



City of San José Annual Report on City Services 2022-23

A Report from the City Auditor
Report #23-08
December 2023

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City of San José
Office of the City Auditor

December 15, 2023

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

Annual Report on City Services 2022-23

The Office of the City Auditor is pleased to present the 16th Annual Report on City Services. This report provides performance data on the cost, quantity, quality, timeliness, and public opinion of City services. It includes historical trends and comparisons to targets and other cities. The report is intended to be informational and to provide the public with an independent, impartial assessment of the services the City provides with their tax dollars.

Background

With a population of over 950,000, San José is the twelfth largest city in the United States and the third largest city in California. The City of San José serves an ethnically diverse population—about 39 percent Asian, 31 percent Hispanic or Latino/a/x, and 23 percent Non-Hispanic White. Forty-two percent of San José residents are foreign born. More than half of residents speak a language other than English at home.

In 2022, San José's median household income was over \$133,800; however, the cost of living is among the highest in the nation. The observed rent index for San José was above other large California cities in the last year, with average monthly rents of \$2,700 for all unit types. In mid-2023, the median home price was almost \$1.6 million. Meanwhile, 14 percent of San José households earned less than \$35,000. An estimated 6,300 residents were homeless, according to the 2023 homeless census. Of these, 70 percent were unsheltered.

Focus on Performance Management

The City has been working to improve its performance measures with a renewed focus on performance management. In 2022, the City Council approved the *Outcomes, Equity Indicators, and Performance Management* initiative to modernize and align performance measures. In 2023, the City Council approved five Foundational Strategic Support Focus Areas including Driving Organizational Performance which continues the performance management modernization and alignment initiative. As part of this effort, the City Manager's Office is reviewing and updating measures presented in the City's Operating Budget for the six City Service Areas. The 2023-24 Adopted Operating Budget included revised measures for the Neighborhood Services CSA, and reviews to other CSAs are expected in future Budget reports.

In 2023, the City Council approved four Focus Areas for the City: Increasing Community Safety, Reducing Unsheltered Homelessness, Cleaning Up Our Neighborhoods, and Attracting Investment in Jobs and Housing. The management and approach to the Focus Areas has a framework for overseeing outcomes and performance. This includes a scorecard for each area to show performance measures, accomplishments, key initiatives, issues, risks, and budgeted resources for contributing City programs.

This report complements the Administration's work in those efforts, offering a broad look at services across departments, which include CSA measures as well as some metrics covered in the Focus Areas. Going forward, we will align our reporting with updated CSA measures and continue to provide a

resource for readers to understand the full scope of the City’s services and performance across programs.

Community Survey

2023 marked San José’s third year of participation in the Community Opinion Survey (referred to throughout this report as the community survey). The survey was developed by True North Research (working closely with the City Auditor’s Office and the City Manager’s Office) to provide a statistically valid sampling of resident opinions about their community and services provided by local government.

Forty-seven percent of respondents rated the overall quality of life in San José as “excellent” or “good.” Approximately 49 percent were satisfied with the City’s overall performance in providing municipal services. However, a smaller percentage of respondents reported being very dissatisfied with the City’s overall performance (a statistically significant improvement from last year).

Though satisfaction with specific government services varied, the 2023 survey results show modest improvement in resident satisfaction in many areas. Among resident priorities for specific changes to make San José a better place to live, addressing homeless issues was the most commonly mentioned, followed by providing more affordable housing, and improving public safety/reducing crime—a slight reordering from last year.

City Finances

In 2022-23, the City received \$3.4 billion in overall revenues and generated \$3.1 billion in total expenses. The City’s tax revenues were \$1,364 per resident. While lower than Palo Alto, Cupertino, and Los Altos, this was higher than most other Santa Clara County municipalities.

The City owns a variety of capital assets—land, buildings, vehicles, equipment, infrastructure (e.g., roads, bridges, sewers), and other assets with a useful life beyond one year. At the end of 2022-23, the City owned \$7.4 billion of capital assets. The City’s overall obligations totaled \$7.7 billion, which

includes short-term obligations, debt, pension obligations, and other post-employment benefit (OPEB) obligations.

Operating Budget and Staffing

In 2022-23, the City’s overall expenditures from all funds totaled \$5.1 billion. Of that, departmental operating expenditures totaled \$1.9 billion, or about \$1,983 per resident. General Fund expenditures totaled over \$1.6 billion, of which over 40 percent were for the Police and Fire Departments.

Overall, there were 6,884 full-time equivalent positions in 2022-23. San José employs about 7.2 people per 1,000 residents—fewer than any other large California city we surveyed.

Performance Results by City Service Area

The City of San José provides a wide array of services that city residents, businesses, and other stakeholders count on.

Public Safety

- Police handled 1.37 million calls for service and responded to about 182,600 Priority 1 to 4 incidents in 2022-23. The citywide average response time for Priority 1 calls was 7.7 minutes, above the 6-minute target. On average, Police responded to Priority 2 calls in 25.4 minutes, an increase from last year and well over their 11-minute response target.
- The Fire Department responded to over 109,000 incidents in 2022-23, including 4,600 fires. The Department responded to 66 percent of Priority 1 incidents within its time standard of eight minutes (target: 80 percent), a decrease from last year. It also responded to 91 percent of Priority 2 incidents within 13 minutes (target: 94 percent).
- Fifty-nine percent of survey respondents reported San José as a very or somewhat safe place to live. Results varied for perceptions of safety in local neighborhoods or downtown. Fire protection and prevention services remain one of the higher rated City services with 60 percent of respondents rating such services as excellent or good.

Community and Economic Development

- San José had 0.8 jobs per employed resident in 2022, less than the Envision 2040 target of 1.1 jobs per employed resident.
- Though the number of building permits issued has returned to pre-pandemic levels, the number of building inspections decreased from 2021-22 and is at a ten-year low.
- The volume of construction in 2022-23 was similar to last year but has remained below pre-COVID levels. Though the value of construction was increasing, it decreased for the second consecutive year in 2022-23.
- Developers completed 210 affordable units with City help in 2022-23. Facilitating the creation of affordable housing was the second-lowest rated City service by survey respondents.
- About 3,500 homeless San José residents received assistance into housing. The City has six interim housing sites providing temporary shelter for individuals and families experiencing homelessness. However, addressing homelessness continues to be the lowest rated City service by survey respondents.

Transportation and Aviation Services

- The number of Airport passengers increased in 2022-23 but has yet to return to pre-pandemic levels. In 2022-23, the Airport served 12.1 million airline passengers, up from a low of 4.2 million in 2020-21. Survey respondents rated operating the San José Mineta International Airport the highest of all City services.
- In 2022-23, 150 miles of street were resurfaced and 78 miles were preventatively sealed as part of the pavement maintenance program. Overall, the Department of Transportation rated city streets as good (71 out of 100 on the Metropolitan Transportation Commission Pavement Condition Index). Forty-five percent of survey respondents rated the maintenance of their neighborhood streets as excellent or good.

Environmental and Utility Services

- San José Clean Energy (SJCE) provides businesses and residents with options for renewable and carbon-free energy. SJCE served 350,000

accounts and stayed within its target opt-out rate of less than 5 percent. Customers saved between 0.3 and 3.4 percent compared to PG&E rates.

- Sixty-four percent of waste was diverted from landfills in 2022-23, and the tons of waste sent to landfill remained similar to last year. Providing trash, recycling, and yard waste services was one of the highest rated City services by survey respondents.
- The City continued to meet (or surpass) wastewater pollutant discharge requirements 100 percent of the time.

Neighborhood Services

- The City's libraries were open for about 59,900 hours in 2022-23, comparable to pre-pandemic levels. Total circulation and estimated visitors increased in 2022-23, though remain below pre-pandemic levels. Providing library services was one of the highest rated City services by survey respondents.
- Twenty-nine percent of developed park acres had a Park Condition Assessment (PCA) score of 90 percent or better, below the target of 56 percent. Eighty-three percent of survey respondents reporting visiting a park in San José at least once in the past year.
- Participation in programs at City-operated community centers increased in 2022-23, though it has remained below pre-pandemic levels. Among City services, survey ratings of the City's performance providing after-school programs for youth exhibited the largest statistically significant improvement (40 percent of respondents rating it excellent or good, up from 32 percent last year).
- In 2022-23, BeautifySJ collected over 3,500 tons of illegally dumped material and exceeded its goal to provide on-time trash pickup to encampments at least 80 percent of the time.
- In 2022-23, the Animal Care Center sheltered 10,400 animals, down from about 14,500 last year. Staff reported that the Center took in fewer animals because the length of stay increased. The Center had a live release rate of 85 percent, down from 90 percent in the prior year.

Strategic Support

- The Information Technology Department reports 73 percent of its 2022-23 projects met scheduling, cost, scope, and value goals, below its target of 80 percent. Sixty-four percent of SJ311 customers reported being satisfied with their contact.
- General vehicles in the City's fleet were available when needed 98 percent of the time; emergency vehicles were available 100 percent of the time, the same as last year.
- Public Works completed 37 capital projects in 2022-23; 92 percent of projects were completed on budget.
- The City received general obligation bond ratings of Aa1/AA+/AAA by the three leading national ratings agencies: Moody's, Standard & Poor's, and Fitch. The Finance Department managed \$2.89 billion in City cash and investments and procured \$236.6 million in products and services.

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

Conclusion

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

The report contains an introduction with a community profile of the City, measures about the City's finances, and a summary of the City's overall budget and staffing. This is followed by community survey results. The remainder of the report presents the City Service Area dashboards, followed by performance information for each department in alphabetical order—their missions, descriptions of services, workload and performance measures, and survey results. Additional copies of this report are available from the Auditor's Office and are posted on our website at www.sanjoseca.gov/servicesreport.

We thank the many departments that contributed to this report. This report would not be possible without their support.

Respectfully submitted,



Joe Rois,
City Auditor

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INTRODUCTION

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INTRODUCTION

BACKGROUND

This is the 16th Annual Report on City Services. The purpose of this report is to:

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

The report contains summary information including workload and performance results for the fiscal year ended June 30, 2023. We limited the number and scope of workload and performance indicators in this report to items we identified as the most useful, relevant, and accurate indicators of City government performance that would also be of general interest to the public. This report also includes the results of a community survey, completed in September 2023, rating the quality of City services.

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

This report covers the functions of the City government of San José. The city's residents are also served by the County of Santa Clara, which provides criminal justice, health and hospital, housing, and social services. The Santa Clara Valley Water District provides water and flood protection to San José residents. Multiple San José school districts containing nearly 230 public schools serve the city's children.

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

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

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

ACKNOWLEDGEMENTS

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

CITY GOVERNMENT

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

There were 21 City departments and offices during fiscal year 2022-23. Five of the departments and offices are run by officials directly appointed by the City Council. Those officials are the City Manager, City Attorney, City Auditor, Independent Police Auditor, and City Clerk.

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

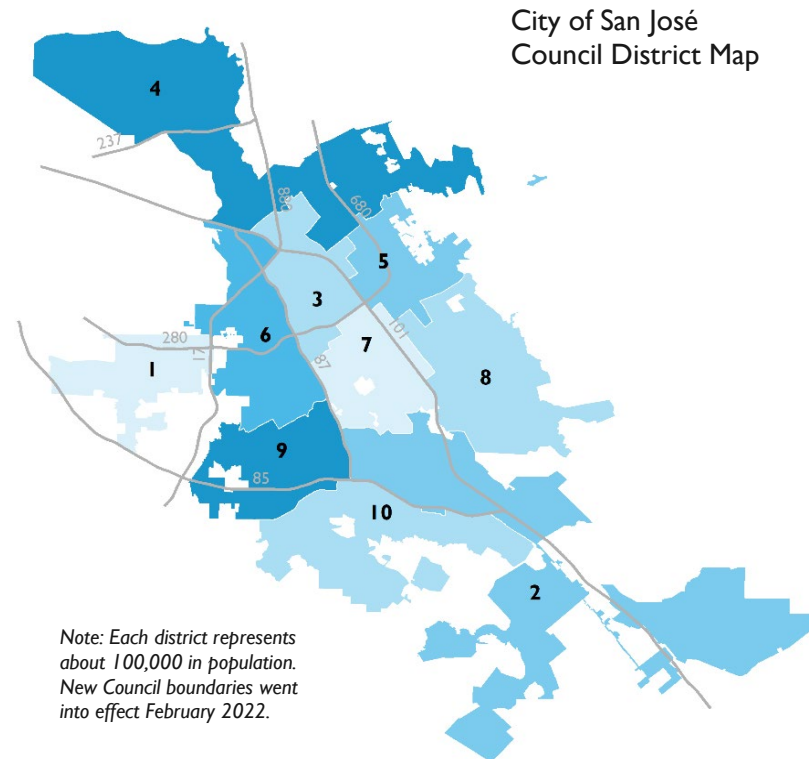
The Mayor's March 2023 budget message, which was unanimously approved by the City Council, included priorities for the upcoming year, with proposed investments in the areas of:

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

Identification of these City Council Focus Areas is meant to increase the organizational focus and drive change on critical issues impacting the community. Progress in these Focus Areas will be reported quarterly to the City Council.

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

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



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.

The City Council Committees are:

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

INTRODUCTION

COMMUNITY PROFILE

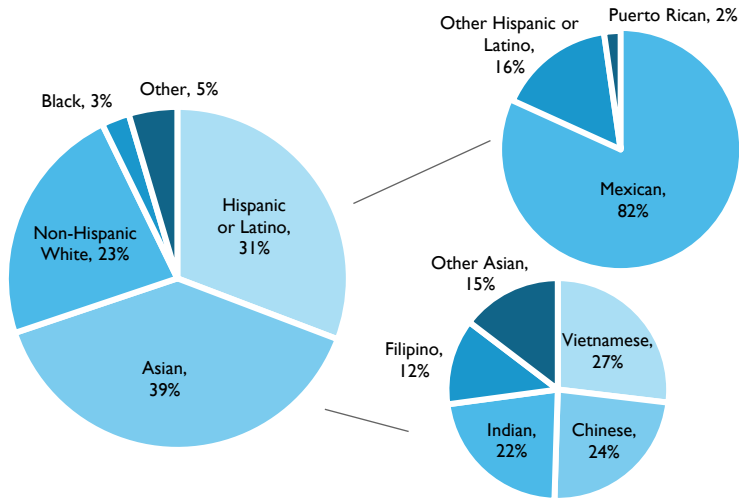
San José, with a population of over 950,000, is the twelfth largest city in the United States and the third largest city in California. Major California cities had a population decline over the past year, with the exception of Sacramento.

Both San José and Santa Clara County have experienced population decreases for the past three years. In 2023, San José's population decreased by 17,200, though the County's overall population decreased by 8,700. This is a similar trend to the state's overall population decline. Using 2022 Census data, the number of lower- and middle-income households (income of under \$150,000) in San José declined in 2022 while the number of higher income households increased. The state also experienced an overall population decrease, with a net migration of about -138,400 in the past year.

THE CITY'S RESIDENTS ARE DIVERSE

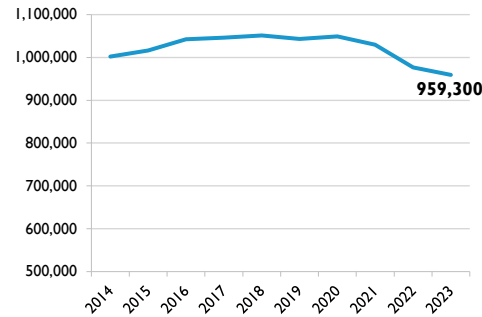
The City serves an ethnically diverse population. Understanding the demographics of San José is important because they influence the type of services the City provides and residents demand. It can also influence how services are provided (e.g., providing programming in other languages).

Ethnic Breakdown of San José Residents

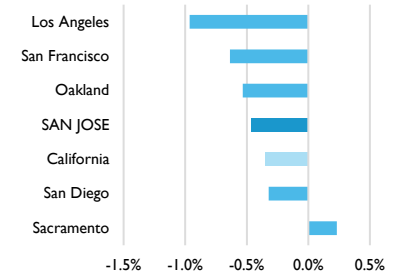


Source: U.S. Census Bureau, American Community Survey, 2022 1-year estimates (Table DP05)

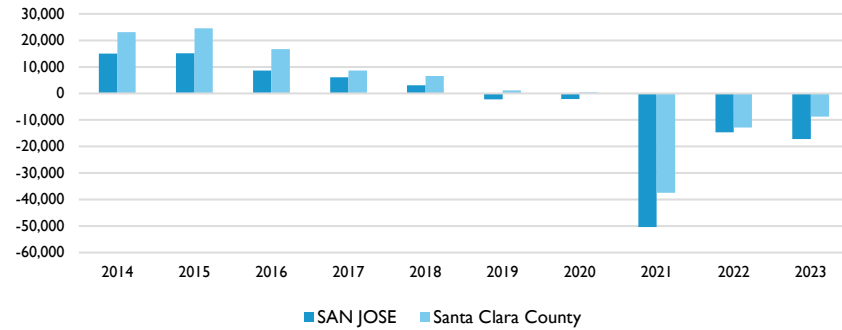
San José's Population Growth



Population Change in Major California Cities (2023)

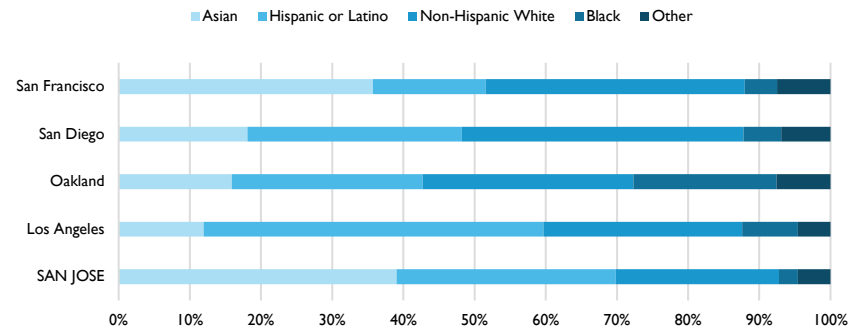


Net Population Gain/Loss in San José and Santa Clara County



Source: California Department of Finance population estimates. Net flows are from January 1 to December 31.

Population by Ethnicity



Source: U.S. Census Bureau, American Community Survey, 2022 1-year estimates (Table DP05)

MANY RESIDENTS ARE FOREIGN BORN

There were an estimated 406,000 foreign born residents in 2022. This is an increase of 13,700 from 2013 to 2022—though there has been a slight demographic shift within the foreign born population. Over that period, the number of residents born in Asia increased by 30,600, while the number of residents born in Latin America decreased by 16,600.

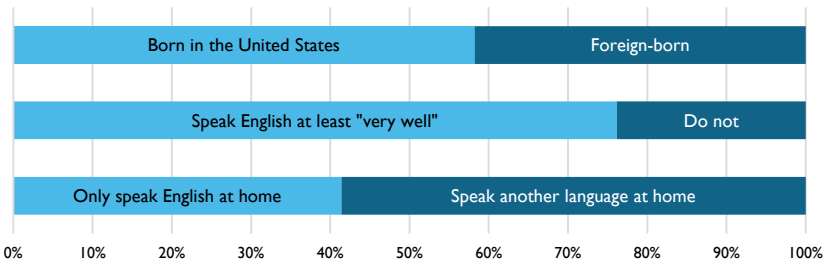
The proportion of the city's residents that speak a language other than English at home slightly increased from 2013 to 2022. The proportion of the City's residents who are not U.S. citizens in 2022 was also slightly higher than it was in 2013.

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

According to 2022 Census data, San José's population has a median age of 38 years. This is slightly lower than the median age of the U.S. population in 2022. Ten years prior, the city's median age was 36 years.

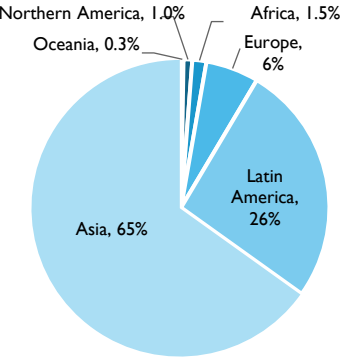
According to the County Registrar, approximately 55 percent of the 1,009,400 registered voters in Santa Clara County voted in the November 2022 election.

Characteristics of San José Residents

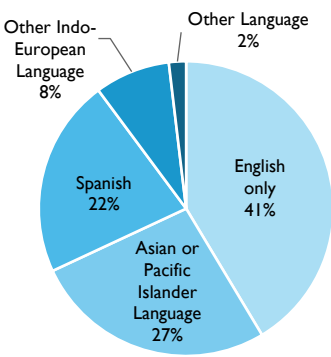


Source: U.S. Census Bureau, American Community Survey, 2022 1-year estimates (Table DP02)

Foreign Born Population by Region

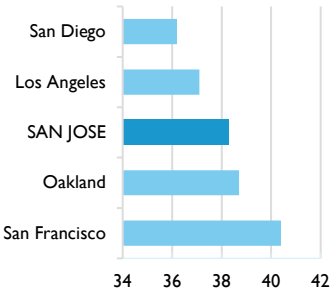


Languages Spoken at Home

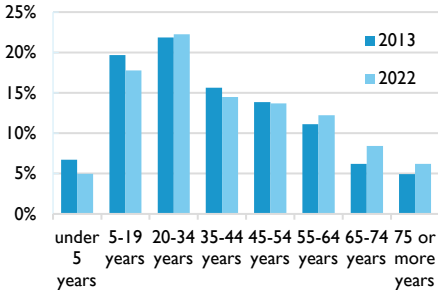


Source: U.S. Census Bureau, American Community Survey, 2022 1-year estimates (Table DP02)

Median Age of Residents



San José Resident Age



Source: U.S. Census Bureau, American Community Survey, 2022 1-year estimates (Table DP05)

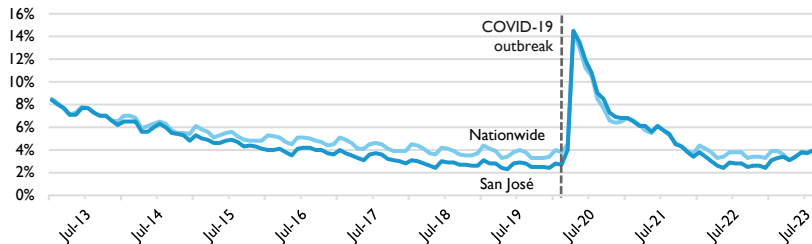
INTRODUCTION

DESPITE HIGH MEDIAN INCOMES, MANY RESIDENTS MAY EXPERIENCE ECONOMIC DISTRESS

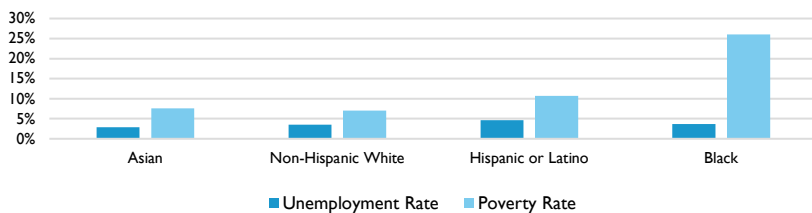
In 2022, median household income in the city was over \$133,800. This figure varied by race, with Black and Latino/a/x households having median household incomes of \$57,200 and \$88,200, respectively. This is less than Asian and Non-Hispanic White households, who had median household incomes of \$175,100 and \$146,200, respectively. In 2022, about 14 percent of households earned less than \$35,000 in income and benefits, and 17 percent of the population received supplemental income or public assistance. The city's overall poverty rate was 9 percent, with the Black population experiencing almost triple the city's overall poverty rate. The 2023 homeless census estimated that 6,300 residents were homeless, and of these, around 4,400 (70 percent) were unsheltered.

San José continues to recover from the COVID-19 pandemic. According to the Bay Area Council Economic Institute, of the 25 largest metro areas in the country, the San José-Sunnyvale-Santa Clara metro area has experienced a lower economic recovery, ranking 19th. This ranking is based on metrics relating to jobs, people, investment, economic activity, and affordability. However, the unemployment rate in the city improved from 14.5 percent in April 2020, to 3.7 percent in July 2023.

Unemployment Rate



Unemployment and Poverty Rates by Race



Source: U.S. Bureau of Labor Statistics; U.S. Census Bureau, American Community Survey, 2022 1-year estimates (Tables S1701 and S2301)

HOUSING PRICES HAVE ALSO INCREASED

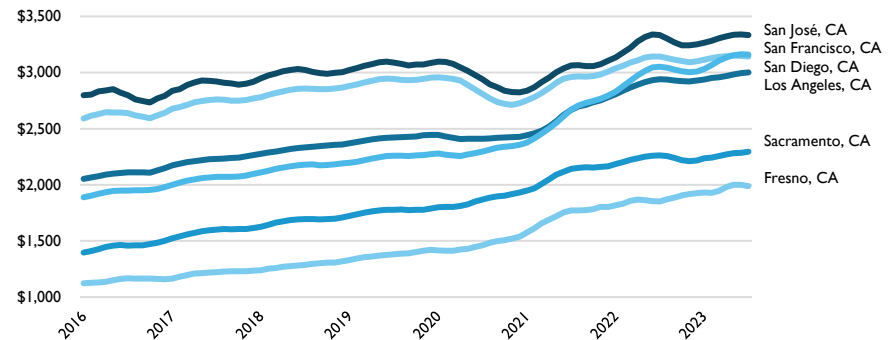
The cost of living in San José is among the highest in the country. As of mid-2023, the median home price in San José was \$1,599,300 and the average monthly rent for all unit types was \$2,700. This is up from \$1,145,000 and \$2,500, respectively, from mid-2019. This also marks the sixth year that the median home price in San José exceeded the million-dollar mark. This compares with a median existing home value of approximately \$386,400 nationally, according to the National Association of Realtors.

In 2022, 33 percent of homeowners and 51 percent of renters in San José reported spending more than 30 percent of household income on housing costs.* In addition, the National Equity Atlas** reports that approximately 16,200 households in Santa Clara County were behind on rent in October 2023, with an average rent debt per household of \$7,200. It further estimates that there are 18,900 children in households that are behind on rent.

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

**The National Equity Atlas publishes data on racial and economic equity and is a partnership between PolicyLink and the USC Equity Research Institute. These figures are taken from its [Rent Debt Dashboard](#) and are based on the U.S. Census Bureau's Household Pulse Survey from August 23 to September 4, 2023.

Zillow Observed Rent Index for California Cities



Source: Zillow Research

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

CITY FINANCES

As reflected in the City's [Annual Comprehensive Financial Report \(ACFR\)](#), the City received \$3.4 billion in revenues in 2022-23. Of this, business-type activities (Airport, San José Clean Energy, Wastewater Treatment System, Muni Water, and Parking System) generated \$1.2 billion. Governmental activity revenues totaled \$2.2 billion, which comes from a variety of sources, including taxes, fees, and grants. In 2022-23, the City's tax revenues were \$1,364 per capita.

The City's total expenses increased slightly in 2022-23 to \$3.1 billion. Business type activities generated \$911 million in expenses, while governmental activities generated \$2.2 billion.

In total, the City had \$7.7 billion in obligations as of June 30, 2023. Of this, \$494 million was for short-term obligations and \$7.2 billion was for long-term obligations. *Short-term obligations* are due within the next year. This includes things like accrued wages that City employees have earned, and accounts payable (money owed for supplies or for services rendered). *Long-term obligations* are generally not due within the next year, but will need to be paid in the future. This includes accrued vacation and sick leave, bonds, and pensions and other post-employment benefits (OPEB).

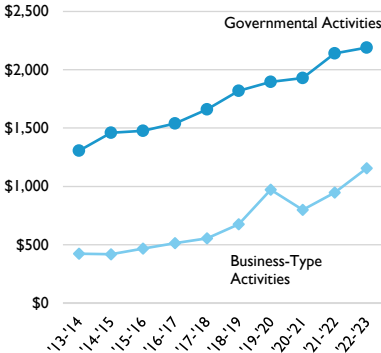
CAPITAL ASSETS

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

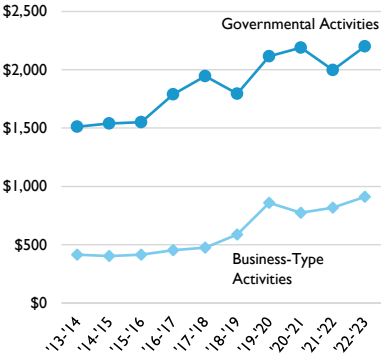
At the end of 2022-23, the City owned \$7.4 billion of capital assets. This figure represents the historical purchase or constructed cost less normal wear and tear from regular use (referred to as *depreciation*). In 2022-23, the City added \$277 million in capital assets; however, these were offset by \$333 million in depreciation.

In March 2022, staff reported that the City faced an estimated \$1.7 billion in deferred maintenance and infrastructure backlog, with an estimated additional \$91 million needed annually to sustain the City's infrastructure in a functional condition. The transportation system (e.g., streets, street lighting) is most affected by the backlog.

