The Gang Investigations Unit (GIU)* received 615 cases in 2010-11. GIU works to reduce gang activity through a coordinated approach with Bureau of Field Operations personnel, parole and probation officers, and gang unit district attorneys by identifying and suppressing the gangs responsible for the direction of criminal activity by subordinate gang members.

*In 2010-11, the Police Department merged the Violent Crimes Enforcement Unit (VCET), (which worked to suppress gang activity) with the METRO unit (which focused on street-level alcohol, drug, and criminal activities including gang-related activity, graffiti problems and homeless encampments). GIU typically worked closely with VCET and expects to continue to work closely with the new METRO Unit. Five-year GIU caseload data is not shown here because it was not available on a consistent basis.

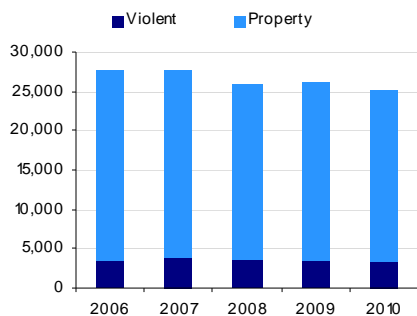
Major Violent and Property Crimes per 100,000 Residents



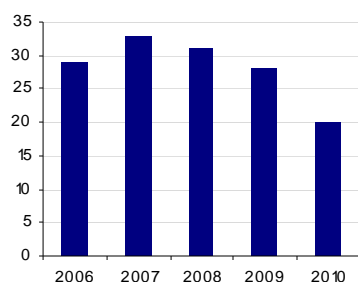
Sources: SJPd, CA Department of Justice, FBI

NOTE: Major crimes include homicide, rape, robbery, aggravated assault, burglary, larceny, and vehicle theft

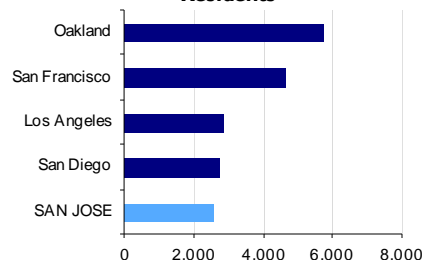
Major Crimes



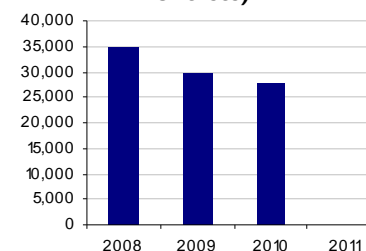
Homicides in San Jose



2010 Major Violent and Property Crimes per 100,000 Residents



Number of Arrests (Felony, Misdemeanors, and Status Offenses)*



* Data not available for 2011.

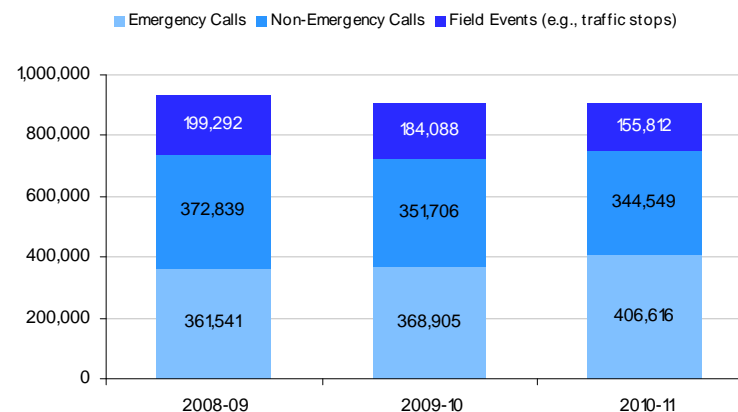
POLICE

CALLS FOR SERVICE

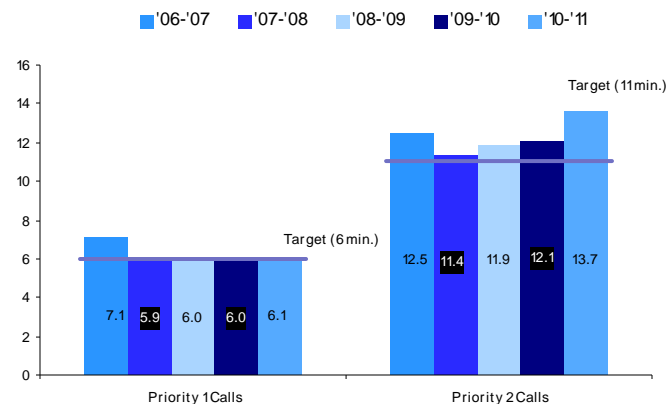
The SJPD responds to emergency and non-emergency calls. In 2010-11, there were about 907,000 total calls for service, slightly more calls than during the previous year. However, the number of 9-1-1 and other emergency calls increased by 10% percent (totaling about 407,000 or 45 percent of all calls). 9-1-1 calls alone increased by about 16 percent, from 286,000 to 332,000. There also continued to be an increasing number of wireless 9-1-1 calls. The number has risen from about 115,000 in 2006-07 to about 267,000 in 2010-11 (about 66 percent of all emergency calls).

In 2010-11, the number of non-emergency calls (e.g. 3-1-1 calls) totaled about 345,000 (38 percent of total calls). This was 2 percent fewer than in the previous year. Field events (e.g., car and pedestrian stops or officer-initiated calls) accounted for the remaining 17 percent of calls. In 2010-11, total field events were 15 percent fewer than the previous year and lower than any of the previous four years.

Breakdown of Calls for Service

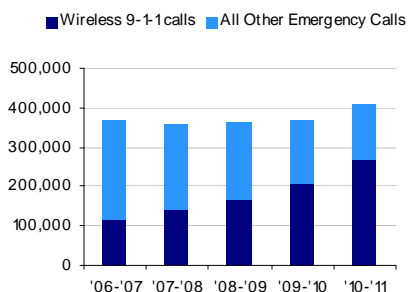


Citywide Average Response Time to Calls for Service (minutes)



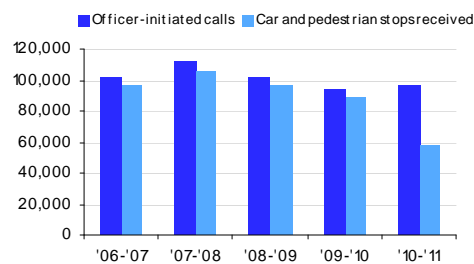
Priority 1 calls: Present or imminent danger to life or major property loss
 Priority 2 calls: Injury or property damage or potential for either to occur

Emergency Calls



NOTE: Data was not available from the Police Department for calls for service by Police district.

Officer Initiated Calls and Car/Pedestrian Stops



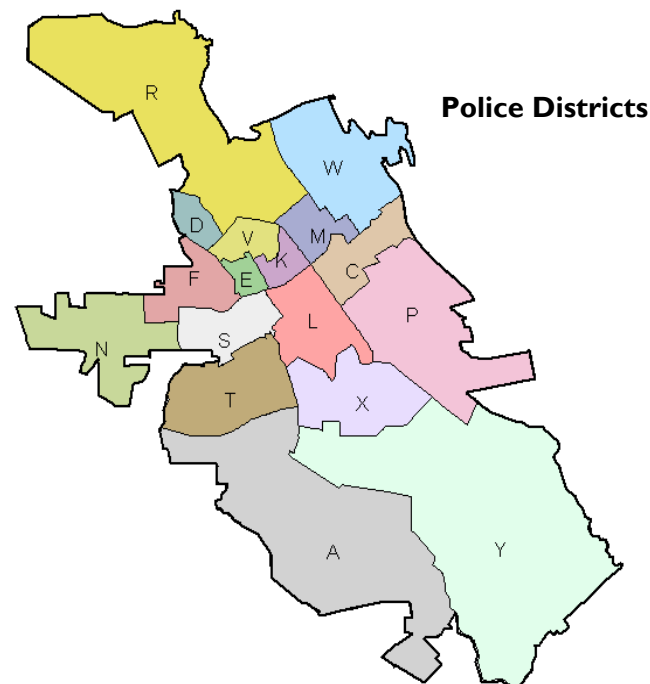
POLICE

POLICE RESPONSE TIMES

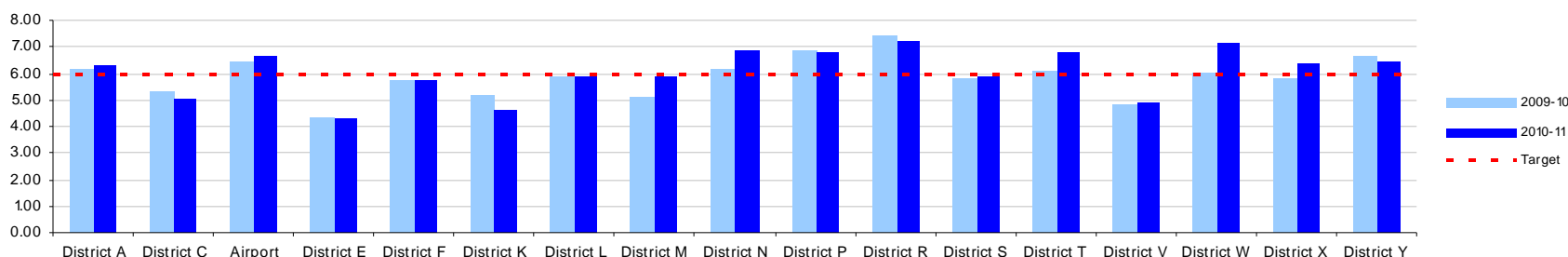
In 2010-11, the Citywide average response time for Priority 1 calls (shown on the prior page) was 6.1 minutes, just slightly above the target response time of six minutes or less. In the three prior years, the Department had met the target. However, in 2006-07, the average Priority 1 response time was 7.1 minutes.

The Citywide average response time for Priority 2 calls was 13.7 minutes, above the target of 11 minutes and also above the 2009-10 response time of 12.1 minutes.

Compared to 2009-10, Priority 1 average response times by police district in 2010-11 increased in eight of 16 regular districts and also in the Airport district (District D). Average response times decreased in seven districts, and remained the same in one district. 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, officer staffing levels, or call-taker and dispatching levels.



Priority 1 Police Response Times (in minutes)



NOTE: Airport is District D.

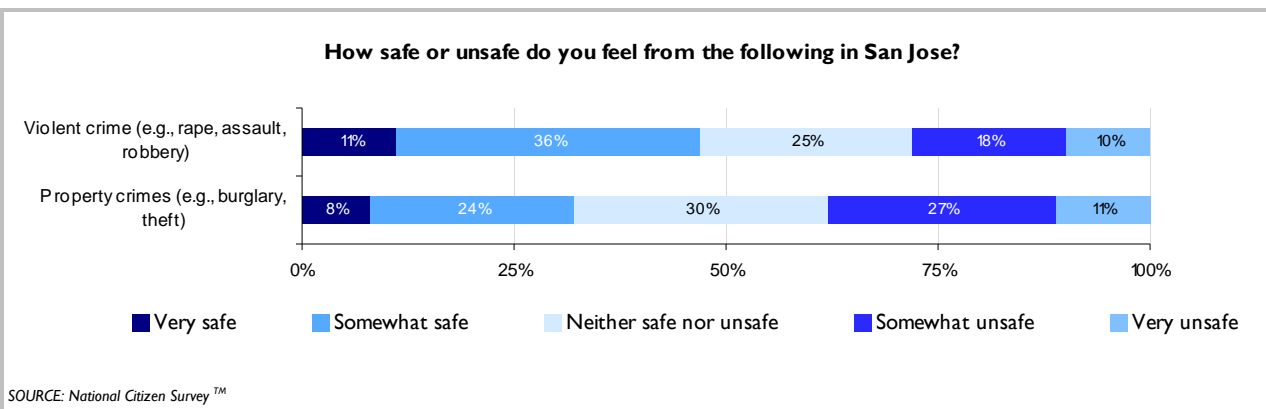
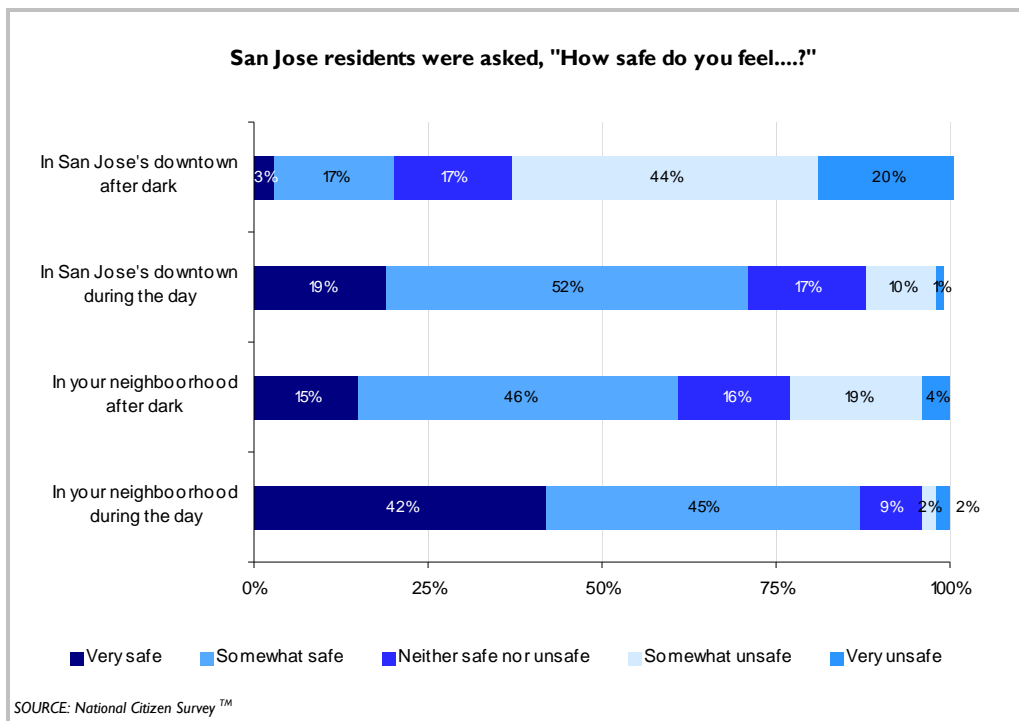
POLICE

PERCEPTIONS OF SAFETY IN SAN JOSE

The National Citizen Survey asked San José residents a variety of questions about how safe they feel in the City and whether they've had contact with the Police Department during the last year.

Respondents were asked about how safe they feel in their own neighborhoods as well as in downtown San José, both during the day and after dark. Eighty-seven percent of respondents said they feel "very" or "somewhat" safe in their neighborhoods during the day while 20% percent feel "very" or "somewhat" safe in San José's downtown after dark.

Respondents were asked how safe they feel from violent and property crimes in San José. Forty-seven percent reported that they feel "very" or "somewhat" safe from violent crime in San José. Thirty-two percent reported feeling "very" or "somewhat" safe from property crimes.



THE NATIONAL CITIZEN SURVEY™

12% of San José residents surveyed said they or someone in their household had been a victim of a crime in the last 12 months

71% of those said the crime was reported to the police

POLICE

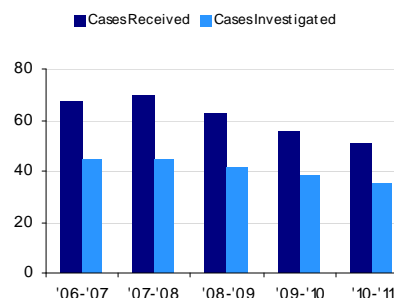
INVESTIGATIVE SERVICES

The SJPD investigates crimes and events by collecting evidence, interviewing witnesses, interrogating suspects, and other activities. In 2010-11, the SJPD received 51,345 cases, 8 percent fewer than 2009-10. Of these cases, 35,090 were assigned for investigation, also 8 percent fewer than the previous year.

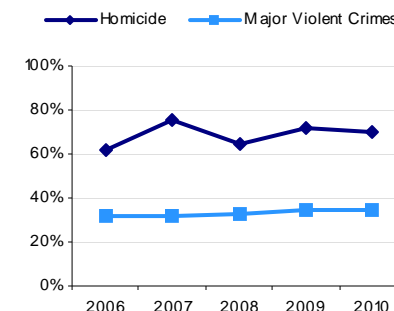
According to the SJPD, the declines were due to normal fluctuations in crime trends and a reduction in sworn personnel that would have been assigned to those investigations. A case may be unassigned because of a lack of resources or it is deemed not workable (e.g. no evidence).

When a case is closed because of an arrest or by exceptional means (e.g. death of suspect), it is classified as cleared. The clearance rate for major violent crimes has fluctuated between 32 and 34 percent for the last five years. In 2010, the clearance rate for homicides was 70 percent (14 of 20 cases), compared to 65 and 64 percent for the U.S. and California, respectively.

Total Cases (thousands)



Clearance Rates



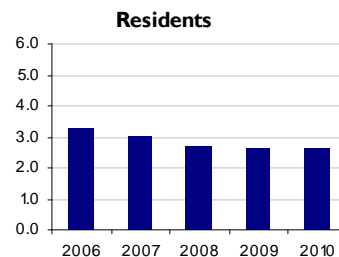
TRAFFIC SAFETY

The Police Department provides for the safe and free flow of traffic through enforcement, education, investigation, and traffic control. In 2010-11, the SJPD's Traffic Enforcement Unit issued 41,367 citations.

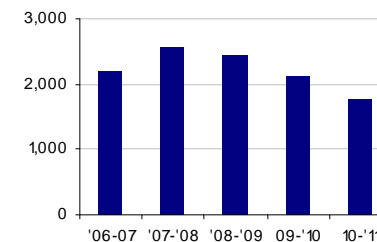
In 2010, San José had 2.67 injury crashes per 1,000 residents. This was lower than the national rate of 5.0, but higher than San José's rate of 2.62 in 2009.

There were 1,781 DUIs, 16 percent fewer than the previous year and 19 percent fewer than five years ago.

City of San Jose - Injury Crash Rate per 1,000 Residents



DUIs



PUBLIC WORKS

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

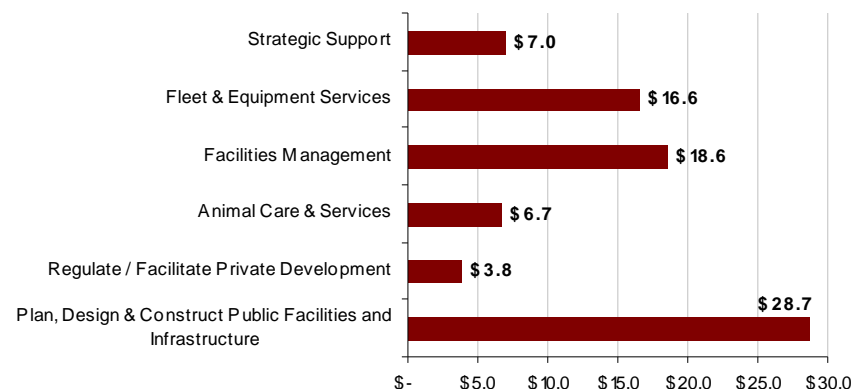
The Public Works Department currently oversees the City’s capital projects, maintains the City’s facilities, equipment, and vehicles, provides expedited and quality plan review services for the development community, and provides animal care and services. In 2010-11, the General Services and Public Works Departments were consolidated into one single department.

In 2010-11, operating expenditures allocated to Public Works totaled about \$81.5 million*, four percent less than was allocated to Public Works and General Services combined in 2009-10.

Public Works services include:

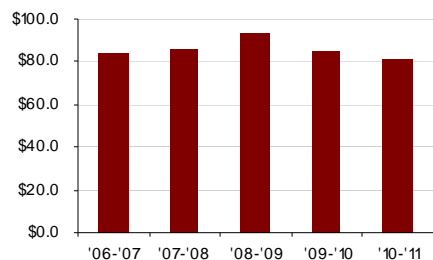
- Plan, Design and Construct Public Facilities and Infrastructure
- Regulate / Facilitate Private Development
- Facilities Management (previously General Services Department)
- Fleet and Equipment Services (previously General Services Department)
- Animal Care & Services (previously General Services Department)

Public Works 2010-11 Expenditures by Service (\$millions)

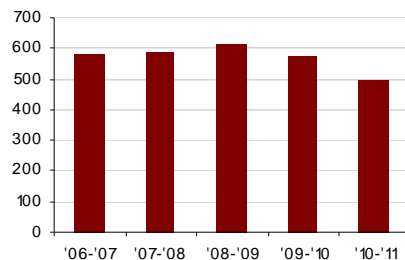


* Does not include \$1.7 million that Public Works spent in Citywide expenses, including \$728,000 in maintenance & operations funds for the Mexican Heritage Plaza and \$447,000 in workers’ compensation claims for the former General Services Department. Also does not include capital improvement, program support, and maintenance-related expenditures.

Public Works Operating Expenditures (\$millions) **



Public Works Authorized Staffing **



** Reflects consolidation of expenditures, staffing, and services of the former General Services and Public Works Departments.

PUBLIC WORKS

PLAN, DESIGN & CONSTRUCT PUBLIC FACILITIES AND INFRASTRUCTURE

Public facilities and infrastructure includes municipal facilities (airport, police and fire stations, libraries, community centers), street and transportation projects, pipe systems, and parks-related projects.

In 2010-11, the Department completed 39 construction projects. Thirty-two of these projects had a total construction cost of approximately \$640 million; the other seven projects shared funding with other sources. Construction costs in 2010-11 were about 129 percent greater than in 2009-10 due to the completion of the Airport’s Terminal Area Improvement Program; total construction costs for multi-year projects are reflected in the year the project is completed.

In 2010-11, 30 of 32 (94%) construction projects were completed “on budget”. “On budget” refers to projects completed in the reporting year that do not exceed the approved baseline budget by more than 1% and no longer incur additional costs. Projects completed “on budget” in 2010-11 represent an 11 percent increase in performance since 2009-10.

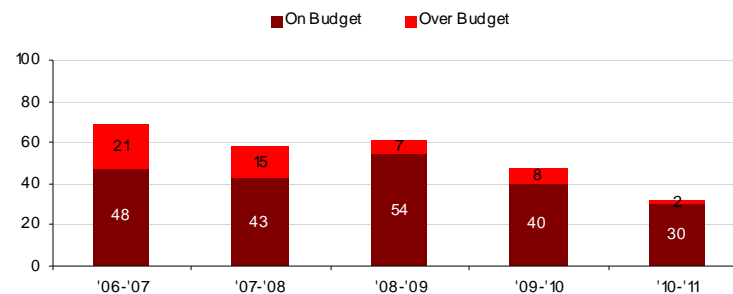
The Department tracks the percentage of project delivery costs to construction costs. In 2010-11, 5 projects were \$500k or over and had a delivery cost of 34%, achieving an industry benchmark of <41% for project delivery costs. Twelve projects in 2010-11 were less than \$500k and had a delivery cost of 83% (industry benchmark not yet available).

A project is also considered “on schedule” when it is available for its intended use (i.e. completed street being used by vehicles, parks being utilized) within two months of the approved baseline schedule. In 2010-11, 39 of 46 projects (85%) achieved their intended use within two months of the scheduled target date. This represents a 14 percent increase in performance since 2009-10.