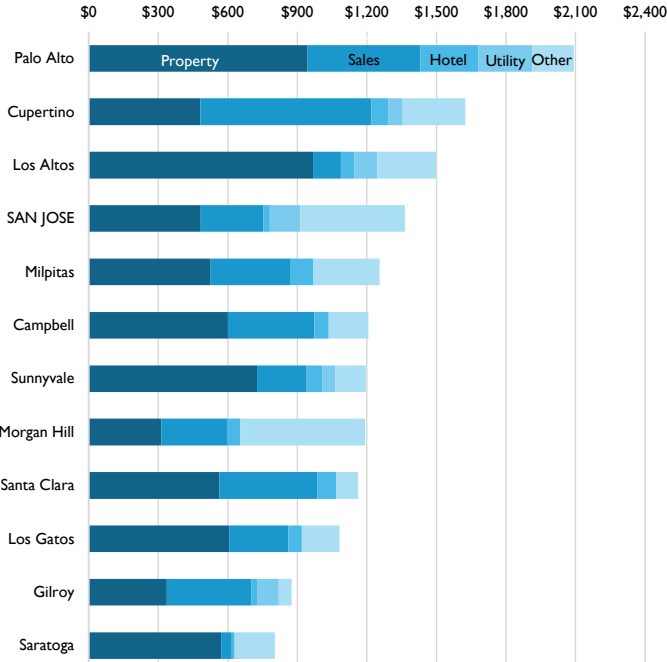
Total City Revenues (\$millions)



Total City Expenses (\$millions)



City Comparison of Tax Revenues Per Capita (2021-22)



Source: 2021-22 State Controller's City Data and California Department of Finance population estimates.

INTRODUCTION

OPERATING BUDGET AND STAFFING

The City’s operating budget is a financial plan for how the City will provide services, pay obligations, and save for future expenses. It is approved by the Mayor and City Council. It contains information and data regarding expected sources and uses of funds, and performance. The City Charter requires the budget to be balanced for every fiscal year. The fiscal year in the City begins July 1 and ends June 30.

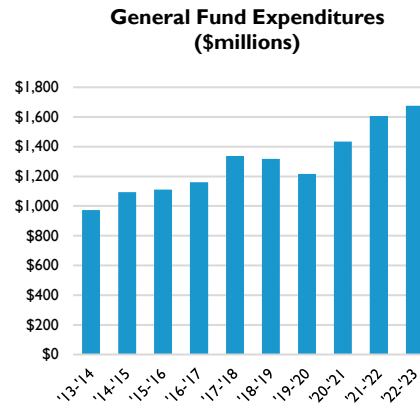
In 2022-23, City expenditures from all funds totaled about \$5.1 billion, an increase from last year. Departmental personal and non-personal operating expenditures totaled approximately \$1.9 billion (or about \$1,983 per resident). The City’s Operating and Capital Budgets are online at the [Budget Office Website](#).

The General Fund is the primary operating fund used to account for the City’s revenues and expenditures which are not related to special or capital funds. In 2022-23, General Fund expenditures totaled over \$1.6 billion. Over 40 percent of expenditures were for the Police and Fire Departments.

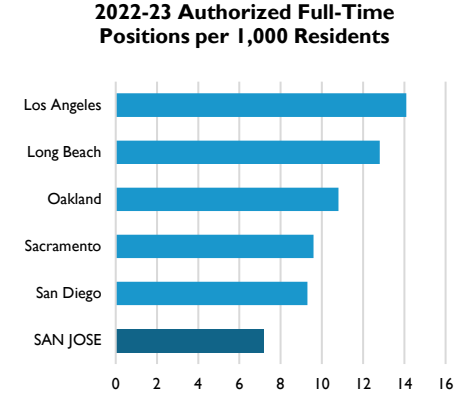
CITY STAFFING

Much of the General Fund’s expenses are allocated for personnel costs. In 2022-23, there were 6,884 full-time equivalent positions in the City. Increased staffing in recent years restored staffing levels from a low in 2011-12, but current staffing is still below the peak staffing level of around 7,500 in 2001-02. Over 600 full-time employees left City employment in 2022-23, a decrease from last year.

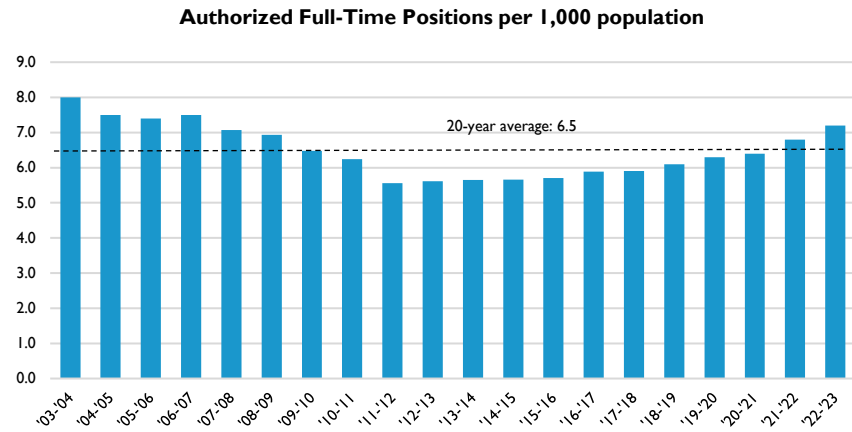
In 2022-23, the City had 7.2 authorized positions per 1,000 residents, far fewer than other large California cities. The number of authorized positions per 1,000 residents was, however, more than San José’s 20-year average of 6.5.



Source: San José Adopted Operating Budgets



Source: 2022-23 Operating Budgets from each jurisdiction and California Department of Finance Demographic Research Unit
Note: The type and range of services may vary across jurisdictions.



Source: 2011 Fiscal and Service Level Emergency Report, November 2011, San José 2012-13 through 2022-23 Adopted Operating Budgets

SCOPE & METHODOLOGY

The City Auditor’s Office prepared this report in accordance with the City Auditor’s FY 2023-24 Work Plan. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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

SELECTION OF INDICATORS

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

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

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

COMPARISONS TO OTHER CITIES

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

ROUNDING & INFLATION

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

Year	Index
2013-14	253.3
2022-23	340.1
% change in last 10 years	34.3%

Source: Bureau of Labor Statistics, based on June 2014 and June 2023

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

COMMUNITY SURVEY

2023 marked San José’s third year of participation in the Community Opinion Survey (referred to throughout this report as the community survey). The survey was developed by True North Research (working closely with the City Auditor’s Office and the City Manager’s Office) to provide a statistically valid sampling of resident opinions about their community and services provided by local government. Survey results in this chapter and in the following chapters provide the opinions of 1,048 randomly selected residents of the city who responded by telephone or online. The survey was administered in four languages: English, Spanish, Chinese, and Vietnamese.

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

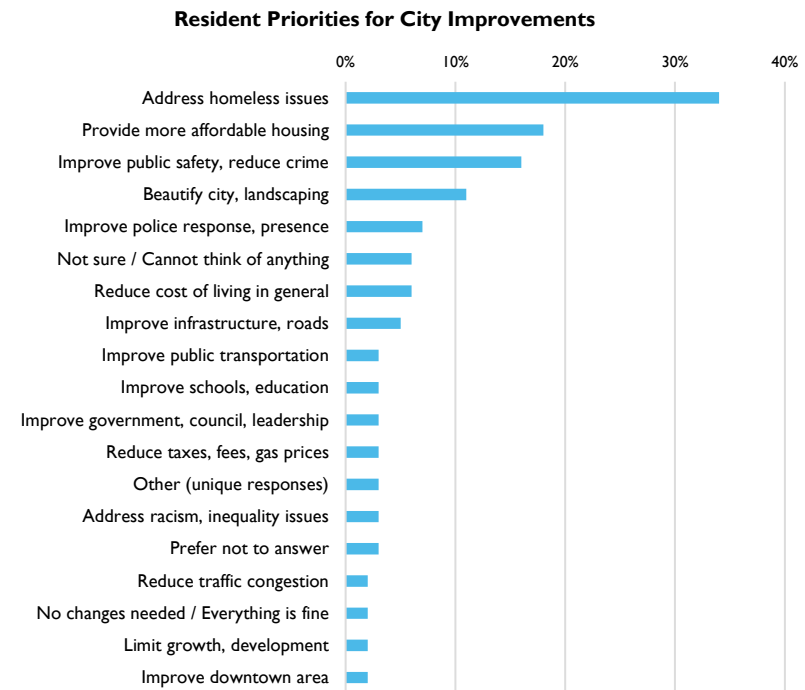
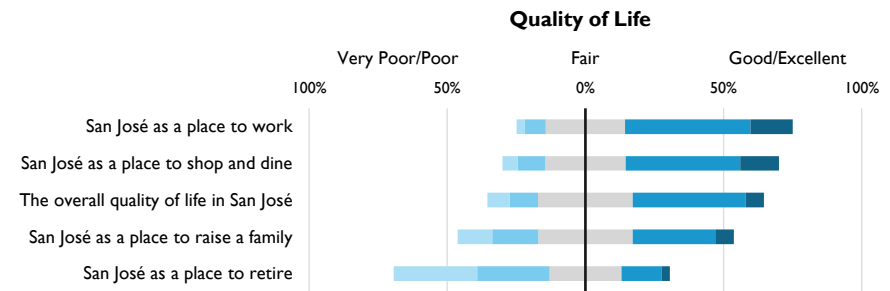
Separate from the annual Community Opinion Survey, the City is conducting a quarterly Focus Area Community Survey to understand resident opinions on the Focus Area topics.

QUALITY OF LIFE IN SAN JOSÉ

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

Similar to last year, about half of surveyed residents rated the overall quality of life in San José as "excellent" or "good." Respondents had the most favorable opinions of San José as a place to work (58 percent rated as "excellent" or "good") and as a place to shop and dine (55 percent rated as "excellent" or "good"). About a third rated the City as an "excellent" or "good" place to raise a family.

Among resident priorities for specific changes to make San José a better place to live, addressing homeless issues was the most commonly mentioned (34 percent), followed by providing more affordable housing (18 percent), and improving public safety and reducing crime (16 percent). Resident responses and priorities differed according to whether respondents were generally satisfied or dissatisfied with the City’s overall performance in providing municipal services.



Note: Verbatim responses were recorded and later grouped.

CITYWIDE QUALITY OF SERVICES

Surveyed residents were fairly split in their satisfaction with the City's overall performance in providing services. About half (49 percent) of surveyed residents expressed satisfaction with the City's overall performance in providing services, 46 percent expressed dissatisfaction, and 5 percent said they were unsure or preferred not to answer. The results for "overall dissatisfied" were similar to last year, while the percentage of "very dissatisfied" declined by 4 percentage points, a statistically significant decline.

Satisfaction with specific government services varied, with modest improvement in many areas compared to last year. Highly rated government services include the City's efforts to operate the Mineta San José International Airport; providing library services; providing trash, recycling, and yard waste services; and providing fire protection and prevention services.

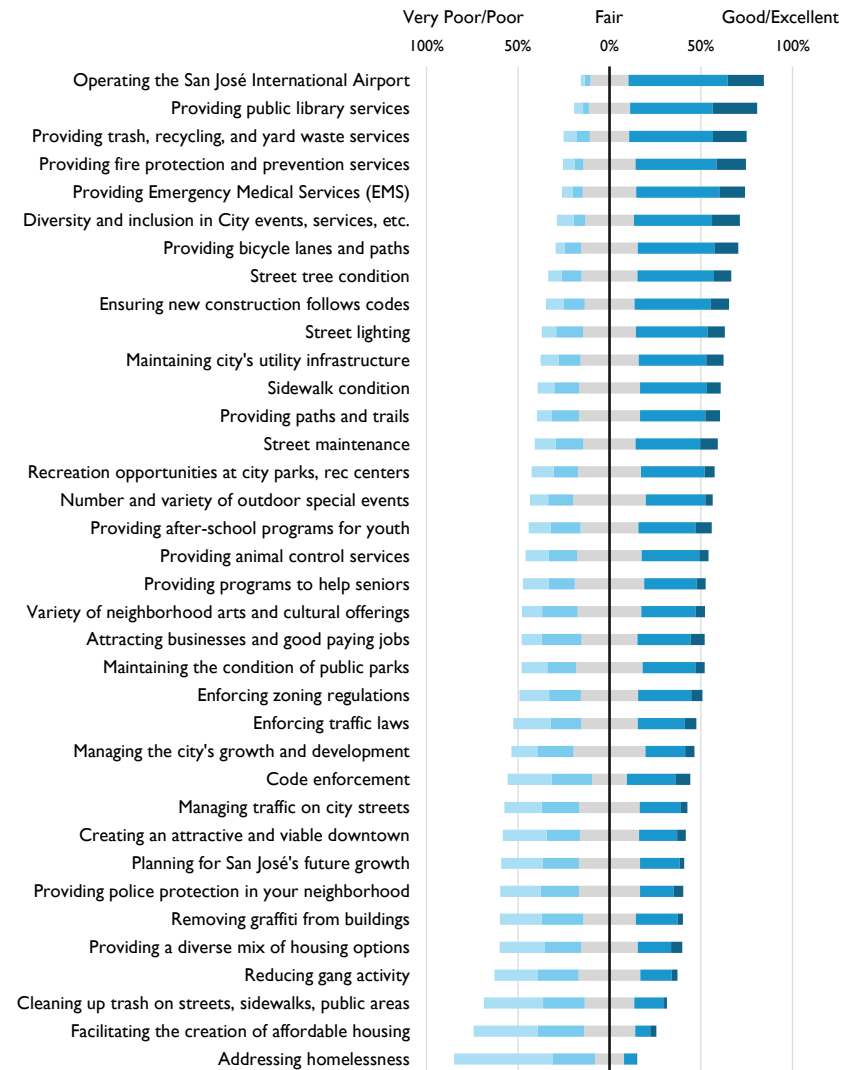
In comparison, few surveyed residents rated the City's performance in addressing homelessness, facilitating the creation of affordable housing, and cleaning up dumped litter and trash "excellent" or "good."

Relative to last year, resident ratings of the City's job providing after-school programs for youth and maintaining utility infrastructure saw statistically significant changes in satisfaction. Overall, 40 percent of respondents rated after-school programs as "excellent" or "good" (up from 32 percent), and 46 percent for maintaining utility infrastructure (up from 39 percent).

Respondents who reported being dissatisfied with the City's efforts to enforce code violations were asked to describe the particular issue in their neighborhood that the City isn't addressing to cause their dissatisfaction. Similar to last year, top responses crossed departmental responsibilities and included abandoned vehicles (31 percent), cars and RVs illegally parking on streets (22 percent), illegal dumping or trash (20 percent), and homeless camping and living in vehicles (15 percent).

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

Quality of Services and City Amenities



COMMUNITY SURVEY

CUSTOMER SERVICE

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

Over a third of surveyed residents (38 percent) reported having contact with City staff in the past 12 months, either in person, on the phone, or by email. Most surveyed residents who had contact with City staff expressed satisfaction with staff's courtesy (75 percent), timeliness in response (61 percent), and competence (61 percent). Surveyed residents satisfaction with staff's competence was statistically higher in 2023 than 2022, an increase of 6 percentage points.

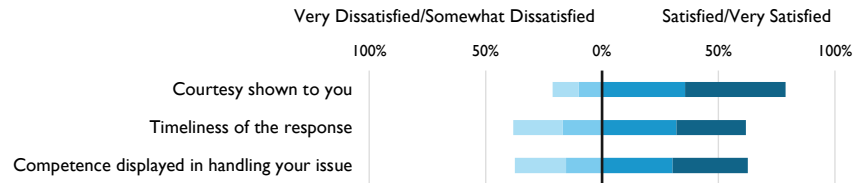
Eight percent reported that a language barrier had interfered with their ability to access City services, with 3 percent describing it as a major problem and 5 percent a minor problem.

GOVERNANCE AND PUBLIC TRUST

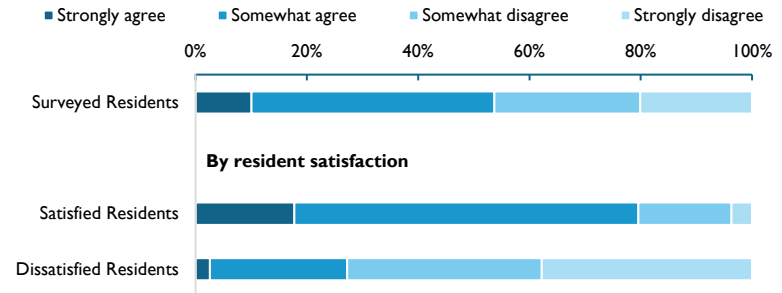
The community survey asked residents about their perceptions of the City's transparency and fiscal responsibility. About half of respondents with an opinion agreed that they trust the City of San José (54 percent strongly or somewhat agree) and that the City operates in a way that is open and accountable to the public (52 percent). Four in ten respondents also agreed that the City listens to residents when making important decisions (43 percent) and manages its finances well (39 percent). There were statistically significant improvements for respondents trust in the City (from 48 percent strongly or somewhat agree to 54 percent) and respondents perceptions of the City listening to residents when making important decisions (from 38 percent strongly or somewhat agree to 43 percent).

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

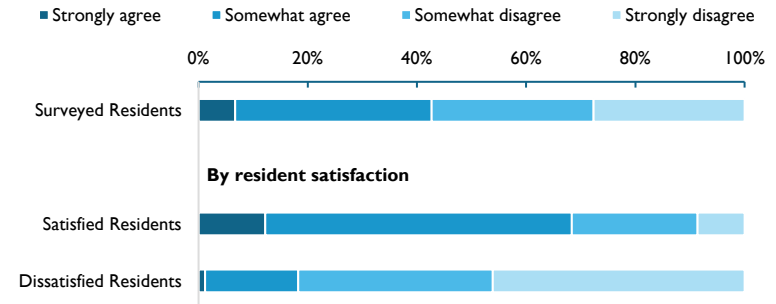
Resident Satisfaction with City Staff



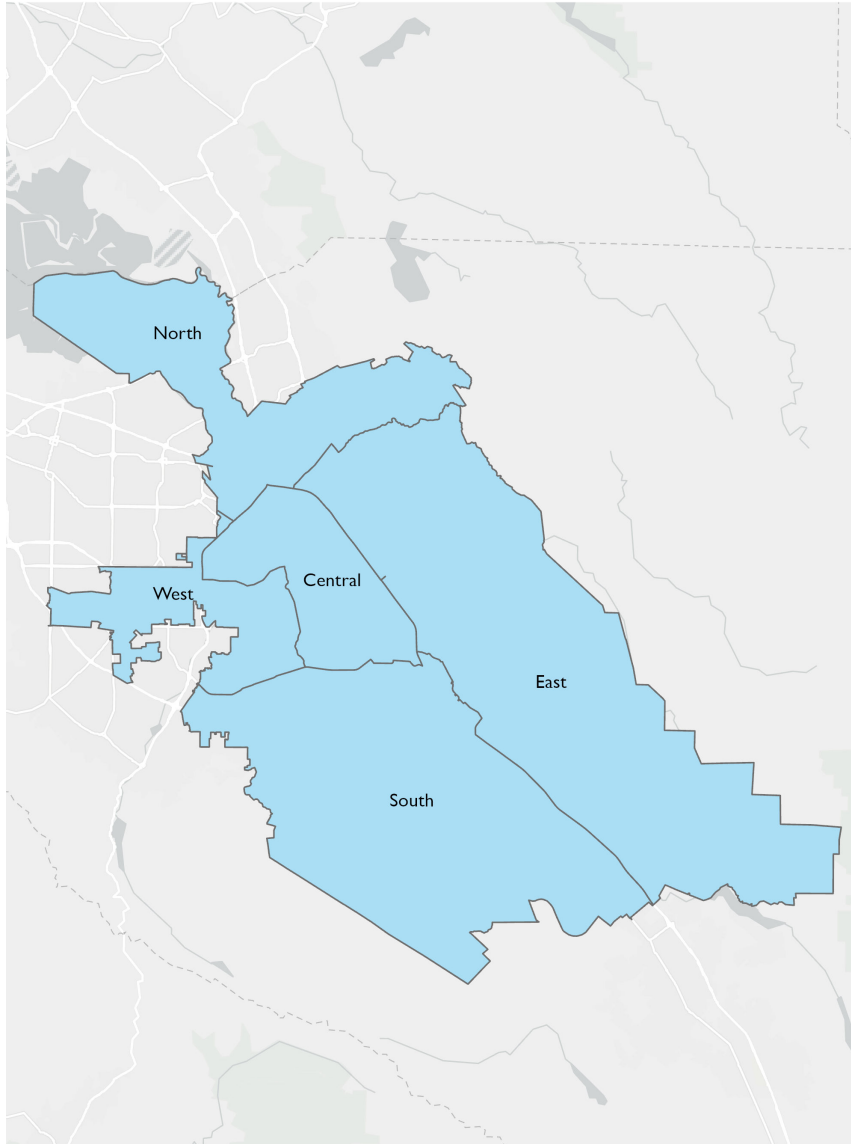
"I trust the City of San José"



"The City listens to residents when making important decisions"



SURVEY REGIONS



SURVEY METHODOLOGY

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

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

A total of 1,048 completed surveys were gathered online and by telephone between September 6 and September 17, 2023. The survey was administered in four languages: English, Spanish, Chinese, and Vietnamese.

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

The precision of estimates made from surveys are usually described by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional level of confidence, and the one used here, is 95 percent. The margin of error around results for this survey is plus or minus 3 percentage points for questions answered by all 1,048 respondents. With this margin of error, one may conclude that when 60 percent of survey respondents report that a particular service is "excellent" or "good," somewhere between 57 to 63 percent of all residents are likely to feel that way. For questions where not all respondents provided a response (i.e., preferred not to answer), the margin of error is greater.

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

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

CITY SERVICE AREA (CSA) DASHBOARDS

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

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

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

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

COMMUNITY AND ECONOMIC DEVELOPMENT CSA DASHBOARD

MISSION

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

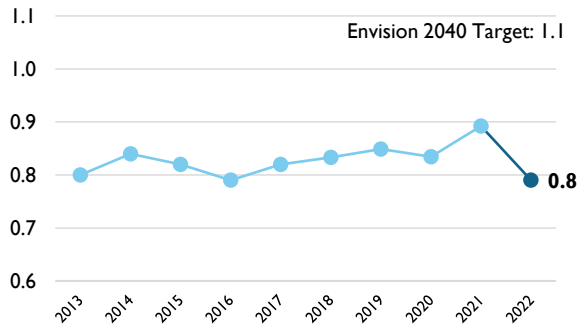
CSA OUTCOMES

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

PRIMARY PARTNERS

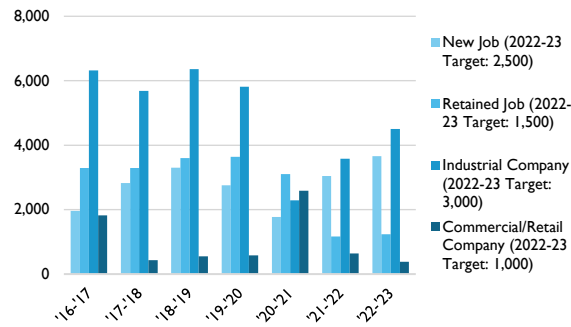
- Economic Development and Cultural Affairs
- Fire
- Housing
- Planning, Building and Code Enforcement
- Public Works

Jobs per Employed Residents in San José

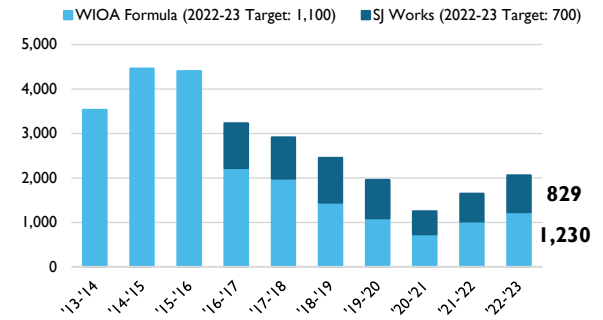


Source: 2022 estimates come from the Employment Development Department. Data prior to 2021 comes from the American Community Survey (5-year estimates for 2010-2018 and 2020, 1-year estimates for 2019 and 2021).

Estimated Jobs Generated/Retained by Companies that Received City Assistance

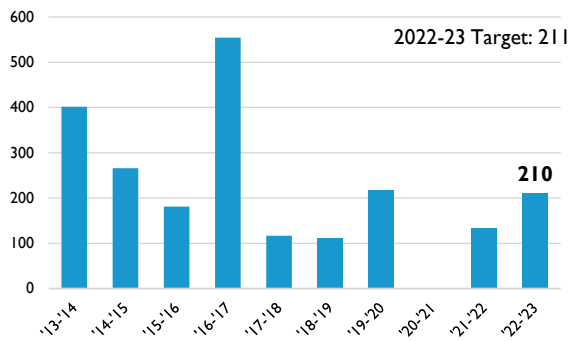


Number of work2future Clients Receiving Discrete Services (Counseling, Job Placement, and Occupational Training)

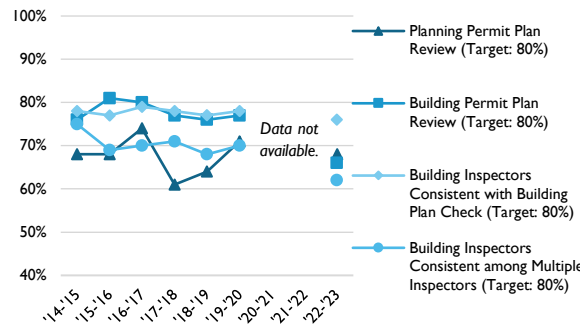


Note: According to work2future, the decline since 2015-16 was due to a change in the service delivery model which resulted in seeing fewer clients.

Affordable Housing Units Completed with City Assistance in the Fiscal Year

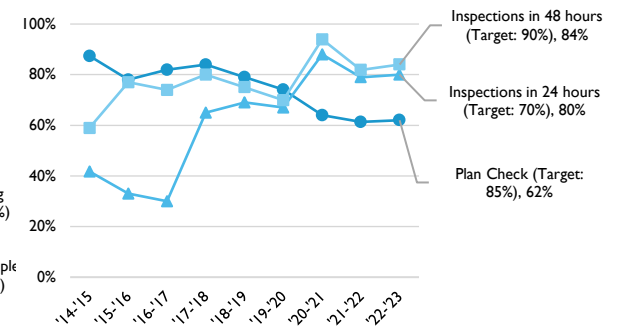


Percent of Projects that Receive Consistent Feedback from Staff Throughout the Course of Project Review



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

Development Projects Completed within Processing Time Targets (Construction Process)



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

ENVIRONMENTAL AND UTILITY SERVICES CSA DASHBOARD

MISSION

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

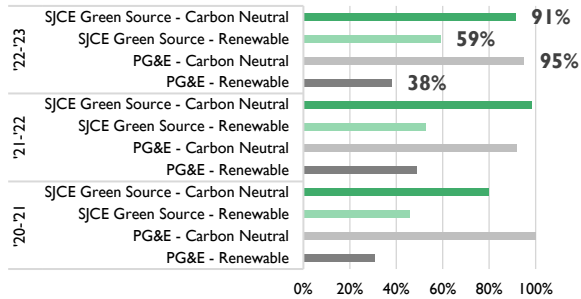
CSA OUTCOMES

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

PRIMARY PARTNERS

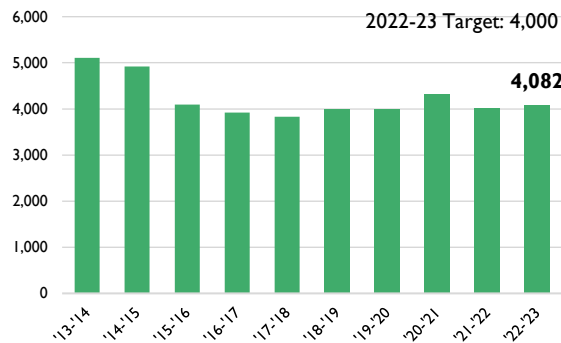
- Energy
- Environmental Services
- Transportation

San José Clean Energy and PG&E Power Content

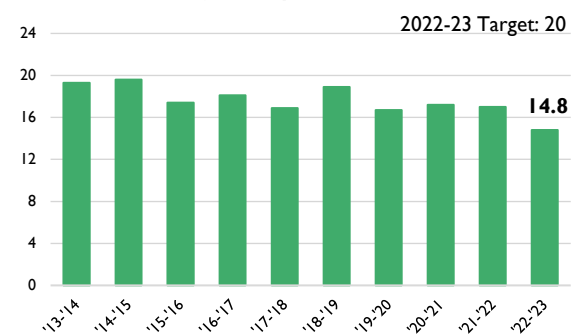


Note: Renewable energy comes from resources that are naturally replenished such as sunlight and wind. Other energy sources such as nuclear power and hydropower are not considered renewable by California state law but do not emit greenhouse gas emissions, making them carbon-free sources of power.

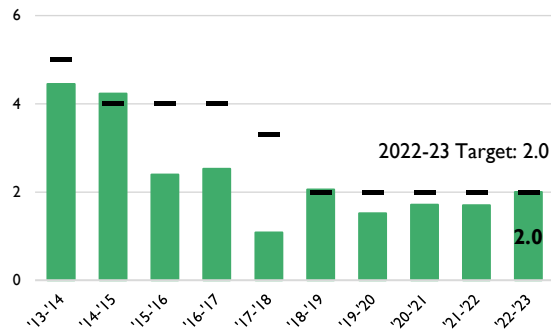
Millions of Gallons of Recycled Water Delivered Annually



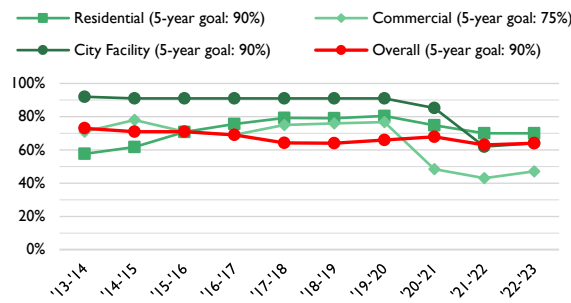
Millions of Gallons per Day Diverted from Flow to the Bay for Beneficial Purposes During the Dry Weather Period



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

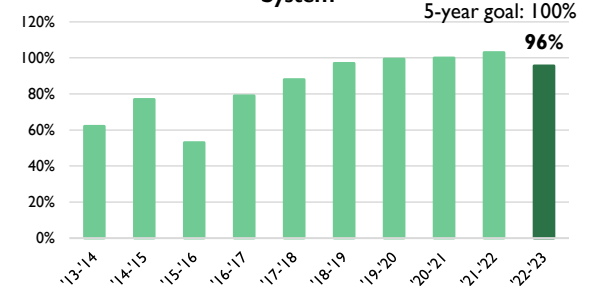


Percent of Waste Diverted from Landfills



Note: Current year measures are based on fiscal year data for 2022-23, however prior years included some calendar year data. The overall measurement is based on state guidelines, which uses a per-capita standard. It includes additional waste streams including construction, demolition, and self-haul categories. Methodology changed in 2021 based on terms of new agreements with the City's contractors.

Percent of Trash Reduced from Storm Sewer System



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

NEIGHBORHOOD SERVICES CSA DASHBOARD

MISSION

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

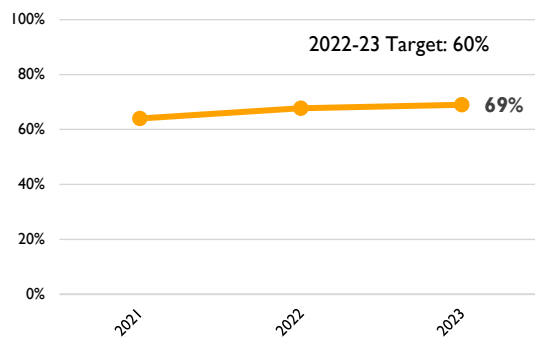
CSA OUTCOMES

- Safe and clean neighborhoods and public spaces
- Welcoming and vibrant neighborhoods and public life
- Equitable access to community opportunities to flourish

PRIMARY PARTNERS

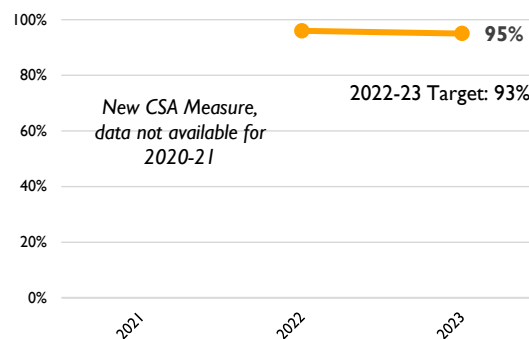
- Housing
- Library
- Parks, Recreation and Neighborhood Services
- Planning, Building and Code Enforcement
- Public Works

Percent of Residents Rating Library Services as "Good" or "Excellent"



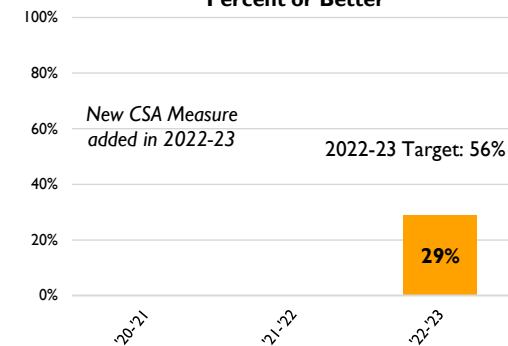
Source: City of San José Community Opinion Survey.

Percent of Library Customers Rating Staff Assistance as "Good" or "Very Good"

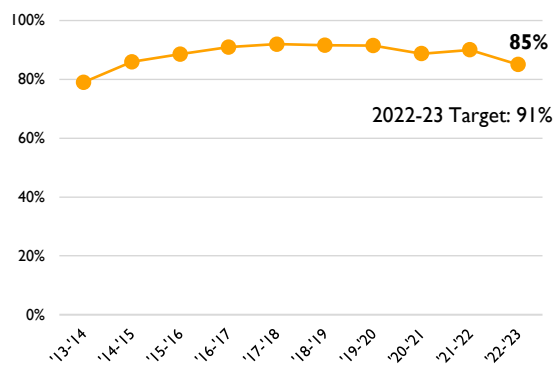


Source: Internal survey conducted by the Library.

Percent of Developed Acres by Park Condition Assessment (PCA) Score of 90 Percent or Better

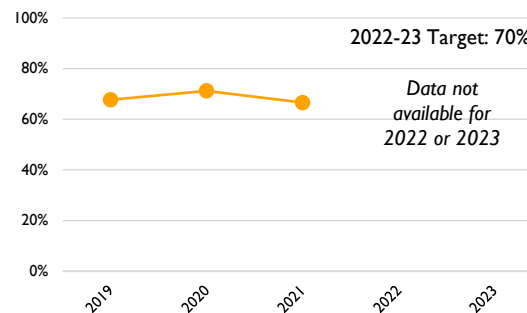


Animal Care Center Live Release Rate



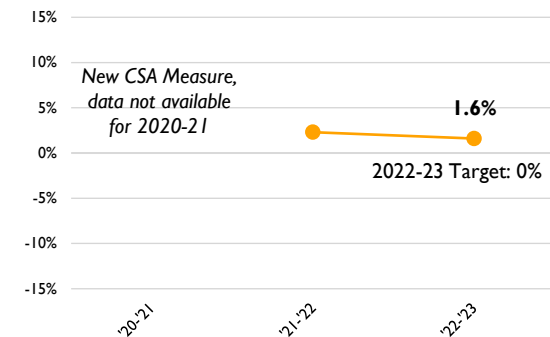
Note: In 2021-22, Public Works revised methodology to more closely align with industry standards.

Percent of Residents Who Indicate that the Physical Condition of the Neighborhood is About the Same or Better



Note: PBCE has not administered the Code Enforcement customer survey since 2021.

Percent of Increase or Decrease in Overall General Code Program Case Load Annually



PUBLIC SAFETY CSA DASHBOARD

MISSION

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

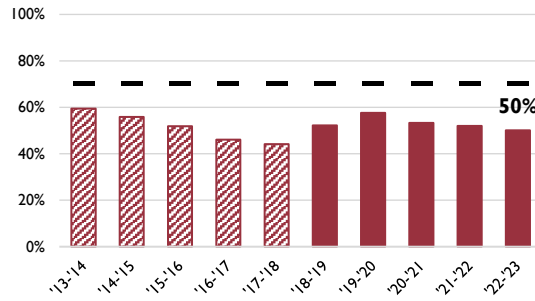
CSA OUTCOMES

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

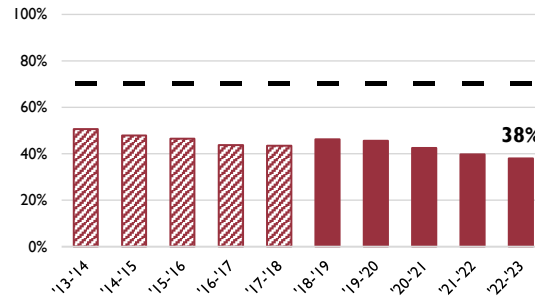
PRIMARY PARTNERS

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

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

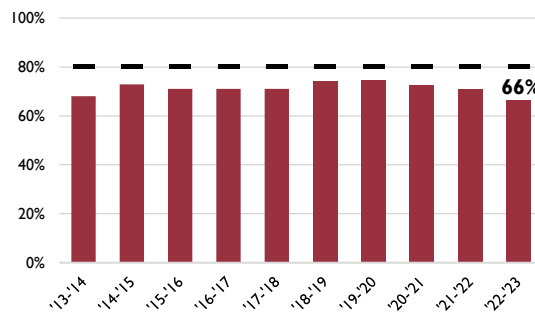


Initial Police Unit Responses within 11 Minutes of Priority 2 Calls for Service (Crime in Progress or Just Occurred)

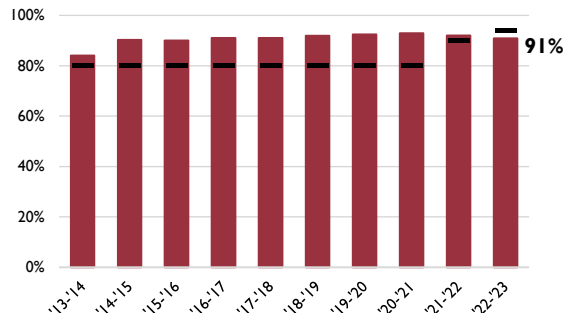


Note: In 2018-19, SJPD revised their reporting of police response times to be based on how incidents are initially coded into their system. In prior years, SJPD had measured response times based on updated coding of incidents as determined throughout the response, which could change the priorities of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

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

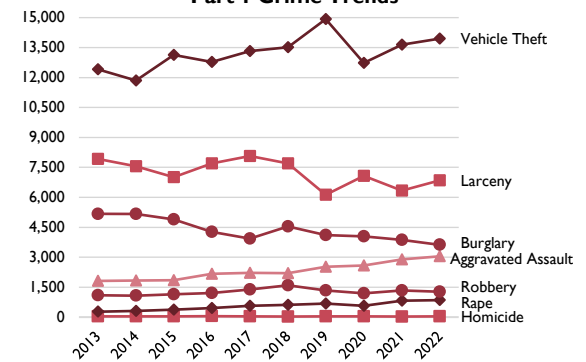


Initial Fire Unit Response within 13 Minutes of Priority 2 Calls for Service (No Lights and Sirens)

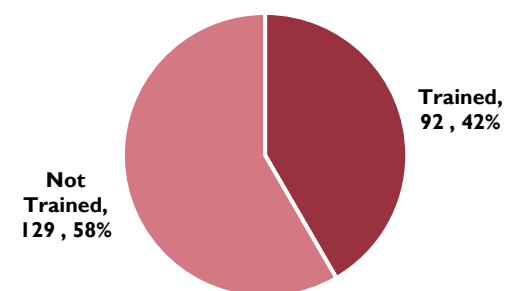


Note: Target in 2022-23 was 94 percent, in 2021-22 the target was 90 percent, and prior years was 80 percent.

National Uniform Crime Reporting (UCR) Part I Crime Trends



Emergency Operations Center (EOC) Assigned Staff who have Received Required Training (2022-23)



STRATEGIC SUPPORT CSA DASHBOARD

MISSION

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

CSA OUTCOMES

- Sound fiscal management that facilitates meeting the needs of the community
- A high performing workforce that is committed to exceeding internal and external customer expectations
- Effective use of technology
- Safe and functional public infrastructure, facilities, and equipment

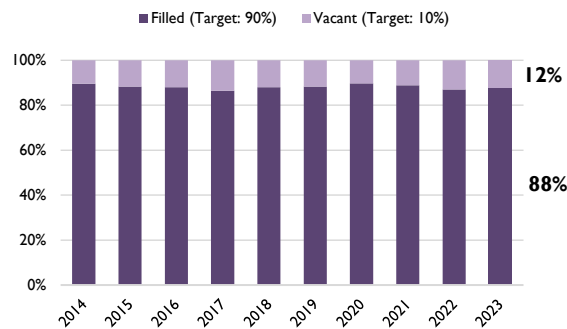
PRIMARY PARTNERS

- Finance
- Human Resources
- Information Technology
- Public Works

**City's Bond Ratings
(General Obligation Bond Rating)**

	Moody's	Standard and Poor's	Fitch
'18-'19	Aa1	AA+	AA+
'19-'20	Aa1	AA+	AA+
'20-'21	Aa1	AA+	AAA
'21-'22	Aa1	AA+	AAA
'22-'23	Aa1	AA+	AAA
Target	Aa1	AA+	AAA

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

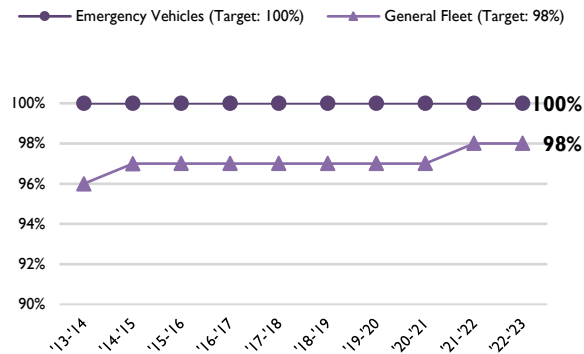


Note: The data reflects an updated methodology, beginning in 2020.

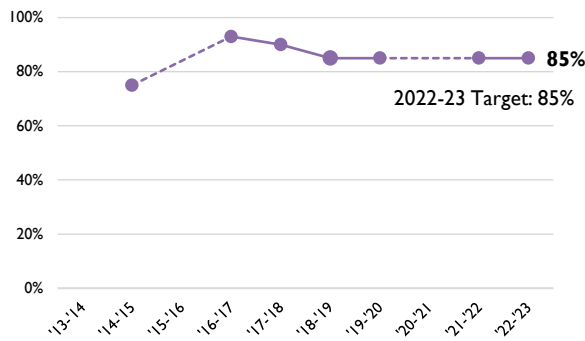
Percent of Non-Management Employee Performance Appraisals Completed on Schedule

This performance measure may be revised based on results of a current audit of the non-management performance appraisal process. Future reporting will reflect any recommendations from the audit.

Percent of Equipment Available for Use When Needed

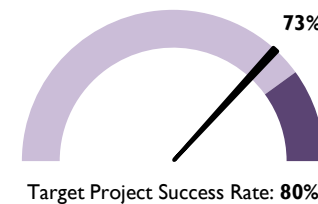


Percent of City Facilities with a Condition Assessment Rating of Good or Better



Note: Results reflect ratings of facilities assessed for the fiscal year.

Percent of Information Technology Project Success Rate Measured on Schedule, Cost, Scope, and Value (2022-23)



TRANSPORTATION AND AVIATION SERVICES CSA DASHBOARD

MISSION

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

CSA OUTCOMES

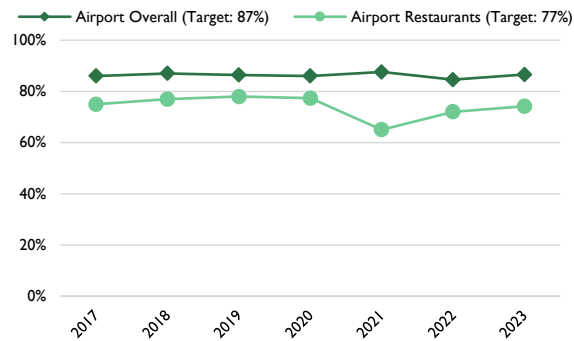
- Provide safe and secure transportation systems
- Provide viable transportation choices that promote a strong economy
- Travelers have a positive, reliable, and efficient experience
- Preserve and improve transportation assets and facilities
- Provide a transportation system that enhances community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

PRIMARY PARTNERS

- Airport
- Transportation

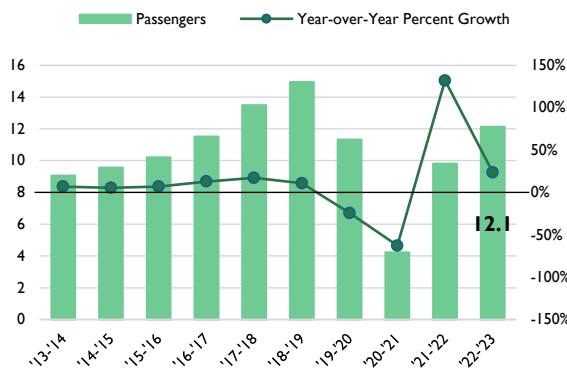
Airport Passenger Survey

% rating their satisfaction with the airport and restaurants

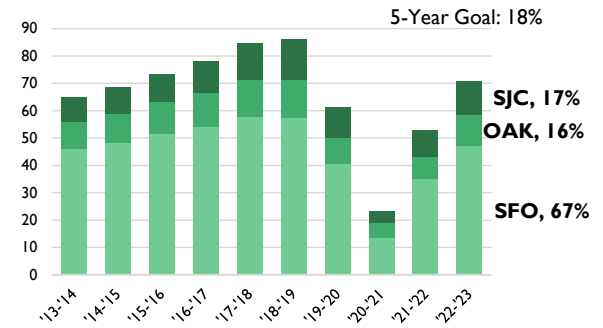


Source: Airport Industry survey conducted at the Airport.

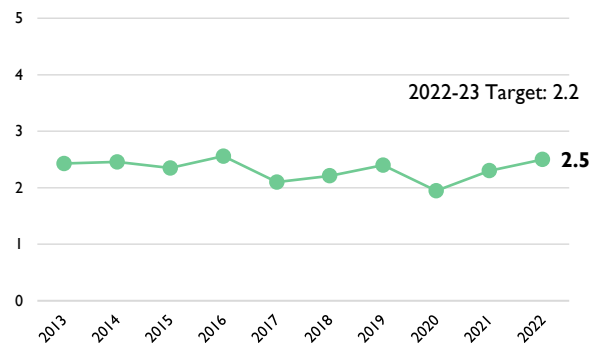
Annual Airport Passengers (millions)



Air Service Market Share of Regional Passengers (millions)

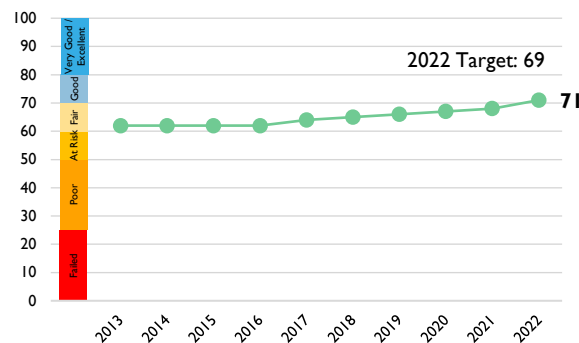


Number of Injury Crashes per Thousand



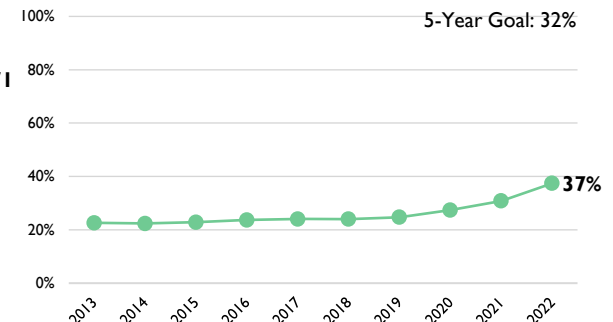
Note: This measure is calculated by DOT and reflects fatal and injury crashes that occurred on City roads and within 50 feet of an intersection on county expressways. Injury crashes on private property or beyond 50 feet of an intersection on county expressways are excluded (fatal crashes are counted).

Pavement Condition Index (PCI) Rating



Note: This is based on DOT's 1-year estimates. The Metropolitan Transportation Commission reports a 3-year moving average. In 2022, this was 69.

Percent of Trips by Alternative Modes of Transportation



Source: American Community Survey 1-year and 5-year estimates. 2022 is a 1-year estimate. This measure is comprised of commuting trips and working from home.

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

AIRPORT

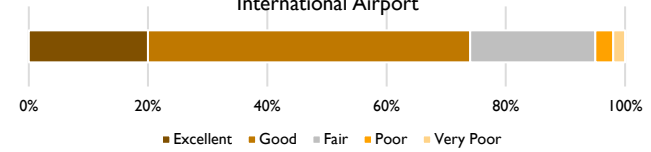
The City operates [San José Mineta International Airport](#) (SJC, Airport), which provides non-stop air service to 41 domestic and international destinations including Chicago, New York, four Hawaiian islands (Hawai'i, Kaua'i, Maui, and O'ahu), Cabo San Lucas, Guadalajara, and Tokyo. While this is less than prior to the pandemic, this is an increase from 40 domestic and international locations in June 2022.

The Airport had 223 authorized positions in 2022-23. The Airport does not receive General Fund dollars; Airport operational revenues include rents, concession fees, parking, and landing fees. Operating revenues increased from \$177.7 million in 2021-22 to \$199.1 million in 2022-23.

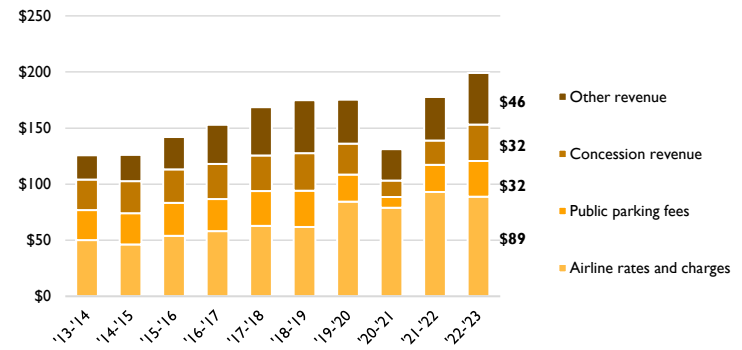
Airport operating expenditures, excluding debt service, totaled \$82.7 million. As of June 30, 2023, outstanding bonds totaled \$1.04 billion, with an additional \$10 million in commercial paper notes. Total debt service for the fiscal year was \$47.8 million.

**Operating expenditures do not include police and fire services at the Airport, debt service, capital project expenditures or reserves. In 2022-23, the cost of police and fire services totaled \$18.4 million.*

Community Survey 2023
Residents' rating of the City operating the San José International Airport

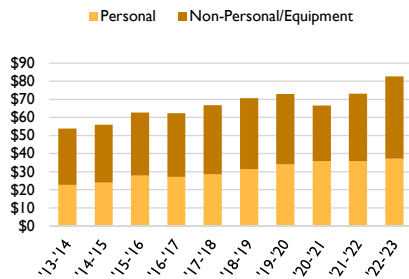


Airport Operating Revenues (\$millions)

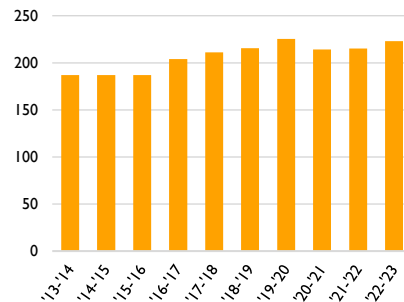


Note: Other revenue includes but is not limited to General Aviation and Customer Facility charges.

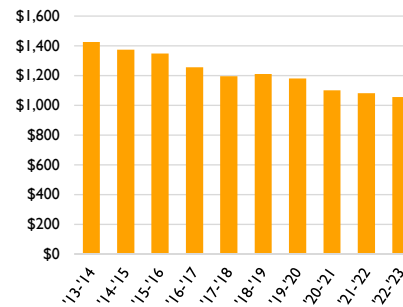
Airport Operating Expenditures (\$millions)



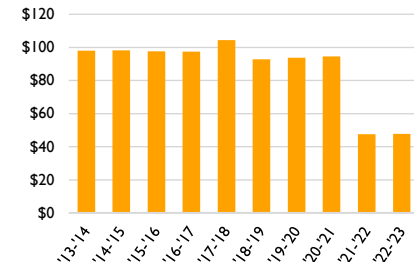
Authorized Positions



Outstanding Debt (\$millions)



Annual Debt Payments (\$millions)



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

Airline traffic was severely impacted by the COVID-19 pandemic, but it has since been increasing. There were 9.8 million airline passengers in 2021-22, which grew to 12.1 million in 2022-23. There were nearly 114,000 passenger airline takeoffs and landings, or 312 per day. Although this was an 18 percent increase compared to the previous year, total operations are still lower than pre-pandemic numbers.

The airlines' cost per enplanement (CPE) was \$13.67 in 2022-23, slightly higher than \$13.20 in 2021-22. San José's CPE was lower than San Francisco's, but slightly higher than Oakland's.

The Airport represents 17 percent of the regional market share of passengers, slightly less than the prior year. Additionally, in 2022-23, the Airport handled 73.2 million pounds of cargo, freight, and mail—an increase from 71.3 million pounds in 2021-22.

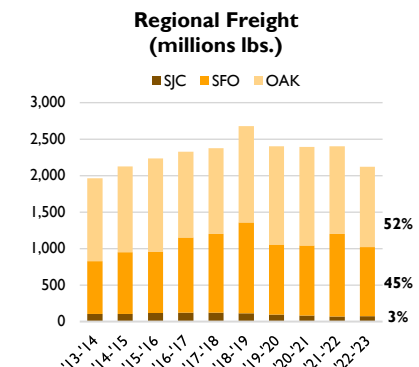
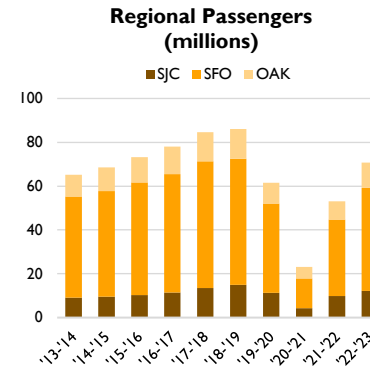
The Airport received over 17,000 noise complaints in 2022-23; about 500 concerned flights subject to the curfew between 11:30 pm and 6:30 am.

Regional Comparisons, 2022-23

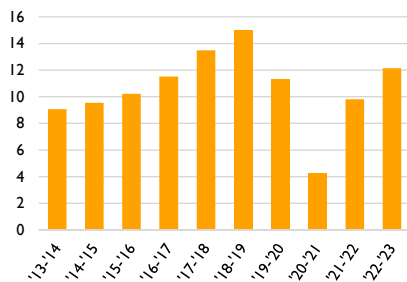
	SJC	OAK	SFO
Passenger Airlines	11	11	54
Destinations	41	49	131
Domestic	33	42	80
International	8	7	51
Passengers (millions)	12.1	11.6	47.1
Passenger Flights/Day	312	145	984
On-Time Arrival Percentage	79.1%	76.4%	77.0%

Sources: Oakland International Airport Airline Information and staff; Monthly Reports for SJC and SFO, SFO Fact Sheet FY 2022-23; and Airline On-Time Statistics U.S. Bureau of Transportation Statistics.

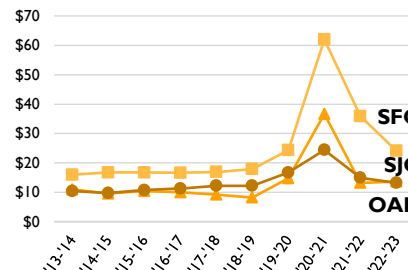
Market Shares



Annual Airport Passengers (millions)

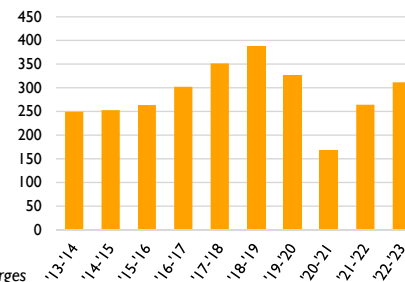


Airline Cost per Enplanement Comparison

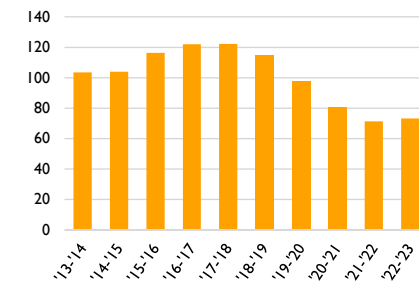


Note: The CPE (industry standard) is based on rates and charges paid by airlines divided by the number of boarded passengers.

Passenger Flights Per Day (Takeoffs and Landings)



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



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

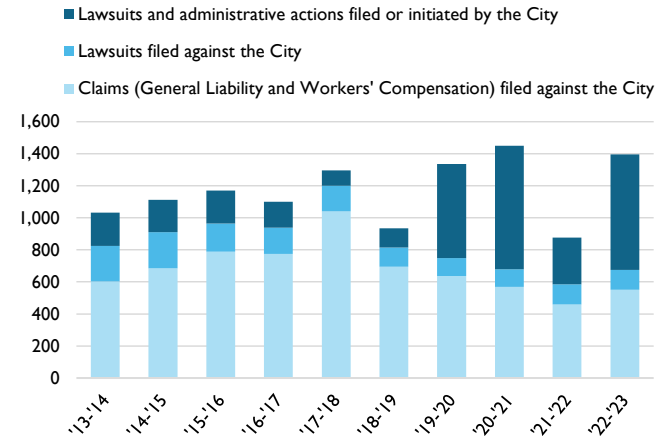
CITY ATTORNEY

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

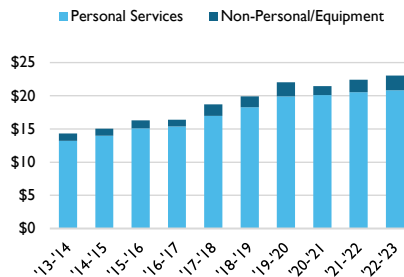
The 2022-23 operating expenditures for the City Attorney’s Office totaled \$23.1 million, which is comprised of personal and non-personal expenditures. In addition, the City Attorney’s Office was responsible for approximately \$3.4 million in general liability claims, a Citywide expense. Authorized staffing totaled 86.5 positions, slightly up from the prior year.

The City Attorney’s Office handled about 1,400 new claims and litigation matters in 2022-23 and prepared or reviewed around 4,400 legal transactions, documents, and memoranda. Lawsuits and administrative actions filed or initiated by the City increased by almost 150 percent from the prior year. The City Attorney’s Office attributes the increase to the termination of COVID-19 pandemic restrictions, resulting in increased resident interface with the City and engagement in more activities that could give rise to litigation (e.g., vehicle side shows). Litigation-related collections totaled about \$11.4 million.