KEY FACTS (2010-11)

Operating Expenditures for the “Plan, Design & Construct” service: \$28.7 million
 Total Construction Costs of Projects: \$640.1 million

“On Budget” Construction Projects - Completed within Baseline Budget



Examples of “On Budget” and “On Schedule” Performance in 2010-11

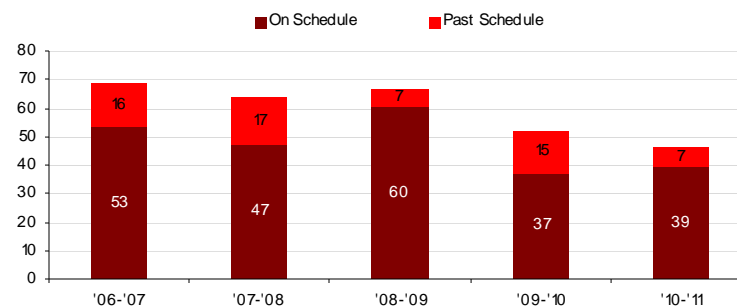
Albertson Parkway Trail



Willow Street—Bramhall Park Play Lot



Projects Completed “On Schedule” (available for intended use)



REGULATE / FACILITATE PRIVATE DEVELOPMENT

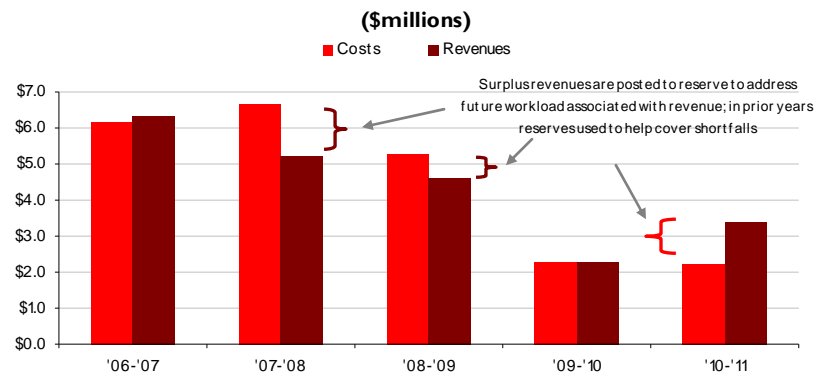
The Development Services Division of Public Works is responsible for ensuring that new development projects comply with regulations and provide safe and reliable public infrastructure. The Department provides two fee-based cost-recovery programs: Development Services for private developers and the Utility Fee Program for utility companies.

In the Development Services Fee Program, Development activity rebounded in 2010-11 as regional economic conditions improved. Development revenue came in at \$3.4 million, 42 percent above the initial \$2.4 million estimate. Public Works reviewed 287 permit applications in 2010-11, or 13 percent more than in 2009-10; one permit application may include multiple plan checks and reviews.

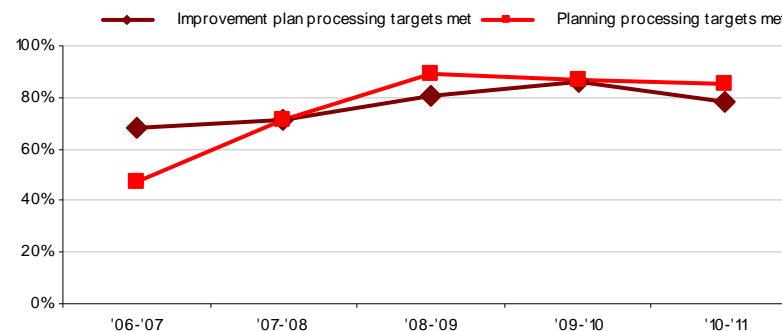
In 2010-11, the Department permitted the construction of \$19.2 million worth of new public infrastructure to add to the City’s asset base, compared to \$4.6 million of new infrastructure in 2009-10. In terms of accepted public improvements (construction completed and accepted by the City), \$15.4 million of public improvements were completed in 2010-11, such as the Northpointe Development project.

The Utility Fee Program reviews plans and issues permits for work performed by utility and telecommunications companies, and is responsible for locating City-owned underground facilities. This Program’s revenue continues to be stable and has increased from \$1.7 million in 2009-10 to \$2 million in 2010-11. Furthermore, service requests were responded to in a timely manner as timeliness continues to be strong – 94% in both 2009-10 and 2010-11.

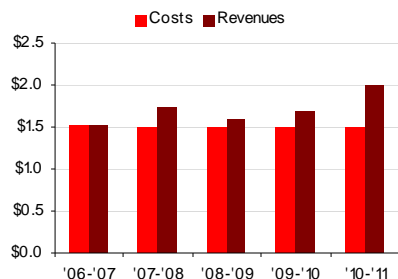
Public Works Fee Recovery for Development Services



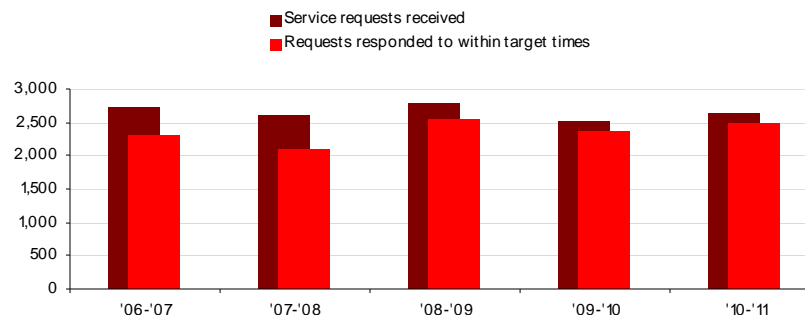
Public Works - Development Timeliness Measures



Public Works Fee Recovery for Utility Program



Responses to Utility Service Requests



FLEET & EQUIPMENT SERVICES

The department manages operations to provide a safe and reliable fleet of City vehicles and equipment. The department completed 23,012 repairs and preventive work orders in 2010-11, about 8 percent less than in 2009-10. Emergency vehicles were available for use when needed 100 percent of the time in 2010-11; similarly, the City's general fleet was available when needed 96 percent of the time. The Department issues customer service surveys to its users; in 2010-11 (through Q3), 95 percent of customers rated timeliness as good or better. Similarly, 91 percent of customers rated convenience and 97 percent rated courtesy as good or better.

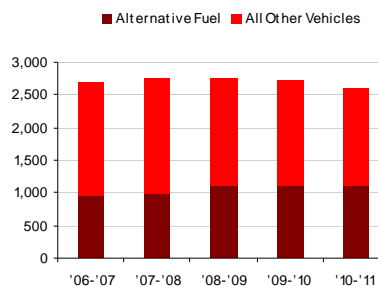
The City's Green Vision plan set a goal that all City vehicles and equipment run on alternative fuels by 2022-23. In 2010-11, 42 percent of City vehicles and equipment ran on alternative fuels, including compressed natural gas, propane, electricity, and B20 biodiesel.

As of April 2011, the department estimated a vehicle and equipment deferred maintenance backlog of \$3.9 million in one-time costs, as well as \$1 million in annual unfunded costs.

KEY FACTS (2010-11)

Operating Expenditures	\$16,605,806
Total number of vehicles & equipment	2,616
Police (Patrol)	342
Fire	116
General Fleet (light)	844
General Fleet (heavy)	155
All other vehicles & equipment	1,159

City Vehicles & Equipment



Fleet & Equipment Cost Per Mile

Equipment Class	'09-'10	Change	'10-'11
Police	\$0.39	(\$0.07)	\$0.32
Fire	\$3.27	(\$1.13)	\$2.14
General Fleet Light (sedans, vans, pick-up trucks)	\$0.31	(\$0.05)	\$0.26
General Fleet Heavy (tractors, loaders)	\$1.55	(\$0.11)	\$1.44

FACILITIES MANAGEMENT

The department provides maintenance to a total of 2.8 million square feet in 353 City facilities, including City Hall (over 500,000 square feet, including the Tower, Rotunda, and Council Wing). Services include maintenance, improvements, special event support, and property management. The department completed 14,139 corrective and preventive work orders in 2010-11, about 17 percent less than in 2009-10.

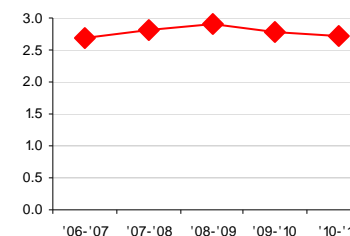
In 2010-11, 100 percent of health and safety concerns were mitigated within 24 hours (total concerns: 326). For non-health and safety-related work, 81 percent of work was completed within time targets in 2010-11 (or 6,436 out of 7,956 requests received); this was a 4 percentage point improvement from 2009-10.

As of April 2011, the department estimated a facilities maintenance backlog for City-owned and operated facilities of \$22.8 million in one-time costs, as well as \$4.4 million in annual unfunded costs. In addition, the department estimated a one-time maintenance backlog for City facilities operated by others, including the Convention Center and other cultural facilities, at \$27.3 million in one-time costs.

KEY FACTS (2010-11)

Operating Expenditures	\$18,569,018
Total number of City facilities	353
Fire Stations	35
Community Centers	30
Libraries	20
All other facilities (incl. City Hall)	268

Total Square Feet Maintained (millions)



ANIMAL CARE SERVICES

The City provides animal licensing programs, patrol services, animal adoption and rescue programs, spay and neuter programs, and medical services for homeless animals through its Animal Care Center (Center). The Center serves the communities of San José, Cupertino, Los Gatos, Milpitas, and Saratoga.

As of June 30, 2011, there were 57,716 licensed animals (42,736 dogs and 14,980 cats) in the Center's service area. This was a 12 percent increase from the previous year, attributable to ongoing efforts to improve license compliance, including low-cost clinics, outreach, and collection of vaccination information from veterinarians.

In 2010-11, animal service officers responded to 22,723 service calls, about 12 percent less than the previous year. According to the Center, this reflected a reduction in animal service officers and a change in policy that resulted in sending warning notices via mail to animal owners for certain 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 2010-11, the Center met this target 91 percent of the time.

In 2010-11, there were 18,239 incoming animals into the Center. Among incoming dogs, 66 percent were adopted, rescued, or returned to their owner, compared to 57 percent of incoming cats. The Center's overall live release rate (i.e. percentage of animals leaving the Center alive) was 68 percent, the highest in the Center's history and a significant increase from the prior year's rate of 52 percent.

NATIONAL CITIZEN SURVEY™

46% of residents surveyed rated San José's animal control services as "excellent" or "good".

KEY FACTS (2010-11)

Location of Animal Care Center
Date Center opened
Communities served by Center

2750 Monterey Highway
October 1, 2004
San José, Cupertino, Los Gatos,
Milpitas, Saratoga

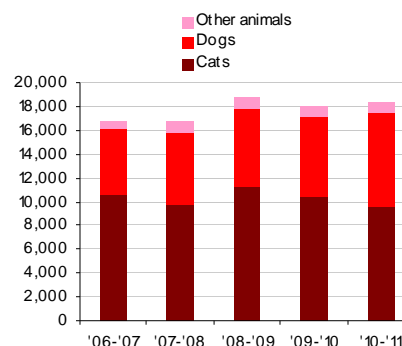
Animal licenses in service area
(as of June 30, 2011)

57,716

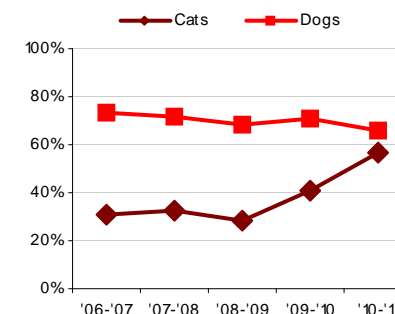
Calls for service completed

22,723

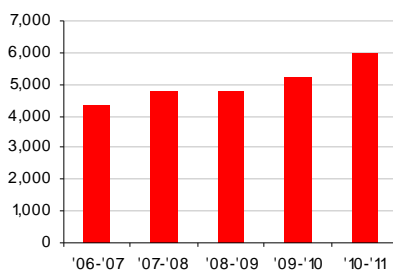
Incoming Shelter Animals



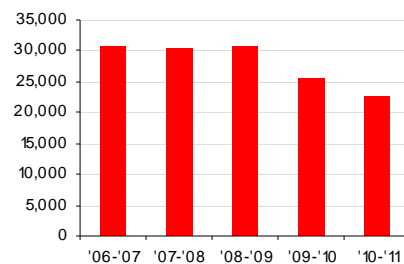
Percent Adopted, Rescued, or Returned to Owner



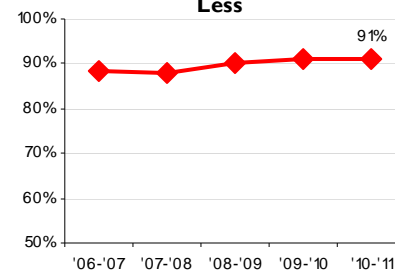
Low-Cost Spay/Neuter Surgeries Provided



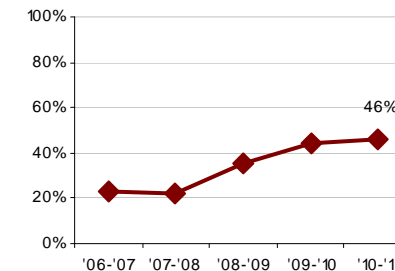
Calls for Service Completed*



Percent of Emergency Calls w/ Response Time in 1 Hour or Less



Animal Care Services Cost Recovery



* NOTE: Five major categories of calls (dead animal removal, Municipal Code investigations, stray animals, dogs running loose, and animal bite investigations) accounted for nearly two-thirds of all calls.

REDEVELOPMENT AGENCY

The Mission of the Redevelopment Agency is to promote and collaborate for the sound development and redevelopment of blighted areas by revitalizing the physical, economic, and social conditions to support the general welfare and enhance the quality of life in the community

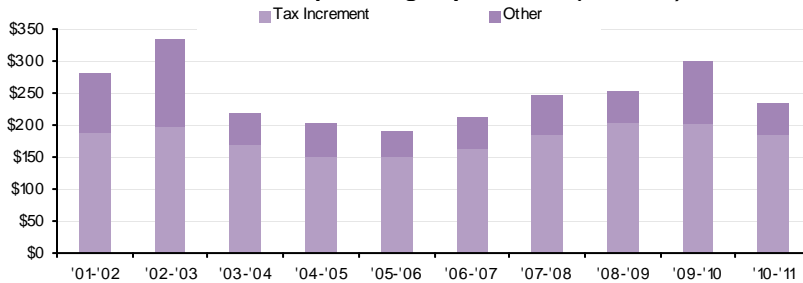
REDEVELOPMENT AGENCY

The San José Redevelopment Agency (the Agency) is a public, government organization created in 1956 by the City Council. It is a separate legal entity from the City with a goal of revitalizing blighted project areas in the City (see map).

The Agency issues bonds to finance projects in Redevelopment Areas. Most of the Agency's funding comes from tax increments (see note.) In addition to debt service and other redevelopment activities, 20 percent of tax increment revenues must be dedicated to low- or moderate-income housing.

Due to lower than expected tax increment revenue projections and the downturn in the economy, the Agency laid off almost a quarter of its staff in the first quarter of 2009-10 and eventually reduced its staff to 8 before the end of fiscal year 2010-11.

10-Year Redevelopment Agency Revenues (\$millions)



Fiscal Year 2011-12 Update
 Assembly Bill XI 26, provided for the immediate suspension of all new redevelopment activity except as required under existing enforceable obligations and required the dissolution of redevelopment agencies throughout the State by October 1, 2011. The second bill, Assembly Bill XI 27, enabled cities and counties to retain their redevelopment agencies by paying a specified amount to the State of California, as established by formula.

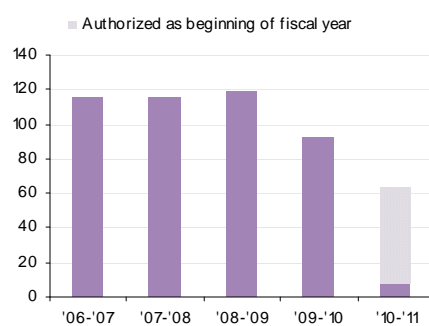
 On July 18, 2011, the City of San Jose joined the California Redevelopment Association, the League of California Cities, and others in filing a petition with the California Supreme Court challenging the constitutionality of this new legislation. On August 11, 2011, the California Supreme Court issued a partial stay of AB XI 26 and stayed all of AB XI 27. The Stay preserved the status quo and left in place those provisions of AB XI 26 which suspended redevelopment activity.

* Operating budget figures capture operations but does not capture all the expenditures for delivering services. In 2010-11, the RDA had oversight over approximately \$384 million in additional expenditures.

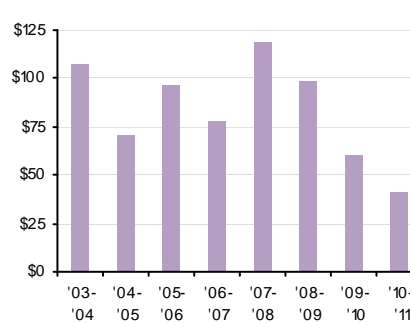
RDA Operating Budget*



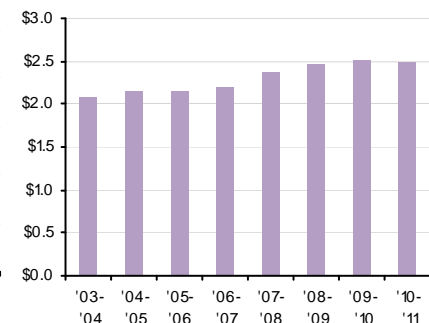
RDA Authorized Positions



Capital Outlays (\$millions)



Total Debt (\$billions)



REDEVELOPMENT AGENCY

KEY FACTS (2010-11)

Number of Redevelopment Areas	21
Approximate area of Redevelopment Areas	29.2 sq. miles
Approximate area of City	179 sq. miles
Estimated percent of City designated as a Redevelopment Area	16%

Tax Increment Financing

Tax increment financing is a method of paying for redevelopment projects by spending anticipated future gains in tax revenue on bond-funded current improvements. Once an area becomes a Redevelopment Area, increases in property tax revenues become tax increments, which are used to make bond payments for redevelopment projects.

Project Area Descriptions

Neighborhood business districts - Older commercial neighborhoods many of which require updated building façades, signage, sidewalk repairs, or other improvements.

Neighborhood business clusters - Areas with one or more small shopping centers, which have inadequate parking, poor lighting, lack of landscape, or other problems.

Strong Neighborhoods Initiative - A partnership between the City, the Agency, residents, and business owners to strengthen the City's neighborhoods by creating neighborhood organizations and developing Neighborhood Improvement Plans to upgrade public and private amenities.



Source: San Jose Redevelopment Agency website

REDEVELOPMENT AGENCY

DEVELOP & PRESERVE HOUSING

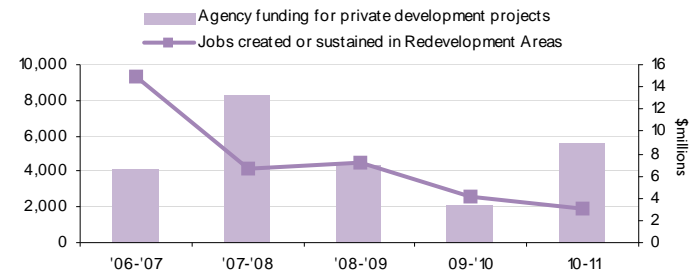
Previously, Agency housing activities supplemented the community’s ability to meet the housing demand.* The strategic location of projects and the type of projects contribute to the revitalization of neighborhoods, including business areas. These housing activities serve several purposes such as:

- To meet the demand for quality market rate and affordable housing through Agency assisted projects such as: One East Julian, 360 Residences, and The 88.
- To encourage public/private partnerships through issuing Requests for Proposals (RFPs) for properties designated for housing development, such as the North San Pedro Area in the greater Downtown.
- To assist public/private partnerships through Infill Infrastructure Grants from the State for infrastructure improvements, such as the \$24.16 million awarded for the North San Pedro Housing Project.

STIMULATE ECONOMIC DEVELOPMENT

The Agency encourages private investment to create jobs and develop housing and retail opportunities.* In 2010-11, the Agency continued implementation of its retail strategy including working to retain downtown businesses, promoting Agency-assisted projects, including the Fourth Street Garage and provided permitting assistance in collaboration with the Planning, Building and Code Enforcement Department. The Agency also implemented an industrial development outreach plan and assisted companies graduating from the 3 San Jose Incubators.

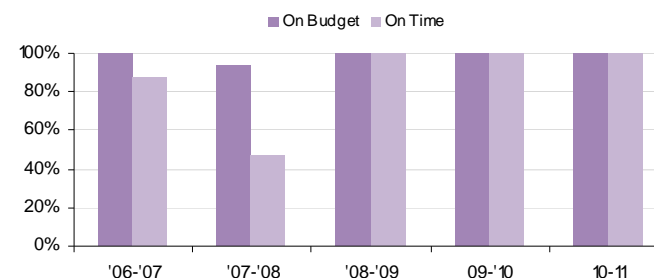
Jobs Created and Agency Funding for Private Development



BUILD PUBLIC FACILITIES

The Agency helps develop facilities and spaces to correct blight conditions, encourage pedestrian activity, improve the quality of life of residents, and promote economic growth.* In 2010-11, there were 5 completed Agency-assisted projects, including Civic Auditorium capital improvements and Municipal Stadium Improvements. Project costs totaled \$6.2 million, nearly all of which was funded by the Agency (\$5.8 million). Cumulatively, the Agency has completed 57 public facility projects over the last five years.

% of Public Facilities Projects On Budget and On Time



* See Housing Department and Office of Economic Development sections for more information on the City’s housing and economic development efforts. See Public Works section for more information on the City’s efforts to build public facilities.

REDEVELOPMENT AGENCY

STRENGTHEN NEIGHBORHOODS

The agency promotes redevelopment in San Jose neighborhoods to advance business and economic development in many ways. In 2010-11, this included façade improvement grants, streetscape projects, blight abatement programs, pedestrian enhancements, business networking events, two restaurant seminars, and other technical business assistance.

On August 10, 2010, the City Council and Redevelopment Agency Board unanimously approved the Strong Neighborhoods Business Plan Update, which modified the Strong Neighborhoods plan for the Agency in light of Agency's very challenged budget and staffing resources. The Agency identified 13 neighborhoods to focus on and will collaborate and align resources with Code Enforcement; Anti-Graffiti; Parks, Recreation and Neighborhood Services; Housing, Police; Transportation; Santa Clara County non-profit service providers; schools; and other stakeholders.