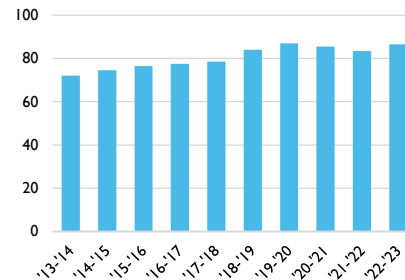
Claims and Lawsuits



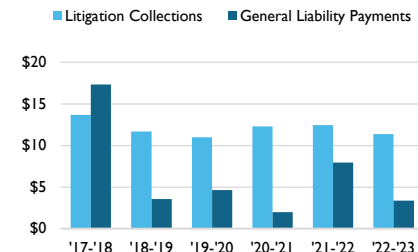
City Attorney Operating Expenditures (\$millions)



City Attorney Authorized Positions



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



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

CITY AUDITOR

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

The City Auditor’s annual work plan is [posted online](#), along with copies of all issued audit reports and semi-annual recommendation status reports. The Office’s 2022-23 operating expenditures totaled \$2.5 million. Staffing totaled 14 authorized positions. In addition, the City Auditor’s Office was responsible for \$407,000 in Citywide costs, including the ACFR, the grant compliance Single Audit, and the bond projects audits.

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

In 2022-23, the City Auditor's Office identified \$15.5 million in monetary benefits from its audit recommendations, or \$5.58 in savings for every \$1 spent on audit costs in 2022-23 (target: \$2 to \$1). Monetary benefits vary from year to year based on the types of audits that are on the Office's annual work plan. For comparison, the 2021-22 ratio was \$0.4 of estimated monetary benefits for every \$1 on audit costs.

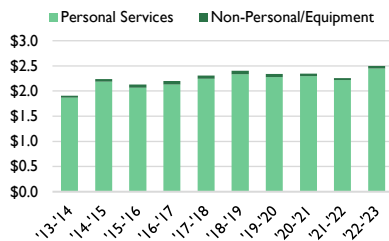
KEY FACTS (2022-23)

Number of audit reports issued	15
Number of audit reports per auditor	1.5
Ratio of estimated monetary benefits to audit cost	\$5.58:\$1
Percent of approved work plan completed or substantially completed during the fiscal year	79%

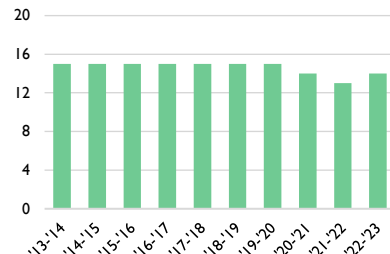
Subject area of audits issued in 2022-23:

- *Bill of Rights for Children and Youth*
- *COVID-19 Food Distribution Expenditures*
- *Team San Jose Performance FY 2021-22*
- *Tree Removals and Replacement*
- *Firearm Regulations*
- *Annual Report on City Services 2021-22*
- *San Jose Conservation Corps*
- *Employee Travel*

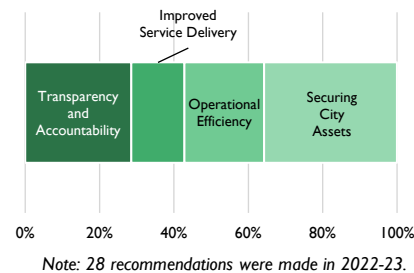
City Auditor Operating Expenditures



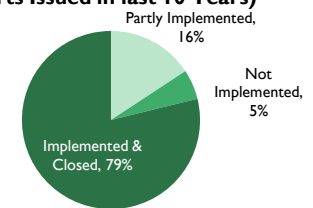
City Auditor Authorized Positions



Recommendations Issued in 2022-23 by Category



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



Note: 718 recommendations were made in the last 10 years.

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

CITY CLERK

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

- Open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements.
- Preparing and distributing agenda items for City Council, Committee, and Commission meetings.
- Providing access to the City’s legislative records and documents under the California Public Records Act and reviewing all City contracts for administrative compliance.
- Facilitating remote and hybrid City Council and Board and Commissions meetings in accordance with California’s open meeting laws (i.e., Brown Act).

The City Clerk’s operating expenditures totaled \$3.3 million in 2022-23, with \$2.9 million in personal services and \$0.4 million in non-personal expenditures. In addition, the City Clerk was responsible for \$5.6 million in Citywide expenses, out of which \$4.6 million was spent on elections and ballot measures. Staffing increased from 14 to 18 authorized positions since last year.

The Clerk’s Office also provides administrative support to the Mayor and Council Offices, tracking office budgets and facilitating the disbursement of grants (306 in 2022-23). The Office coordinated the recruitment of 42 full-time and 14 part-time staff for the Mayor and City Council offices. Going forward, the Office is funding onsite and virtual interpretation services for City Council and Committee meetings.

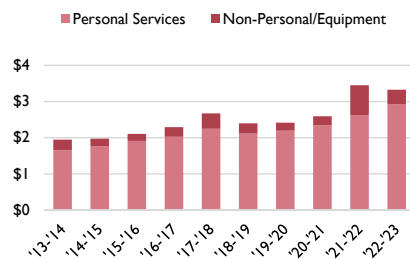
During the 2022 Boards and Commissions Spring Recruitment, the Office recruited for 97 appointed positions by screening and processing 241 online applications.

KEY FACTS (2022-23)

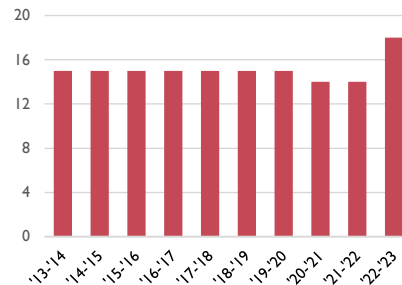
Number of meetings staffed	173
Number of Brown Act agendas posted online	809
Number of Council actions processed and tracked	913
Number of Public Records Requests (e.g., legislative histories, contracts, election related documents)	1,686
Number of Ordinances Processed	130
Number of Resolutions Processed	491
Number of contracts processed	2,723
Number of campaign filings processed	91
Council agendas posted 10 days before a meeting*	100%
Council synopsis and/or minutes posted by next meeting*	95%
Council Committee minutes posted 5 days before the relevant Council meeting*	100%
Decision-Making Bodies minutes posted within 10 days*	98%

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

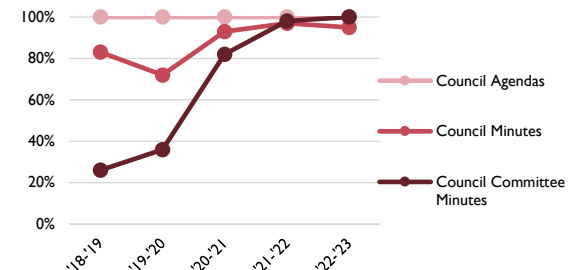
City Clerk Operating Expenditures (\$millions)



City Clerk Authorized Positions



Council Documents Posted within Open Government Standards*



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

CITY MANAGER

The City Manager's Office (CMO) develops public policy, leads the organization, and manages Citywide service delivery. 2022-23 operating expenditures totaled \$23.1 million, including personal and non-personal expenditures. In addition, the CMO was responsible for \$7.6 million in Citywide expenses. Staffing in 2022-23 totaled 84.5 positions.

CMO carries out various multi-year, Citywide initiatives, including the Customer Service Vision and Standards initiative and the Children and Youth Services Master Plan. CMO reported hosting 89 community meetings during 2022-23, with topics including the Children and Youth Services Master Plan, police reform, and the COVID-19 Recovery Task Force.

CMO KEY FACTS (2022-23)

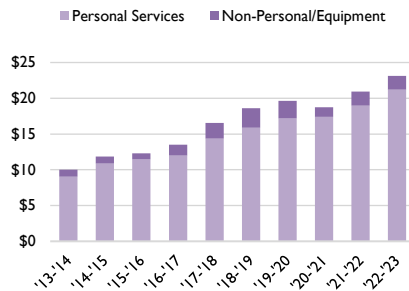
Staff reports approved for City Council consideration	529
City Council referrals assigned	50
Information memoranda issued	68
Community budget meetings held	33
Public records requests responded to or coordinated	387
City staff attending a language access training	288
Emergency Operations Flash Reports	13
City Manager's 30-Day Roundups	11

Functions of the City Manager's Office (2022-23):

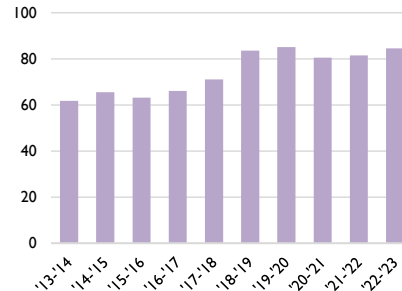
- **Administration, Policy, and Intergovernmental Relations** supports Citywide policy analysis and implementation, and monitors state and federal legislation. Other services include agenda review and open government and public record request coordination.
- **Budget** develops and monitors the City's operating and capital budgets, ensuring the City's fiscal health.
- **Communications** directs and implements the City's communications strategy to inform and engage San José residents. It provides strategic counsel and oversight of media relations; internal communication; emergency public information; and digital, social, and creative services.
- **Employee Relations** negotiates labor contracts and supports a positive, productive, and respectful work environment.
- **Executive Leadership/City Management** supports the Mayor and City Council in making public policy decisions and ensures the organization is delivering cost-effective services. It also guides development of long-term, equity-focused, and data-driven strategies to invest in the City's future.

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

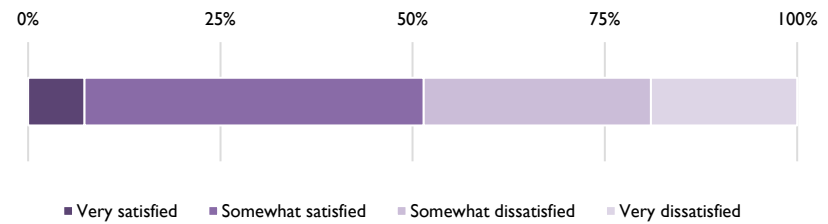
City Manager Operating Expenditures (\$ millions)



City Manager Authorized Positions



Community Survey 2023
Residents' rating of the job the City of San José is doing to provide city services



CITY MANAGER

The 2022-23 **City Initiative Roadmap** was comprised of 41 initiatives that represented significant new policies, strategies, projects, or programs that required strategic planning and leadership capacity to successfully deliver. The initiatives were categorized under eight enterprise priorities.

Through the *Outcomes, Equity Indicators, and Performance Management* initiative, the CMO was working to modernize performance measures and utilize the City Service Areas (CSAs) to align measures around inputs, activities, processes, and outcomes. In 2023, the City Council approved four focus areas for the City: Increasing Community Safety, Reducing Unsheltered Homelessness, Cleaning Up Our Neighborhoods, and Attracting Investment in Jobs and Housing. In addition to the four City Council Focus Areas, the City Council also approved five Foundational Strategic Support Focus Areas. This includes Driving Organizational Performance, which continues the performance management modernization and alignment initiative. Moving forward, the CMO has begun transitioning to a Focus Area Governance and Management Approach for 2023-24.

2022-2023 City Initiatives Roadmap

Enterprise Priority	Initiative									
COVID-19 Pandemic Community and Economic Recovery	Housing Stabilization	Re-Employment + Workforce Development	Small Business Recovery + Resilience	COVID-19 Recovery Task Force						
Sustainable and Resilient City Infrastructure and Emergency Preparedness	Disaster Ready + Climate Smart	Reliable Infrastructure Resilience	Clean Energy Resilience	Water Supply Resilience	Natural Environment Restoration					
Ending Homelessness	Emergency Housing System Expansion	Encampment Services, Outreach, Assistance, + Resources	Encampment Management + Safe Relocation	Emergency Housing Financial Sustainability	Safety Net Services County Coordination					
Safer San José	Police Reforms	Vision Zero Traffic Safety	City Services Continuity of Operations							
Clean, Vibrant, and Inclusive Neighborhoods and Public Life	Children + Youth Services Master Plan	Education, Digital Equity, + Digital Literacy	BeautifySJ Encampment Trash Services	BeautifySJ Vehicle Blight	Child Care Siting Policy Update					
Building the San José of Tomorrow with a Downtown for Everyone	Align Zoning with General Plan	Development Services Process Improvements	Google Downtown West Development	BART Silicon Valley Extension	Airport Connector + Diridon Station	North San José	High-Speed Rail	Wage Theft Prevention Policy + Responsible Contractor Ordinance	Affordable Housing on Assembly Use Sites Policy (YIGBY)	
Enterprise Priority Foundational	Initiative									
Strategic Fiscal Positioning and Resource Deployment	Emergency Fiscal Recovery + Planning	Outcomes, Equity Indicators, + Performance Management	Disparity Study	Advancing Equity through Culture + Practice	Procurement Improvement					
Powered by People	Workforce Diversity + Talent Pipeline	Citywide Hiring	Employee Wellbeing, Growth, + Retention	Digital Workforce	Customer Service Vision + Standards					

CITY MANAGER

OFFICE OF EMERGENCY MANAGEMENT

The Office of Emergency Management (OEM) leads efforts to protect life, property, and the environment by managing programs that mitigate, prepare for, respond to, and recover from disasters and emergencies. OEM administers Community Emergency Response Team (CERT) trainings, which train residents and businesses on how to organize, respond, and recover from major emergencies. OEM reports there were 296 CERT graduates in 2022-23. OEM estimates at least 2,600 residents received emergency preparedness outreach during community events.

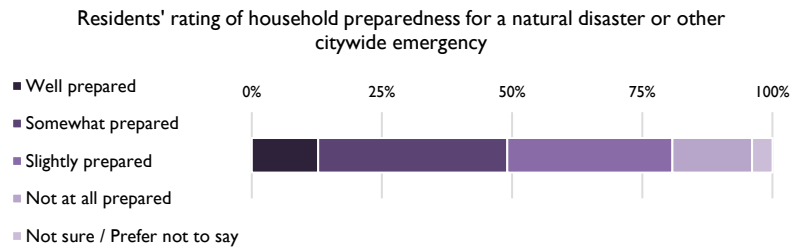
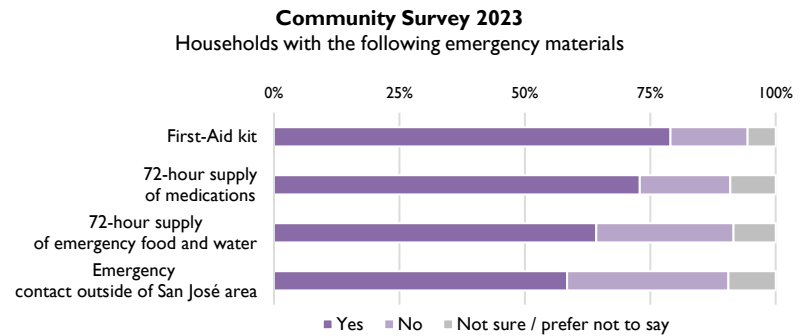
The Emergency Operations Center (EOC) is comprised of 221 staff, of which 42 percent received required training. The EOC was activated three times in 2022-23, including responses to extreme heat during August 2022, storms during December 2022, and an additional atmospheric river in March 2023.

OFFICE OF RACIAL EQUITY

The mission of the Office of Racial Equity (ORE) is to support the City in embedding a racial equity practice and embody a culture that sustains it. ORE is responsible for enabling the organization to examine and improve the City's policies, programs, and practices to address structural and/or institutional racism in the city. ORE is also responsible for implementing the Welcoming San José Plan 2.0. The plan aims to enable civic, economic, linguistic, and social inclusion of immigrants and refugees in San José.

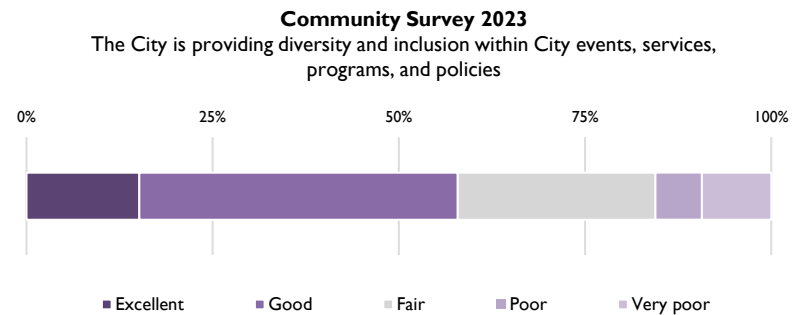
During 2022-23, ORE offered 19 trainings, workshops, and study sessions to increase City staff's understanding of equity concepts and methods to incorporate an equity lens in decision-making. ORE reports continuing to work with all departments to implement the Budgeting for Equity practice in the budgeting process. In addition, in May 2023, ORE launched the San José for All Advisory Board. With a focus on community members' lived experiences, the board aims to provide feedback on improving City practices and services that elevate racial equity.

ORE partnered with Welcoming America to host a three-day Welcoming Interactive Conference focused on inclusion and belonging best practices in service of immigrant and refugee communities. Welcoming America reports more than 600 people attended the conference. ORE collaborated with other community-based organizations to host an additional 19 events, including spotlights on economic empowerment and higher education.



ORE KEY FACTS (2022-23)

Staff that participated in an equity-related training or workshop	400
Active Department/Office Racial Equity Action Plans	20
Citizenship virtual information session attendees	782
Citizenship in-person workshop attendees	160
Naturalization applications completed and filed	108



ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

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

ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

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

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

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

In 2022-23, OEDCA’s operating expenditures totaled \$12.4 million. This includes personal and non-personal expenditures. The Office was responsible for \$16.9 million in Citywide expenses. Citywide expenses included property leases where the City is the tenant, and a subsidy to the Tech Interactive. The City also supported the Convention & Cultural Facilities with about \$11 million from hotel tax revenues.

KEY FACTS (2022-23)

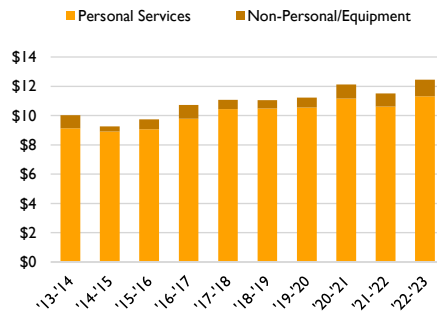
Unemployment Rate	Pre-COVID*	2.6%
	2023	3.6%
Median Household Income		\$ 133,835

* Average of monthly unemployment rates from July 2019 to February 2020.
Sources: Bureau of Labor Statistics and 2022 American Community Survey

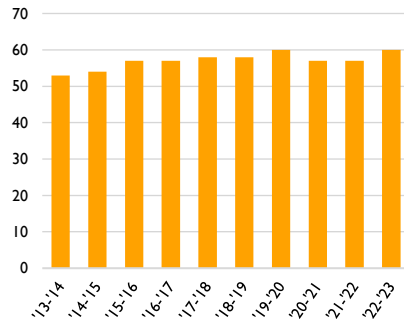
Select OEDCA Initiatives

- In 2022-23, OEDCA’s Business Development Team executed a small-business work plan that included supporting 12 existing or emerging business associations. Business Development procured technical assistance providers to support business owners, and connected business owners to grant opportunities. The team also continued to conduct business meetings focused on permit facilitations, retentions, expansions, or attractions.
- San José Works, a partnership with OEDCA’s work2future program and PRNS, provided over 370 high school youth with paid internships. Ninety-three percent of the participants completed their six-week paid internship, and 72 percent of participants resided in an Opportunity Neighborhood. In addition, the program placed about 450 youth with unsubsidized employment and connected 100 youth with mentors from the local employer community.

OEDCA Operating Expenditures (\$millions)

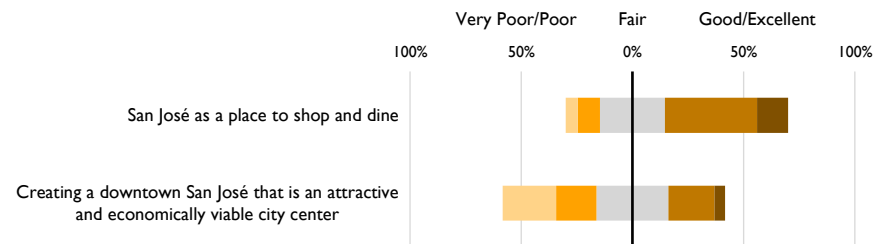


OEDCA Authorized Positions



Community Survey 2023

Ratings of Service



ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

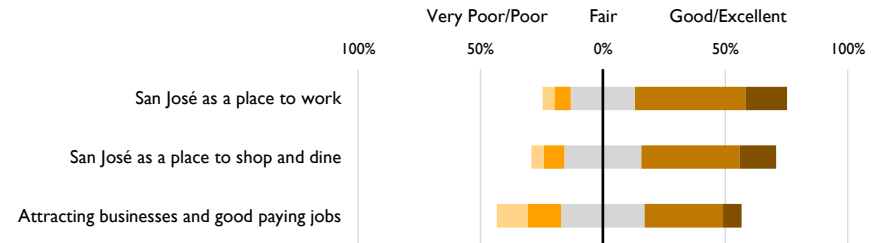
BUSINESS DEVELOPMENT AND JOBS

OEDCA's Business Development Division promotes business in San José by providing assistance, information, access to services, and facilitating the development permit process. It also has continued to support the city in its recovery and response to the COVID-19 emergency by providing assistance to small businesses in the City's underserved communities. In 2022-23, Business Development provided development facilitation services to support 100 projects. It also coordinated the Business Owner Space network, through which entrepreneurs receive information, and technical and human resources support.

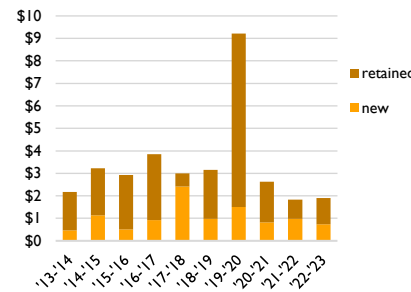
Business Development estimated companies that received its assistance generated \$1.9 million in tax revenues (business and sales taxes). In 2022-23, this included the attraction of ByteDance (TikTok), the expansion of Lyten, and the retention of Olympus. About \$2.5 in tax revenue was generated for every \$1 in OEDCA expenditure on business development.

One of OEDCA's main goals is to catalyze job creation. Companies and businesses that received OEDCA assistance created about 3,700 jobs and retained more than 1,200 jobs in 2022-23. With more than 430,000 jobs located within the city in 2022, San José had less than one job per employed resident. Palo Alto, by contrast, had more than two jobs per employed resident.

Community Survey 2023
Quality of Life Ratings

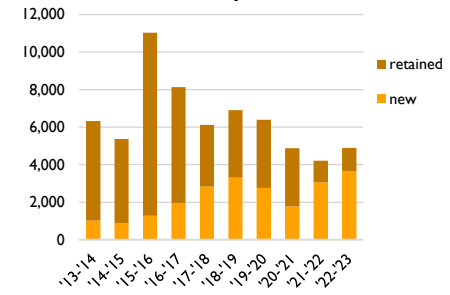


Estimated Tax Revenue Generated by OEDCA-assisted Companies (\$millions)

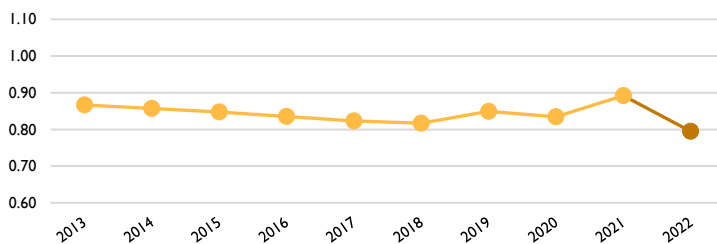


Note: The growth in '19-'20 was primarily driven by a revenue-sharing agreement with eBay.

Estimated Jobs Created or Retained by OEDCA-assisted Companies

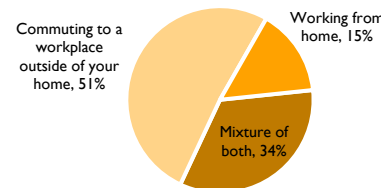


Jobs Per Employed Residents in San José
Balance at 1.0 job per resident
Envision 2040 target: 1.1 jobs per resident

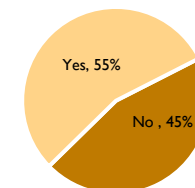


Sources: 2022 estimates come from the Employment Development Department. Data prior to 2021 comes from the American Community Survey (5-year estimates for 2010-2018 and 2020, 1-year estimates for 2019 and 2021).

Community Survey 2023
Are you currently working from home, commuting to a workplace outside of your home, or a mixture of both?



Community Survey 2023
When commuting to a workplace outside of your home, is that place within San José?



ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

WORKFORCE DEVELOPMENT

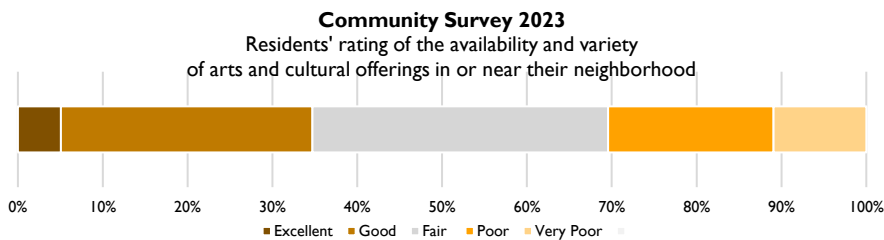
The City's workforce development program is managed by [work2future](#), a federally-funded, state-mandated program that provides services to adults, dislocated (laid-off) workers, and youth. It provides job search assistance, occupational training, and skills enhancement workshops to San José residents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

In 2022-23, work2future provided workforce development training, work experience, and counseling services to over 2,330 diverse job seekers. These clients included those supported with work2future federal formula funds (1,230 participants), City General Funds through San José Works (829 participants), and the Resilience Corps Program—an inter-departmental collaboration funded with American Rescue Plan Act resources (273 participants). Finally, more than 300 business clients, many of whom were small businesses, received assistance services, including recruitment, lay-off aversion, and business assistance.

CULTURAL AFFAIRS

OEDCA's Cultural Affairs Division promotes San José's artistic and cultural vibrancy and supports opportunities for cultural participation and cultural literacy for residents, workers, and visitors. In 2022-23, OEDCA awarded 90 grants totaling \$3.8 million to organizations that are located in San José or host events in San José. Contributing to San José's placemaking and design goals, the public art program reported that it had 431 works throughout the city.

Cultural Affairs helped facilitate almost 400 event days in 2022-23 with an estimated attendance of 2.2 million. Not only did attendance increase from the previous year, it has returned to pre-COVID levels. OEDCA's signature events included Christmas in the Park, Viva Calle, and the Rock N Roll Half Marathon.

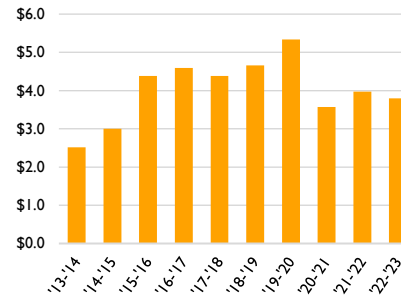


work2future Development Program Results

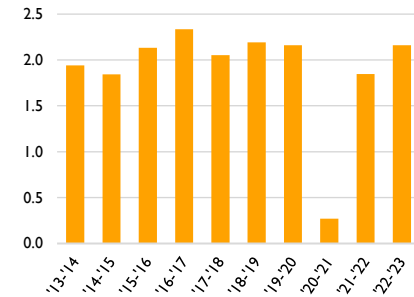
	Job Seekers	Placed in Jobs	State Goal	Success Rate*
Adults	704	70.2%	62.0%	113.2%
Dislocated Workers	309	76.0%	67.0%	113.4%
Youth (14-24 years)	217	70.0%	66.0%	106.1%

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

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



Estimated Attendance at Outdoor Special Events (millions)



Funding to City-owned Cultural Facilities

In addition to the properties managed by Team San Jose, OEDCA provided operations and maintenance funds totaling about \$4.1 million from the General Fund to the following operators of City-owned cultural facilities:

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



Hammer Theatre, Photo: City Auditor's Office

ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS

REAL ESTATE SERVICE

Real Estate Services manages the City’s real estate portfolio, provides real estate services to City departments, and represents the City in third-party transactions. This includes acquisition, disposition, surplus sales, leasing, relocation, valuation, telecommunications, and property management. In 2022-23, sales revenue totaled about \$730,000. The division also generated \$2.6 million in facility lease revenue. Real Estate Services had 86 property leases in its real estate portfolio.

CONVENTION & CULTURAL FACILITIES

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

In 2022-23, the facilities drew about 766,000 people to over 270 events. Of these events, 50 were at the convention facilities, which hosted more than 228,000 attendees.

*For more information about the performance of the City’s Convention and Cultural Facilities, see our *FY 2022-23 Team San Jose Performance Audit*.

San Jose Civic



California Theatre



Montgomery Theater

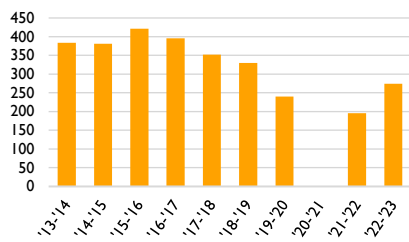


Center for Performing Arts



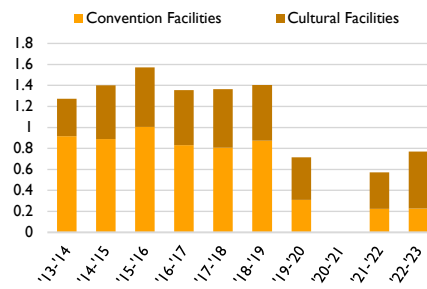
Photos: City Auditor’s Office and Team San José

**Number of Events
(Convention and Cultural
Facilities Combined)**

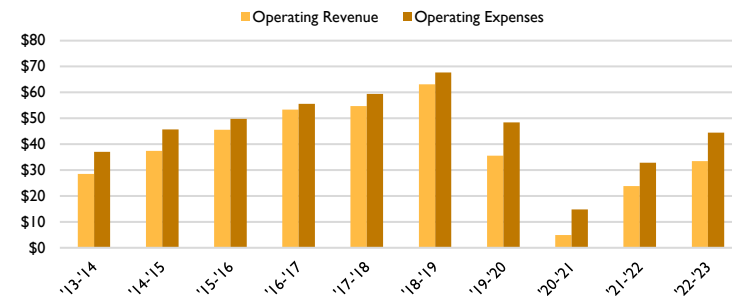


Note: The facilities did not host events in 2020-21 because of COVID-19.

Attendance (millions)



Operating Revenues and Expenses (\$millions)



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

ENERGY

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

SJCE allows the City to choose the source and set retail rates for power used in the city. In 2023, the default service, GreenSource, provided electricity that is 91 percent carbon-free. SJCE met its target of less than 5 percent of customers opting out. Customers can upgrade (opt-up) to TotalGreen to receive 100 percent renewable and carbon-free electricity. TotalGreen costs the average home \$4 more per month than GreenSource. As of June 2023, 1,722 customers upgraded. SJCE nearly met its opt-up target of 0.5 percent.

SJCE had 40 authorized positions in 2022-23, and operating revenues totaled \$515.5 million, an increase from last year's \$355.7 million. SJCE's operations, maintenance, and administrative expenditures totaled \$21.8 million; additionally, energy purchases and other expenditures totaled \$364.5 million. Overall, SJCE had an operating income of \$129.1 million in 2022-23.

In 2023, SJCE increased the discount rate for customers enrolled in their SJ Cares program from 5 percent to 10 percent. In December 2022, the City Council approved changing SJCE's rate-setting methodology to cost-of-service, meaning that energy will be charged at-cost rather than pegged to PG&E rates.

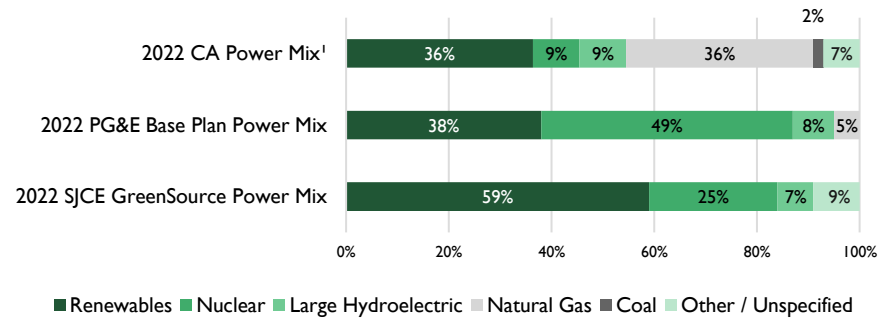
*CCAs are programs that allow local governments to purchase power on behalf of their residents and businesses. PG&E provides the transmission and distribution of electricity, and handles the billing process.

KEY FACTS (2022-23)

Total number of customer accounts	350,000
Number of SJ Cares customer accounts	73,600
Opt-out rate	2.37%
Opt-up rate	0.49%
Total customer savings rate compared to PG&E*	0.3-3.4%

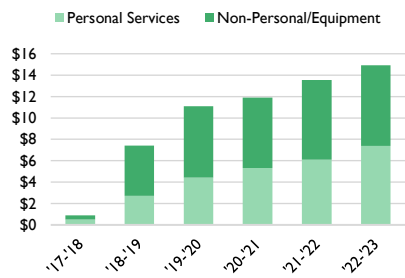
* Savings based on generation charges and varies depending on rate and usage. Does not include transmission and delivery charges

Power Content Labels for SJCE and PG&E



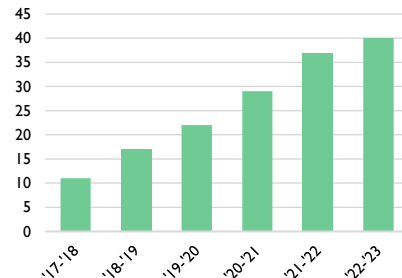
Source: 2022 Power Content Labels for California Power Mix, PG&E, and SJCE.
¹ Figures are estimated annually by the California Energy Commission based on electricity generated in California and net imports.
 Note: Percentages may not add to 100 due to rounding.

Energy Department Operating Expenditures* (\$millions)

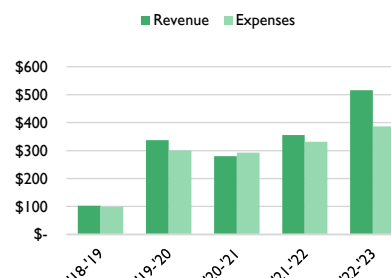


*Note: This does not include expenditures for energy purchases. The Energy Department was created in 2017-18.

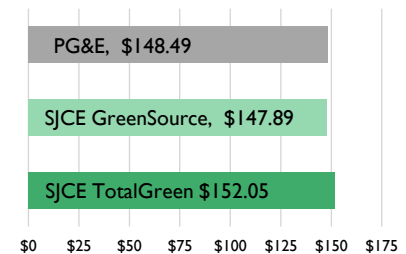
Energy Department Authorized Positions



Energy Department Revenue and Expenses (\$millions)



Comparison of Average Monthly Electricity Bill (rates as of June 1, 2023)



Source: SJCE and PG&E comparison of residential electric rates.
 Note: Based on E-TOU C rate schedules and usage of 427 kilowatt-hours.

ENVIRONMENTAL SERVICES

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

ENVIRONMENTAL SERVICES

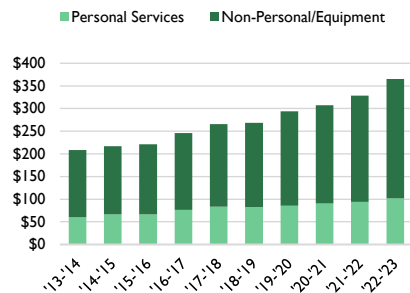
The Environmental Services Department (ESD) provides recycling and garbage services, wastewater treatment, potable water delivery, stormwater management, and recycled water management. ESD also manages programs to conserve water and energy resources and achieve other environmental goals.

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

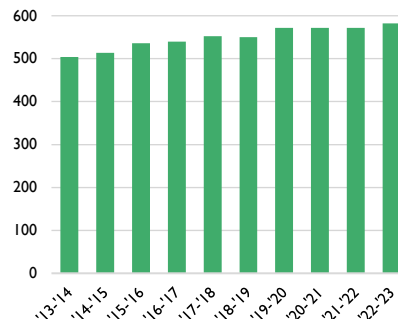
Most ESD revenue comes from various customer fees and charges; approximately \$6 million of its budget, representing 2 percent of its operating expenditures, came from the General Fund in 2022-23.

In 2022-23, ESD's operating expenditures totaled \$365 million, including personal and non-personal expenditures. In addition, the Department was responsible for \$1.8 million in Citywide expenditures. Staffing in 2022-23 included 582 full-time equivalent positions, representing a 16 percent increase from ten years ago.

ESD Operating Expenditures (\$millions)



ESD Authorized Positions



Climate Smart San José

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

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

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

In May 2023, City Council approved the establishment of a Climate Advisory Commission. This involved merging with the City's existing Clean Energy Community Advisory Commission. The new commission is expected to commence meetings in early 2024.

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

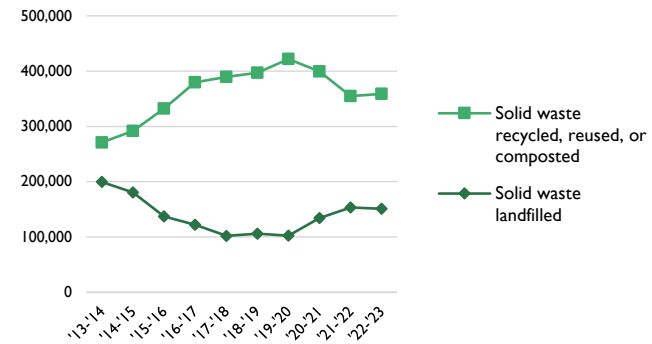
RECYCLING & GARBAGE SERVICES

ESD provides recycling and garbage services to over 335,000 residential households in San José through contracted service providers. ESD also provides waste management programs and services for San José businesses, large events, public areas, and City facilities. The Department manages agreements for commercial collection and recyclables processing, organics processing, and residential and construction waste collection services in the city. For 2022-23, City Council approved rate increases of up to 8 percent for recycling and garbage services.

The state monitors each jurisdiction’s “per capita disposal rate” and requires that 50 percent of solid waste be diverted* from landfills. Since 2007, San José has diverted at least 60 percent of waste from landfills. In 2022-23, San José diverted 64 percent of residential waste landfilled.

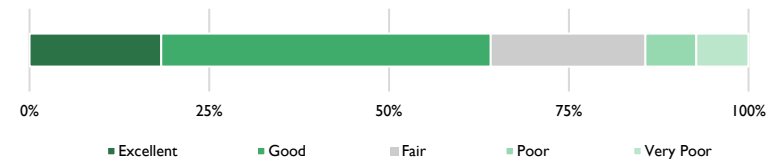
* “Diversion” refers to any combination of waste prevention, recycling, reuse, and composting activities that reduces waste disposed at landfills. (Source: CA Integrated Waste Management Board)

Tons of Residential Solid Waste Recycled vs. Landfilled

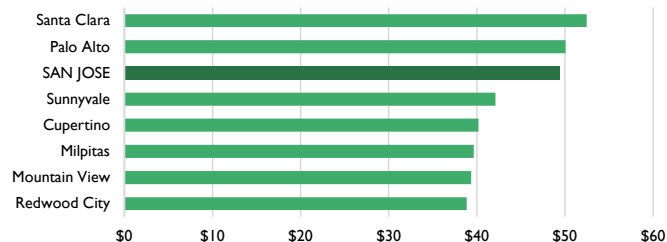


Note: Methodology changed in 2021 based on terms of new agreements with the City's contractors.

Community Survey 2023
Residents' ratings of trash, recycling, and yard waste services

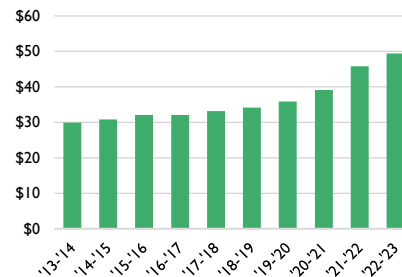


Comparison of Monthly Residential Garbage and Recycling Rates (2022-23)



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

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



What Can Be Recycled

Materials such as plastics, paper, metal, and glass can be placed in the recycling bin.

Recycling is collected weekly from residential homes, mobile home parks, and apartments and condos. You can find out more about what specific materials can be placed in the recycling bin at:

www.sanjoserecycles.org/what-to-do/curbside/

ENVIRONMENTAL SERVICES

STORMWATER MANAGEMENT

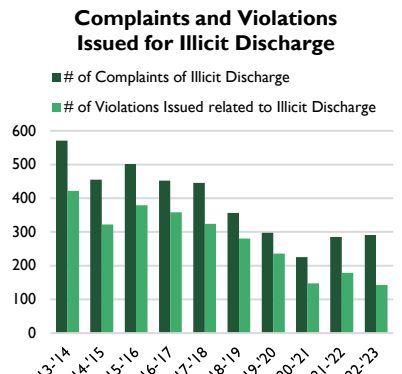
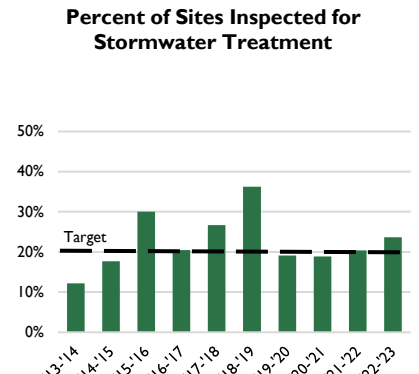
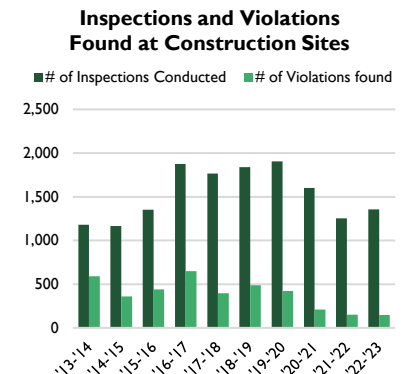
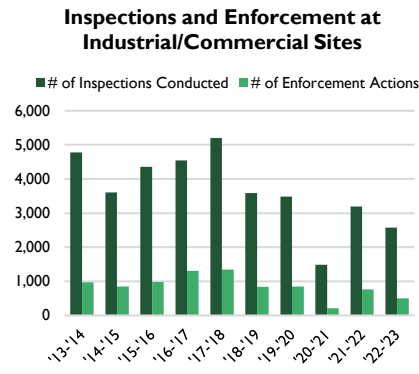
The City's Municipal Regional Stormwater permit requires the City to implement inspection and enforcement programs to protect water quality that will ultimately help improve the health of our waterways and the San Francisco Bay. ESD has four stormwater inspection programs that inspect San José businesses,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

ESD's programs protect water quality and the health of the South Bay watershed and the San Francisco Bay. ESD estimates that the City has reduced the amount of trash discharged from the stormwater collection system into receiving waters by 100 percent since 2009 and reduced citywide trash load by about 96 percent in 2022-23.*

The annual storm sewer fee for a single-family residence in 2022-23 was \$94.44. The annual fee has remained the same since 2011-12.

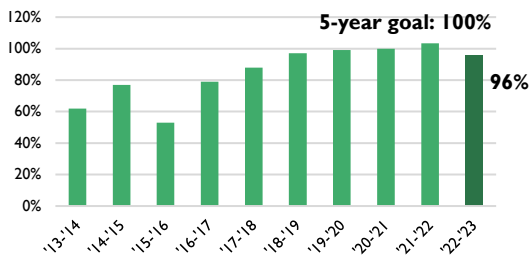
* These programs and activities are regulated by a state permit for municipal storm water systems. For more information, see the [California Water Boards' webpage](#) on the subject.

** Calculation is based on a method specified in the Municipal Regional Stormwater NPDES permit; the regional permit was reissued in 2022-23.



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

Citywide Trash Load Reduction



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

Baykeeper Consent Decree

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

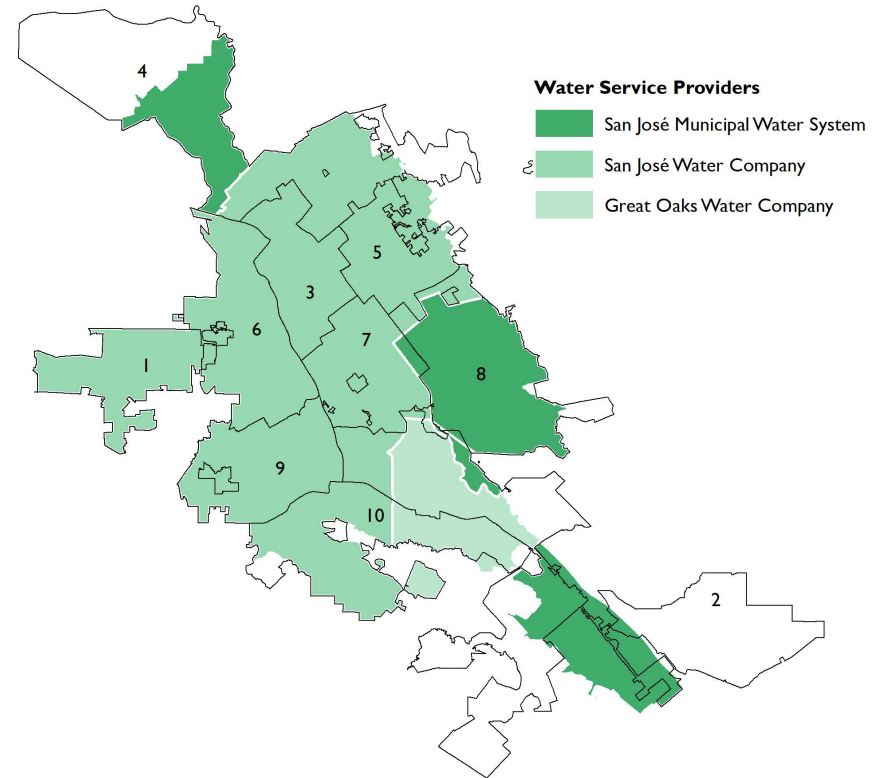
RETAIL WATER DELIVERY

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

The average monthly water bill for Muni Water customers was \$114.48, a 17 percent rate increase from the prior year. Muni Water rates have increased in recent years due to higher wholesale water rates and other inflationary costs; the rates are consistent with those of other San José retail water providers.

In 2022-23, Muni Water delivered over 5,600 million gallons of water to its customers, down 29 percent from ten years ago. Muni Water met federal water quality standards in 99.9 percent of water samples taken (target: 100%).*

* For more information on water quality, see the [2022 Water Quality Report](#).

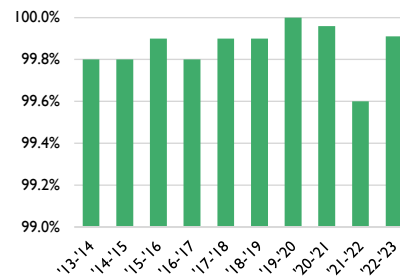


Note: According to ESD, areas in white are served by private well systems. Source: Auditor map based on Environmental Services Department data

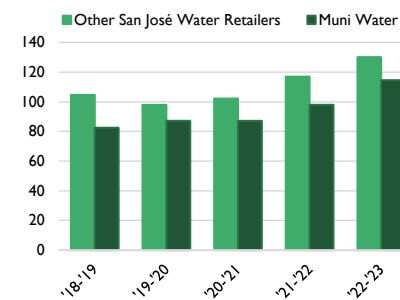
Millions of Gallons of Water Delivered to Muni Water Customers



% of Water Samples Meeting State and Federal Water Quality Standards



Comparison of Monthly Residential Water Bills



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

ENVIRONMENTAL SERVICES

WASTEWATER TREATMENT

ESD manages and operates the San José-Santa Clara Regional Wastewater Facility – one of the largest advanced wastewater treatment facility in the Western United States. The facility is co-owned with the City of Santa Clara, and provides wastewater treatment for approximately 1.4 million residents in San José and surrounding communities. DOT maintains the City’s sanitary sewer system (see *Transportation chapter*) that flows to the facility. ESD also manages pretreatment programs to control for pollutants at their source. ESD wastewater treatment operations account for the largest share of ESD employees: 324 full-time budgeted positions out of 582 total.

The Wastewater Facility continues to meet the Regional Water Quality Control Board’s permit requirements for water discharged into the San Francisco Bay. In 2022-23, pollutant discharge requirements were met or surpassed 100 percent of the time.

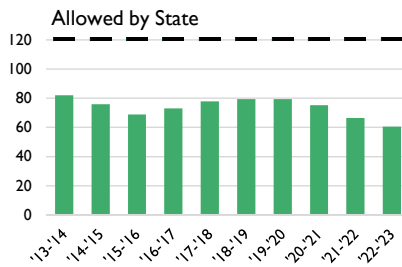
The cost per million gallons treated was \$2,067 in 2022-23. Aging infrastructure at the Facility has required increased maintenance and capital costs. In accordance with the Plant Master Plan adopted in 2013, the City is moving forward with over \$2 billion in long-term capital improvement projects to upgrade and rebuild the facility over the next 30 years.*

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



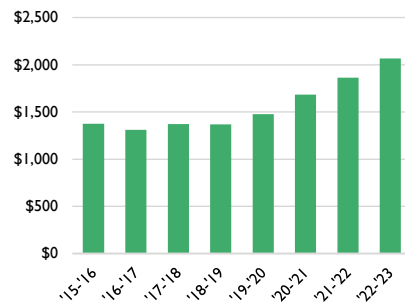
Aerial photo of the San José-Santa Clara Regional Wastewater Facility
Source: Environmental Services Department

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

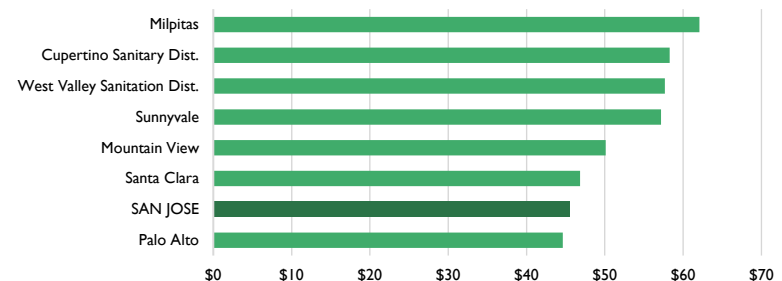


Note: Based on [2022 Annual Self-Monitoring Report](#).

Cost per Millions of Gallons Treated



Comparison of Monthly Sewer Rates* (2022-23)



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

RECYCLED WATER

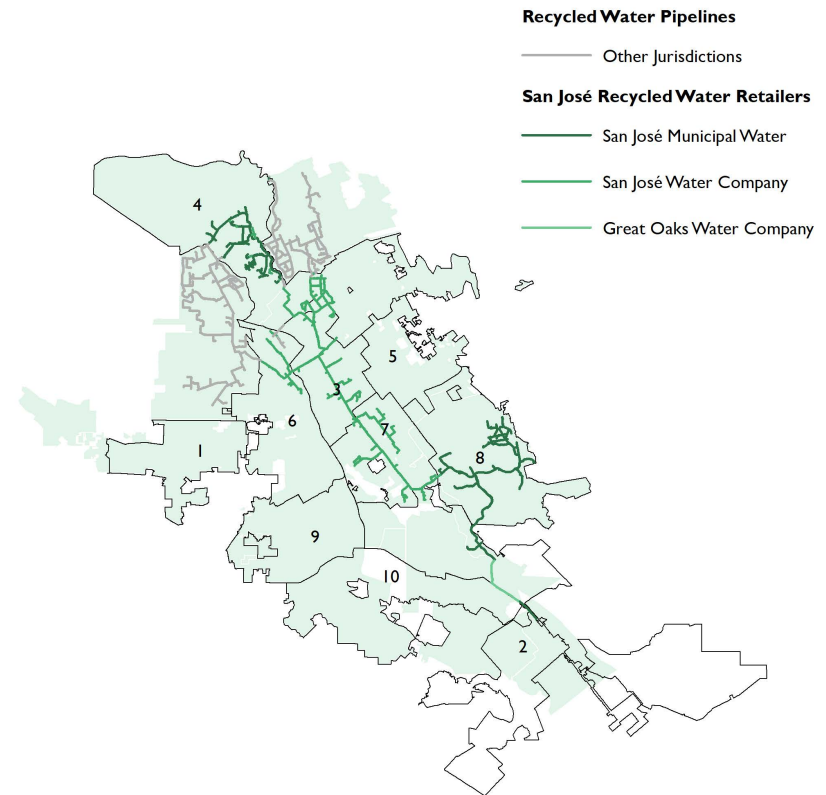
The South Bay Water Recycling System (SBWR) includes over 153 miles of pipeline that provides recycled water for parks, golf courses, school grounds, and commercial landscapes. In addition, SBWR also provides recycled water for agricultural, commercial, and industrial uses including cooling towers, power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

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

In 2022-23, SBWR delivered about 4 billion gallons of recycled water to over 1,000 customers, who paid \$3.98* per hundred cubic feet of water. SBWR met recycled water quality standards 100 percent of the time during the same period.

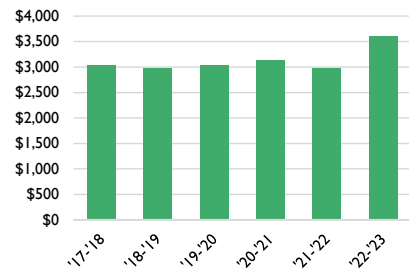
The cost per million gallons of recycled water delivered was about \$3,600 in 2022-23.

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

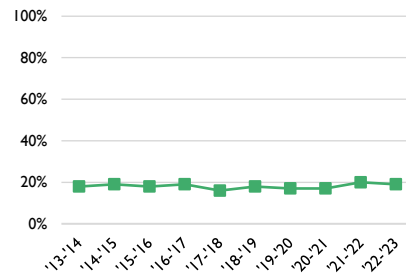


Source: Auditor map based on Environmental Services Department data

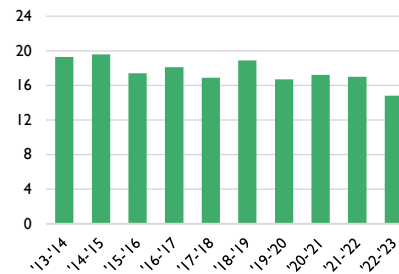
Cost per Million Gallons of Recycled Water Delivered



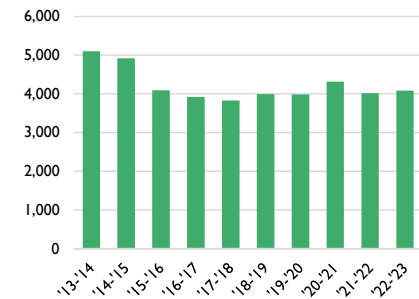
% of Wastewater Recycled for Beneficial Purposes during Dry Weather Periods



Millions of Gallons Per Day Diverted during Dry Weather Periods



Millions of Gallons of Recycled Water Delivered Annually



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

FINANCE

The Finance Department manages the City's disbursements, financial reporting, purchasing and risk management, revenue management, and debt and treasury management core services. In 2022-23, Finance had 134 authorized positions, with operating expenditures totaling \$23.2 million. Finance was also responsible for other expenses, including \$321.1 million in debt service and \$5.9 million in Citywide expenses.

The Accounting Division makes timely payments to vendors and employees, and provides relevant financial information to the public, including the City's Annual Comprehensive Financial Report. In 2022-23, the Finance Recovery Group oversaw compliance for COVID-19 pandemic grants and other disasters, such as the 2023 winter storms, and reviewed, documented, and submitted 13 projects totaling \$29.5 million for potential Federal Emergency Management Agency (FEMA) reimbursements.

The Revenue Management Division supports timely billing and revenue collection efforts. The Division collected \$1.37 billion of the City's overall revenue in 2022-23, which includes sales tax and other revenues.

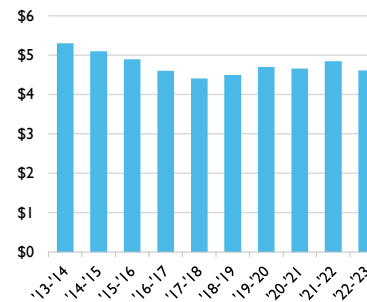
The Purchasing and Risk Management Division is responsible for ensuring cost-effective procurement of quality goods and services, and ensuring adequate insurance coverage of the City assets. In 2022-23, the Purchasing Division procured \$236.6 million of products and services, an increase of 10 percent from \$214.6 million last year.

The Debt and Treasury Management Division manages the City's cash, debt, and investment portfolios. The City ended 2022-23 with an investment fund portfolio of \$2.89 billion, which earned an average of 2.86 percent or \$62.1 million. The Division also issued debt, which totaled \$838.9 million in 2022-23, and administers a debt portfolio totaling \$4.61 billion.

KEY FACTS (2022-23)

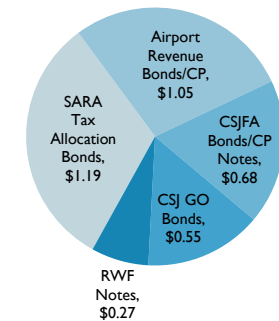
Average investment portfolio	\$2.89 billion
Total debt managed	\$5.17 billion
San José credit rating:	Moody's Aa1
	S&P AA+
	Fitch AAA

Total Debt Managed (\$billions)



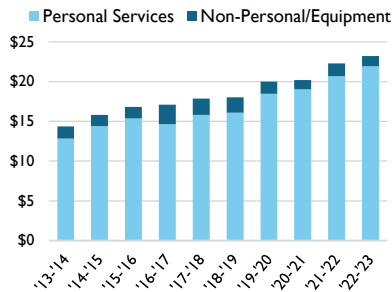
Note: Total debt managed includes conduit debt outstanding (multifamily housing revenue bonds). Pie chart to the right does not include conduit debt. For more information, see the [City's Comprehensive Annual Debt Reports](#).

Outstanding Debt Issued by All Agencies, June 30, 2023 (\$billions)

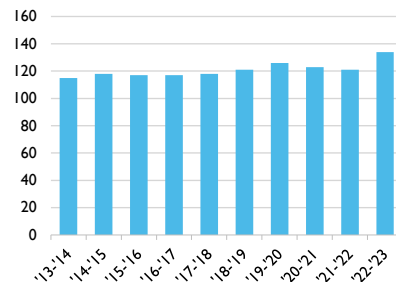


Note: Outstanding debt issued by land-secured financing was \$0.004 billion (or \$3.7 million) for 2022-23.