The Strong Neighborhood Programs focus on improving neighborhoods based on:

- Gang Activity
- Violent Crimes
- Code Enforcement Violations
- Graffiti
- Unemployment
- Foreclosures

State Educational Revenue Augmentation Funds

In July 2009, the California State Legislature passed a bill requiring redevelopment agencies to deposit a portion of its tax increment in county Supplemental Educational Revenue Augmentation Funds. These funds will be distributed to meet the State's Proposition 98 obligations to local schools. The Agency's share was \$12.8 million for fiscal year 2010-11.*

**Proposition 98, passed in 1988, set minimum funding levels for K-12 schools and community colleges in California.*

San Jose Innovation Center



Source: <http://www.sjredevelopment.org/projects.htm>

RETIREMENT SERVICES

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

RETIREMENT SERVICES

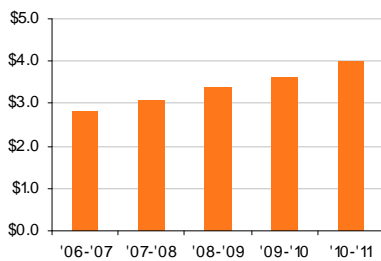
The Retirement Services Department administers two pension plans (the Federated City Employees' Retirement System and the Police and Fire Department Retirement Plan) and retirement benefit programs for City employees. In 2010-11, Department operating expenditures totaled \$4.0 million* and staff included 34 authorized positions (up from \$2.8 million and 28 positions five years ago).

In 2010-11, the City contributed \$171 million and employees about \$82 million to the retirement funds for pension and retiree health and dental benefits (each more than double what they were 10 years ago). The increase in employee contributions during 2010-11 was partially due to some employee bargaining groups agreeing to pick up a portion of the City's payments as part of negotiations surrounding efforts to balance the City's 2010-11 operating budget.

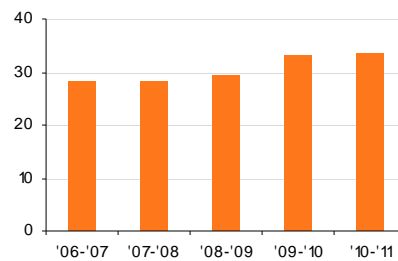
The City's contributions are projected to continue to grow in the future; reaching \$245 million for 2011-12.

* In addition, Retirement Services spent \$144,000 of Citywide expenses.

Retirement Services Operating Expenditures (\$millions)



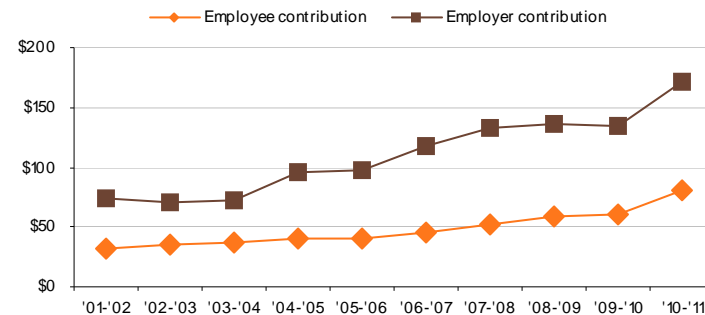
Retirement Services Authorized Positions



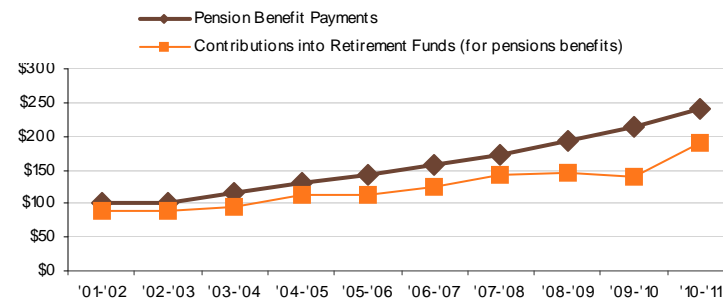
KEY FACTS (2010-11)

Pension plan net assets (\$billions):	
Federated City Employees' Retirement System	\$1.9
Police and Fire Department Retirement Plan	\$2.7
Total	\$4.6
Total retirees and beneficiaries:	
Federated City Employees' Retirement System	3,430
Police and Fire Department Retirement Plan	1,889
Total	5,319
Pension and retiree health and dental contributions (\$millions):	
City	\$171.2
Employees	\$81.5

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



Pension Benefit Payments and Contributions (\$millions)



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

RETIREMENT SERVICES

As of June 30, 2011, there were 5,319 beneficiaries of the plans, nearly 60 percent more than ten years ago. The ratio of active members to beneficiaries has declined from 2:1 to about 1:1 over that time. Thirty years ago the ratio was 5:1.

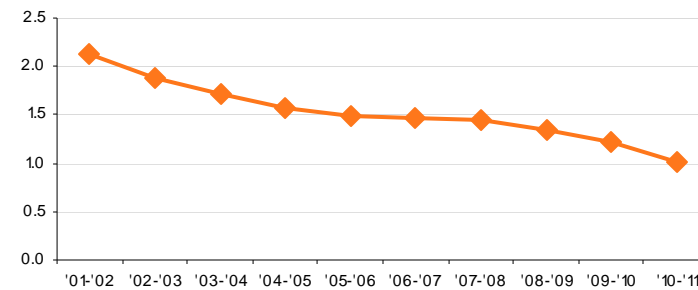
During 2010-11, both plans had positive rates of return on plan assets. Federated's gross rate of return was 19.0 percent and Police and Fire's return was 18.4 percent. By comparison, the California Public Employees' Retirement System's (CalPERS) return was 20.9 percent. Over the past ten years, the Federated and Police and Fire gross returns have each been 6.5 percent, whereas CalPERS was 5.6 percent.

As of June 30, 2010, both of the City's retirement plans had funded ratios below 100 percent (i.e. pension liabilities were greater than plan assets). This was because of the large investment losses suffered by both plans during the recent economic downturn, past retroactive benefit enhancements, and actuarial assumptions not holding true*.

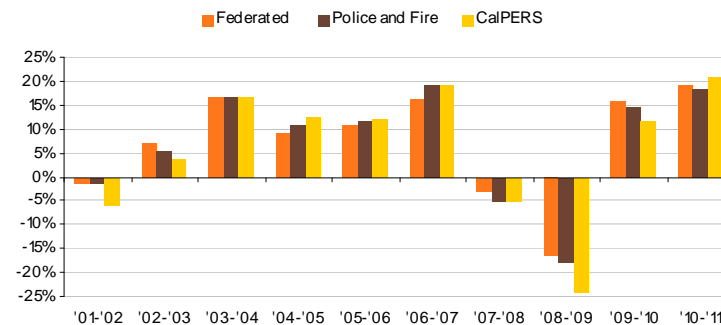
Despite the market gains during 2010-11, the funded ratios as of June 30, 2011 were expected to remain below 100 percent because of the size of the past investment losses as well as the other factors noted above. Because of the actuarial method of smoothing market gains and losses over five years, past losses have not been fully recognized for actuarial purposes.

* Actuarial assumptions represent expectations about future events such as investment returns, member mortality and retirement rates, salary increases, and others. Actuaries use those assumptions to calculate pension liabilities and contribution rates. When assumptions do not hold true, or if they need to be adjusted, estimated pension liabilities can change.

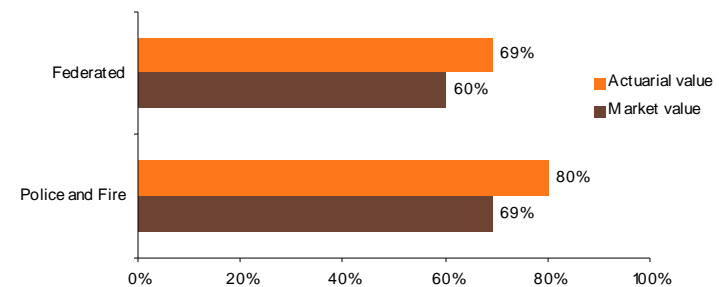
Ratio of Active Members to Retirees and Beneficiaries



Rate of Return on Plan Assets



Retirement Plan Funded Status, June 30, 2010



Sources for all charts: Police and Fire Department Retirement Plan and Federated City Employees' Retirement System Comprehensive Financial Reports, CalPERS "Facts at a Glance: Investments," November 2011

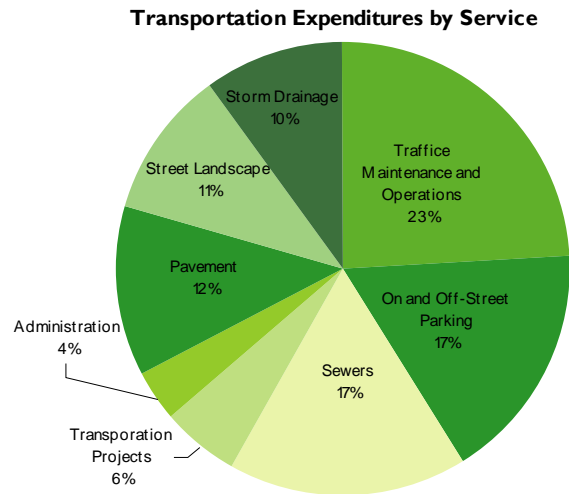
NOTE: Funded ratios represent the percentage of plan assets to plan liabilities. (i.e. a funded ratio below 100% means there are more liabilities than assets). The funded ratio using the actuarial value of assets differs from that calculated using the market value because, for actuarial purposes, market gains and losses are recognized over a period of five years to minimize the effect of market volatility on contribution rates.

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 DEPARTMENT

In 2010-11, the Transportation Department (DOT) operating expenditures totaled over \$65 million*, about 9 percent less than in 2009-10. There were a total of 408 authorized positions, 14 percent less than five years ago.



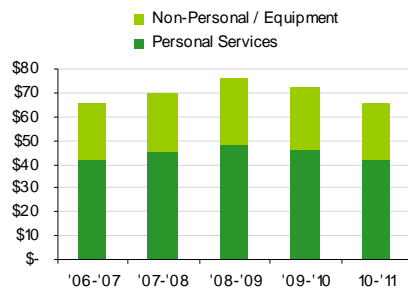
* DOT was responsible for approximately \$5.2 million of Citywide expenditures in 2010-11 including about \$3.2 million in parking citation processing and fees, and \$700,000 in sidewalk repairs. DOT also had authority over approximately \$109 million in special funding and capital improvement programs for parking and traffic.

KEY FACTS (2010-11)

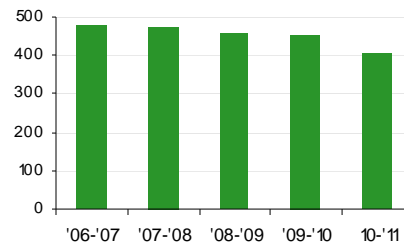
Approximate Number of Street Trees	300,000
Acres of Landscape Abutments in Public Right-of-Way Maintained by Transportation Dept.	552
Acres of Street Landscape maintained by Special Districts	317
Number of Special Districts	18
Estimated Number of Parking Meters	2,418
Parking Lots (1,257 total spaces)	9
Parking Garages (6,204 total spaces)	8
Miles of streets resealed	129
Miles of streets resurfaced	5.5

(more in Traffic Maintenance section)

DOT Operating Expenditures (\$millions)



Transportation Authorized Positions



THE NATIONAL CITIZEN SURVEY™

% of San José residents who found the following "excellent" or "good"

Ease of car travel in San José	40%
Ease of bus travel in San José	47%
Ease of rail travel in San José	48%
Ease of bicycle travel in San Jose	37%
Ease of walking in San José	46%

TRANSPORTATION DEPARTMENT

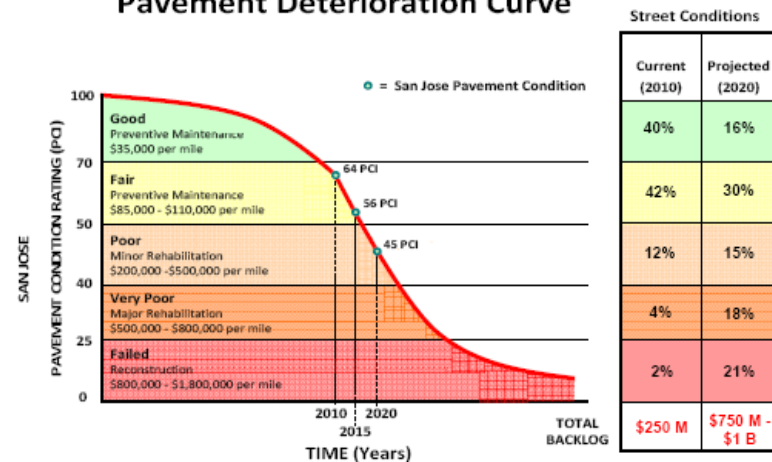
STREETS

The Transportation Department is responsible for the maintenance and repair of 2,366 miles of City street pavement. For many years, pavement maintenance has been under-funded, resulting in a \$277 million deferred maintenance backlog as of October 2011.

In 2010, San José had a Pavement Condition Index (PCI) rating of 64 out of a possible 100, which is considered “fair” according to the statewide Index. By comparison, San José’s PCI rating in 2010 was ranked in the bottom third of 109 Bay Area jurisdictions. Just 21 percent of residents surveyed in September 2011 about street repair reported that they felt streets were in excellent or good condition. If current projected funding levels continue over the next decade, the Department projects that the backlog of streets in poor condition will rise to over 50% of all San Jose streets by 2020 and the cost to eliminate that backlog would rise to over \$800 million.

As the pavement condition has been deteriorating due to lack of funds, the need for corrective maintenance, such as pothole repairs continues to grow. Over the last four years, the number of potholes repaired has increased 120 percent from 6,713 in 2007-08 to 14,842 in 2010-11. This represents an annual increase of approximately 2,000 pothole repair requests per year.

Pavement Deterioration Curve



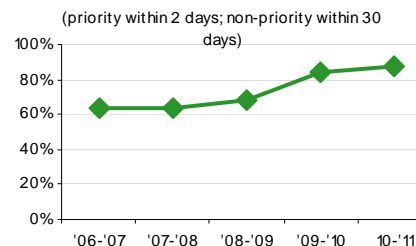
Street Conditions	
Current (2010)	Projected (2020)
40%	16%
42%	30%
12%	15%
4%	18%
2%	21%
\$250 M	\$750 M - \$1 B

THE NATIONAL CITIZEN SURVEY™

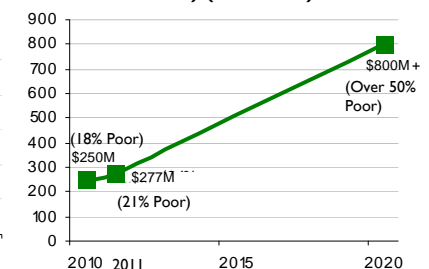
21% of San José residents rated street repair as “excellent” or “good”

Pavement Condition Index (PCI): Selected Bay Area Comparisons		
Bay Area Rank (of 109)	Jurisdiction	2010 PCI Rating
6	Santa Clara	80 (Very Good)
29	Sunnyvale	75 (Good)
31	Santa Clara County	74 (Good)
59	San Mateo County	69 (Fair)
75	SAN JOSE	64 (Fair)
77	San Francisco	64 (Fair)
98	Oakland	56 (At Risk)

Percent of Corrective Pavement Repairs Completed



Projected “Cost to Recover” (Based on Current Funding Level) (\$millions)



TRANSPORTATION DEPARTMENT

TRANSPORTATION MAINTENANCE AND OPERATIONS

The Department is responsible for maintaining the City’s traffic signals, traffic signs, roadway markings, and streetlights. Staff response to traffic and street name sign service requests in 2010-11 surpassed its target of 80 percent of requests completed within established priority guidelines, beating it by 10 percentage points.

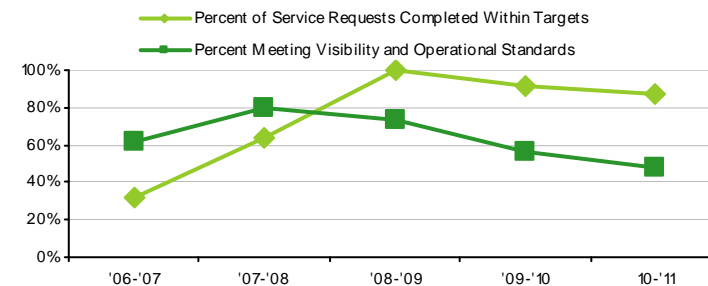
Streetlights have continued to be operational 98 percent of the time, a trend that has persisted over the past eight years. Roadway marking services were completed within established priority guidelines 87 percent of the time in 2010-11. Roadway markings meeting visibility and operational guidelines have continued to drop in 2010-11, with only 48 percent of marking meeting the guidelines. This is down from 80 percent just four years ago, when the City had identified roadway marking visibility as a priority and earmarked one-time funding for markings.

In 2010-11, there were 1,880 total traffic signal repairs completed, while response time to signal malfunctions within 30 minutes improved by 1 percent since last year up to 56 percent.

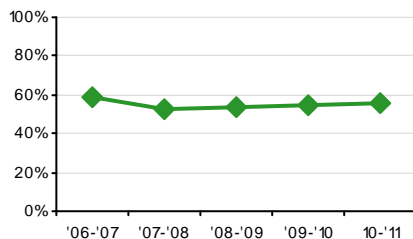
KEY FACTS (2010-11)

Traffic Signal Intersections	905
Traffic & Street Name Signs	106,664
Streetlights (approximate)	62,326
- LED streetlights	270
Square Feet of Roadway Markings	5.3 million

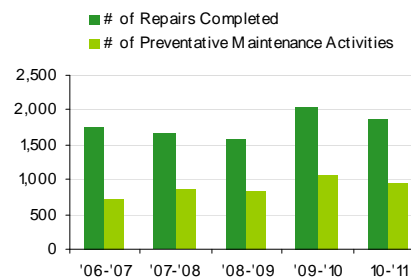
Traffic Roadway Markings



Percent of Traffic Signal Malfunctions Responded to within 30 minutes



Traffic Signal Repairs & Preventive Maintenance



THE NATIONAL CITIZEN SURVEY™

42% of San José residents rated street lighting as “excellent” or “good”

TRANSPORTATION DEPARTMENT

TRANSPORTATION MAINTENANCE AND OPERATIONS

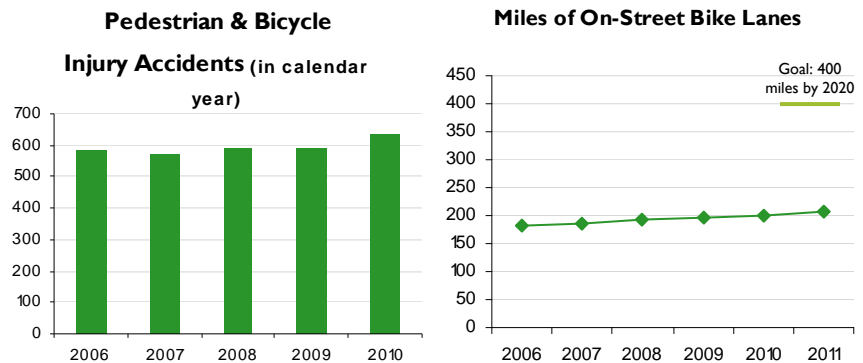
Transportation operations focuses on safe and efficient operations through various traffic calming and safety programs. In 2008, the City received a \$15 million grant in state funding for the Traffic Light Synchronization Project (TLSP) through 2011-12. In 2010-11, DOT re-timed 32 percent of the 600 traffic signals along major commute corridors to help reduce travel time and vehicle emissions. The City of San José's ratio of injury crashes per 1,000 population continues to 2.67 per 1,000 residents in 2010, comparing very favorably to the national average of 5 per 1,000 residents.

San José currently supports 256 miles of existing bikeways; as of 2010-11, DOT provided 206 miles of on-street bike lanes and routes, while Parks provided 50 miles of trails and paths.

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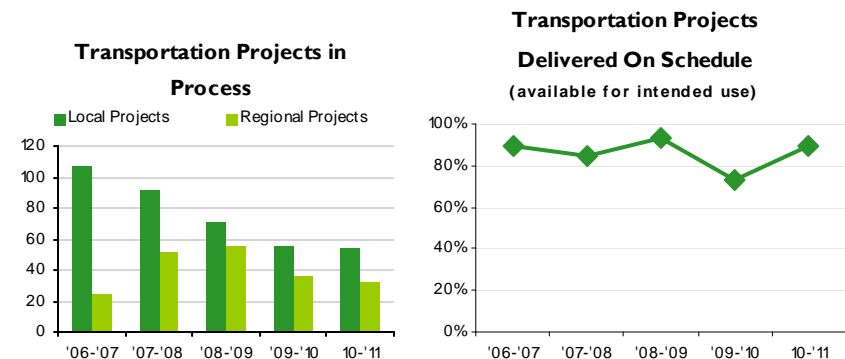
34% of San José residents rated traffic signal timing as "excellent" or "good"

23% of San José residents rated the traffic flow on major streets as "excellent" or "good"



TRANSPORTATION PLANNING & PROJECT DELIVERY

Transportation Planning supports the development of the City's transportation infrastructure. This includes coordinating transportation and land use planning studies, managing the Capital Improvement Program (CIP), and working with regional transportation agencies such as VTA, BART, and Caltrans. Included among regional projects are 11 sub-projects associated with the BART extension to San José. In 2010-11, 89 percent of completed projects were delivered "on-schedule", or two months within the approved baseline schedule.



TRANSPORTATION DEPARTMENT

STREET LANDSCAPE MAINTENANCE

The Department maintains median islands and undeveloped rights-of-way and ensures the repair of sidewalks and street trees. Many of these services have been eliminated or reduced due to budget constraints; thus services and landscape conditions have also declined. In 2010-11, DOT maintenance staff provided basic safety-related and complaint-driven activities to keep an estimated 42 percent of street landscapes in good condition, down 26 percentage points from five years prior. The 2011 Citizen Survey found that 36 percent of survey respondents found street tree maintenance to be good or excellent.

There were 306 emergency responses for street tree maintenance in 2010-11 down more than 75 percent from the previous year. According to DOT, emergency street tree repairs are largely regulated by stormy weather and extremely hot days or windy days. Last year was a relatively mild year in terms of extremes with a resulting decrease in the number of emergency requests. There are an estimated 300,000 street trees citywide. The City also completed 2,901 sidewalk repairs in 2010-11, almost 20 percent more than the previous year.

ON AND OFF STREET PARKING

Parking Services is responsible for managing on-street and off-street parking, implementing parking policies and regulations, and supporting street sweeping, construction, and maintenance activities. Monthly parking in 2010-11 reached approximately 75,000 customers in City facilities, roughly the same as it's been for the past three years. There were about 1.35 million downtown parking customers in 2010-11 in City facilities, down from 1.6 million from 2009-10 due in part to the loss of two parking facilities.