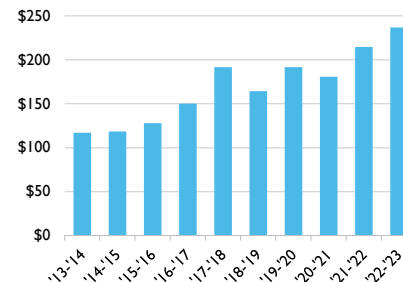
Operating Expenditures (\$millions)



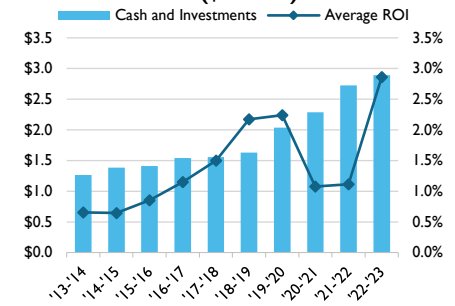
Authorized Positions



Total Dollars Procured (\$millions)



City Cash and Investments (\$billions)



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

FIRE

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

In 2022-23, the Department's operating expenditures totaled \$287 million. This includes personal and non-personal expenditures. The Department was responsible for additional costs including \$1 million in Citywide expenses and \$9.7 million for workers' compensation claims. There were 852 authorized positions in the Department in 2022-23.

The Department reports it is focusing on attracting a diverse and qualified pool of Firefighter/Paramedics to keep pace with increasing call volumes and reduce delays in patient transport and escort during medical emergencies. In 2022-23, the Department reports hiring 35 Firefighters, 24 of whom are trained and accredited paramedics, to provide advanced medical service. The Department also increased the number of Support Paramedics within the Fire Engineer and Fire Captain ranks to expand coverage of paramedic functions along with Firefighters. As the number of Support Paramedics increased, the Department reports that the mandatory call-back hours for Firefighter/Paramedics decreased from almost 9,000 a month in December 2022 to less than 2,000 a month in July 2023.

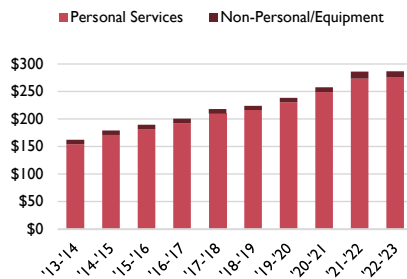


Source: San José Fire Department, photo of firefighter graduation

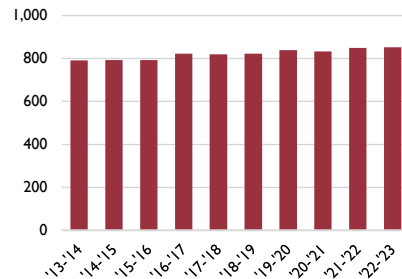
Lateral Firefighter/Paramedic Academy

The Fire Department reports receiving \$1.5 million through the Budget Office's 2021-2022 Annual Report to conduct a Lateral Firefighter/Paramedic academy for the first time since 2013. The Department reports this 10-week academy resulted in 13 Firefighters gaining full accreditation to practice paramedicine and provide Advanced Life Support services in San José. To continue addressing the shortage of paramedics being experienced nationwide, the Department plans to conduct another lateral academy in 2024.

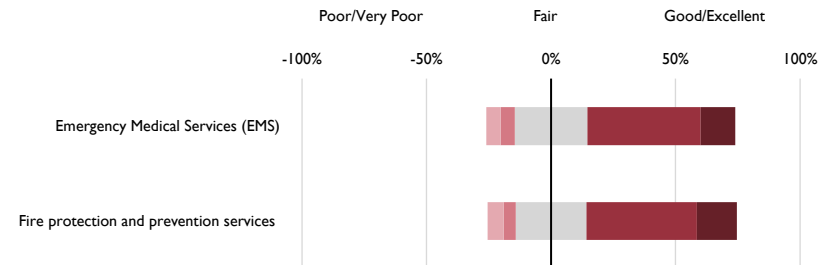
Fire Department Operating Expenditures (\$millions)



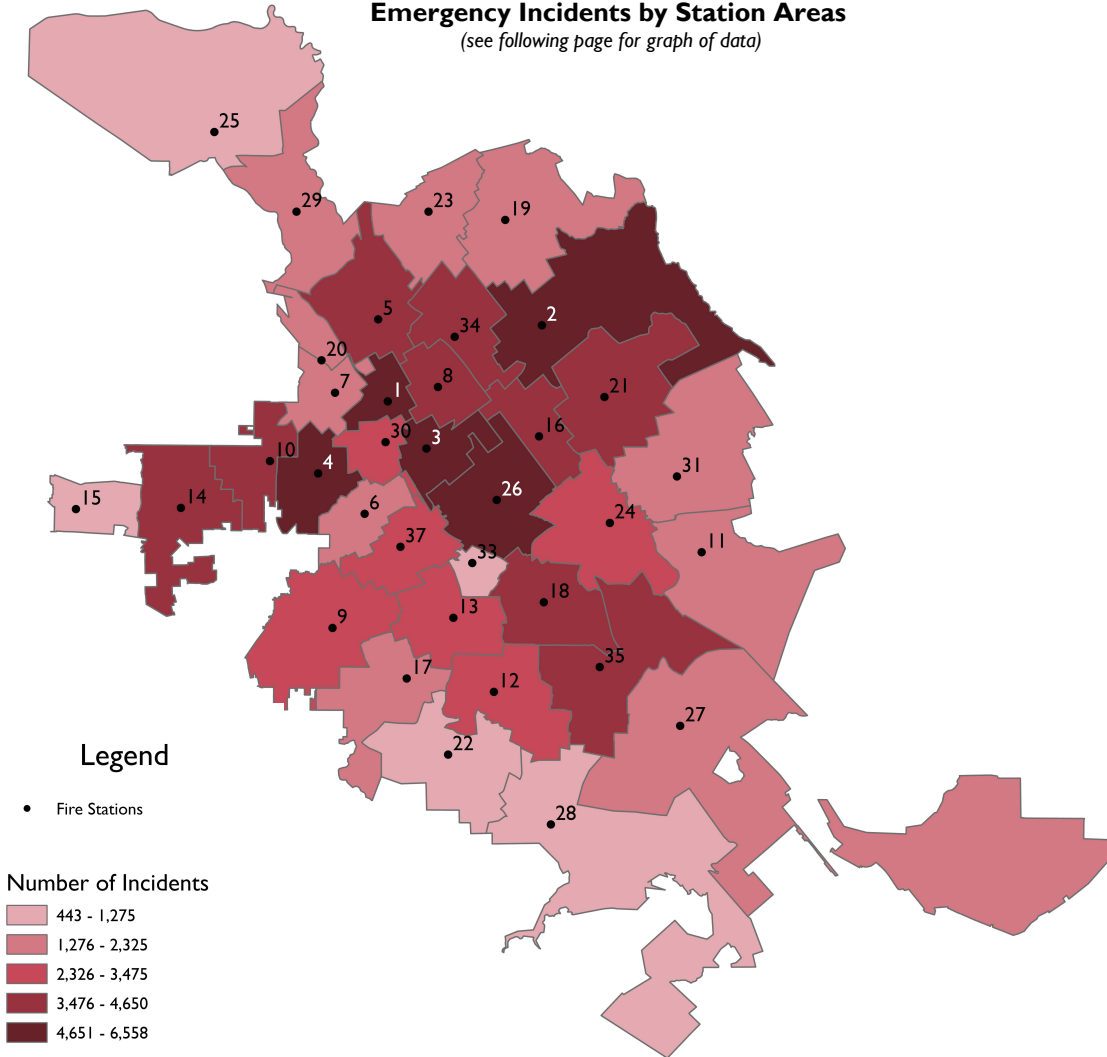
Fire Department Authorized Positions



Community Survey 2023 Ratings of Services



**Fire Stations and Number of 2022-23
Emergency Incidents by Station Areas**
(see following page for graph of data)



KEY FACTS (2022-23)

Fire stations	34
Engine companies	33
Truck companies	9
Rescue Medic units	3
Aircraft Rescue Firefighting companies	2
Urban Search and Rescue companies	3
Emergency incidents	
Emergency medical incidents	67,700
Fires	4,600
Rescue, haz mat, and non-fire	6,300
Hazards	
Other	30,500
Total	109,100

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



Source: San José Fire Department, photo of Firefighter responding to a fire

Source: Auditor analysis based on incident data provided by Fire Department. Note: Data shows incidents by geographic area, not by responding unit.

* Fire Station #20 includes San José Mineta International Airport. Fire Station #33 closed in August 2010. Incidents within the district of Station #33 were handled by other stations. The Department has reserved the numbering of Fire Station #32 and #36 for future use.

FIRE

EMERGENCY RESPONSE

In 2022-23, the Fire Department responded to over 109,000 emergency incidents. This is up from the prior year, which the Department reports is because of medical emergencies, including calls pertaining to the unhoused and aging populations in the city.

There were 86,900 Priority 1 incidents (red lights and sirens) and 22,200 Priority 2 incidents (no red lights or sirens). Of the total incidents:

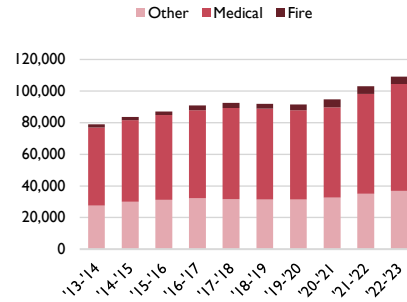
- 62 percent were medical emergencies (67,700 total)
- 34 percent were other types of incidents, including good intent calls, rescues, and false alarms (36,800 total)
- 4 percent were fires (4,600 total). Of these, 460 were structure fires, 420 were vehicle/aircraft fires, and 640 were vegetation fires. The remaining were categorized as other fires, which could include rubbish fires or fires in dumpsters or encampments.

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

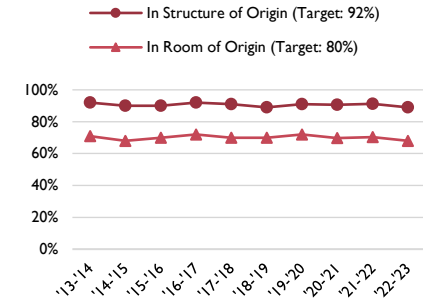
In 2022-23, the Department contained 89 percent of fires to the *structure* of origin (target: 92 percent). The Department contained 68 percent of fires to the *room* of origin (target: 80 percent).

There were 12 civilian fire injuries and four civilian fire deaths in 2022-23.

Emergency Incidents



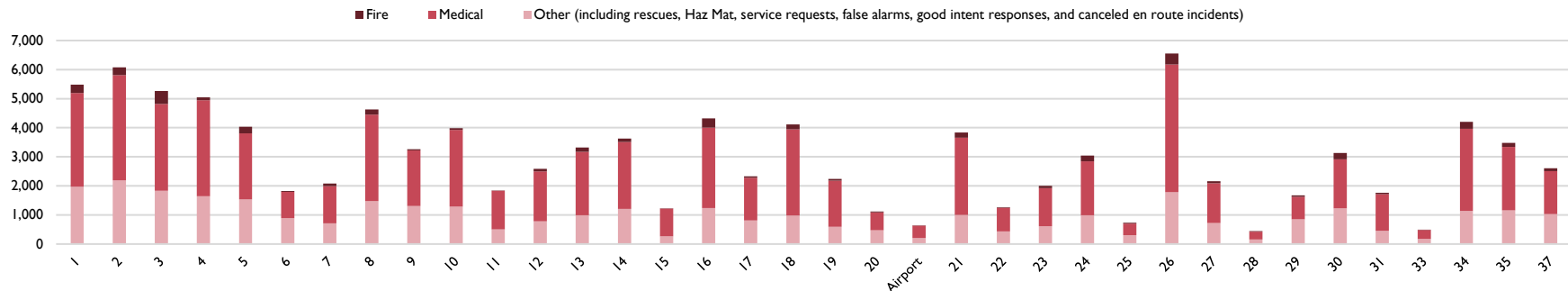
Percent of Fires Contained



Emergency Medical Services (EMS)

The Fire Department provides Advanced Life Support (ALS) first response services under an agreement with the County of Santa Clara Emergency Medical Services (EMS) Agency. The agreement requires the Department to arrive on-scene within eight minutes 90 percent of the time for qualifying EMS calls to receive funding. The Department met this performance standard for all 12 months after adjustments. In 2022-23, there was a reported decrease in ambulance availability for medical emergency response. The Department reports adapting by increasing the frequency of rescue medic transports and cases where firefighter/paramedics ride to the emergency room to maintain advanced-level care. The Department reports deploying 700 rescue medic transports and 800 ambulance ride-alongs.

Emergency Incidents by Station Area (2022-23)



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

EMERGENCY RESPONSE (continued)

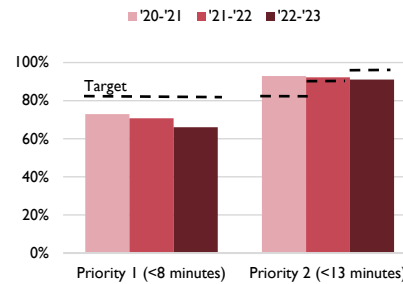
In 2022-23, the Department responded to 66 percent of Priority 1 incidents within its time standard of 8 minutes (target: 80 percent), a decrease from the prior year which the Department attributes to increased medical calls and ambulance response delays. The Department responded to 91 percent of Priority 2 incidents within 13 minutes (target: 94 percent, up from 90 percent last year).

The Department disaggregates Priority 1 response time into three segments: dispatch (call processing) time, turnout time, and travel time. In 2022-23, the Department met its dispatch time standard 84 percent of the time (target: 87 percent within 2 minutes) and turnout time standard 83 percent of the time (target: 85 percent within 2 minutes). It met its travel time standard for only 38 percent of Priority 1 incidents (target: 50 percent within 4 minutes).

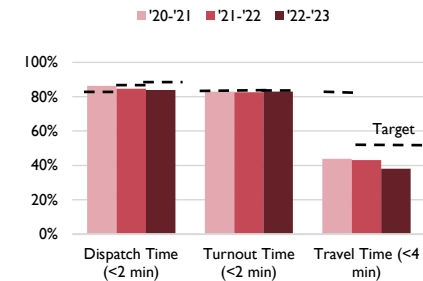
The Department anticipates that the installment of a 6th Battalion will help provide adequate command and control in Central and East San José, areas which they report have been historically harder to serve due to minimal resources. The battalion installment seeks to increase operational capacity by reducing travel distances and improving response times while improving the quality of life, health, and safety of residents in these areas.

A breakdown of Priority 1 response times by fire station is shown below. One fire station met the Priority 1 response standard of 8 minutes for 80 percent of incidents in 2022-23, compared to four stations last year.

Emergency Response Time Compliance



Time Targets of Priority 1 Response Time

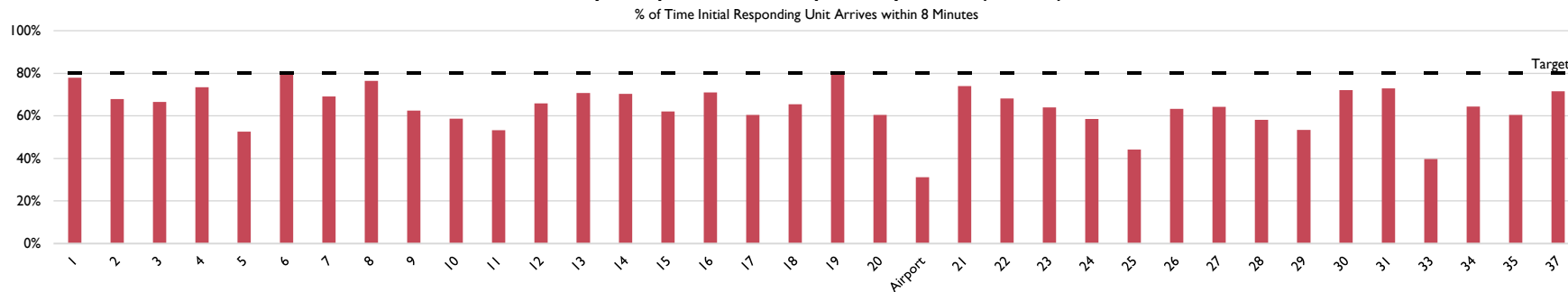


Note: In 2022-23, the target for Priority 2 response time increased from 90 percent to 94 percent of calls within 13 minutes. The target for Priority 1 dispatch time increased from 85 percent to 87 percent within 2 minutes.



Source: San José Fire Department, photo of Fire Training Center

Priority 1 Response Time Compliance by Station (2022-23)



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

FIRE

FIRE PREVENTION

The Bureau of Fire Prevention provides regulatory enforcement of fire and hazardous materials codes, investigates fire cause, and educates the community to reduce injuries, loss of life, and property damage from fires and other accidents. Both Firefighters and Fire Prevention Inspectors conduct inspections to check for compliance with fire codes. In 2022-23, about 87 percent of initial inspections were code compliant, and therefore did not require a follow-up inspection. The Department performed 10,600 initial fire inspections during the fiscal year. Firefighters conducted 5,600 of these initial inspections and Fire Prevention Inspectors conducted the remaining 5,000.

The Bureau of Fire Prevention also conducts investigations based on complaints received from residents or businesses. In 2022-23, 100 complaints were investigated. In 2022-23, the Department's Arson Investigators conducted 360 investigations and were able to determine that 190 of those incidents were caused by arson. In addition, the Department conducted 310 plan reviews for special events.

FIRE SAFETY CODE COMPLIANCE (DEVELOPMENT SERVICES)

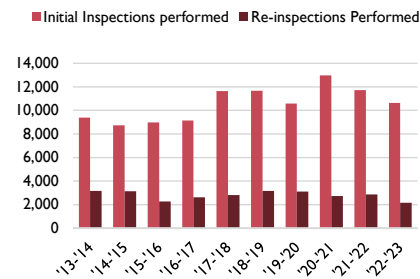
Fire Safety Code Compliance enforces the City's fire and health and safety codes during the development plan review and inspection processes, in coordination with the Development Services partners in the Permit Center (see *Planning, Building & Code Enforcement Department chapter*). This includes both engineering and hazardous materials reviews. In 2022-23, Fire Safety Code Compliance staff performed 6,400 fire plan checks and 5,600 inspections for Development Services customers. Fire plan reviews were conducted within established time targets for 94 percent of projects in 2022-23.

Following the 2020 [Audit of Fire Development Services](#), the Department sought to improve inspection times by developing new policies and guidelines around when inspections are canceled, fail, or partially pass through compliance reports, thus enabling the Department to better measure its performance. Additionally, the Adopted 2023-24 Fees and Charges report establishes a tiered cancellation fee schedule contingent on when the cancellation occurred, with the intended outcome of encouraging timeliness and availing appointment slots for other customers.

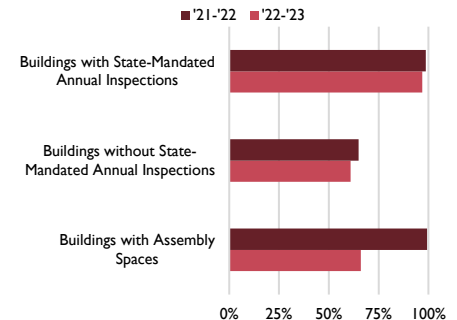
Fire Safety Inspections

The Department inspects existing and newly-constructed buildings to ensure compliance with the fire code. As of June 2023, San José had approximately 12,400 buildings that were eligible for a fire inspection, including 90 high-rises, 650 educational facilities, and 5,500 multi-family residences and hotels/motels. The frequency of the inspection cycle depends on a building's use and type. For example, the State Fire Marshal requires high-rises, schools, and multi-family residences to have annual inspections. In 2022-23, the Department completed 97 percent of state-mandated inspections.

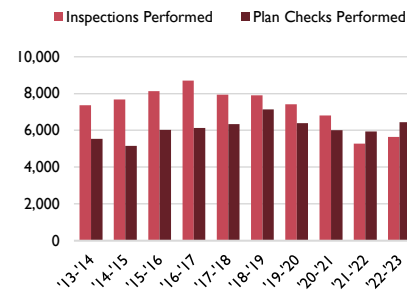
Fire Prevention Inspections (on existing buildings)



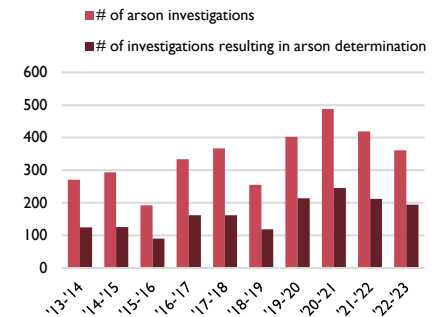
Completion of Initial Fire Inspections



Fire Safety Code Compliance - Workload (Development Services)



Arson Investigations



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

HOUSING

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

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

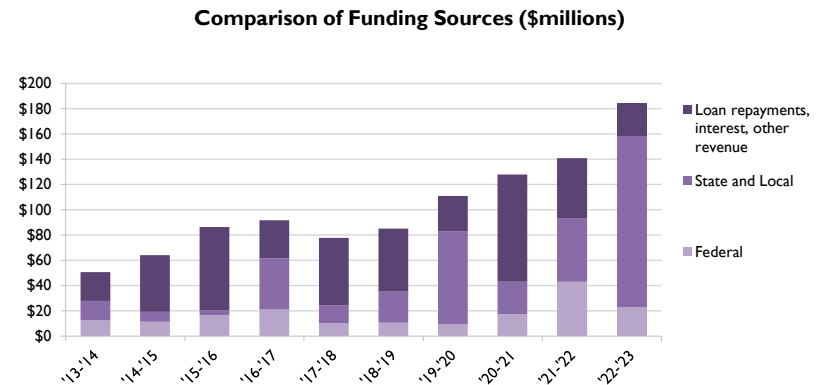
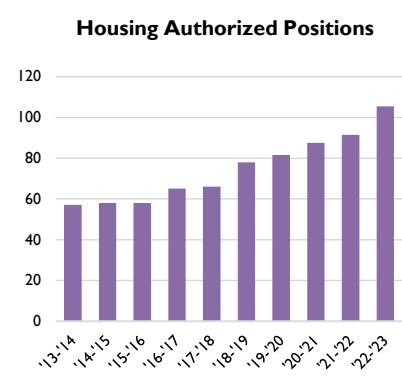
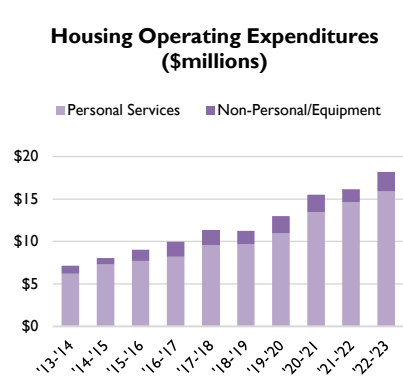
The Housing Department’s operating expenditures totaled \$18.2 million in 2022-23. This includes personal and non-personal/equipment expenditures. The Department was responsible for an additional \$25.7 million in Citywide expenses and \$35.8 million for loans and grants.

Funding for the Department included revenues from the Department’s loan portfolio that continued to generate program income (principal outstanding as of June 2023 was \$620.4 million). Additional revenues came from various state and federal grants, with \$24.3 million in Project Homekey funding. Loan repayments, interest, and miscellaneous revenues totaled \$25.8 million.

Housing added 14 positions in 2022-23 to support areas such as affordable housing development and partnerships.

Note: In response to the City Auditor’s Office audit, [Housing Performance Measures: The City Should Focus and Align Measures to Support Decision-Making](#), the City Council directed Housing to report on the draft performance metrics in 2024, and the City Manager to revisit several Department areas during the 2024-25 budget process.

2022-23 Housing Program Funds Received	
Measure E Property Transfer Tax	\$56,279,600
Loan Repayments, Interest, and Miscellaneous Revenues	\$25,847,000
Project Homekey	\$24,348,200
Homeless Housing Assistance and Prevention Grant	\$9,422,200
Fees and Charges	\$9,280,100
Emergency Solutions Grant (ESG) CARES	\$9,221,300
Community Development Block Grant (CDBG)	\$6,875,400
Community Development Block Grant (CDBG) CARES	\$4,629,600
SB 2 Building Homes and Jobs Act	\$4,286,700
Rental Rights	\$3,545,200
Bond Administration Fee	\$1,562,400
Encampment Resolution Fund	\$1,362,500
Housing Opportunities for People with AIDS (HOPWA)	\$1,287,400
Emergency Solutions Grant (ESG)	\$731,700
HOME Investment Partnership Grant (HOME)	\$169,700
HOPWA CARES	\$10,100
Total	\$158,859,100



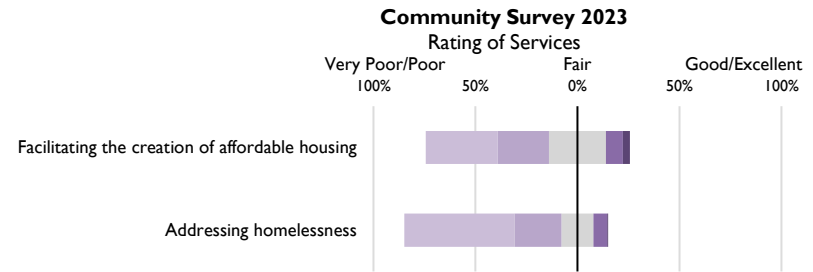
AFFORDABLE HOUSING PRODUCTION & PRESERVATION

The availability of affordable housing has continued to be an area of concern for San José residents for a number of years. In 2023, only 7 percent of surveyed residents rated the City's efforts in addressing homelessness as "excellent" or "good;" only 12 percent rated the City's efforts to facilitate the creation of affordable housing as "excellent" or "good."

The City's efforts to increase the supply of affordable housing in San José include making loans to developers and authorizing conduit financing.* Developers completed 210 new affordable housing units with City help in 2022-23. For new projects under construction, the City committed an average per-unit subsidy of about \$177,600 (for 1,211 affordable housing units) in 2022-23. There are over 20,100 affordable housing units in San José.

Low-income homeowners whose homes are in need of repairs can qualify for City financial help. The Department no longer provides major rehabilitations, focusing instead on providing essential repairs. In 2022-23, the Department provided minor repairs for 174 households in partnership with Rebuilding Together Silicon Valley and Habitat for Humanity.

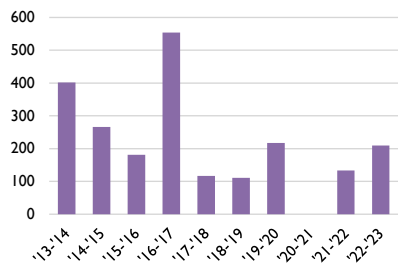
*For more information, see [Council Policy I-16 Policy for the Issuance of Multifamily Housing Revenue Bonds](#).



Select Housing Policy Initiatives

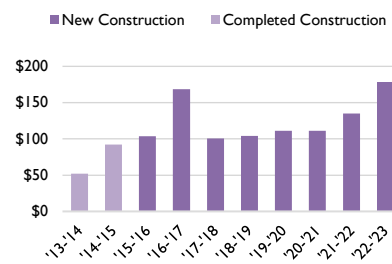
- **Anti-Displacement Strategy** to prevent and mitigate displacement of lower-income San José residents
- **Affordable Housing Siting Policy** to expand housing choices through equitable development that reduces disparities in housing options among neighborhoods in San José
- **Expanding Options for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

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



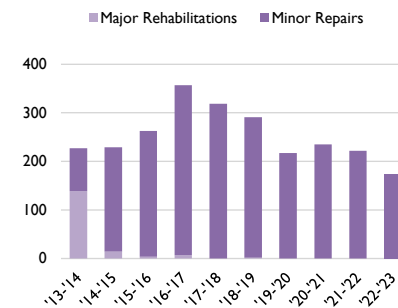
Note: No units were completed in 2020-21 due in part to cost and material shortages.

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



Note: Prior to 2015-16, this measure was based on completed projects. It is now based on new construction only.

Rehabilitated Units



Note: Major rehabilitations are no longer provided.

HOUSING

HOMELESSNESS INTERVENTION

According to the 2023 San José Homeless Census and Survey, 6,266 San José residents were homeless when the census was conducted, including chronically homeless, youth, families with children, and veterans. Of these, 70 percent were unsheltered.

The Department provided \$42.7 million in grant funding (federal and state funding) to service providers in 2022-23 as part of a region-wide effort to address homelessness. In 2022-23, 3,472 homeless San José residents were assisted into housing through the collective efforts of local jurisdictions and non-profit service providers.

In 2022-23, the Services, Outreach, Assistance and Resources (SOAR) program provided street-based support and services to 15 of the City's largest encampments. The program served 279 unduplicated individuals, and 10 percent moved to permanent housing, temporary housing, foster care, or long-term care.

The City has six interim housing projects, two that are bridge housing communities (or BHCs, Mabury and Felipe) and four that are emergency interim housing (or EIHS, Monterey/Bernal, Rue Ferrari, Evans Lane, and Guadalupe). These sites provide temporary shelter for individuals and families experiencing homelessness while they search for a permanent affordable home. In 2022-23, these sites served 900 individuals.

Lastly, the Rapid Rehousing program helps households exit homelessness by providing limited or ongoing rental subsidies. In 2022-23, over 400 individuals were enrolled and 58 percent of households that exited the program exited into permanent housing or another interim housing site.

Interim Housing Communities

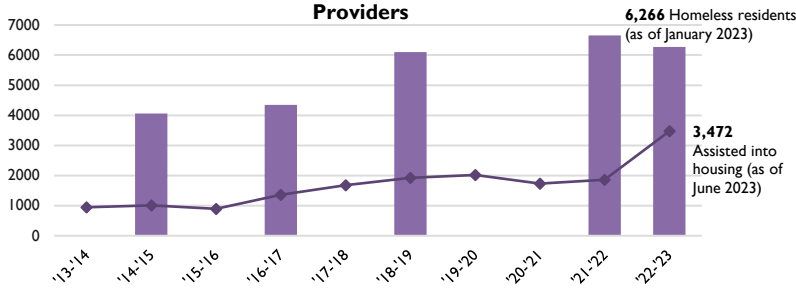


Source: Housing Department

City Focus Area

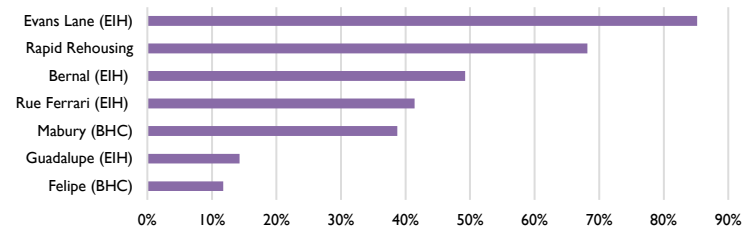
The City established four focus areas for 2023-24, one of which is "Reducing Unsheltered Homelessness." The scorecard for this focus area includes measures such as unhoused homeless inflow/outflow rate, homelessness prevention retention rate, and emergency interim housing production rate. Progress in these Focus Areas will be reported quarterly to the City Council.

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



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

% of Exited Participants who Successfully Exited to Transitional or Permanent Housing



Note: Net number of participants who exited: Rapid Rehousing (N=201), Evans Lane EIH (N=155), Rue Ferrari EIH (N=99), Bernal EIH (N=65), Guadalupe EIH (N=7), Felipe BHC (N=85), and Mabury BHC (N=31).

HOUSING

NEIGHBORHOOD INVESTMENT & PUBLIC SERVICES

The Department received \$11.5 million in federal Community Development Block Grant (CDBG) program funds in 2022-23. CDBG funds are used for housing rehabilitation, fair housing, code enforcement, senior and homeless services, foreclosure prevention, and economic development services.

The Rent Stabilization Program oversees local ordinances providing limits on rent increases, just cause provisions, and requirements for removing apartments from the rental market. The program provides oversight of more than 39,300 rent-controlled units, or over a third of the city's rental housing units. In 2022-23, there were 141 tenant and landlord petitions filed. Forty-five percent resulted in an agreement between the tenant and landlord.

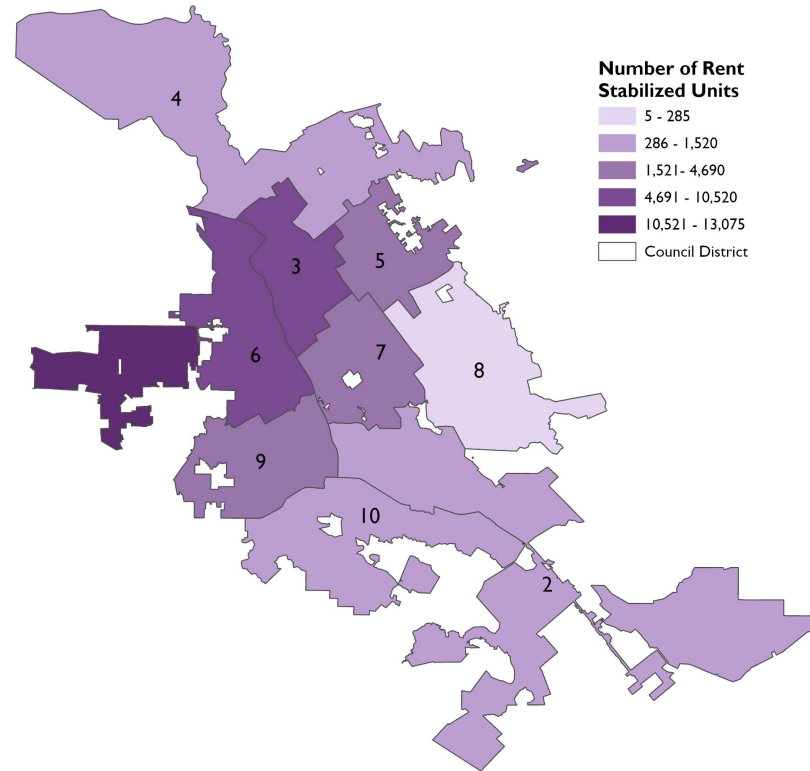
In September 2020, Council approved an Anti-Displacement Strategy. The Strategy focuses on steps the City can take to help prevent and mitigate displacement of lower income residents from San José. In the most recent update to the Community & Economic Development (CED) Committee on May 2023, the Department reported that it had completed significant work on three recommendations, two of which are considered priority areas. The recommendations are related to supporting COVID-19 recovery eviction relief, creating a neighborhood-based tenant preference, and increasing equitable representation of historically underrepresented communities.

KEY FACTS (2022-23)

Median household income:	\$133,800
Annual income needed for a two bedroom apt. (avg. rent):	\$123,100
Annual income needed to afford median priced home:	\$389,200

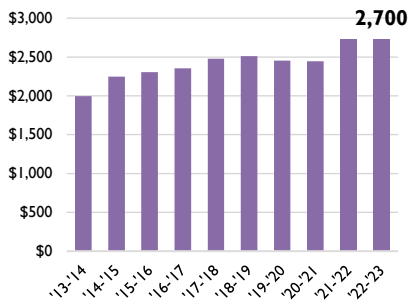
Sources: U.S. Census Bureau American Community Survey, 2022 1-year estimates; Housing Market Report for second quarter 2023.

Rent Stabilized Apartments in San José

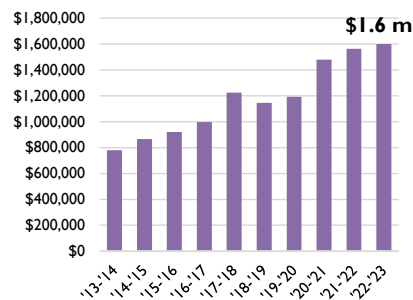


Source: Auditor map of San José rent stabilized units data as of October 2023.

Average Monthly Rent in San José



Median Single-Family Home Price



Sources: Housing Market Report for Second Quarter 2023; SCCAOR June 2023 report. Note: Average monthly rent is for all market-rate unit types (excludes affordable units). Data provided by Costar as of July 2023. Prior years updated to reflect Costar data.

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

HUMAN RESOURCES

The Human Resources Department (HR) manages employee benefits, employee health and safety, training and development, and employment services. In 2022-23, HR's operating expenditures totaled \$15.4 million, and included 52 positions. HR was also responsible for \$99 million in other costs, including payments to benefit providers and workers' compensation costs.

In 2022-23, HR facilitated the hiring of 576 new full-time employees (newly hired, reemployed, or rehired) and 717 internal appointments (promotions and transfers).

HR provides training and development opportunities for City employees including initiatives such as the Citywide Mentorship Program and Employee Experience Conversations. HR also maintains relationships with local educational institutions such as San José State University and East Side Union High School District to attract the next generation to careers in public service.

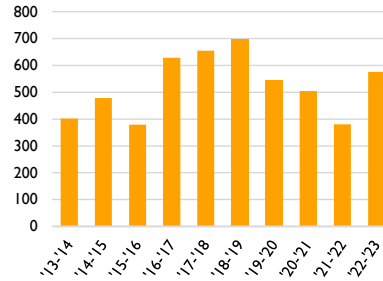
HR contracts with an outside vendor to administer the workers' compensation function. In 2022-23, there were 1,353 new claims and 2,491 open claims. Workers' compensation payments totaled \$22.8 million.

HR also administers the City's Voluntary Employees' Beneficiary Association (VEBA) plan and the Tier 3 Retirement plan (4,441 and 59 active members, respectively, as of June 30, 2023), and continues to oversee the voluntary 457 deferred compensation plan.

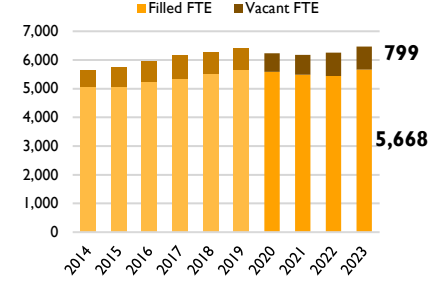
KEY FACTS (2022-23)

Benefited City employees (budgeted full-time equivalents)	6,468
Covered lives (active employees and dependents)	10,894
Percent of eligible employees in the 457 Plan	72%
Turnover rate	
All employees (resignation, termination, retirements, etc.)	11%
Less retirements	9%

New Full-Time Hires (Citywide)

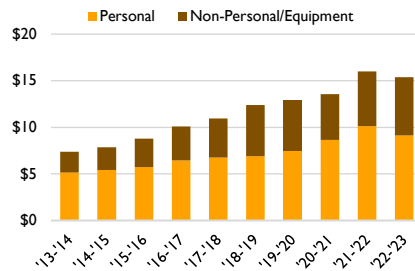


Citywide Full-Time Equivalent Positions (as of June 30)

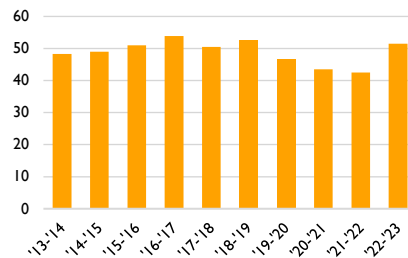


Note: 2020-2023 data reflects revised methodology.

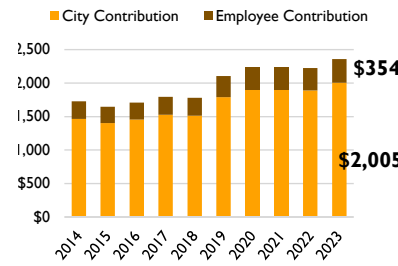
Human Resources Operating Expenditures (\$millions)



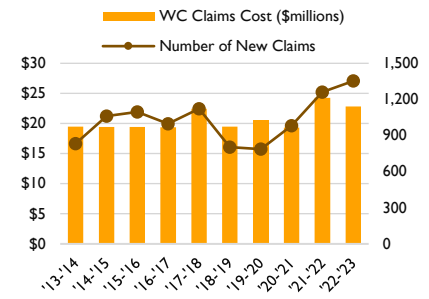
Human Resources Authorized Positions



Kaiser Family Plan Premium Rates



Workers' Compensation Payments & New Claims



INDEPENDENT POLICE AUDITOR

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

INDEPENDENT POLICE AUDITOR

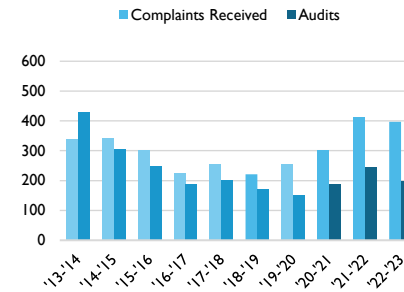
The Office of the Independent Police Auditor (IPA) provides the public with an objective review of police misconduct investigations in order to instill confidence in the complaint process and to provide independent oversight. In addition, the IPA conducts outreach to the San José community, proposes recommendations to improve San José Police Department (SJPD) policies and procedures, prepares annual public reports about complaint trends, and works to strengthen the relationship between the SJPD and the community it serves.

In 2022-23, operating expenditures for the IPA totaled \$1.2 million, which includes personal and non-personal expenditures. The IPA had seven authorized positions.

In 2022-23, the IPA received 354 complaints from the public regarding SJPD officers and 43 SJPD-initiated complaints against its officers. In 2022-23, the IPA audited 198 complaints. Additionally, the IPA made five recommendations to change SJPD policy or procedure in 2022; these were adopted in 2023.

The IPA reached 1,098 people through 17 community events, meetings, media mentions, and other means in 2022-23. The IPA gave three presentations to immigrant and BIPOC (black, indigenous, and people of color) communities. The IPA attributes a reduction in outreach to staffing impacts from turnover in the Office.

Complaints Received and IPA Audits



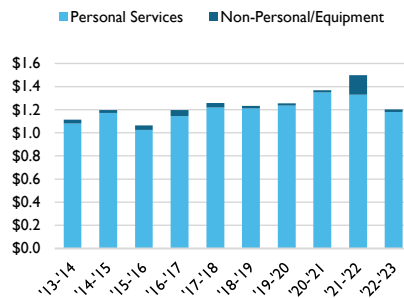
Note: Starting in 2020-21, "complaints received" include SJPD-issued complaints. Previously, the IPA only audited citizen-initiated complaints classified as "conduct complaints." In general, the law requires SJPD to complete an internal investigation within one year from the date the complaint was received.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

Changes to the IPA's Role

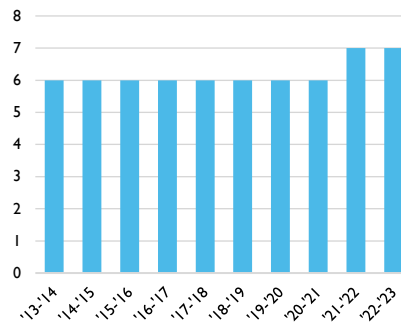
With the passage of Measure G in the November 2020 General Election, the IPA received more authority, such as being able to review and audit misconduct investigations initiated by SJPD against its sworn officers.

Following the period of civil unrest in summer 2020, the IPA was also tasked with additional direction as part of the Police Reforms Work Plan, such as hiring consultants to conduct an after-action report as well as an analysis on SJPD's use of force reports.

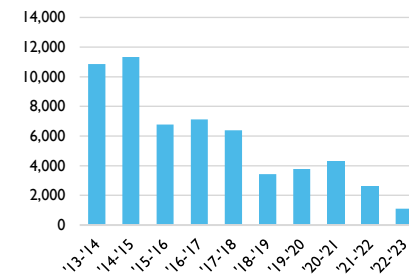
IPA Operating Expenditures (\$millions)



IPA Authorized Positions



Individuals Reached Through Community Events/Meetings/Other Contacts



INFORMATION TECHNOLOGY DEPARTMENT

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

INFORMATION TECHNOLOGY DEPARTMENT

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

During 2022-23, ITD has continued various cybersecurity initiatives including monitoring against cyberattacks, enhancing response capabilities, and practicing recovery of systems in a disaster. ITD has continued its work to transition the City to hybrid work by implementing video conference equipment in public meeting rooms and building data service resiliency in the event of critical data center failures.

ITD operating expenditures totaled \$28.8 million in 2022-23. ITD was also responsible for \$2.1 million in Citywide expenses. Authorized staffing totaled 109 full-time equivalent positions, including 17 positions at the SJ311 customer contact center. ITD's vacancy rate was about 20 percent on average in 2022-23.

ITD aims to have business applications and network services (systems, voice, and network) achieve ≥ 98 and 99.9 percent uptime/availability. ITD services met or almost met those targets in 2022-23.

In 2022-23, the City of San José was named among the top ten Digital Cities of America by the Center for Digital Government for the sixth consecutive year. The City also received a cybersecurity privacy award from the California Department of Technology.

KEY FACTS (2022-23)

SJ311 contacts	313,200
Service desk requests	22,800
Network outages	2
Enterprise servers	431
Percent of employees completing cybersecurity training	89%

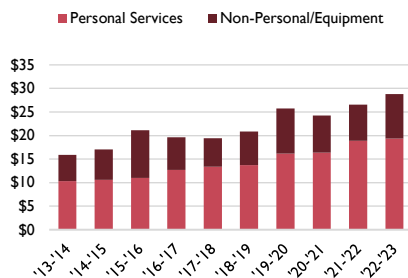
SJ311 contacts comprise all interactions ITD handled via telephone, web, mobile, chatbot, and walk-ins.

ITD Strategic Plan

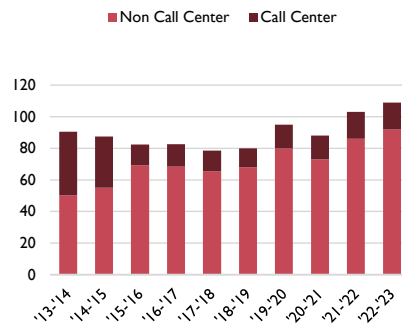
Adopted by the City Council in August 2021, the City's ITD Strategic Plan features five strategic pillars to shape technology and innovation investments.

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

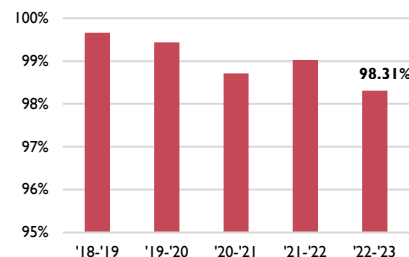
ITD Operating Expenditures (millions)



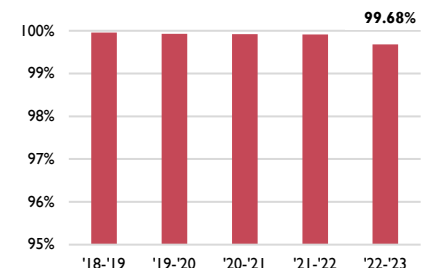
ITD Authorized Positions



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



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



SJ311 (FORMERLY CUSTOMER CONTACT CENTER)

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

In 2022-23, SJ311 received 267,100 contacts by telephone, 27,700 from the SJ311 mobile app that were handled by ITD staff, and 7,200 by direct chat. Staff answered 98 percent of contacts received (target: 85 percent). Thirty-three percent of contacts were self-service contacts and redirected to a service provider or answered by the after-hours vendor. The average wait time for calls was 1 minute and 9 seconds (forecast: 3:00 minutes). We should note that there were about 242,960 service requests that were routed directly to other departments through the SJ311 portal and mobile app.

SJ311 Metrics*

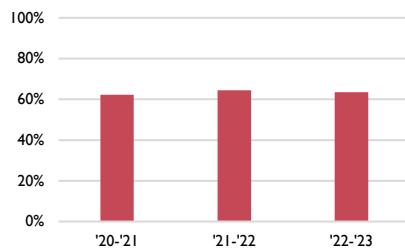
SJ311 allows residents to request City services through multiple channels, including the mobile application and website. Many requests feed directly into the relevant work order systems. Residents can file and track their service order requests through closure.**

- The SJ311 app had 70,100 registered users as of June 2023.
- In 2022-23, SJ311 received 270,700 service requests. The top identified service requests, totaling approximately 153,600, were for junk pickup, graffiti, illegal dumping, and abandoned vehicles.
- Since November 2020, the SJ311 web app has provided language translation functionality. 636 unique users have accessed this functionality in 2022-23. At this time, translation is available in Spanish and Vietnamese.

* See [SJ311 dashboard](#)

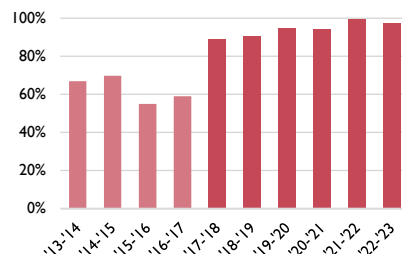
**Department staff consider a request closed when no further action will be performed on the request because the work was completed or staff cannot perform any additional work.

Percent of Customers Satisfied with San Jose 311 Contact (Target 80%)



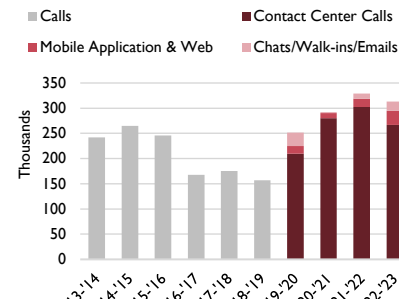
Note: Results based on survey of SJ311 web, app and call center customers.

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



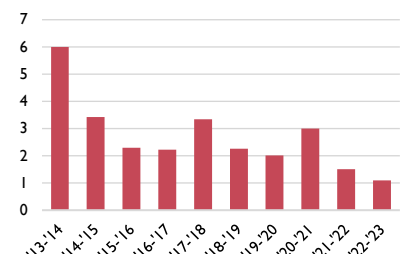
Note: Starting 2017-18, data includes calls answered by staff, self-service calls, and after hours service. Previous years' data only included calls

Customer Contact Center Contacts



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

Customer Contact Center Average Call Wait Time (In Minutes)



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

LIBRARY

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

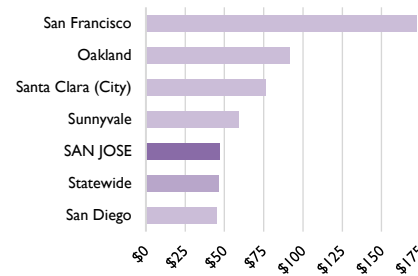
The City’s libraries were open for about 59,900 hours in 2022-23, comparable to pre-COVID levels. In 2022-23, the majority of branches added Sunday hours, operating at 48 or 51 hours per week. The Library also offers eResources so residents may borrow digital books and resources online at any time through the Library’s website at sjpl.org.

In 2022-23, the Library’s operating expenditures totaled \$56.4 million. This includes personal and non-personal expenditures. The Library was responsible for an additional \$7.8 million in Citywide expenses. Staffing totaled 396 full-time equivalent (FTE) authorized positions, with a total of 584 staff. Volunteers contributed over 34,000 hours to the Library in 2022-23, including math and coding tutoring, hosting homework clubs, and reading to children.

KEY FACTS (2022-23)

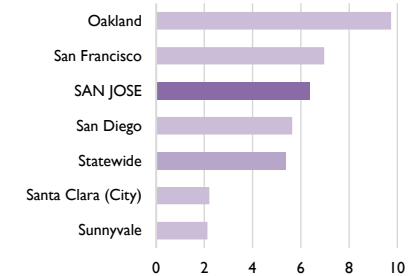
Libraries open	25
Total library materials	2,407,800
Number of eBooks/eMedia available to users	402,100
Number of items checked out (including eBooks)	7,487,900
Number of registered borrowers	667,300
Number of reference questions	329,100

Expenditures Per Capita (2021-22)



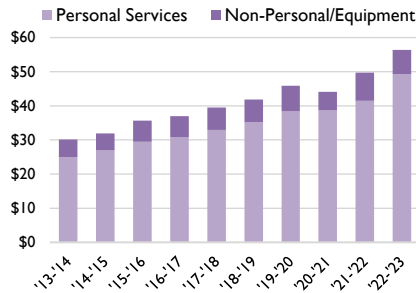
Source: [California State Library, 2021-22 Summary Data](#) (most recent available data)

Hours Open Per 100 City Residents (2021-22)

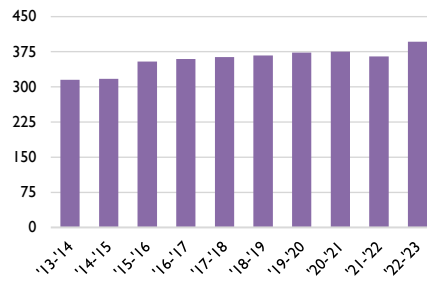


Source: [California State Library, 2021-22 Summary Data](#) (most recent available data)
Note: City residents refers to people in legal area.

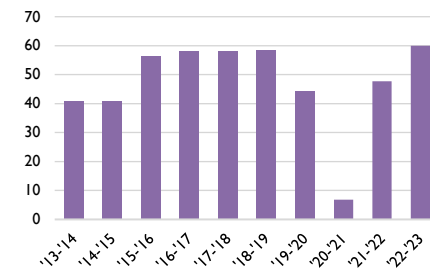
Library Operating Expenditures (millions)



Library Authorized Positions



Total Hours Open Annually (thousands)



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

LIBRARY COLLECTION AND CIRCULATION

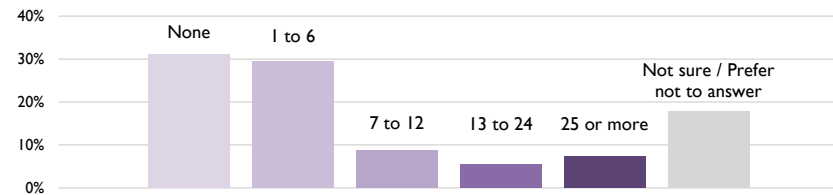
In 2022-23, the Library’s collection totaled over 2.4 million items, including nearly 1.7 million print materials (such as books and periodicals), and over 402,100 eResources (such as eBooks, eMusic, and eMovies). The Library also provides access to subscription-based online resources on a variety of topics, such as career development, technology training, consumer resources, language learning, and online high school classes.

Total circulation in 2022-23 (including eBooks) was 7.5 million, an increase from 6.9 million last year. eResource circulation (eBooks and eMedia) totaled 1.8 million. The latest available comparison data shows that San José’s 2021-22 circulation per capita was higher than the statewide mean.

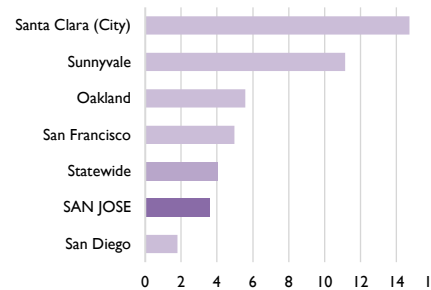
Fifty-one percent of respondents to the community survey indicated they, or someone in their household, used San José libraries at least once in the last 12 months. Library borrowers placed about 579,400 online holds to reserve materials in 2022-23, up from 570,300 last year.

About 15 percent of the Library’s collection comprises materials in languages other than English (about 368,700 items). The Library actively collects materials in 19 languages, including Spanish, Vietnamese, Chinese, Hindi, Persian, Tagalog, Russian, Korean, and Japanese. In total, the Library maintains materials in over 93 non-English languages.

Community Survey 2023
Number of times a household visited a San José Library or used the City’s library services online

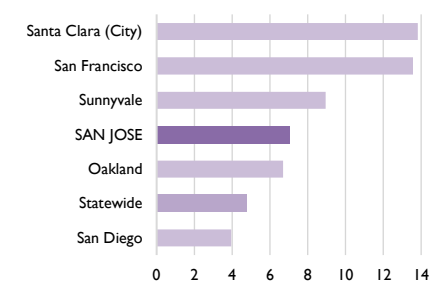


Materials Per Capita (2021-22)



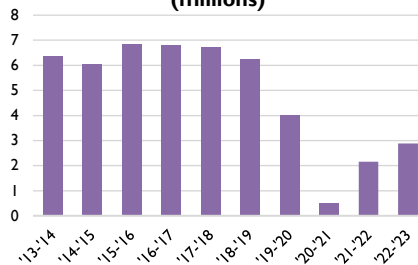
Source: [California State Library, 2021-22 Summary Data](#) (most recent available data)
Note: Refers to physical and electronic materials.

Circulation Per Capita (2021-22)

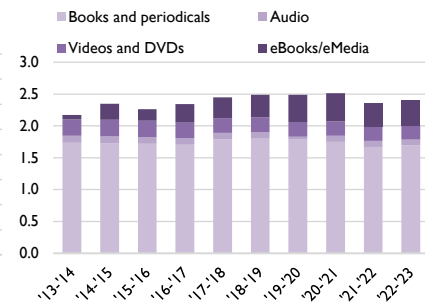


Source: [California State Library, 2021-22 Summary Data](#) (most recent available data)
Note: Refers to physical and electronic materials.

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

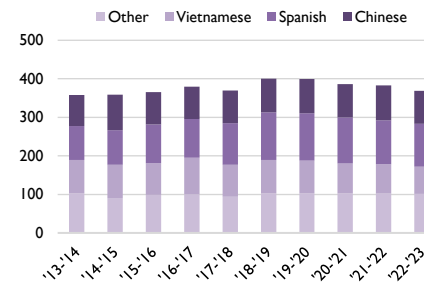


Total Collection (millions)

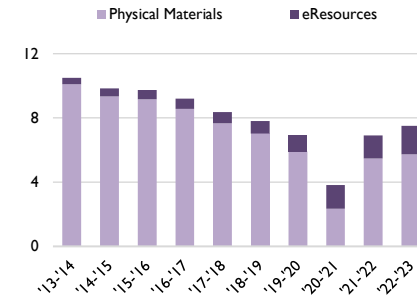


Note: In 2014-15, the methodology to tabulate eBooks changed. Prior data may not be comparable. 2021-22 was adjusted from 3.5 million to 2.4 million due to retabulating eBooks and eMedia.

Non-English Collection (thousands)



Total Circulation (millions)



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

LIBRARY

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

In 2022-23, libraries offered 12,400 programs, with total attendance of 237,800. These programs include SJPL Works, the Library's business and workforce development center. SJPL Works offered 381 business programs in 2022-23, with nearly 2,000 participants attending in-person and virtual sessions.

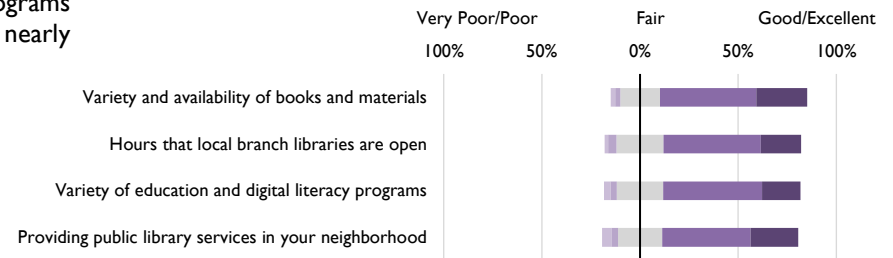
The Library has spent the last several years building out the Education and Digital Literacy Strategy. Weekly storytimes programs provide foundational support for developing early literacy skills and have continued at nearly all library locations. In 2022-23, 1,600 storytime programs were held for 51,500 people. Storytime programs are hosted in English, Spanish, Vietnamese, and Chinese. 150 Storytime programs were hosted at Bridge Library locations (discussed on the next page) with nearly 4,000 attendees.