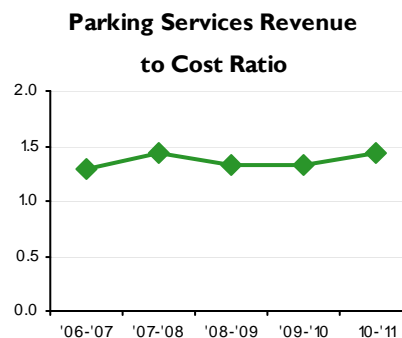
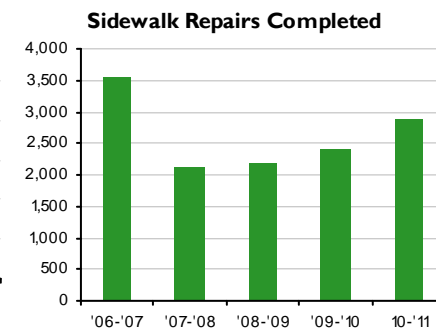
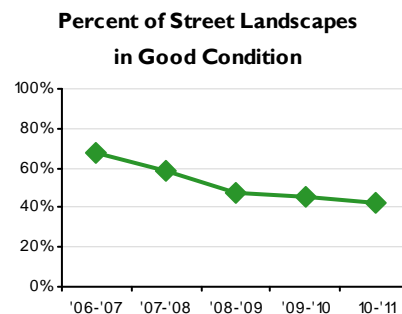
The Department issued about 255,000 parking citations in 2010-11, about five percent more than in the prior year. Also in 2010-11, 6% percent of vehicles identified as potentially abandoned were found to be actually abandoned and were subsequently towed. This is down from 12 percent last year due to an overall decrease in complaints and an increase in compliance.

*NOTE: 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 designated for the City.

THE NATIONAL CITIZEN SURVEY™

% of San José residents who found the following "excellent" or "good"

Availability of Public Parking	31%
Sidewalk maintenance	35%
Street cleaning	42%
Street tree maintenance	36%



TRANSPORTATION DEPARTMENT

SEWERS

The Department of Transportation (DOT) maintains and operates 2,278 miles of sanitary sewer piping system, 15 pump stations, and 48,000 manholes. The DOT maintenance personnel are responsible to maintain uninterrupted sewer flow to the San Jose Water Pollution Control Plant with minimum overflow spills and preventing significant impact on public health and property. In 2010-11 City crews removed 638 blockages and cleaned 488 miles of sewer mains. The percentage of sewer line segments without obstruction increased a percentage point to 99 percent. This marks the eighth straight year of 98 percent or more of sewer line segments without obstructions.

STORM DRAINAGE

The City cleans the storm sewer system and ensures proper flow into the regional water tributary system and the South San Francisco Bay. Proactive cleaning of storm inlets prevents harmful pollutants and debris from entering the Bay reduces number of blockages during storms. The Department of Transportation (DOT) maintains more than 29,000 storm inlets. In 2010-11, 287 storm drain inlet stoppages were identified and cleared, which is on par with typical years but much fewer than in the previous year. In 2009-10, DOT cleared far more than typical and as such, has been undertaking more preventative maintenance to keep the storm drains clear. DOT also maintains 27 storm water pump stations including cleaning of the wet-wells during dry season.

KEY FACTS (2010-11)

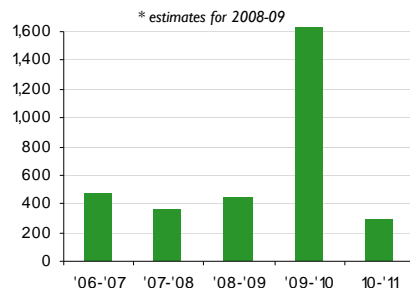
Miles of sanitary sewer line segments	2,259
Number of Vector (combo cleaning) trucks	13
Miles of storm sewer segments	1,250
Number of storm sewer segments	25,500
Storm water pump stations	27
Residential curb miles swept	14,345

THE NATIONAL CITIZEN SURVEY™

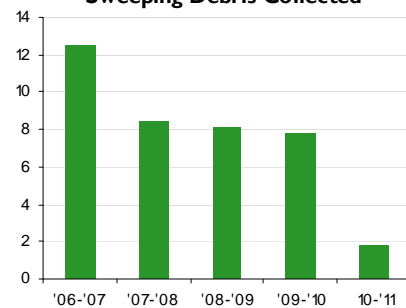
59% of San José residents rated sewer services as “excellent” or “good”

55% of San José residents rated storm drainage services as “excellent” or “good”

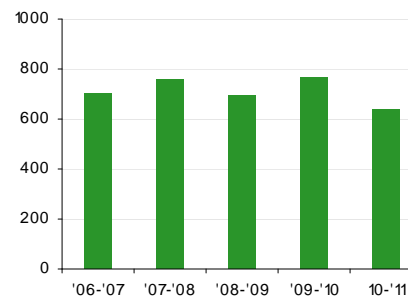
Storm Drain Inlet Stoppages Identified & Cleared



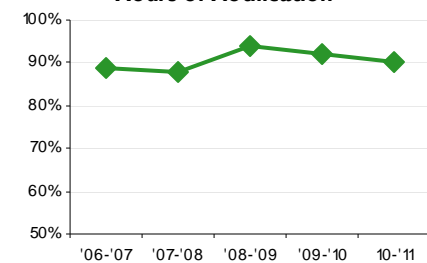
Thousands of Tons of Sweeping Debris Collected



Sewer Main Line Stoppages Cleared



Percent of Sewer Line Blockages Cleared within 4 Hours of Notification



APPENDIX A: THE NATIONAL CITIZEN SURVEY™



CITY OF SAN JOSÉ, CA 2011

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The National Citizen Survey™ by National Research Center, Inc.

 **NATIONAL
RESEARCH
CENTER INC.**
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Boulder, CO 80301
www.n-r-c.com • 303-444-7863

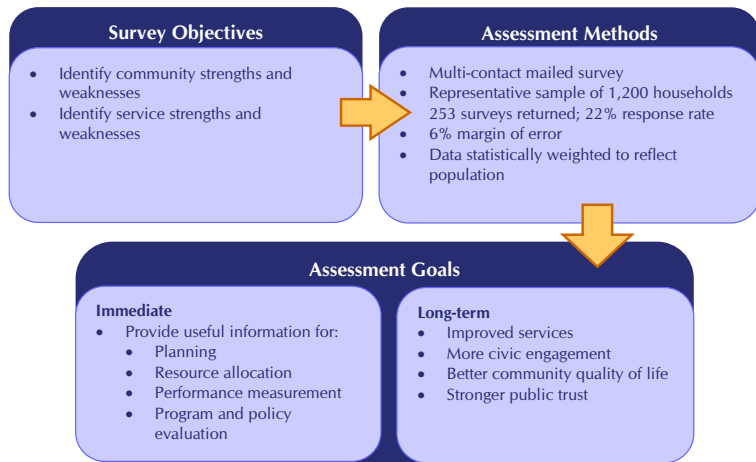
 **ICMA**
777 North Capitol Street NE, Suite 500
Washington, DC 20002
www.icma.org • 202-289-ICMA

The National Citizen Survey™

SURVEY BACKGROUND
ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 253 completed surveys were obtained, providing an overall response rate of 22%. Typically, response rates obtained on citizen surveys range from 20% to 40%.

The National Citizen Survey™ customized for the City of San José was developed in close cooperation with local jurisdiction staff. San José staff selected items from a menu of questions about services and community issues and provided the appropriate letterhead and signatures for mailings. City of San José staff also augmented The National Citizen Survey™ basic service through a variety of options including several custom questions and offering the survey in Spanish and Vietnamese.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each report section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

Margin of Error

The margin of error around results for the City of San José Survey (253 completed surveys) is plus or minus six percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 54-66% of all residents are likely to feel that way.

Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in the City of San José, but from City of San José services to services like them provided by other jurisdictions.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The City of San José chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of San José survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City of San José results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City of San José's rating to the benchmark.

"Don't Know" Responses and Rounding

On many of the questions in the survey respondents may answer "don't know." The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

EXECUTIVE SUMMARY

This report of the City of San José survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experienced a good quality of life in the City of San José and believed the City was a good place to live. The overall quality of life in the City of San José was rated as “excellent” or “good” by 62% of respondents. A majority reported they plan on staying in the City of San José for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The two characteristics receiving the most favorable ratings were shopping opportunities and opportunities to volunteer. The two characteristics receiving the least positive ratings were the availability of affordable quality child care and the availability of affordable quality housing.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, three were above the national benchmark comparison, seven were similar to the national benchmark comparison and 21 were below.

Residents in the City of San José were minimally civically engaged. While only 18% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 94% had provided help to a friend or neighbor. Less than half had volunteered their time to some group or activity in the City of San José, which was lower than the benchmark.

In general, survey respondents demonstrated distrust in local government. Less than half rated the overall direction being taken by the City of San José as “good” or “excellent.” This was much lower than the benchmark. Those residents who had interacted with an employee of the City of San José in the previous 12 months gave moderate marks to those employees. A majority rated their overall impression of employees as “excellent” or “good.”

City services rated were able to be compared to the benchmark database. Of the 32 services for which comparisons were available, none were above the benchmark comparison, five were similar to the benchmark comparison and 27 were below.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in the City of San José – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the City of San José. Residents were asked whether they planned to move soon or if they would recommend the City of San José to others. Intentions to stay and willingness to make recommendations provide evidence that the City of San José offers services and amenities that work.

Most of the City of San José’s residents gave favorable ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY

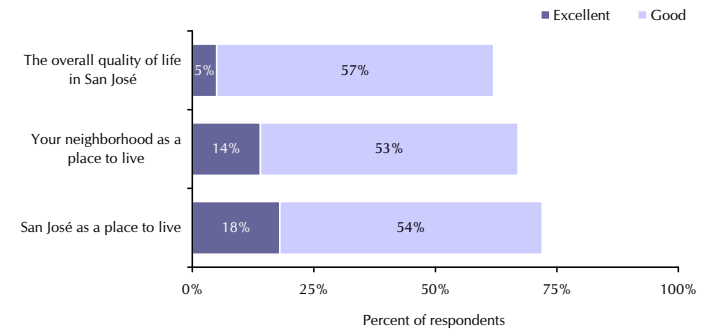


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

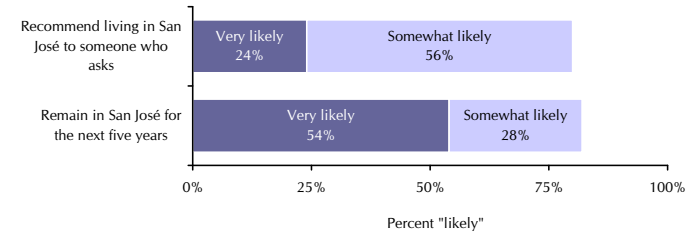


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in San José	Much below
Your neighborhood as place to live	Much below
San José as a place to live	Much below
Recommend living in San José to someone who asks	Much below
Remain in San José for the next five years	Similar

COMMUNITY DESIGN

Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of seven aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” Ease of rail travel was given the most positive rating. Traffic flow on major streets was rated lowest by residents.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

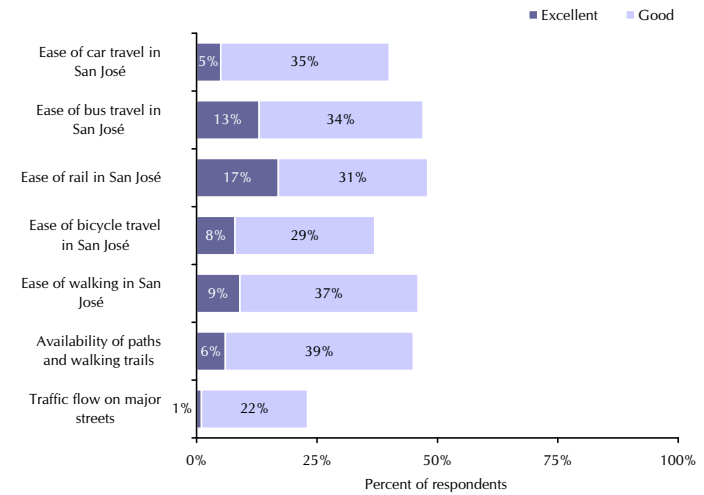


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of car travel in San José	Much below
Ease of bus travel in San José	Similar
Ease of rail travel in San José	Similar
Ease of bicycle travel in San José	Below
Ease of walking in San José	Much below
Availability of paths and walking trails	Much below
Traffic flow on major streets	Much below

Seven transportation services were rated in San José. As compared to most communities across America, ratings tended to be lower than the average. Six were below the benchmark; the rating for bus and transit services was similar to the benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

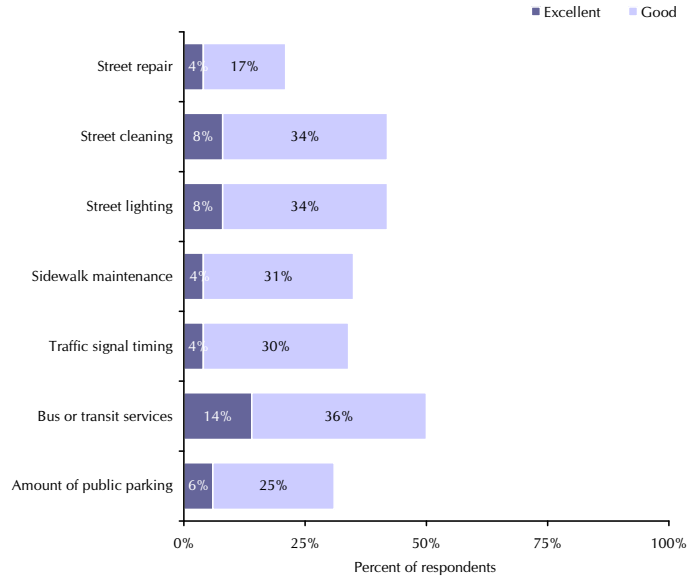


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to benchmark
Street repair	Much below
Street cleaning	Much below
Street lighting	Much below
Sidewalk maintenance	Much below
Traffic signal timing	Below
Bus or transit services	Similar
Amount of public parking	Much below

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 8% of work commute trips were made by transit and 1% were made by foot.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS

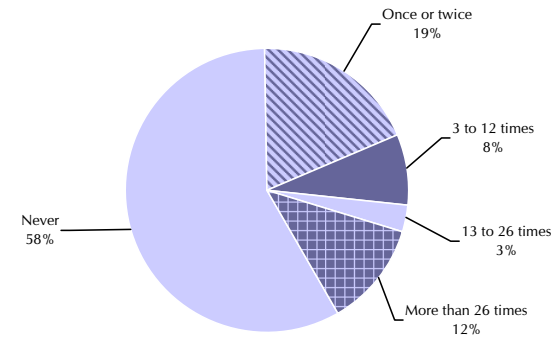


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	Comparison to benchmark
Ridden a local bus within San José	Much more

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE

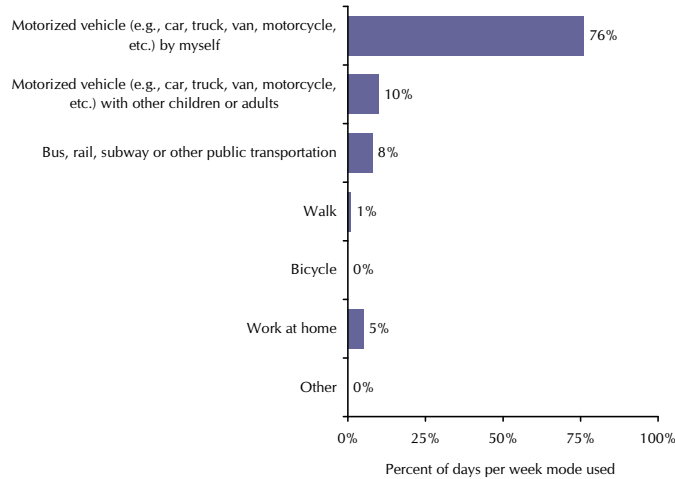


FIGURE 13: DRIVE ALONE BENCHMARKS

	Comparison to benchmark
Average percent of work commute trips made by driving alone	Similar

Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of the City of San José residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 19% of respondents, while the variety of housing options was rated as “excellent” or “good” by 50% of respondents. The rating of perceived affordable housing availability was lower in the City of San José than the ratings, on average, in comparison jurisdictions.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY

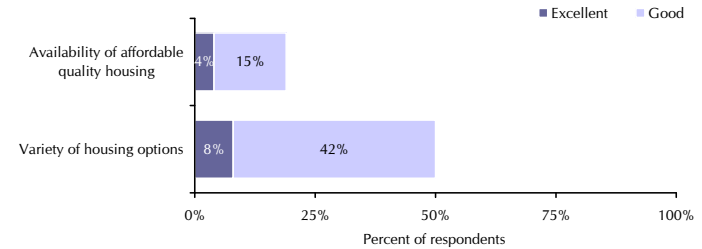


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Much below
Variety of housing options	Below

To augment the perceptions of affordable housing in San José, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the City of San José experiencing housing cost stress. About 59% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 16: PROPORTION OF RESPONDENTS EXPERIENCING HOUSING COST STRESS

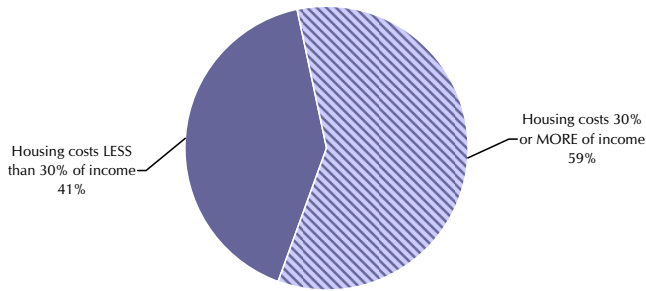


FIGURE 17: HOUSING COSTS BENCHMARKS

	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much more

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community's overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of San José and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City of San José was rated as "excellent" by 8% of respondents and as "good" by an additional 50%. The overall appearance of San José was rated as "excellent" or "good" by 54% of respondents and was much lower than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of San José, 11% thought they were a "major" problem. The services of land use, planning and zoning, and code enforcement and animal control were rated below the benchmark.

FIGURE 18: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

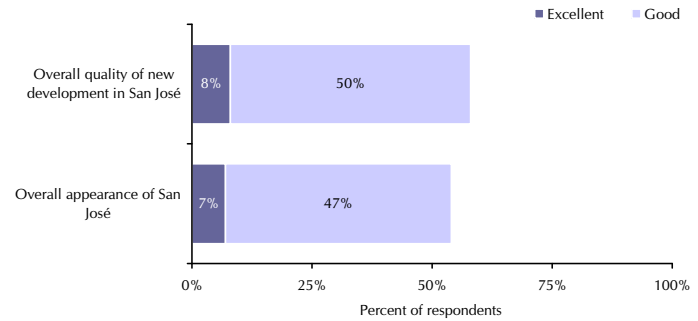


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in San José	Similar
Overall appearance of San José	Much below

FIGURE 20: RATINGS OF POPULATION GROWTH

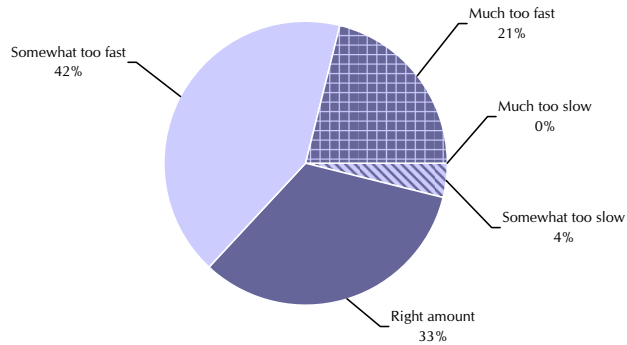


FIGURE 21: POPULATION GROWTH BENCHMARKS

Population growth seen as too fast	Comparison to benchmark
	Much more

FIGURE 22: RATINGS OF NUISANCE PROBLEMS

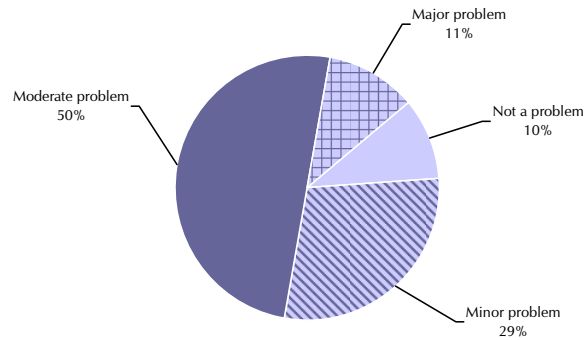


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

Run down buildings, weed lots and junk vehicles seen as a "major" problem	Comparison to benchmark
	Similar

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

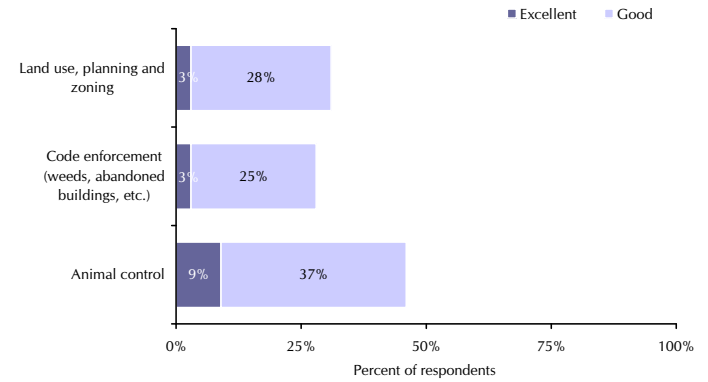


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

Service	Comparison to benchmark
Land use, planning and zoning	Below
Code enforcement (weeds, abandoned buildings, etc.)	Much below
Animal control	Below

ECONOMIC SUSTAINABILITY

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were shopping opportunities and San Jose as a place to work. Receiving the lowest rating was employment opportunities; however it was much above the benchmark. These ratings tended to be higher when compared to other communities across the nation.

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

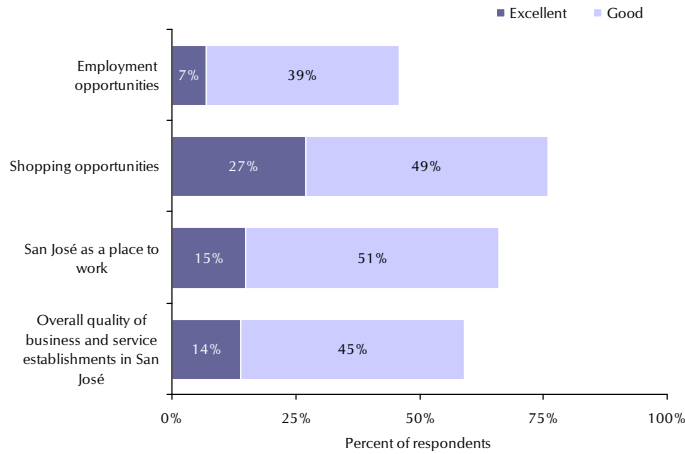


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Much above
Shopping opportunities	Much above
San José as a place to work	Above
Overall quality of business and service establishments in San José	Similar

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from "much too slow" to "much too fast." When asked about the rate of jobs growth in San José, 80% responded that it was "too slow," while 25% reported retail growth as "too slow." A much smaller proportion of residents in San José compared to other jurisdictions believed that retail growth was too slow and more residents believed that jobs growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOBS GROWTH

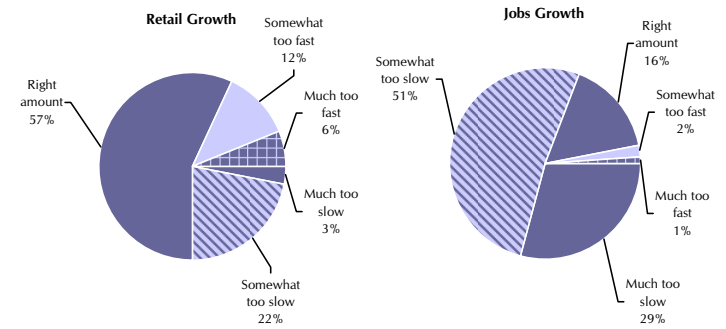


FIGURE 29: RETAIL AND JOBS GROWTH BENCHMARKS

	Comparison to benchmark
Retail growth seen as too slow	Much less
Jobs growth seen as too slow	More

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

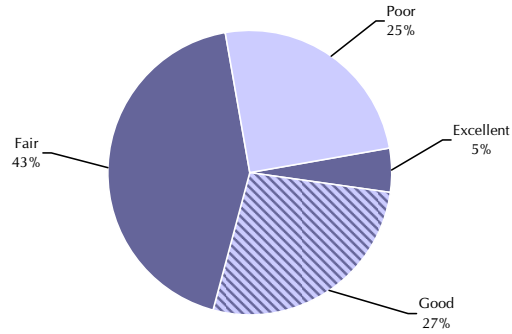
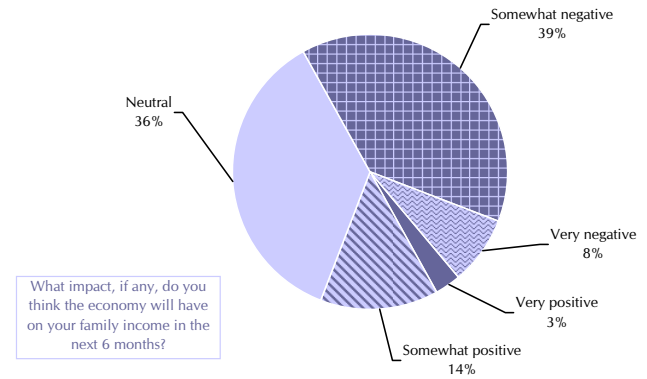


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Below

Residents were asked to reflect on their economic prospects in the near term. Seventeen percent of the City of San José residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 47% felt that the economic future would be “somewhat” or “very” negative. The percent of residents with an optimistic outlook on their household income was the same as comparison jurisdictions.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE



What impact, if any, do you think the economy will have on your family income in the next 6 months?

FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

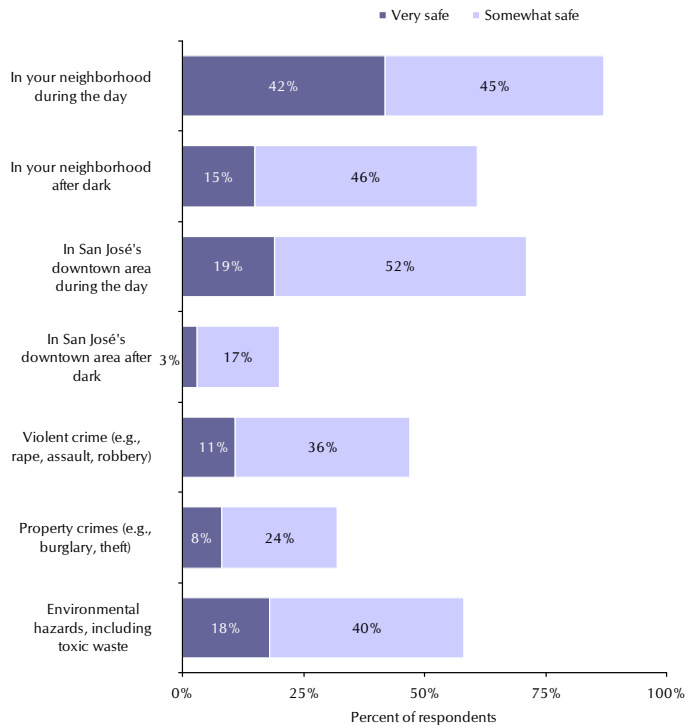
	Comparison to benchmark
Positive impact of economy on household income	Similar

PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City of San José. About half of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 58% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY



The National Citizen Survey™ by National Research Center, Inc.

FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
In your neighborhood during the day	Below
In your neighborhood after dark	Much below
In San José's downtown area during the day	Much below
In San José's downtown area after dark	Much below
Violent crime (e.g., rape, assault, robbery)	Much below
Property crimes (e.g., burglary, theft)	Much below
Environmental hazards, including toxic waste	Much below

The National Citizen Survey™ by National Research Center, Inc.

As assessed by the survey, 12% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 71% had reported it to police. Compared to other jurisdictions about the same percent of San José residents had been victims of crime in the 12 months preceding the survey. The proportion of San José residents who had reported their most recent crime victimization to the police was much smaller compared to the benchmark.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING

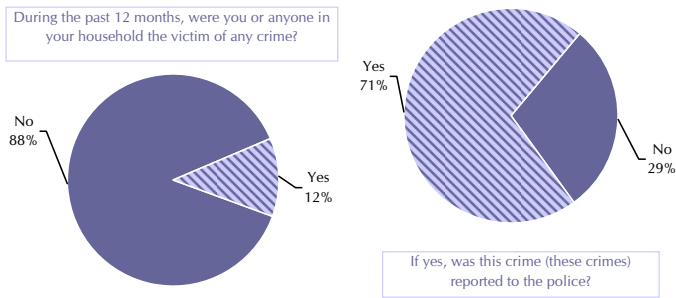


FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Similar
Reported crimes	Much less

Residents rated seven City public safety services; all of these were rated below the benchmark. Fire services and ambulance or emergency medical services received the highest ratings.

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES

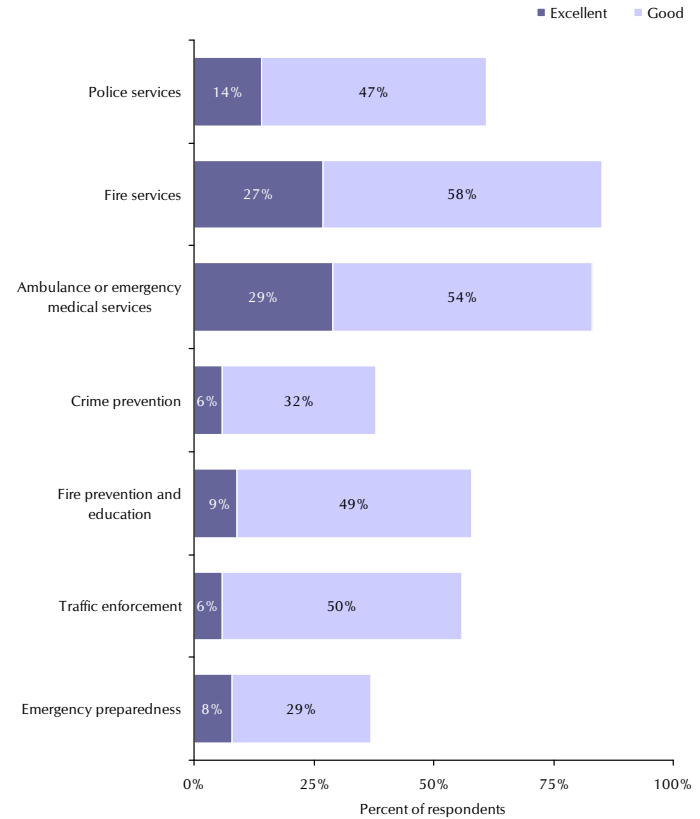


FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Much below
Fire services	Below
Ambulance or emergency medical services	Below
Crime prevention	Much below
Fire prevention and education	Much below
Traffic enforcement	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Much below

FIGURE 40: CONTACT WITH POLICE DEPARTMENT

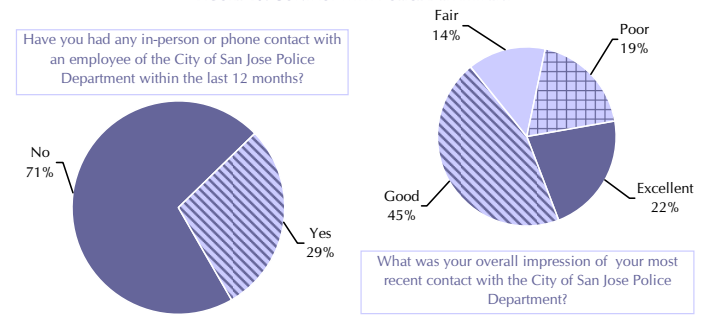


FIGURE 41: CONTACT WITH FIRE DEPARTMENT

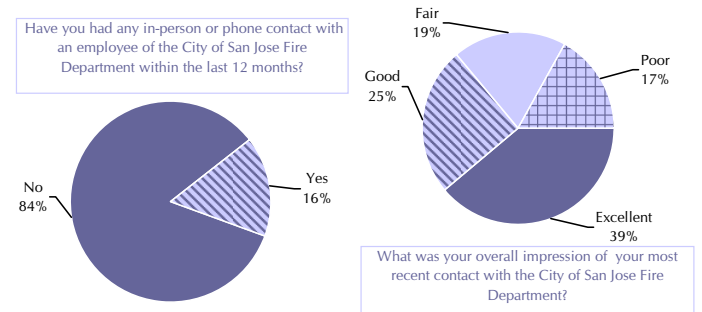


FIGURE 42: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	Comparison to benchmark
Had contact with the City of San José Police Department	Much less
Overall impression of most recent contact with the City of San José Police Department	Much below
Had contact with the City of San José Fire Department	Similar
Overall impression of most recent contact with the City of San José Fire Department	Much below

ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going “Green”. These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears.

Residents of the City of San José were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 43% of survey respondents. The cleanliness of San José received the highest rating.

FIGURE 43: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

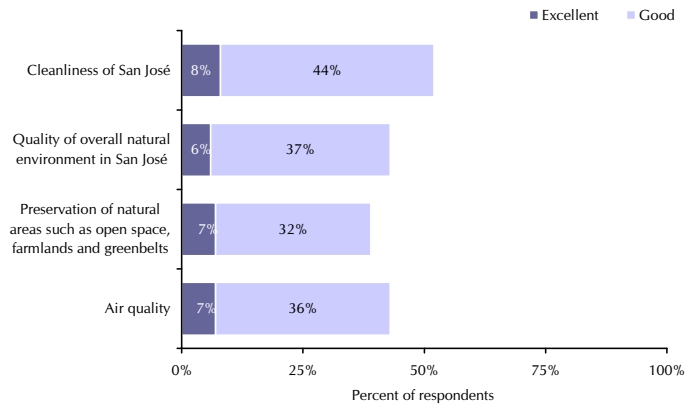


FIGURE 44: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Cleanliness of San José	Much below
Quality of overall natural environment in San José	Much below
Preservation of natural areas such as open space, farmlands and greenbelts	Much below
Air quality	Much below

Resident recycling was much greater than recycling reported in comparison communities.

FIGURE 45: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

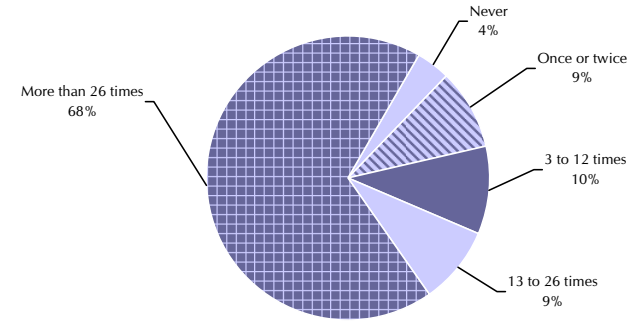


FIGURE 46: FREQUENCY OF RECYCLING BENCHMARKS

	Comparison to benchmark
Recycled used paper, cans or bottles from your home	Much more

Of the six utility services rated by those completing the questionnaire, three were similar to the benchmark comparison and three were rated below the benchmark comparison.

FIGURE 47: RATINGS OF UTILITY SERVICES

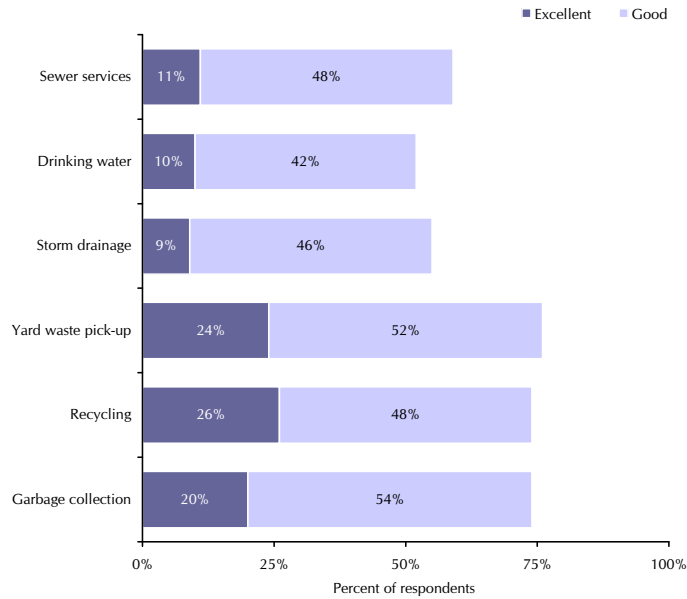


FIGURE 48: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Sewer services	Much below
Drinking water	Much below
Storm drainage	Similar
Yard waste pick-up	Similar
Recycling	Similar
Garbage collection	Below

RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related to the community's parks and recreation services.

Recreation opportunities in the City of San José were rated moderately as were services related to parks and recreation. City parks, recreation programs or classes and recreation centers or facilities were rated much lower than the benchmark.

Resident use of San José parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used San José recreation centers was smaller than the percent of users in comparison jurisdictions. Similarly, recreation program use in San José was lower than use in comparison jurisdictions.

FIGURE 49: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

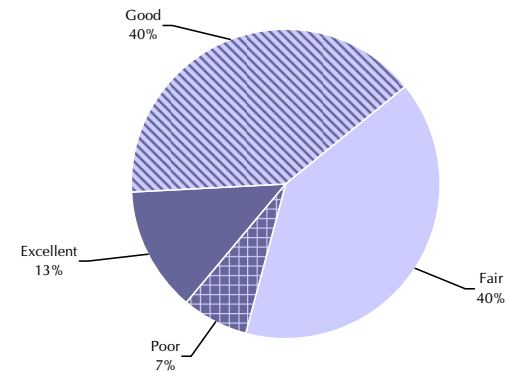


FIGURE 50: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Recreation opportunities	Below

FIGURE 51: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

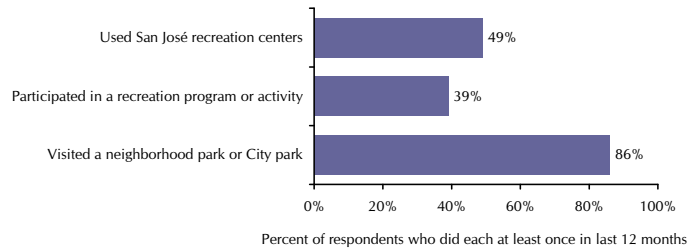


FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used San José recreation centers	Much less
Participated in a recreation program or activity	Much less
Visited a neighborhood park or City park	Similar

FIGURE 53: RATINGS OF PARKS AND RECREATION SERVICES

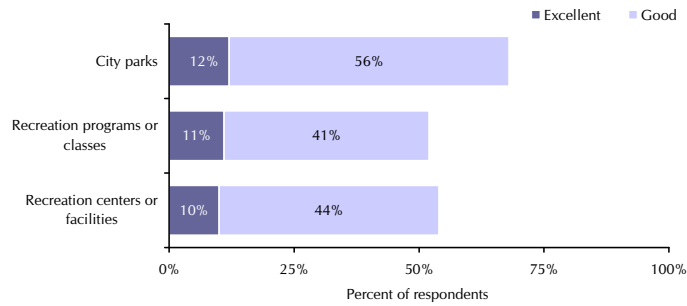


FIGURE 54: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
City parks	Much below
Recreation programs or classes	Much below
Recreation centers or facilities	Much below

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities were rated as “excellent” or “good” by 64% of respondents. Educational opportunities were rated as “excellent” or “good” by 57% of respondents. Ratings for educational and cultural activity opportunities were similar to the average of comparison jurisdictions.

About 74% of San José residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was similar to comparison jurisdictions.

FIGURE 55: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

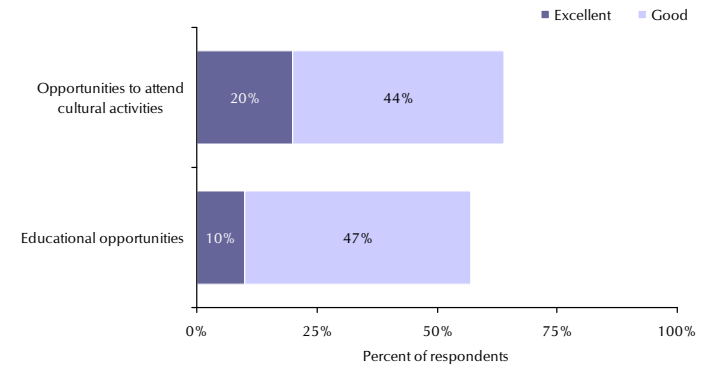


FIGURE 56: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Much above
Educational opportunities	Below

FIGURE 57: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

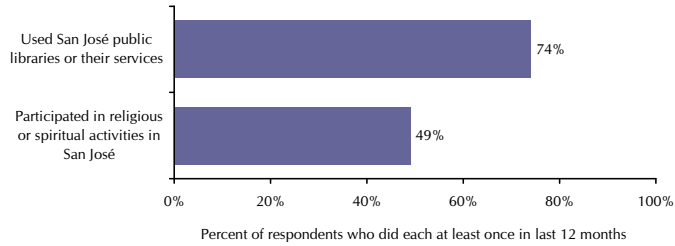


FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used San José public libraries or their services	Similar
Participated in religious or spiritual activities in San José	Similar

FIGURE 59: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

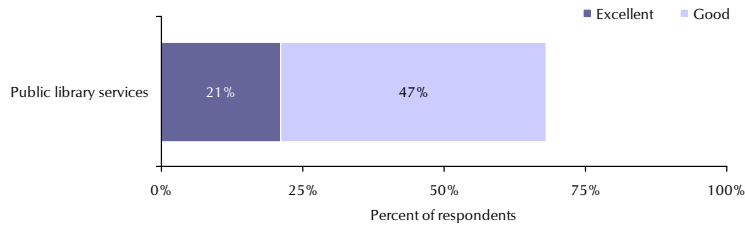


FIGURE 60: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public library services	Much below

Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of the City of San José were asked to rate the availability of health care and high quality affordable food in the community. Among San José residents, 5% rated affordable quality health care as “excellent” while 23% rated it as “good.” Those ratings were below the ratings of comparison communities.

FIGURE 61: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

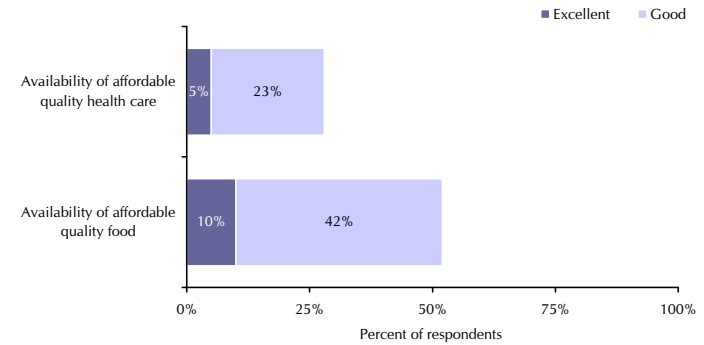


FIGURE 62: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of affordable quality health care	Much below
Availability of affordable quality food	Below

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City of San José as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

A moderate percentage of residents rated the City of San José as an “excellent” or “good” place to raise kids and a low percentage rated it as an excellent or good place to retire. Most survey respondents felt the City of San José was open and accepting towards people of diverse backgrounds.

FIGURE 63: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS

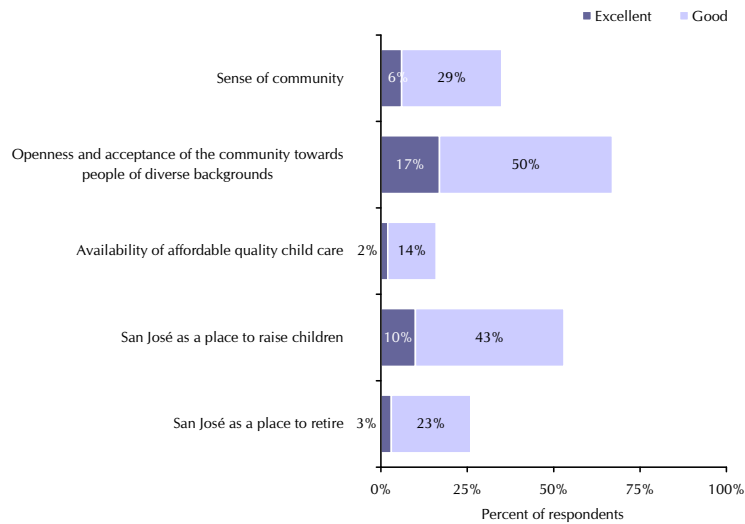


FIGURE 64: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Much below
Openness and acceptance of the community toward people of diverse backgrounds	Similar
Availability of affordable quality child care	Much below
San José as a place to raise kids	Much below
San José as a place to retire	Much below

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 34% to 49% with ratings of “excellent” or “good.” Services to youth and services to seniors were rated much below the benchmark and services to low-income people were rated similarly when compared to other communities.

FIGURE 65: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS

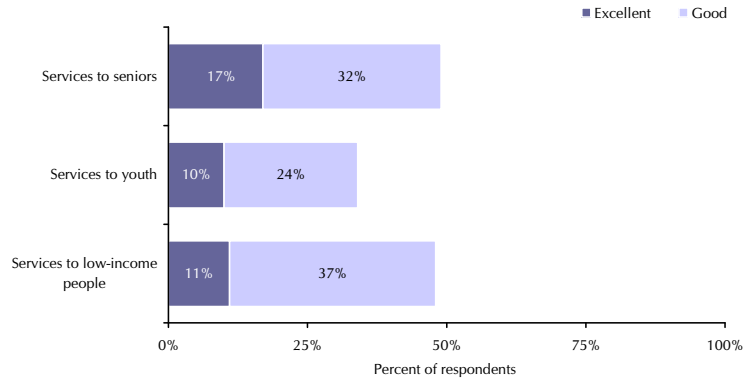


FIGURE 66: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Much below
Services to youth	Much below
Services to low income people	Similar

CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents’ level of connection to, knowledge of and participation in local government, the City can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. Communities with strong civic engagement may be more likely to see the benefits of programs intended to improve the quality of life of all residents and therefore would be more likely to support those new policies or programs.

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City of San José. Survey participants rated the volunteer opportunities in the City of San José favorably. Opportunities to attend or participate in community matters were rated “excellent” or “good” by 55% of respondents.

The rating for opportunities to participate in community matters was below the benchmark while the rating for opportunities to volunteer was similar to the benchmark comparison.

FIGURE 67: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

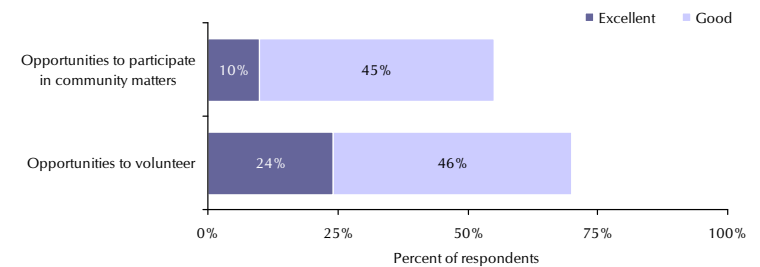


FIGURE 68: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Below
Opportunities to volunteer	Similar

Most of the participants in this survey had not attended a public meeting, volunteered time to a group or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend.

FIGURE 69: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

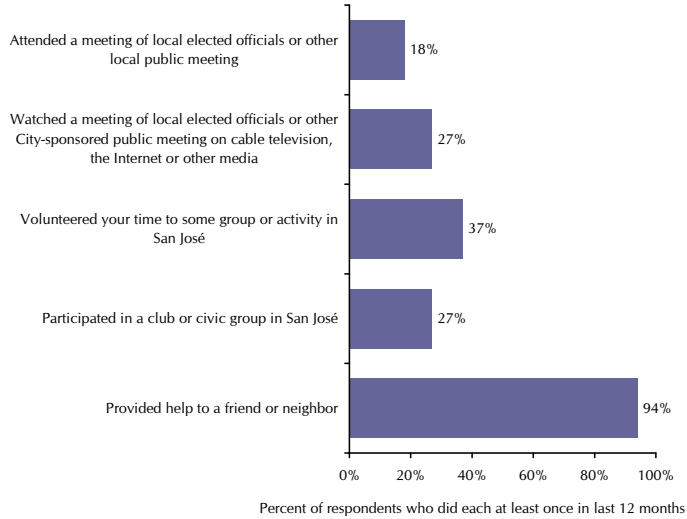


FIGURE 70: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	Much less
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	Much less
Volunteered your time to some group or activity in San José	Much less
Participated in a club or civic group in San José	Similar
Provided help to a friend or neighbor	Similar

Sixty-nine percent reported they were registered to vote and 66% indicated they had voted in the last general election. This rate of self-reported voting was lower than that of comparison communities.

FIGURE 71: REPORTED VOTING BEHAVIOR

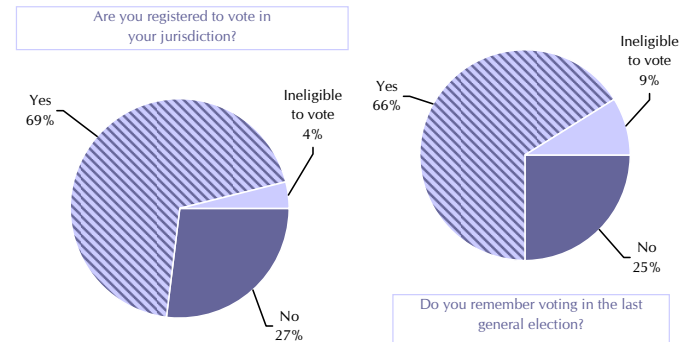


FIGURE 72: VOTING BEHAVIOR BENCHMARKS

	Comparison to benchmark
Registered to vote	Much less
Voted in last general election	Much less

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of San José Web site in the previous 12 months, 58% reported they had done so at least once. Public information services were rated much lower when compared to benchmark data.

FIGURE 73: USE OF INFORMATION SOURCES

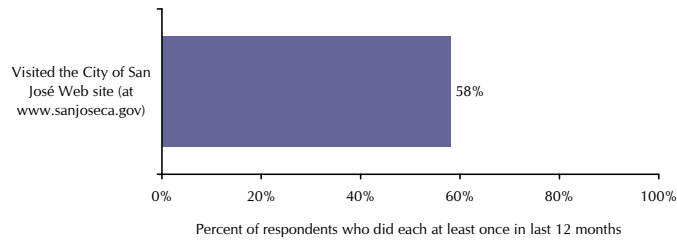


FIGURE 74: USE OF INFORMATION SOURCES BENCHMARKS

Information Source	Comparison to benchmark
Visited the City of San José Web site	Similar

FIGURE 75: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

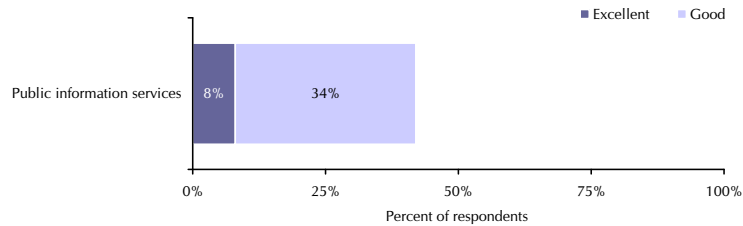


FIGURE 76: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

Service	Comparison to benchmark
Public information services	Much below

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 57% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 77: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

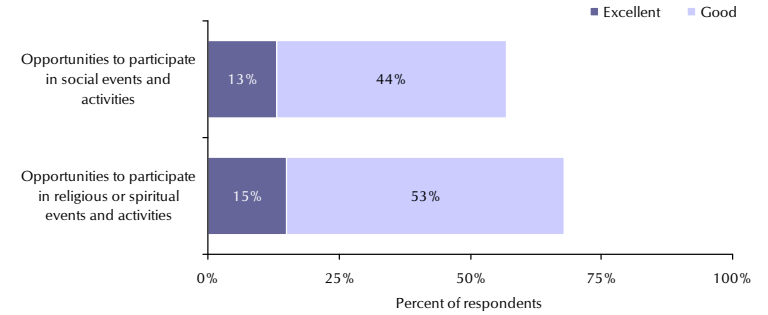


FIGURE 78: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

Opportunity	Comparison to benchmark
Opportunities to participate in social events and activities	Similar
Opportunities to participate in religious or spiritual events and activities	Below

Residents in San José reported a fair amount of neighborliness. About 39% indicated talking or visiting with their neighbors at least several times a week.

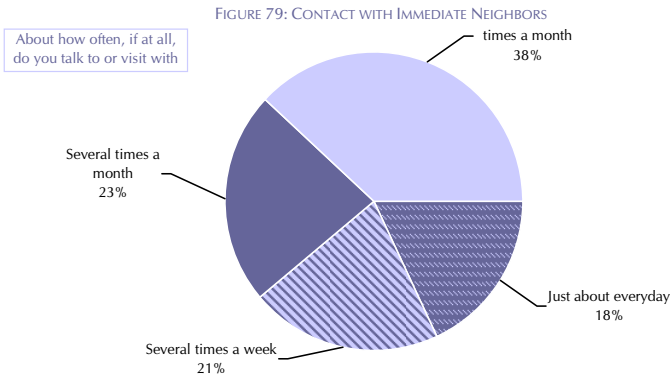


FIGURE 80: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least several times per week	Much less

PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction the City of San José is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the City of San José could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the City of San José may be colored by their dislike of what all levels of government provide.

About one-quarter of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of San José does at welcoming citizen involvement, 38% rated it as "excellent" or "good." Of these four ratings, all were below the benchmark.

FIGURE 81: PUBLIC TRUST RATINGS

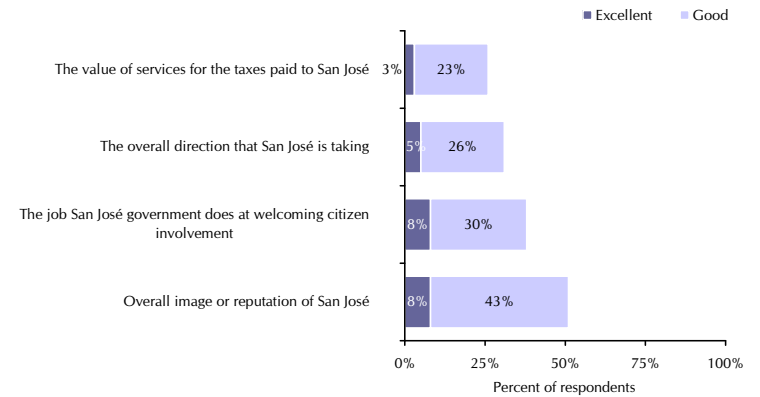


FIGURE 82: PUBLIC TRUST BENCHMARKS

	Comparison to benchmark
Value of services for the taxes paid to San José	Much below
The overall direction that San José is taking	Much below
Job San José government does at welcoming citizen involvement	Below
Overall image or reputation of San José	Much below

On average, residents of the City of San José gave the highest evaluations to their own local government and the lowest average rating to the State Government. The overall quality of services delivered by the City of San José was rated as “excellent” or “good” by 45% of survey participants. The City of San José’s rating was much below the benchmark when compared to other communities.

FIGURE 83: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

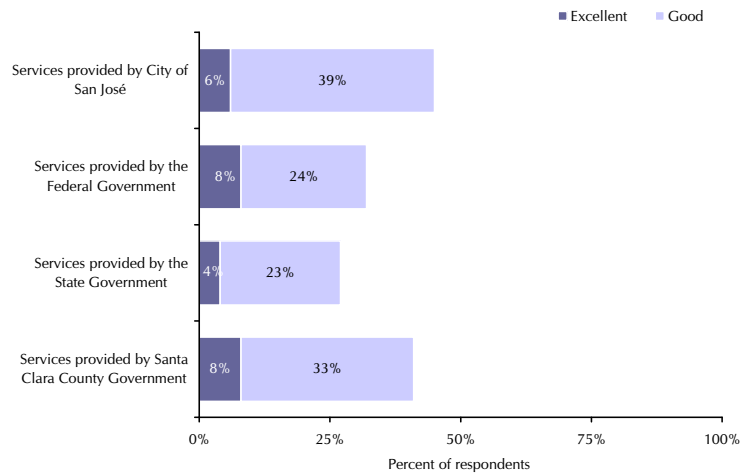


FIGURE 84: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of San José	Much below
Services provided by the Federal Government	Similar
Services provided by the State Government	Much below
Services provided by Santa Clara County Government	Below

City of San José Employees

The employees of the City of San José who interact with the public create the first impression that most residents have of the City of San José. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City of San José. As such, it is important to know about residents’ experience talking with that “face.” When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the City of San José staff.

Those completing the survey were asked if they had been in contact with a City employee either in-person, over the phone or via email in the last 12 months; the 32% who reported that they had been in contact (a percent that is much lower than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated moderately; 58% of respondents rated their overall impression as “excellent” or “good.”

FIGURE 85: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

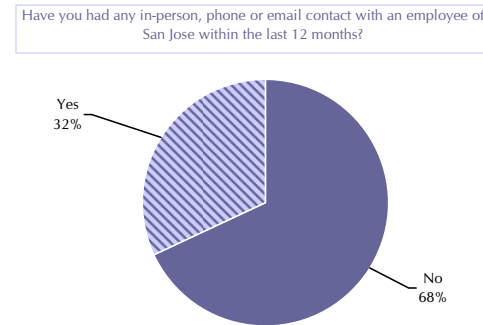


FIGURE 86: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	Comparison to benchmark
Had contact with City employee(s) in last 12 months	Much less

FIGURE 87: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

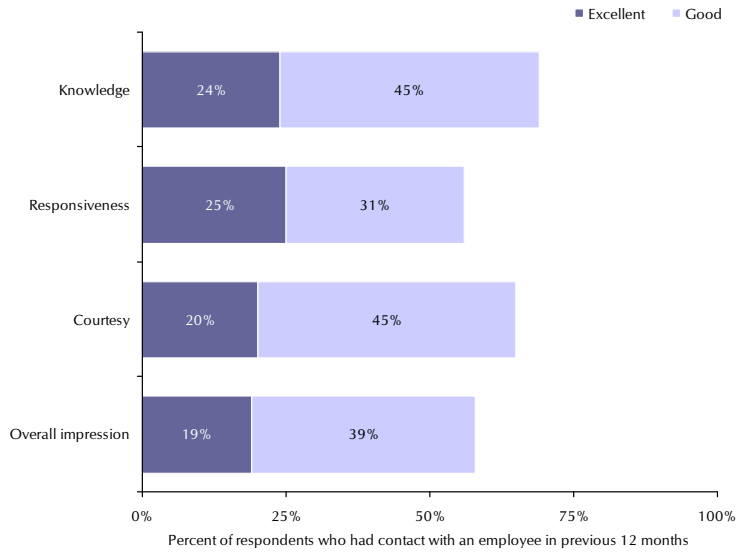


FIGURE 88: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
Knowledge	Below
Responsiveness	Much below
Courteousness	Much below
Overall impression	Much below

CUSTOM QUESTIONS

"Don't know" responses have been removed from the following questions, when applicable.

Custom Question 1					
Please rate the following aspects of Mineta San José International Airport:	Excellent	Good	Fair	Poor	Total
Overall ease of use of Mineta San José International Airport	26%	51%	19%	4%	100%
Availability of flights at Mineta San José International Airport	18%	45%	19%	18%	100%

Custom Question 2	
Do you have water-saving fixtures such as low-flow shower heads and low-flush toilets in your home?	Percent of respondents
No	26%
Yes	74%
Total	100%

Custom Question 3	
How important, if at all, is it for you to conserve water in your home?	Percent of respondents
Essential	29%
Very important	52%
Somewhat important	16%
Not at all important	3%
Total	100%

**APPENDIX A: COMPLETE SURVEY
FREQUENCIES**

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in San Jose:	Excellent	Good	Fair	Poor	Total
San Jose as a place to live	18%	54%	23%	4%	100%
Your neighborhood as a place to live	14%	53%	26%	8%	100%
San Jose as a place to raise children	10%	43%	41%	6%	100%
San Jose as a place to work	15%	51%	22%	12%	100%
San Jose as a place to retire	3%	23%	37%	37%	100%
The overall quality of life in San Jose	5%	57%	34%	4%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to San Jose as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	6%	29%	44%	20%	100%
Openness and acceptance of the community towards people of diverse backgrounds	17%	50%	25%	8%	100%
Overall appearance of San Jose	7%	47%	36%	9%	100%
Cleanliness of San Jose	8%	44%	33%	14%	100%
Overall quality of new development in San Jose	8%	50%	33%	9%	100%
Variety of housing options	8%	42%	32%	19%	100%
Overall quality of business and service establishments in San Jose	14%	45%	34%	7%	100%
Shopping opportunities	27%	49%	21%	3%	100%
Opportunities to attend cultural activities	20%	44%	30%	6%	100%
Recreational opportunities	13%	40%	40%	7%	100%
Employment opportunities	7%	39%	29%	25%	100%
Educational opportunities	10%	47%	32%	11%	100%
Opportunities to participate in social events and activities	13%	44%	35%	8%	100%
Opportunities to participate in religious or spiritual events and activities	15%	53%	29%	3%	100%
Opportunities to volunteer	24%	46%	27%	3%	100%
Opportunities to participate in community matters	10%	45%	36%	9%	100%
Ease of car travel in San Jose	5%	35%	36%	24%	100%
Ease of bus travel in San Jose	13%	34%	34%	18%	100%
Ease of rail in San Jose	17%	31%	33%	19%	100%
Ease of bicycle travel in San Jose	8%	29%	43%	21%	100%
Ease of walking in San Jose	9%	37%	39%	16%	100%
Availability of paths and walking trails	6%	39%	36%	19%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to San Jose as a whole:	Excellent	Good	Fair	Poor	Total
Traffic flow on major streets	1%	22%	40%	37%	100%
Amount of public parking	6%	25%	45%	24%	100%
Availability of affordable quality housing	4%	15%	37%	43%	100%
Availability of affordable quality child care	2%	14%	50%	34%	100%
Availability of affordable quality health care	5%	23%	44%	28%	100%
Availability of affordable quality food	10%	42%	37%	11%	100%
Air quality	7%	36%	45%	12%	100%
Quality of overall natural environment in San Jose	6%	37%	46%	11%	100%
Overall image or reputation of San Jose	8%	43%	41%	8%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in San Jose over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	4%	33%	42%	21%	100%
Retail growth (stores, restaurants, etc.)	3%	22%	57%	12%	6%	100%
Jobs growth	29%	51%	16%	2%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in San Jose?	Percent of respondents
Not a problem	10%
Minor problem	29%
Moderate problem	50%
Major problem	11%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in San Jose:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	11%	36%	25%	18%	10%	100%
Property crimes (e.g., burglary, theft)	8%	24%	30%	27%	11%	100%
Environmental hazards, including toxic waste	18%	40%	27%	12%	2%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	42%	45%	9%	2%	2%	100%
In your neighborhood after dark	15%	46%	16%	19%	4%	100%
In San Jose's downtown area during the day	19%	52%	17%	10%	1%	100%
In San Jose's downtown area after dark	3%	17%	17%	44%	20%	100%

Question 7: Contact with Police Department		
Have you had any in-person or phone contact with an employee of the City of San Jose Police Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City of San Jose Police Department within the last 12 months?	71%	29%

Question 8: Ratings of Contact with Police Department				
What was your overall impression of your most recent contact with the City of San Jose Police Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of San Jose Police Department?	22%	45%	14%	19%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	88%
Yes	12%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	29%
Yes	71%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in San Jose?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used San Jose public libraries or their services	26%	17%	30%	20%	7%	100%
Used San Jose recreation centers	51%	21%	21%	4%	3%	100%
Participated in a recreation program or activity	61%	24%	9%	3%	3%	100%
Visited a neighborhood park or City park	14%	20%	36%	17%	13%	100%
Ridden a local bus within San Jose	58%	19%	8%	3%	12%	100%
Attended a meeting of local elected officials or other local public meeting	82%	11%	5%	0%	3%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	73%	13%	9%	1%	3%	100%
Visited the City of San Jose Web site (at www.sanjoseca.gov)	42%	22%	27%	4%	5%	100%
Recycled used paper, cans or bottles from your home	4%	9%	10%	9%	68%	100%
Volunteered your time to some group or activity in San Jose	63%	15%	10%	4%	8%	100%
Participated in religious or spiritual activities in San Jose	51%	19%	12%	5%	13%	100%
Participated in a club or civic group in San Jose	73%	10%	11%	2%	5%	100%
Provided help to a friend or neighbor	6%	19%	39%	18%	18%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	18%
Several times a week	21%
Several times a month	23%
Less than several times a month	38%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in San Jose:	Excellent	Good	Fair	Poor	Total
Police services	14%	47%	32%	7%	100%
Fire services	27%	58%	14%	1%	100%
Ambulance or emergency medical services	29%	54%	16%	1%	100%
Crime prevention	6%	32%	47%	15%	100%
Fire prevention and education	9%	49%	34%	8%	100%
Traffic enforcement	6%	50%	28%	15%	100%
Street repair	4%	17%	40%	39%	100%
Street cleaning	8%	34%	40%	18%	100%
Street lighting	8%	34%	41%	17%	100%
Sidewalk maintenance	4%	31%	41%	23%	100%
Traffic signal timing	4%	30%	50%	16%	100%
Bus or transit services	14%	36%	34%	16%	100%
Garbage collection	20%	54%	19%	6%	100%
Recycling	26%	48%	23%	3%	100%
Yard waste pick-up	24%	52%	15%	9%	100%
Storm drainage	9%	46%	33%	13%	100%
Drinking water	10%	42%	34%	15%	100%
Sewer services	11%	48%	34%	8%	100%
City parks	12%	56%	25%	7%	100%
Recreation programs or classes	11%	41%	35%	14%	100%
Recreation centers or facilities	10%	44%	30%	16%	100%
Land use, planning and zoning	3%	28%	52%	16%	100%
Code enforcement (weeds, abandoned buildings, etc.)	3%	25%	47%	25%	100%
Animal control	9%	37%	41%	13%	100%
Economic development	5%	27%	43%	25%	100%
Services to seniors	17%	32%	34%	17%	100%
Services to youth	10%	24%	41%	26%	100%
Services to low-income people	11%	37%	31%	21%	100%
Public library services	21%	47%	27%	5%	100%
Public information services	8%	34%	47%	11%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	8%	29%	34%	28%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	7%	32%	42%	20%	100%
Graffiti removal	7%	20%	44%	29%	100%
Gang prevention efforts	4%	24%	33%	38%	100%
Street tree maintenance	6%	30%	39%	25%	100%
Building permit services	4%	21%	53%	22%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of San Jose	6%	39%	44%	10%	100%
The Federal Government	8%	24%	44%	24%	100%
The State Government	4%	23%	46%	27%	100%
Santa Clara County Government	8%	33%	43%	15%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in San Jose to someone who asks	24%	56%	9%	11%	100%
Remain in San Jose for the next five years	54%	28%	12%	5%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	3%
Somewhat positive	14%
Neutral	36%
Somewhat negative	39%
Very negative	8%
Total	100%

Question 17: Contact with Fire Department		
Have you had any in-person or phone contact with an employee of the City of San Jose Fire Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City of San Jose Fire Department within the last 12 months?	84%	16%

Question 18: Ratings of Contact with Fire Department				
What was your overall impression of your most recent contact with the City of San Jose Fire Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of San Jose Fire Department?	39%	25%	19%	17%

Question 19: Contact with City Employees	
Have you had any in-person, phone or email with an employee of the City of San Jose within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	68%
Yes	32%
Total	100%

Question 20: City Employees					
What was your impression of the employee(s) of the City of San Jose in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	24%	45%	26%	5%	100%
Responsiveness	25%	31%	28%	16%	100%
Courtesy	20%	45%	25%	10%	100%
Overall impression	19%	39%	28%	15%	100%

Question 21: Government Performance					
Please rate the following categories of San Jose government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to San Jose	3%	23%	51%	23%	100%
The overall direction that San Jose is taking	5%	26%	49%	20%	100%
The job San Jose government does at welcoming citizen involvement	8%	30%	41%	21%	100%

Question 22: Custom Question 1					
Please rate the following aspects of Mineta San Jose International Airport:	Excellent	Good	Fair	Poor	Total
Overall ease of use of Mineta San Jose International Airport	26%	51%	19%	4%	100%
Availability of flights at Mineta San Jose International Airport	18%	45%	19%	18%	100%

Question 23: Custom Question 2	
Do you have water-saving fixtures such as low-flow shower heads and low-flush toilets in your home?	Percent of respondents
No	26%
Yes	74%
Total	100%

Question 24: Custom Question 3	
How important, if at all, is it for you to conserve water in your home?	Percent of respondents
Essential	29%
Very important	52%
Somewhat important	16%
Not at all important	3%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	31%
Yes, full-time	58%
Yes, part-time	11%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	76%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	10%
Bus, rail, subway or other public transportation	8%
Walk	1%
Bicycle	0%
Work at home	5%
Other	0%

Question D3: Length of Residency	
How many years have you lived in San Jose?	Percent of respondents
Less than 2 years	9%
2 to 5 years	14%
6 to 10 years	13%
11 to 20 years	18%
More than 20 years	46%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	52%
House attached to one or more houses (e.g., a duplex or townhome)	6%
Building with two or more apartments or condominiums	36%
Mobile home	6%
Other	0%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	43%
Owned by you or someone in this house with a mortgage or free and clear	57%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	2%
\$300 to \$599 per month	9%
\$600 to \$999 per month	14%
\$1,000 to \$1,499 per month	13%
\$1,500 to \$2,499 per month	42%
\$2,500 or more per month	20%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	56%
Yes	44%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	77%
Yes	23%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	17%
\$25,000 to \$49,999	28%
\$50,000 to \$99,999	28%
\$100,000 to \$149,000	17%
\$150,000 or more	9%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	70%
Yes, I consider myself to be Spanish, Hispanic or Latino	30%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	1%
Asian, Asian Indian or Pacific Islander	35%
Black or African American	4%
White	50%
Other	15%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	6%
25 to 34 years	22%
35 to 44 years	17%
45 to 54 years	25%
55 to 64 years	13%
65 to 74 years	10%
75 years or older	8%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	52%
Male	48%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	27%
Yes	69%
Ineligible to vote	4%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	25%
Yes	66%
Ineligible to vote	9%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	9%
Yes	91%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	25%
Yes	75%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	43%
Land line	43%
Both	14%
Total	100%

APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ (The NCS™) was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The NCS™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The NCS™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The NCS™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

SURVEY VALIDITY

The question of survey validity has two parts: 1) how can a jurisdiction be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire jurisdiction. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by City officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the "objective" quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident's report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward "oppressed groups," likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents' tendency to report what they think the "correct" response should be.

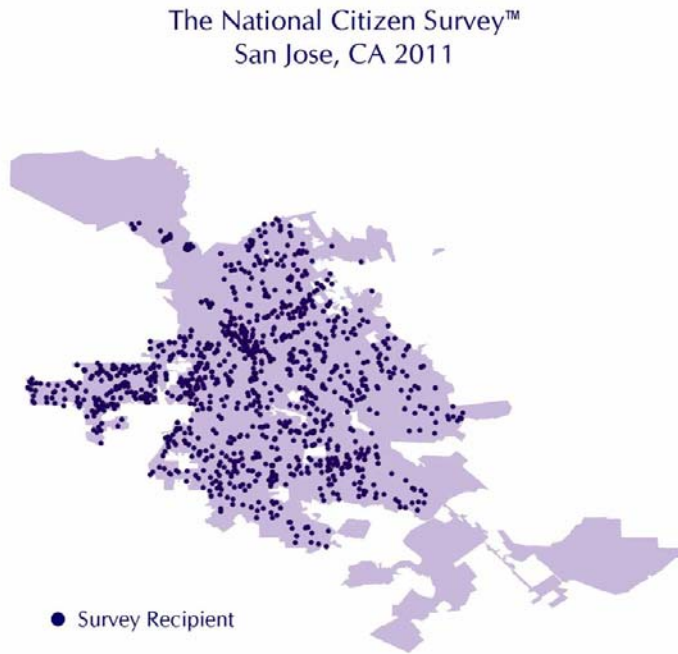
Research on the correlation of resident opinion about service quality and "objective" ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC's own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be "objectively" worse than the highest rated fire services (expenditures per capita, response time, "professional" status of firefighters, breadth of services and training provided). Whether or not some research confirms the relationship between what residents think about a community and what can be seen "objectively" in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, "If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem."

SURVEY SAMPLING

"Sampling" refers to the method by which survey recipients were chosen. All households within the City of San José were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of San José boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City of San José households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City of San José boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of San José. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

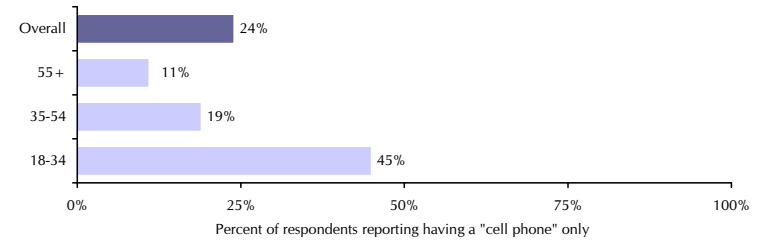
FIGURE 89: LOCATION OF SURVEY RECIPIENTS



An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.¹ Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, San José has an overall “cord cutter” population similar to the nationwide 2010 estimates

FIGURE 90: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN SAN JOSÉ



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning September 14, 2011. The first mailing was a prenotification postcard that included English, Spanish and Vietnamese text announcing the upcoming survey. The next mailing contained a letter from the city auditor inviting the household to participate, an invitation for recipients to request a Spanish or Vietnamese language survey, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, an invitation to request a Spanish or Vietnamese language survey, another questionnaire and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following seven weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys 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%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents’ opinions are relied on to estimate all residents’ opinions. The confidence interval for the City of San José survey is no greater than plus or minus six percentage points around any given percent reported for the entire sample (253 completed surveys). Survey responses were tracked by each quadrant of the City. Of the completed surveys, 81 were from the Northwest quadrant of the City, 54 were from the Northeast, 64 were from the Southwest, and 53 were from the Southeast quadrant of San José. One Vietnamese survey was completed.

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is

¹ <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

For subgroups of responses, the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points

SURVEY PROCESSING (DATA ENTRY)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

Once all surveys were assigned a unique identification number, they were entered into an electronic dataset. This dataset was subject to a data entry protocol of “key and verify,” in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2010 Census estimates for adults in the City of San José. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, housing unit type, race, ethnicity and sex and age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The importance to the community of correct racial or ethnic representation

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to 5 demographic variables. Several different weighting “schemes” may be tested to ensure the best fit for the data.

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers.

The results of the weighting scheme are presented in the table on the following page.

San Jose, CA Citizen Survey Weighting Table			
Characteristic	Population Norm ²	Unweighted Data	Weighted Data
Housing			
Rent home	42%	34%	43%
Own home	58%	66%	57%
Detached unit	60%	57%	58%
Attached unit	40%	43%	42%
Race and Ethnicity			
White	45%	53%	46%
Not white	55%	47%	54%
Not Hispanic	71%	89%	70%
Hispanic	29%	11%	30%
White alone, not Hispanic	32%	49%	35%
Hispanic and/or other race	68%	51%	65%
Sex and Age			
Female	50%	51%	52%
Male	50%	49%	48%
18-34 years of age	33%	12%	28%
35-54 years of age	40%	41%	42%
55+ years of age	27%	47%	31%
Females 18-34	16%	10%	15%
Females 35-54	20%	23%	21%
Females 55+	14%	18%	16%
Males 18-34	17%	3%	13%
Males 35-54	20%	17%	21%
Males 55+	12%	29%	14%

² Source: 2010 Census

SURVEY DATA ANALYSIS AND REPORTING

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

Use of the “Excellent, Good, Fair, Poor” Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

“Don’t Know” Responses

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called “In Search of Standards.” “What has been missing from a local government’s analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems...”

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that are conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but also in *Public Administration Review, Journal of Policy Analysis and Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. &

Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC's proprietary databases. NRC's work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up "good" citizen evaluations, jurisdictions need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents' ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes and keeps the crime rate low – still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to ratings given by residents to their own objectively "worse" departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

Comparison of San José to the Benchmark Database

The City of San José chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was

asked) has been provided when a similar question on the City of San José Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City of San José's results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City of San José 's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.



September 2011

Dear City of San José Resident:

The City of San Jose wants to know what you think about our community and City government. You have been randomly selected to participate in San José's 2011 Citizen Survey.

En este documento la Ciudad le da a usted una oportunidad importante para decirnos lo que piensa de los servicios de la Ciudad, y su opinión de la calidad de vida aquí en San José. Se seleccionó su hogar al azar para participar en esta encuesta. Si usted no puede hacer la encuesta incluida en inglés por favor llámenos al número (408) 535-1232 para pedir una copia de la encuesta en español. Todos sus respuestas se quedarán completamente anónimos. ¡Deseamos sus opiniones! Favor de entregar la encuesta en el sobre adjunto, lo cual está con franqueo pagado. Muchas gracias.

Thành Phố San Jose muốn biết quý vị nghĩ gì về cộng đồng và chính quyền thành phố. Gia đình của quý vị được chọn ngẫu nhiên để tham gia vào Bản Khảo Sát Công Dân 2011 của San Jose. Thành Phố muốn cho quý vị có cơ hội chia sẻ với chúng tôi cảm nghĩ về các dịch vụ cung cấp và ý kiến của quý vị về mức độ đời sống tại San Jose. Câu trả lời của quý vị sẽ giúp cho Hội Đồng Thành Phố lấy những quyết định ảnh hưởng đến cộng đồng chúng ta. Quý vị sẽ thấy những câu hỏi này rất thú vị và chắc chắn câu trả lời của quý vị sẽ rất hữu ích. Xin hãy tham gia! Nếu quý vị không thể điền bản khảo sát bằng tiếng Anh trong tập tài liệu, xin gọi cho chúng tôi theo số (408) 535-1217 để lấy bản khảo sát tiếng Việt. Quý vị sẽ nhận bản khảo sát và bao thư đã trả cước phí để gửi lại cho chúng tôi. Tất cả câu trả lời của quý vị sẽ hoàn toàn ẩn danh. Xin giúp chúng tôi thay đổi tương lai của San José. Cảm ơn quý vị đã dành thời gian tham gia

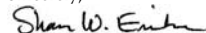
Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the San José City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

To get a representative sample of San José residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

Please have the appropriate member of the household spend the few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (408) 535-1250.

Please help us shape the future of San José. Thank you for your time and participation.

Sincerely,

 Sharon W. Erickson
 City Auditor

Office of the City Auditor
 Sharon W. Erickson, City Auditor

The City of San José 2011 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in San José:

	Excellent	Good	Fair	Poor	Don't know
San José as a place to live	1	2	3	4	5
Your neighborhood as a place to live.....	1	2	3	4	5
San José as a place to raise children	1	2	3	4	5
San José as a place to work	1	2	3	4	5
San José as a place to retire	1	2	3	4	5
The overall quality of life in San José	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to San José as a whole:

	Excellent	Good	Fair	Poor	Don't know
Sense of community.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Overall appearance of San José.....	1	2	3	4	5
Cleanliness of San José.....	1	2	3	4	5
Overall quality of new development in San José	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in San José	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Opportunities to attend cultural activities.....	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Opportunities to volunteer	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in San José	1	2	3	4	5
Ease of bus travel in San José	1	2	3	4	5
Ease of rail travel in San José.....	1	2	3	4	5
Ease of bicycle travel in San José.....	1	2	3	4	5
Ease of walking in San José	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in San José.....	1	2	3	4	5
Overall image or reputation of San José	1	2	3	4	5

3. Please rate the speed of growth in the following categories in San José over the past 2 years:

	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Don't know
Population growth	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.).....	1	2	3	4	5	6
Jobs growth.....	1	2	3	4	5	6

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in San José?
 Not a problem Minor problem Moderate problem Major problem Don't know

5. Please rate how safe or unsafe you feel from the following in San José:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery)	1	2	3	4	5	6
Property crimes (e.g., burglary, theft).....	1	2	3	4	5	6
Environmental hazards, including toxic waste.....	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day.....	1	2	3	4	5	6
In your neighborhood after dark.....	1	2	3	4	5	6
In San José's downtown area during the day	1	2	3	4	5	6
In San José's downtown area after dark	1	2	3	4	5	6

7. Have you had any in-person or phone contact with an employee of the City of San José Police Department within the last 12 months?
 No → Go to Question 9 Yes → Go to Question 8 Don't know → Go to Question 9

8. What was your overall impression of your most recent contact with the City of San José Police Department?
 Excellent Good Fair Poor Don't know

9. During the past 12 months, were you or anyone in your household the victim of any crime?
 No → Go to Question 11 Yes → Go to Question 10 Don't know → Go to Question 11

10. If yes, was this crime (these crimes) reported to the police?
 No Yes Don't know

11. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in San José?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used San José public libraries or their services.....	1	2	3	4	5
Used San José recreation centers.....	1	2	3	4	5
Participated in a recreation program or activity	1	2	3	4	5
Visited a neighborhood park or City park.....	1	2	3	4	5
Ridden a local bus within San José.....	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media.....	1	2	3	4	5
Visited the City of San José Web site (at www.sanjoseca.gov)	1	2	3	4	5
Recycled used paper, cans or bottles from your home.....	1	2	3	4	5
Volunteered your time to some group or activity in San José.....	1	2	3	4	5
Participated in religious or spiritual activities in San José.....	1	2	3	4	5
Participated in a club or civic group in San José.....	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

12. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?
 Just about every day
 Several times a week
 Several times a month
 Less than several times a month

The City of San José 2011 Citizen Survey

13. Please rate the quality of each of the following services in San José:

	Excellent	Good	Fair	Poor	Don't know
Police services	1	2	3	4	5
Fire services.....	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Traffic enforcement.....	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning.....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes.....	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control.....	1	2	3	4	5
Economic development	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public library services	1	2	3	4	5
Public information services	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5
Graffiti removal.....	1	2	3	4	5
Gang prevention efforts.....	1	2	3	4	5
Street tree maintenance.....	1	2	3	4	5
Building permit services.....	1	2	3	4	5

14. Overall, how would you rate the quality of the services provided by each of the following?

	Excellent	Good	Fair	Poor	Don't know
The City of San José	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Santa Clara County Government.....	1	2	3	4	5

15. Please indicate how likely or unlikely you are to do each of the following:

	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know
Recommend living in San José to someone who asks.....	1	2	3	4	5
Remain in San José for the next five years	1	2	3	4	5

16. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- Very positive Somewhat positive Neutral Somewhat negative Very negative

17. Have you had any in-person or phone contact with an employee of the City of San José Fire Department within the last 12 months?

- No → Go to Question 19 Yes → Go to Question 18 Don't know → Go to Question 19

18. What was your overall impression of your most recent contact with the City of San José Fire Department?

- Excellent Good Fair Poor Don't know

19. Have you had any in-person, phone or email contact with an employee of the City of San José within the last 12 months (including police, receptionists, planners or any others)?

- No → Go to Question 21 Yes → Go to Question 20

20. What was your impression of the employee(s) of the City of San José in your most recent contact? (Rate each characteristic below.)

	Excellent	Good	Fair	Poor	Don't know
Knowledge.....	1	2	3	4	5
Responsiveness.....	1	2	3	4	5
Courtesy.....	1	2	3	4	5
Overall impression.....	1	2	3	4	5

21. Please rate the following categories of San José government performance:

	Excellent	Good	Fair	Poor	Don't know
The value of services for the taxes paid to San José.....	1	2	3	4	5
The overall direction that San José is taking.....	1	2	3	4	5
The job San José government does at welcoming citizen involvement.....	1	2	3	4	5

22. Please rate the following aspects of Mineta San José International Airport:

	Excellent	Good	Fair	Poor	Don't know
Overall ease of using Mineta San José International Airport.....	1	2	3	4	5
Availability of flights at Mineta San José International Airport.....	1	2	3	4	5

23. Do you have water-saving fixtures such as low-flow shower heads and low-flush toilets in your home?

- No Yes Don't know

24. How important, if at all, is it for you to conserve water in your home?

- Essential
 Very important
 Somewhat important
 Not at all important

The City of San José 2011 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. Are you currently employed for pay?

- No → Go to Question D3
 Yes, full time → Go to Question D2
 Yes, part time → Go to Question D2

D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)

- Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself days
 Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults..... days
 Bus, rail or other public transportation..... days
 Walk..... days
 Bicycle..... days
 Work at home..... days
 Other..... days

D3. How many years have you lived in San José?

- Less than 2 years 11-20 years
 2-5 years More than 20 years
 6-10 years

D4. Which best describes the building you live in?

- One family house detached from any other houses
 House attached to one or more houses (e.g., a duplex or townhome)
 Building with two or more apartments or condominiums
 Mobile home
 Other

D5. Is this house, apartment or mobile home...

- Rented for cash or occupied without cash payment?
 Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?

- Less than \$300 per month
 \$300 to \$599 per month
 \$600 to \$999 per month
 \$1,000 to \$1,499 per month
 \$1,500 to \$2,499 per month
 \$2,500 or more per month

D7. Do any children 17 or under live in your household?

- No Yes

D8. Are you or any other members of your household aged 65 or older?

- No Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- Less than \$24,999
 \$25,000 to \$49,999
 \$50,000 to \$99,999
 \$100,000 to \$149,999
 \$150,000 or more

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

- No, not Spanish, Hispanic or Latino
 Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- American Indian or Alaskan Native
 Asian, Asian Indian or Pacific Islander
 Black or African American
 White
 Other

D12. In which category is your age?

- 18-24 years 55-64 years
 25-34 years 65-74 years
 35-44 years 75 years or older
 45-54 years

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
 Yes Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?

- No Ineligible to vote
 Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?

- Cell Land line Both

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to: National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



CITY OF SAN JOSÉ, CA 2011

Benchmark Report

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The National Citizen Survey™ by National Research Center, Inc.

The National Citizen Survey™

**UNDERSTANDING THE BENCHMARK
COMPARISONS**
COMPARISON DATA

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast ¹	16%
West ²	21%
North Central West ³	11%
North Central East ⁴	13%
South Central ⁵	7%
South ⁶	26%
Northeast West ⁷	2%
Northeast East ⁸	4%
Population	
Less than 40,000	45%
40,000 to 74,999	20%
75,000 to 149,000	17%
150,000 or more	19%

¹ Alaska, Washington, Oregon, California, Hawaii
² Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico
³ North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota
⁴ Illinois, Indiana, Ohio, Michigan, Wisconsin
⁵ Oklahoma, Texas, Louisiana, Arkansas
⁶ West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC
⁷ New York, Pennsylvania, New Jersey
⁸ Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

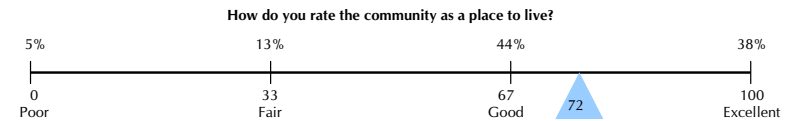
PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

Although responses to many of the evaluative questions were made on a four point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus four points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, “excellent” = 100, “good” = 67, “fair” = 33 and “poor” = 0. If everyone reported “excellent,” then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor,” the result would be 0 on the 100-point scale. If half the respondents gave a score of “excellent” and half gave a score of “poor,” the average would be in the middle of the scale (like the center post of a teeter totter) between “fair” and “good.” An example of how to convert survey frequencies into an average rating appears below.

Example of Converting Responses to the 100-point Scale

How do you rate the community as a place to live?						
Response option	Total with “don’t know”	Step 1: Remove the percent of “don’t know” responses	Total without “don’t know”	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	36%	= 36 ÷ (100-5) =	38%	100	= 38% x 100 =	38
Good	42%	= 42 ÷ (100-5) =	44%	67	= 44% x 67 =	30
Fair	12%	= 12 ÷ (100-5) =	13%	33	= 13% x 33 =	4
Poor	5%	= 5 ÷ (100-5) =	5%	0	= 5% x 0 =	0
Don’t know	5%		–			
Total	100%		100%			72



INTERPRETING THE RESULTS

Average ratings are compared when similar questions are included in NRC’s database, and there are at least five jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first column is your jurisdiction’s rating on the 100-point scale. The second column is the rank assigned to your jurisdiction’s rating among jurisdictions where a similar question was asked. The third column is the number of jurisdictions that asked a similar question. The final column shows the comparison of your jurisdiction’s average rating to the benchmark.

Where comparisons for quality ratings were available, the City of San José’s results were generally noted as being “above” the benchmark, “below” the benchmark or “similar” to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as “more,” “similar” or “less” (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much less” or “much above”). These labels come from a statistical comparison of the City of San José’s rating to the benchmark where a rating is considered “similar” if it is within the margin of error; “above,” “below,” “more” or “less” if the difference between your jurisdiction’s rating and the benchmark is greater the margin of error; and “much above,” “much below,” “much more” or “much less” if the difference between your jurisdiction’s rating and the benchmark is more than twice the margin of error.

This report contains benchmarks at the national level.

NATIONAL BENCHMARK COMPARISONS

Overall Community Quality Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Overall quality of life in San José	55	299	338	Much below
Your neighborhood as place to live	58	229	254	Much below
San José as a place to live	62	237	295	Much below
Recommend living in San José to someone who asks	64	146	166	Much below
Remain in San José for the next five years	77	79	166	Similar

Community Transportation Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ease of car travel in San José	40	221	240	Much below
Ease of bus travel in San José	47	78	176	Similar
Ease of rail travel in San José	49	26	49	Similar
Ease of bicycle travel in San José	41	162	238	Below
Ease of walking in San José	46	188	243	Much below
Availability of paths and walking trails	44	121	161	Much below
Traffic flow on major streets	29	189	201	Much below

Frequency of Bus Use Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ridden a local bus within San José	42	23	150	Much more

Drive Alone Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Average percent of work commute trips made by driving alone	76	86	156	Similar

Transportation and Parking Services Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Street repair	29	299	334	Much below
Street cleaning	44	215	250	Much below
Street lighting	45	226	261	Much below
Sidewalk maintenance	39	193	229	Much below
Traffic signal timing	41	172	200	Below
Bus or transit services	49	110	188	Similar
Amount of public parking	38	156	184	Much below

Housing Characteristics Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Availability of affordable quality housing	27	224	256	Much below
Variety of housing options	46	121	153	Below

Housing Costs Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	59	2	162	Much more

Built Environment Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Quality of new development in San José	52	123	224	Similar
Overall appearance of San José	51	202	270	Much below

Population Growth Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Population growth seen as too fast	63	33	217	Much more

Nuisance Problems Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	11	101	218	Similar

Planning and Community Code Enforcement Services Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Land use, planning and zoning	40	174	251	Below
Code enforcement (weeds, abandoned buildings, etc.)	35	242	294	Much below
Animal control	47	203	257	Below

Economic Sustainability and Opportunities Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Employment opportunities	43	68	248	Much above
Shopping opportunities	67	31	245	Much above
San José as a place to work	56	105	263	Above
Overall quality of business and service establishments in San José	55	88	152	Similar

Economic Development Services Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Economic development	38	184	238	Below

Job and Retail Growth Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Retail growth seen as too slow	25	154	216	Much less
Jobs growth seen as too slow	81	83	219	More

Personal Economic Future Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Positive impact of economy on household income	16	100	211	Similar

Community and Personal Public Safety Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
In your neighborhood during the day	81	234	269	Below
In your neighborhood after dark	62	226	266	Much below
In San José's downtown area during the day	70	228	239	Much below
In San José's downtown area after dark	35	237	247	Much below
Violent crime (e.g., rape, assault, robbery)	55	227	246	Much below
Property crimes (e.g., burglary, theft)	48	217	246	Much below
Environmental hazards, including toxic waste	65	148	163	Much below

Crime Victimization and Reporting Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Victim of crime	12	110	216	Similar
Reported crimes	71	169	215	Much less

Public Safety Services Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Police services	56	295	323	Much below
Fire services	70	251	272	Below
Ambulance or emergency medical services	71	206	271	Below
Crime prevention	43	248	271	Much below
Fire prevention and education	53	215	223	Much below
Traffic enforcement	49	262	288	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	39	168	173	Much below

Contact with Police and Fire Departments Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with the City of San José Police Department	28	44	46	Much less
Overall impression of most recent contact with the City of San José Police Department	56	53	57	Much below
Had contact with the City of San José Fire Department	15	13	37	Similar
Overall impression of most recent contact with the City of San José Fire Department	62	41	42	Much below

Community Environment Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Cleanliness of San José	49	140	163	Much below
Quality of overall natural environment in San José	46	152	160	Much below
Preservation of natural areas such as open space, farmlands and greenbelts	42	143	159	Much below
Air quality	46	176	197	Much below

Frequency of Recycling Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recycled used paper, cans or bottles from your home	96	19	203	Much more

Utility Services Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Sewer services	54	213	241	Much below
Drinking water	48	191	238	Much below
Storm drainage	50	179	276	Similar
Yard waste pick-up	64	112	198	Similar
Recycling	66	151	264	Similar
Garbage collection	63	245	281	Below

Community Recreational Opportunities Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recreation opportunities	53	163	253	Below

Participation in Parks and Recreation Opportunities Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Used San José recreation centers	49	140	176	Much less
Participated in a recreation program or activity	39	172	206	Much less
Visited a neighborhood park or City park	86	108	212	Similar

Parks and Recreation Services Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
City parks	58	235	261	Much below
Recreation programs or classes	50	254	272	Much below
Recreation centers or facilities	50	200	222	Much below

Cultural and Educational Opportunities Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to attend cultural activities	60	63	254	Much above
Educational opportunities	52	137	213	Below

Participation in Cultural and Educational Opportunities Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Used San José public libraries or their services	74	79	187	Similar
Participated in religious or spiritual activities in San José	49	74	111	Similar

Cultural and Educational Services Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public library services	62	230	253	Much below

Community Health and Wellness Access and Opportunities Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Availability of affordable quality health care	35	193	210	Much below
Availability of affordable quality food	51	121	152	Below

Community Quality and Inclusiveness Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Sense of community	41	249	256	Much below
Openness and acceptance of the community toward people of diverse backgrounds	59	86	230	Similar
Availability of affordable quality child care	28	193	203	Much below
San José as a place to raise kids	52	255	291	Much below
San José as a place to retire	31	277	280	Much below

Services Provided for Population Subgroups Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services to seniors	50	204	254	Much below
Services to youth	39	204	234	Much below
Services to low income people	46	95	207	Similar

Civic Engagement Opportunities Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in community matters	52	112	155	Below
Opportunities to volunteer	64	80	157	Similar

Participation in Civic Engagement Opportunities Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	18	201	214	Much less
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	27	148	171	Much less
Volunteered your time to some group or activity in San José	37	151	215	Much less
Participated in a club or civic group in San José	27	83	132	Similar
Provided help to a friend or neighbor	94	75	130	Similar

Voter Behavior Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Registered to vote	69	217	222	Much less
Voted in last general election	66	183	221	Much less

Use of Information Sources Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Visited the City of San José Web site	58	95	153	Similar

Local Government Media Services and Information Dissemination Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public information services	47	221	243	Much below

Social Engagement Opportunities Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in social events and activities	54	97	156	Similar
Opportunities to participate in religious or spiritual events and activities	60	109	126	Below

Contact with Immediate Neighbors Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Has contact with neighbors at least several times per week	38	139	148	Much less

Public Trust Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Value of services for the taxes paid to San José	35	290	306	Much below
The overall direction that San José is taking	39	238	267	Much below
Job San José government does at welcoming citizen involvement	42	214	275	Below
Overall image or reputation of San José	50	190	251	Much below

Services Provided by Local, State and Federal Governments Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services provided by the City of San José	47	307	330	Much below
Services provided by the Federal Government	39	158	226	Similar
Services provided by the State Government	35	204	227	Much below
Services provided by Santa Clara County Government	45	107	143	Below

Contact with City Employees Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with City employee(s) in last 12 months	32	241	245	Much less

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks				
	San José average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Knowledge	63	241	274	Below
Responsiveness	55	267	274	Much below
Courteousness	58	226	231	Much below
Overall impression	54	292	302	Much below

JURISDICTIONS INCLUDED IN NATIONAL BENCHMARK COMPARISONS

Valdez, AK.....	3,976	Mountain View, CA.....	74,066
Auburn, AL.....	53,380	Newport Beach, CA.....	85,186
Gulf Shores, AL.....	9,741	Palm Springs, CA.....	44,552
Tuskegee, AL.....	9,865	Palo Alto, CA.....	64,403
Vestavia Hills, AL.....	34,033	Poway, CA.....	47,811
Fayetteville, AR.....	73,580	Rancho Cordova, CA.....	64,776
Little Rock, AR.....	193,524	Richmond, CA.....	103,701
Avondale, AZ.....	76,238	San Diego, CA.....	1,307,402
Casa Grande, AZ.....	48,571	San Francisco, CA.....	805,235
Chandler, AZ.....	236,123	San Luis Obispo County, CA.....	269,637
Cococino County, AZ.....	134,421	San Mateo, CA.....	97,207
Dewey-Humboldt, AZ.....	3,894	San Rafael, CA.....	57,713
Flagstaff, AZ.....	65,870	Santa Monica, CA.....	89,736
Florence, AZ.....	25,536	South Lake Tahoe, CA.....	21,403
Gilbert, AZ.....	208,453	Stockton, CA.....	291,707
Goodyear, AZ.....	65,275	Sunnyvale, CA.....	140,081
Green Valley, AZ.....	21,391	Temecula, CA.....	100,097
Kingman, AZ.....	28,068	Thousand Oaks, CA.....	126,683
Marana, AZ.....	34,961	Visalia, CA.....	124,442
Maricopa County, AZ.....	3,817,117	Walnut Creek, CA.....	64,173
Mesa, AZ.....	439,041	Adams County, CO.....	441,603
Peoria, AZ.....	154,065	Arapahoe County, CO.....	572,003
Phoenix, AZ.....	1,445,632	Archuleta County, CO.....	12,084
Pinal County, AZ.....	375,770	Arvada, CO.....	106,433
Prescott Valley, AZ.....	38,822	Aspen, CO.....	6,658
Queen Creek, AZ.....	26,361	Aurora, CO.....	325,078
Scottsdale, AZ.....	217,385	Boulder, CO.....	97,385
Sedona, AZ.....	10,031	Boulder County, CO.....	294,567
Surprise, AZ.....	117,517	Breckenridge, CO.....	4,540
Tempe, AZ.....	161,719	Broomfield, CO.....	55,889
Yuma, AZ.....	93,064	Centennial, CO.....	100,377
Yuma County, AZ.....	195,751	Clear Creek County, CO.....	9,088
Apple Valley, CA.....	69,135	Colorado Springs, CO.....	416,427
Benicia, CA.....	26,997	Commerce City, CO.....	45,913
Brea, CA.....	39,282	Craig, CO.....	9,464
Brisbane, CA.....	4,282	Crested Butte, CO.....	1,487
Burlingame, CA.....	28,806	Denver, CO.....	600,158
Carlsbad, CA.....	105,328	Douglas County, CO.....	285,465
Chula Vista, CA.....	243,916	Durango, CO.....	16,887
Concord, CA.....	122,067	Eagle County, CO.....	52,197
Coronado, CA.....	18,912	Edgewater, CO.....	5,170
Cupertino, CA.....	58,302	El Paso County, CO.....	622,263
Davis, CA.....	65,622	Englewood, CO.....	30,255
Del Mar, CA.....	4,161	Estes Park, CO.....	5,858
Dublin, CA.....	46,036	Fort Collins, CO.....	143,986
El Cerrito, CA.....	23,549	Frisco, CO.....	2,683
Elk Grove, CA.....	153,015	Fruita, CO.....	12,646
Galt, CA.....	23,647	Georgetown, CO.....	1,034
La Mesa, CA.....	57,065	Gilpin County, CO.....	5,441
Laguna Beach, CA.....	22,723	Golden, CO.....	18,867
Livermore, CA.....	80,968	Grand County, CO.....	14,843
Lodi, CA.....	62,134	Greenwood Village, CO.....	13,925
Long Beach, CA.....	462,257	Gunnison County, CO.....	15,324
Lynwood, CA.....	69,772	Highlands Ranch, CO.....	96,713
Menlo Park, CA.....	32,026	Hot Sulphur Springs, CO.....	663
Mission Viejo, CA.....	93,305	Hudson, CO.....	2,356

Jackson County, CO.....	1,394
Jefferson County, CO.....	534,543
Lafayette, CO.....	24,453
Lakewood, CO.....	142,980
Larimer County, CO.....	299,630
Lone Tree, CO.....	10,218
Longmont, CO.....	86,270
Louisville, CO.....	18,376
Loveland, CO.....	66,859
Mesa County, CO.....	146,723
Montrose, CO.....	19,132
Northglenn, CO.....	35,789
Park County, CO.....	16,206
Parker, CO.....	45,297
Pitkin County, CO.....	17,148
Pueblo, CO.....	106,595
Salida, CO.....	5,236
Steamboat Springs, CO.....	12,088
Sterling, CO.....	14,777
Summit County, CO.....	27,994
Teller County, CO.....	23,350
Thornton, CO.....	118,772
Westminster, CO.....	106,114
Wheat Ridge, CO.....	30,166
Windsor, CO.....	18,644
Coventry, CT.....	2,990
Hartford, CT.....	124,775
Dover, DE.....	36,047
Rehoboth Beach, DE.....	1,327
Brevard County, FL.....	543,376
Cape Coral, FL.....	154,305
Charlotte County, FL.....	159,978
Clearwater, FL.....	107,685
Collier County, FL.....	321,520
Cooper City, FL.....	28,547
Coral Springs, FL.....	121,096
Dania Beach, FL.....	29,639
Daytona Beach, FL.....	61,005
Delray Beach, FL.....	60,522
Destin, FL.....	12,305
Escambia County, FL.....	297,619
Eustis, FL.....	18,558
Gainesville, FL.....	124,354
Hillsborough County, FL.....	1,229,226
Jupiter, FL.....	55,156
Kissimmee, FL.....	59,682
Lee County, FL.....	618,754
Martin County, FL.....	146,318
Miami Beach, FL.....	87,779
North Palm Beach, FL.....	12,015
Oakland Park, FL.....	41,363
Ocala, FL.....	56,315
Oldsmar, FL.....	13,591
Oviedo, FL.....	33,342
Palm Bay, FL.....	103,190
Palm Beach County, FL.....	1,320,134
Palm Beach Gardens, FL.....	48,452
Palm Coast, FL.....	75,180

Panama City, FL.....	36,484
Pasco County, FL.....	464,697
Pinellas County, FL.....	916,542
Pinellas Park, FL.....	49,079
Port Orange, FL.....	56,048
Port St. Lucie, FL.....	164,603
Sanford, FL.....	53,570
Sarasota, FL.....	51,917
Seminole, FL.....	17,233
South Daytona, FL.....	12,252
St. Cloud, FL.....	35,183
Tallahassee, FL.....	181,376
Titusville, FL.....	43,761
Volusia County, FL.....	494,593
Walton County, FL.....	55,043
Winter Garden, FL.....	34,568
Winter Park, FL.....	27,852
Albany, GA.....	77,434
Alpharetta, GA.....	57,551
Cartersville, GA.....	19,731
Conyers, GA.....	15,195
Decatur, GA.....	19,335
McDonough, GA.....	22,084
Milton, GA.....	32,661
Peachtree City, GA.....	34,364
Roswell, GA.....	88,346
Sandy Springs, GA.....	93,853
Savannah, GA.....	136,286
Smyrna, GA.....	51,271
Snellville, GA.....	18,242
Suwanee, GA.....	15,355
Valdosta, GA.....	54,518
Honolulu, HI.....	953,207
Ames, IA.....	58,965
Ankeny, IA.....	45,582
Bettendorf, IA.....	33,217
Cedar Falls, IA.....	39,260
Cedar Rapids, IA.....	126,326
Davenport, IA.....	99,685
Des Moines, IA.....	203,433
Indianola, IA.....	14,782
Muscatine, IA.....	22,886
Urbandale, IA.....	39,463
West Des Moines, IA.....	56,609
Boise, ID.....	205,671
Jerome, ID.....	10,890
Meridian, ID.....	75,092
Moscow, ID.....	23,800
Post Falls, ID.....	27,574
Twin Falls, ID.....	44,125
Batavia, IL.....	26,045
Bloomington, IL.....	76,610
Centralia, IL.....	13,032
Collinsville, IL.....	25,579
Crystal Lake, IL.....	40,743
DeKalb, IL.....	43,862
Elmhurst, IL.....	44,121
Evanston, IL.....	74,486
Freeport, IL.....	25,638

Gurnee, IL.....	31,295	Escanaba, MI.....	12,616
Highland Park, IL.....	29,763	Farmington Hills, MI.....	79,740
Lincolnwood, IL.....	12,590	Flushing, MI.....	8,389
Lyons, IL.....	10,729	Gladstone, MI.....	4,973
Naperville, IL.....	141,853	Howell, MI.....	9,489
Normal, IL.....	52,497	Jackson County, MI.....	160,248
Oak Park, IL.....	51,878	Kalamazoo, MI.....	74,262
O'Fallon, IL.....	28,281	Kalamazoo County, MI.....	250,331
Palatine, IL.....	68,557	Midland, MI.....	41,863
Park Ridge, IL.....	37,480	Novi, MI.....	55,224
Peoria County, IL.....	186,494	Ottawa County, MI.....	263,801
Riverside, IL.....	8,875	Petoskey, MI.....	5,670
Sherman, IL.....	4,148	Port Huron, MI.....	30,184
Shorewood, IL.....	15,615	Rochester, MI.....	12,711
Skokie, IL.....	64,784	Sault Sainte Marie, MI.....	14,144
Sugar Grove, IL.....	8,997	South Haven, MI.....	4,403
Wilmington, IL.....	5,724	Village of Howard City, MI.....	1,808
Woodridge, IL.....	32,971	Blue Earth, MN.....	3,353
Fishers, IN.....	76,794	Carver County, MN.....	91,042
Munster, IN.....	23,603	Chanhassen, MN.....	22,952
Noblesville, IN.....	51,969	Dakota County, MN.....	398,552
Abilene, KS.....	6,844	Duluth, MN.....	86,265
Arkansas City, KS.....	12,415	Fridley, MN.....	27,208
Fairway, KS.....	3,882	Hutchinson, MN.....	14,178
Garden City, KS.....	26,658	Maple Grove, MN.....	61,567
Gardner, KS.....	19,123	Mayer, MN.....	1,749
Johnson County, KS.....	544,179	Medina, MN.....	4,892
Lawrence, KS.....	87,643	Minneapolis, MN.....	382,578
Merriam, KS.....	11,003	Olmsted County, MN.....	144,248
Mission, KS.....	9,323	Scott County, MN.....	129,928
Olathe, KS.....	125,872	St. Louis County, MN.....	200,226
Overland Park, KS.....	173,372	Washington County, MN.....	238,136
Roeland Park, KS.....	6,731	Woodbury, MN.....	61,961
Salina, KS.....	47,707	Blue Springs, MO.....	52,575
Wichita, KS.....	382,368	Branson, MO.....	10,520
Bowling Green, KY.....	58,067	Clay County, MO.....	221,939
Daviess County, KY.....	96,656	Clayton, MO.....	15,939
New Orleans, LA.....	343,829	Ellisville, MO.....	9,133
Andover, MA.....	8,762	Harrisonville, MO.....	10,019
Barnstable, MA.....	49,985	Jefferson City, MO.....	43,079
Burlington, MA.....	24,498	Joplin, MO.....	50,150
Cambridge, MA.....	105,162	Lee's Summit, MO.....	91,364
Needham, MA.....	28,886	Liberty, MO.....	29,149
Worcester, MA.....	181,045	Maryland Heights, MO.....	27,472
Baltimore, MD.....	620,961	Maryville, MO.....	11,972
Baltimore County, MD.....	805,029	Platte City, MO.....	4,691
Dorchester County, MD.....	32,618	Raymore, MO.....	19,206
Gaithersburg, MD.....	59,933	Richmond Heights, MO.....	8,603
La Plata, MD.....	8,753	Riverside, MO.....	2,937
Montgomery County, MD.....	971,777	Rolla, MO.....	19,559
Ocean City, MD.....	7,102	Wentzville, MO.....	29,070
Prince George's County, MD.....	863,420	Starkville, MS.....	23,888
Rockville, MD.....	61,209	Billings, MT.....	104,170
Takoma Park, MD.....	16,715	Bozeman, MT.....	37,280
Saco, ME.....	18,482	Missoula, MT.....	66,788
Scarborough, ME.....	4,403	Asheville, NC.....	83,393
South Portland, ME.....	25,002	Cabarrus County, NC.....	178,011
Ann Arbor, MI.....	113,934	Cary, NC.....	135,234
Battle Creek, MI.....	52,347	Charlotte, NC.....	731,424

Concord, NC.....	79,066	McMinnville, OR.....	32,187
Davidson, NC.....	10,944	Medford, OR.....	74,907
High Point, NC.....	104,371	Multnomah County, OR.....	735,334
Hillsborough, NC.....	6,087	Portland, OR.....	583,776
Indian Trail, NC.....	33,518	Springfield, OR.....	59,403
Kannapolis, NC.....	42,625	Tualatin, OR.....	26,054
Mecklenburg County, NC.....	919,628	Borough of Ebensburg, PA.....	3,351
Mooresville, NC.....	32,711	Cumberland County, PA.....	235,406
Wake Forest, NC.....	30,117	Kutztown Borough, PA.....	5,012
Wilmington, NC.....	106,476	Philadelphia, PA.....	1,526,006
Wahpeton, ND.....	7,766	State College, PA.....	42,034
Cedar Creek, NE.....	390	East Providence, RI.....	47,037
Grand Island, NE.....	48,520	Newport, RI.....	24,672
La Vista, NE.....	15,758	Rock Hill, SC.....	66,154
Dover, NH.....	29,987	Rapid City, SD.....	67,956
Lebanon, NH.....	13,151	Sioux Falls, SD.....	153,888
Alamogordo, NM.....	30,403	Cookeville, TN.....	30,435
Albuquerque, NM.....	545,852	Johnson City, TN.....	63,152
Bloomfield, NM.....	8,112	Nashville, TN.....	601,222
Farmington, NM.....	45,877	Oak Ridge, TN.....	29,330
Los Alamos County, NM.....	17,950	White House, TN.....	10,255
Rio Rancho, NM.....	87,521	Arlington, TX.....	365,438
San Juan County, NM.....	130,044	Austin, TX.....	790,390
Carson City, NV.....	55,274	Benbrook, TX.....	21,234
Henderson, NV.....	257,729	Bryan, TX.....	76,201
North Las Vegas, NV.....	216,961	Colleyville, TX.....	22,807
Reno, NV.....	225,221	Corpus Christi, TX.....	305,215
Sparks, NV.....	90,264	Dallas, TX.....	1,197,816
Washoe County, NV.....	421,407	Denton, TX.....	113,383
Canandaigua, NY.....	10,545	Duncanville, TX.....	38,524
Geneva, NY.....	13,261	El Paso, TX.....	649,121
New York City, NY.....	8,175,133	Flower Mound, TX.....	64,669
Ogdensburg, NY.....	11,128	Fort Worth, TX.....	741,206
Blue Ash, OH.....	12,114	Georgetown, TX.....	47,400
Delaware, OH.....	34,753	Grand Prairie, TX.....	175,396
Dublin, OH.....	41,751	Houston, TX.....	2,099,451
Kettering, OH.....	56,163	Hurst, TX.....	37,337
Lebanon, OH.....	20,033	Hutto, TX.....	14,698
Orange Village, OH.....	3,323	Irving, TX.....	216,290
Sandusky, OH.....	25,793	League City, TX.....	83,560
Springboro, OH.....	17,409	McAllen, TX.....	129,877
Sylvania Township, OH.....	18,965	McKinney, TX.....	131,117
Upper Arlington, OH.....	33,771	Pasadena, TX.....	149,043
Broken Arrow, OK.....	98,850	Plano, TX.....	259,841
Edmond, OK.....	81,405	Round Rock, TX.....	99,887
Norman, OK.....	110,925	Rowlett, TX.....	56,199
Oklahoma City, OK.....	579,999	San Marcos, TX.....	44,894
Stillwater, OK.....	45,688	Shenandoah, TX.....	2,134
Tulsa, OK.....	391,906	Southlake, TX.....	26,575
Albany, OR.....	50,158	Sugar Land, TX.....	78,817
Asland, OR.....	20,078	Temple, TX.....	66,102
Bend, OR.....	76,639	Tomball, TX.....	10,753
Corvallis, OR.....	54,462	Westlake, TX.....	992
Eugene, OR.....	156,185	Farmington, UT.....	18,275
Forest Grove, OR.....	21,083	Park City, UT.....	7,558
Hermiston, OR.....	16,745	Provo, UT.....	112,488
Keizer County, OR.....	203,206	Riverdale, UT.....	8,426
Keizer, OR.....	36,478	Salt Lake City, UT.....	186,440
Lane County, OR.....	351,715	Sandy, UT.....	87,461

Saratoga Springs, UT.....	17,781	Bellingham, WA.....	80,885
Springville, UT.....	29,466	Clark County, WA.....	425,363
Washington City, UT.....	18,761	Federal Way, WA.....	89,306
Albemarle County, VA.....	98,970	Gig Harbor, WA.....	7,126
Arlington County, VA.....	207,627	Hoquiam, WA.....	8,726
Ashland, VA.....	7,225	Kirkland, WA.....	48,787
Blacksburg, VA.....	42,620	Kitsap County, WA.....	251,133
Botetourt County, VA.....	33,148	Lynnwood, WA.....	35,836
Chesapeake, VA.....	222,209	Maple Valley, WA.....	22,684
Chesterfield County, VA.....	316,236	Mountlake Terrace, WA.....	19,909
Fredericksburg, VA.....	24,286	Olympia, WA.....	46,478
Hampton, VA.....	137,436	Pasco, WA.....	59,781
Hanover County, VA.....	99,863	Redmond, WA.....	54,144
Herdon, VA.....	23,292	Renton, WA.....	90,927
Hopewell, VA.....	22,591	Snoqualmie, WA.....	10,670
James City County, VA.....	67,009	Spokane Valley, WA.....	75,206
Lexington, VA.....	7,042	Tacoma, WA.....	198,397
Lynchburg, VA.....	75,568	Vancouver, WA.....	161,791
Montgomery County, VA.....	94,392	West Richland, WA.....	11,811
Newport News, VA.....	180,719	Woodland, WA.....	5,509
Prince William County, VA.....	402,002	Columbus, WI.....	4,991
Purcellville, VA.....	7,727	De Pere, WI.....	23,800
Radford, VA.....	16,408	Eau Claire, WI.....	65,883
Roanoke, VA.....	97,032	Madison, WI.....	233,209
Spotsylvania County, VA.....	122,397	Merrill, WI.....	9,661
Stafford County, VA.....	128,961	Oshkosh, WI.....	66,083
Virginia Beach, VA.....	437,994	Racine, WI.....	78,860
Williamsburg, VA.....	14,068	Wausau, WI.....	39,106
York County, VA.....	65,464	Wind Point, WI.....	1,723
Chittenden County, VT.....	156,545	Morgantown, WV.....	29,660
Montpelier, VT.....	7,855	Cheyenne, WY.....	59,466
Airway Heights, WA.....	6,114	Gillette, WY.....	29,087
Auburn, WA.....	70,180	Laramie, WY.....	30,816
Bellevue, WA.....	122,363	Teton County, WY.....	21,294