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

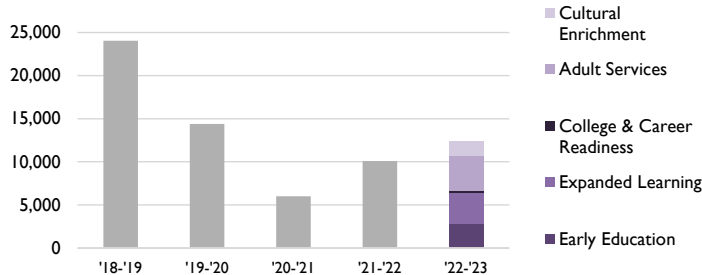


Source: San José Library Department

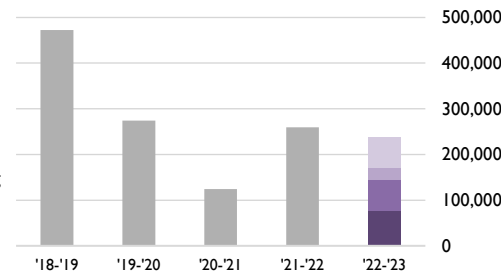
Community Survey 2023 Ratings of Services



Number of Programs

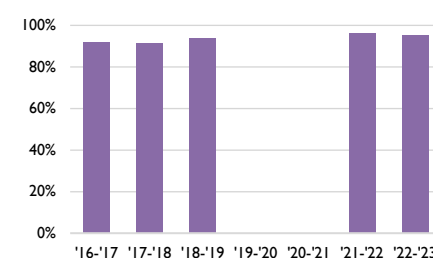


Number of Program Participants



Note: 2018-19 data is presented to compare programming with the last full year of operations pre-COVID. During that time, Library has worked on adopting quality standards for programs, which has resulted in fewer programs being offered. The 2022-23 data is presented by current program categories.

Percent of Library Customers Rating Staff Assistance as Good or Excellent



Source: Library customer surveys.
Note: Due to COVID-19, Library did not conduct surveys in 2019-20 and 2020-21.

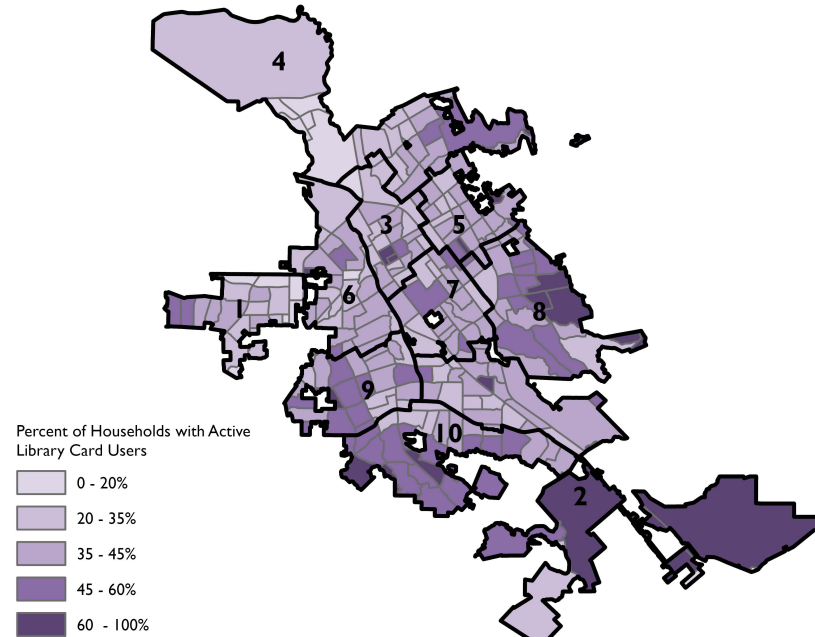
SAN JOSE BRANCH LIBRARY OPERATION

In 2022-23, City libraries had over 2.8 million visitors, of which 966,700 went to the Dr. Martin Luther King, Jr. main library. While the total number of visitors to all City libraries increased by 723,800 visitors from last year, visits are still below pre-COVID levels. During 2018-19, Library estimated a total 6.2 million visitors, of which 2.3 million visitors went to the main library.

The Library also operates Bridge Libraries in 13 Family Resource Centers to serve neighborhoods without ready access to branch libraries. Bridge Libraries provide books, library staff assistance, and library resources for families using a Family Resource Center. Bridge Libraries allow community members to borrow books and return them when they are ready, removing barriers that prevent families from using library resources.

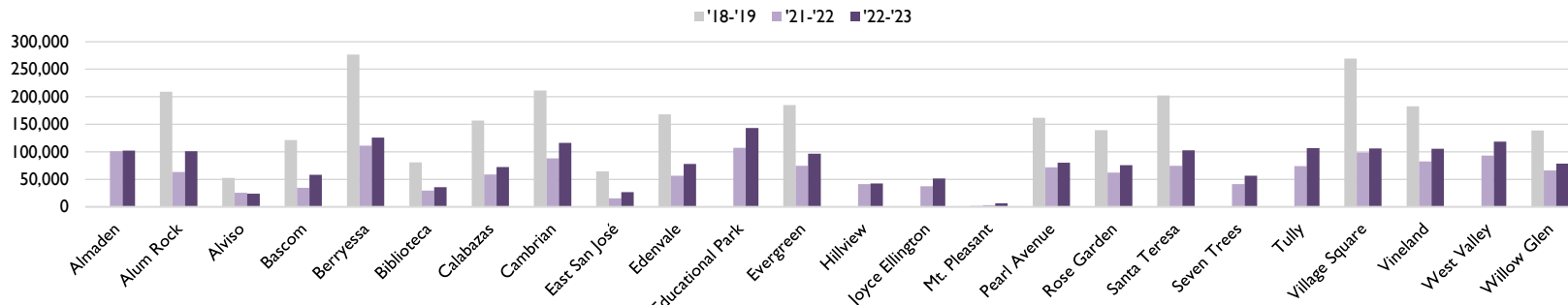
The Library continues to lead SJ Access, the City's initiative to provide residents and students with access to digital devices. There were nearly 216,000 computer sessions on library-owned computers in 2022-23. Visitors can also check out chromebooks, laptops, and tablets. The Library had 2,300 computing devices available for checkout at 25 library locations. Additionally, the SJ Access program offers WiFi services to enable customers to use their own devices. In 2022-23, there were 7,400 hotspots available for checkout. The Library estimates there were 3.6 million WiFi sessions held via indoor and outdoor branch library WiFi (excluding Mount Pleasant).

Households with Active Library Card Users



Source: City Auditor map of households with active library card users in 2022-23.

Branch Library Visits



Note: 2018-19 data is presented to compare branch visits to the last full year of operations pre-COVID. In 2018-19, Almaden, Educational Park, Hillview, Joyce Ellington, Seven Trees, Tully, West Valley branches experienced gate count infrastructure issues. 2018-19 visits for these branches are not presented in this data, but are included in the 2018-19 total visitor count as presented elsewhere.

PARKS, RECREATION AND NEIGHBORHOOD SERVICES

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

PARKS, RECREATION AND NEIGHBORHOOD SERVICES

The Parks, Recreation and Neighborhood Services Department (PRNS) operates the City’s regional and neighborhood parks, as well as facilities such as Happy Hollow Park & Zoo. PRNS also operates community and recreation centers and provides various recreation, community service, and other programs for the city’s residents. PRNS offers programs and services for children, youth, teens, adults, seniors, and people with disabilities. Beginning 2021-22, the City consolidated the Beautify San José (BeautifySJ) program within PRNS. The program is intended to provide dedicated and enhanced focus on ridding the city of blight.

In 2022-23, PRNS operating expenditures totaled \$110 million. This included personal and non-personal/equipment expenditures. PRNS was also responsible for additional costs, including \$15 million in Citywide expenses. Staffing totaled 826 authorized positions, 51 more positions than in 2021-22. This increase included added positions for Placemaking/Viva CalleSJ and Viva Parks, BeautifySJ, and the Pest and Turf Management Team.

For 2022-23, PRNS reported its direct program cost recovery rate was 23 percent. Program fees, which accounted for 58 percent of collected revenues, totaled \$17.7 million, up from the \$16 million in 2021-22. [Happy Hollow Park & Zoo](#) served 385,880 visitors and generated \$7.9 million in revenues in 2022-23, reaching back to the pre-COVID levels. Happy Hollow Park & Zoo resumed seven day operations in the summer months starting May 2023. In the previous fiscal year, the Zoo was closed Mondays and Tuesdays.

Emma Prusch Farm Park Barn

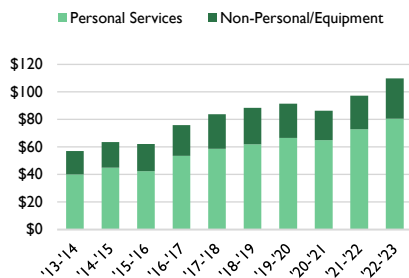


Happy Hollow Park & Zoo

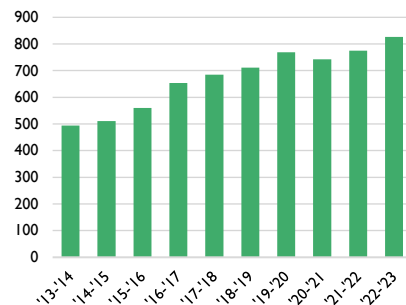


Source: PRNS

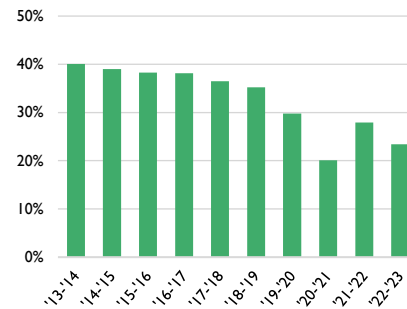
PRNS Operating Expenditures (millions)



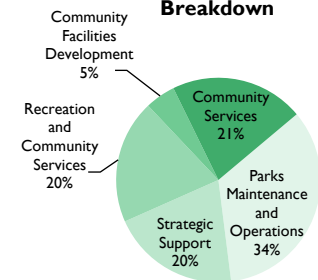
PRNS Authorized Positions



Direct Program Cost Recovery



PRNS Operating Budget Breakdown



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

PARKS MAINTENANCE AND OPERATIONS

The City has 202 neighborhood and 10 regional parks, as well as other facilities, such as community gardens, trails, swimming pools, and skate parks. Excluding golf courses, the developed portion of these facilities covered 1,799 acres. There were an additional 1,501 acres of open space and undeveloped land.

The City's General Fund cost to maintain developed parkland was \$15,262 per acre. Twenty-nine percent of developed park acres had a Park Condition Assessment (PCA) score of 90 percent or better, below the target of 56 percent.

In 2022-23, the five-year Parks and Community Facilities Development Capital Improvement Program (CIP) allocated \$422 million to parks for 2023 to 2027.

The [City Trail Network](#) is composed of 40 unique trail systems that are intended to interconnect as further development occurs. The 2022-23 network included 64.93 miles of trails that were open to the public (about 88 percent paved). An additional 82.46 miles have been identified or are being studied for further development, or are in the planning phases of development.

KEY FACTS (2022-23)

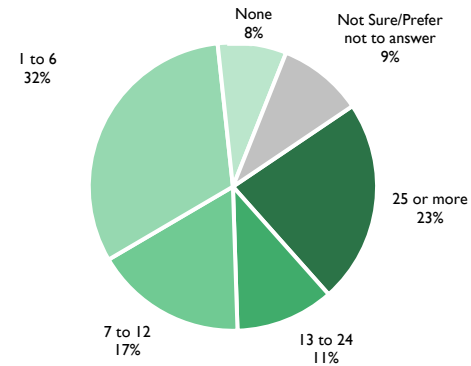
Neighborhood Parks (202 parks)	1,237 acres
Regional Parks (10 parks)	562 acres
Golf Courses (3 courses)	321 acres*
Open space and undeveloped land	1,501 acres
Total	3,621 acres**

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

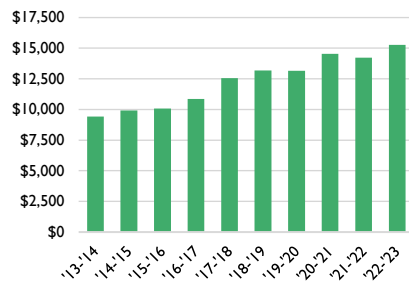
*Does not include 50 acres open space.

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

Community Survey 2023
Visited a park in San José

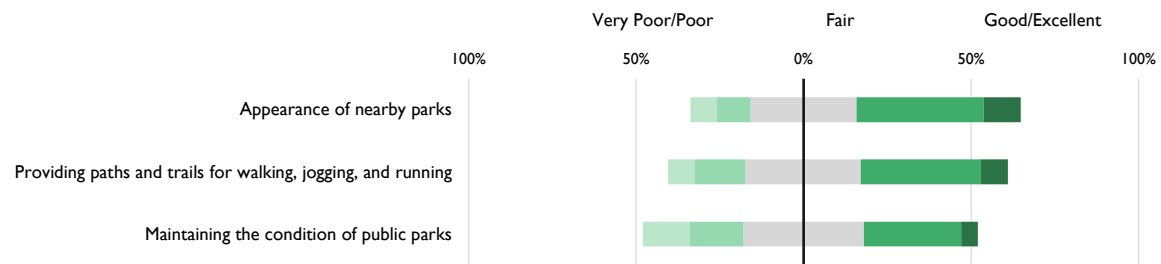


Cost per Acre to Maintain Parks and Other Facilities



Community Survey 2023

Ratings of Neighborhood Characteristics and City Services



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

COMMUNITY SERVICES

PRNS also provides a number of community services and programs, including anti-graffiti and anti-litter, illegal dumping, homeless encampment trash collection and abatement, gang prevention and intervention, and others.

The San José Youth Empowerment Alliance* has service components such as the Bringing Everyone's Strengths Together (B.E.S.T.) program, Youth Intervention Services, the Safe Schools Campus Initiative (SSCI)** and the Safe Summer Initiative Grants (SSIG) providing services to at-risk youth and their families. In 2022-23, the SSCI team responded to 696 incidents. There were an estimated 2,800 participants in programs offered by community based organizations that received B.E.S.T. grants. B.E.S.T. program expenditures for 2022-23 were \$6.6 million, of which approximately \$3.8 million were for B.E.S.T grants and SSIG.

In 2022-23, the City's contractor completed 26,100 graffiti removal work orders. The community survey reports that 26 percent of residents viewed graffiti removal services as "good" or "excellent."

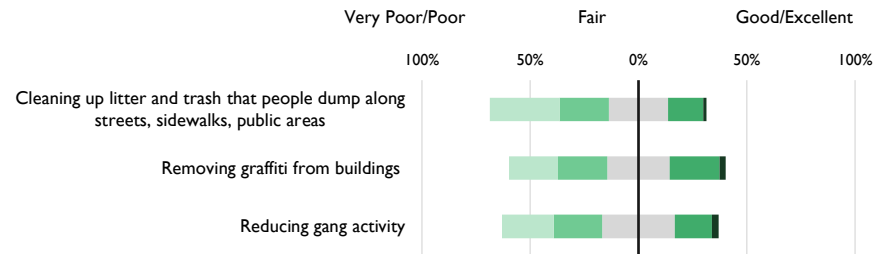
* Formerly known as the Mayor's Gang Prevention Task Force (MGPTF)
 ** SSCI is a partnership between school districts and the City to address violence-related issues in schools.

Graffiti Removal Program

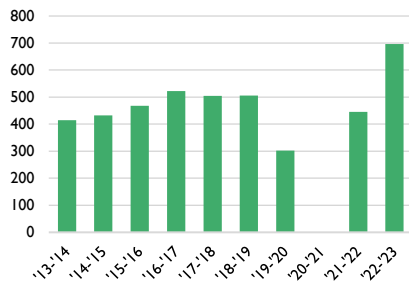


Source: PRNS

Community Survey 2023
 Ratings of Services

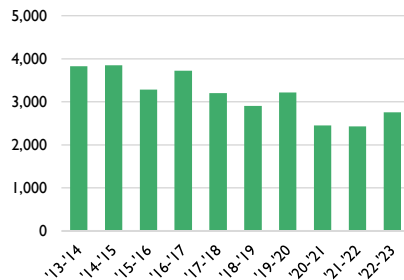


Incidents Responses on Safe School Campuses

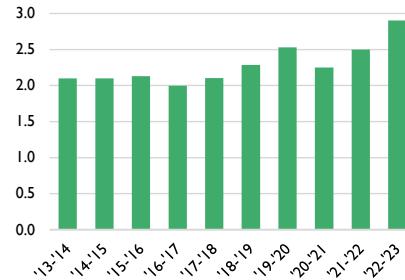


Note: In 2020-21 there were no SSCI responses due to COVID-19 school closures.

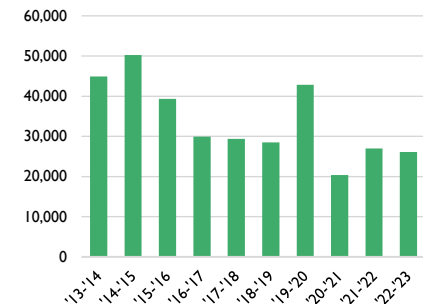
Participants in Grant-Funded B.E.S.T. Youth Service Program



Estimated Square Feet of Graffiti Eradicated (millions)



Graffiti Workorders Completed



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

BEAUTIFYSJ

Beginning in 2021-22, the City consolidated the Beautify San José (BeautifySJ) program within PRNS. BeautifySJ is an initiative to clean up and restore the San José community. The mission of the BeautifySJ Program is to support residents' efforts at reclaiming their public space and to empower residents to aesthetically demonstrate their pride in our City.

The consolidation added 26 new positions and other funding and created a new Community Services Division to address illegal dumping and homeless encampment trash collection and abatement, provide youth gang prevention and intervention services, and support litter cleanup and graffiti abatement. A portion of this funding was one-time resources from the American Rescue Plan Fund. The 2022-23 Adopted Budget added \$4.7 million for the BeautifySJ Consolidated Model to continue supporting illegal dumping and homeless encampment management and abatement, as well as programs such as Dumpster Days and Cash for Trash that remove blight from the City.

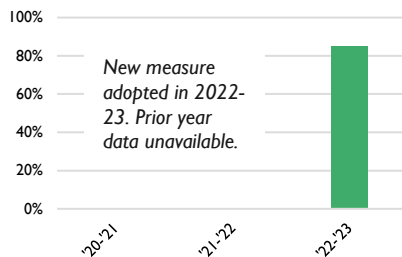
In 2022-23 BeautifySJ collected over 3,500 tons of illegal dumping throughout the city. Over 300 participants signed up for the City's Cash for Trash program (forecast 600). This program helps mitigate blight in San José by providing incentives to unhoused residents to pick up trash at encampments.

Prioritizing Clean Communities

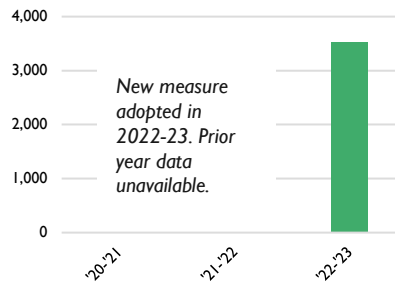
In the 2022-23 Community Survey, residents were asked to name one thing the City could change to make San José a better place to live. The fourth most common response category was about beautifying San José and landscaping. When asked whether there was a particular issue or code violation in their neighborhood that the City isn't addressing that led the respondent to be dissatisfied, the third most common complaint was illegal dumping.

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

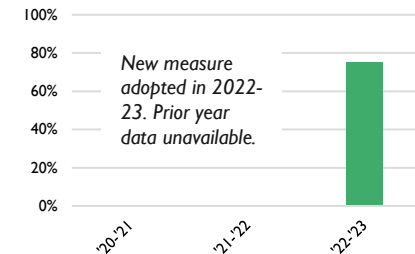
Encampments Receiving On-Time Trash Pickup (target 80%)



Tons of Illegal Dumping Collected (forecast 3,500 tons)



Illegal Dumping (Priority 2) Workorders Completed Within Five Days (target 80%)



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

PARKS, RECREATION AND NEIGHBORHOOD SERVICES

RECREATION SERVICES

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

In 2022-23, the City operated 17 community centers throughout the city. One of those centers is a hybrid community center and library and one is a therapeutic center. In 2022-23, PRNS also managed 29 additional Neighborhood Center Partner Program sites which were operated by community partners in the role of lead operator or service provider.

PRNS provided nearly \$3.8 million in scholarships to over 5,300 individuals for its various programs such as Camp San José, San José Recreation Preschool, and R.O.C.K. afterschool programs.

KEY FACTS (2022-23)

Community centers (including Neighborhood Center Partner Program sites)	46
Community center square footage	549,801 sq. ft.
Average weekly hours open (hub community centers)	46.5
Estimated participation at City-run programs*	725,700

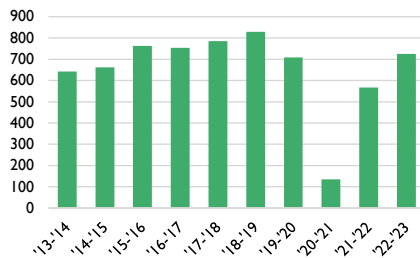
*This is a duplicated count (i.e. individuals are counted for each program attended).

Almaden Community Center



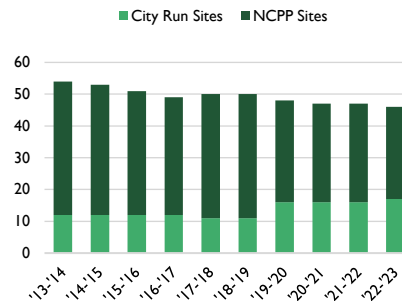
Source: PRNS

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



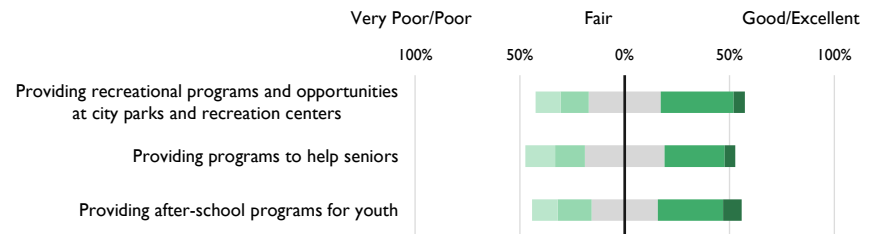
Note: The decrease in 2020-21 is due to the County's public health orders in response to COVID-19.

Community Centers



Note: In 2019, PRNS rebranded the "Reuse Program" to the "Neighborhood Center Partner Program (NCCPP)." City-run sites includes some locations that PRNS either maintains or manages.

Community Survey 2023 Rating of Services



PLANNING, BUILDING AND CODE ENFORCEMENT

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

PLANNING, BUILDING AND CODE ENFORCEMENT

The Planning, Building and Code Enforcement Department (PBCE) guides the physical development of San José. Through its three divisions, it reviews construction applications and issues permits for consistency with law and policy. PBCE's 2022-23 operating expenditures totaled \$52.6 million. This includes personal and non-personal expenditures. The Department was also responsible for roughly \$1.8 million in Citywide expenses. In FY 2022-23 PBCE had 312 authorized positions, an increase of 13 positions over the previous year. Of these 312 budgeted positions, 70 were vacant as of June 30, 2023.

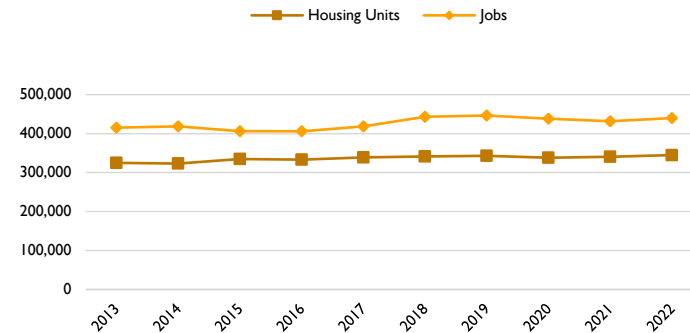
Under the collaborative umbrella of Development Services, PBCE works with other City departments to permit new development. Subsequent pages of this chapter discuss Development Services.

PLANNING

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

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

San José Housing Units and Jobs

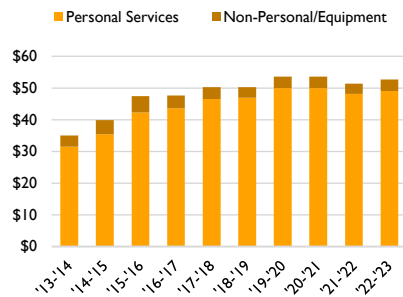


Source: American Community Survey, U.S. Census Bureau

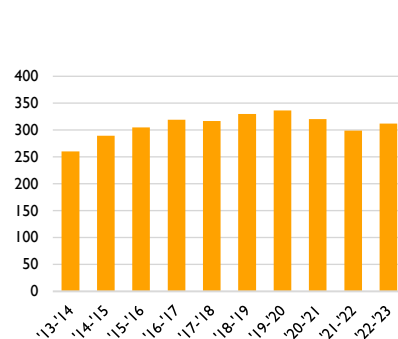
Select Planning Updates

Parking and Transportation Demand Management: In 2022, the City Council approved a zoning update to allow developers to “right size” their parking by no longer requiring that they provide an arbitrary minimum amount of parking. This update will also require Transportation Demand Management (TDM) which are measures developments must take to make a variety of transportation options more attractive. The ordinance went into effect in April 2023.

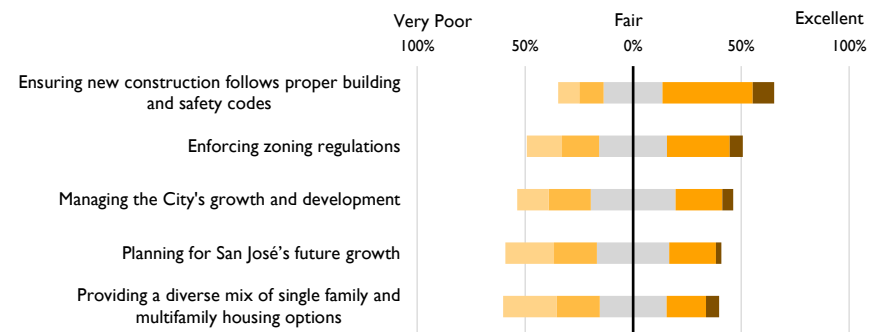
PBCE Operating Expenditures (\$millions)



PBCE Authorized Positions



Community Survey 2023 Ratings of Services



PLANNING, BUILDING AND CODE ENFORCEMENT

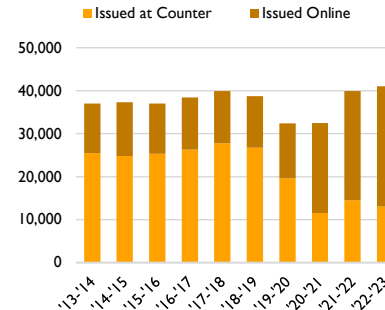
BUILDING

PBCE’s Building Division reviews plans for and inspects new construction projects within the city, ensuring they meet health and safety codes and City zoning requirements. Types of plans reviewed range from large commercial development to residential projects, such as assessorly dwelling units. Of submitted plans that received a review, the Division completed 62 percent of plan checks within cycle times (target: 85 percent). Additionally, the Division completed 80 percent of building inspections within its goal of 24 hours (target: 70 percent).

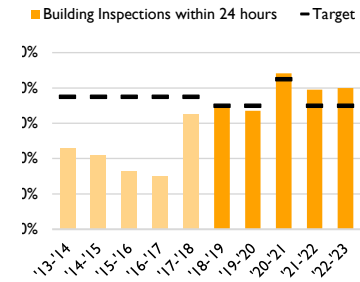
See *Development Services* on the next page for more on the Building Division’s work. Also see the *CSA Dashboard* chapter for additional performance measures.

For more information on the Building Division, see our 2023 audit, [Residential Building Permits: Additional Resources and Further Process Enhancements can Reduce Wait Times and Improve Service Delivery](#).

Building Permits



% of Building Inspections Completed within 24 Hours



Note: Beginning in 2017-18, data excludes inspections specifically requested for > 24 hours as missed targets.

CODE ENFORCEMENT

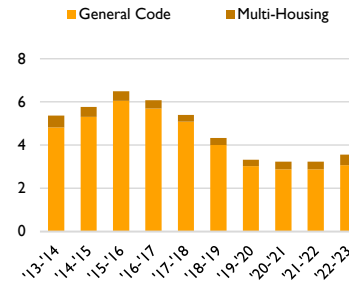
PBCE’s Code Enforcement Division enforces laws that promote the health, safety, and appearance of existing buildings and neighborhoods. It also inspects businesses, such as those selling alcohol or tobacco; property and business owners fund these inspections with fees.

In 2022-23, PBCE opened 3,100 general code enforcement cases, including 77 emergency complaints and 790 priority complaints. Code Enforcement staff responded to 98 percent of emergency complaints within 24 hours (target: 100 percent) and 81 percent of priority complaints within 72 hours (target: 75 percent).* Code Enforcement sends letters in response to other types of complaints and only responds in-person as appropriate.

Code Enforcement has a risk-based, tiered Multiple Housing Inspection Program whereby more frequent inspections are targeted to properties at higher risk of violations. In 2022-23, Code Enforcement inspected 6,700 housing units out of the estimated 102,900 units on the Multiple Housing Roster.

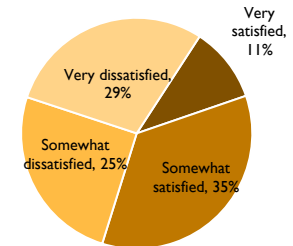
*Emergency complaints involve an immediate threat to life or property, such as an unsecured pool fence. Priority complaints involve possible threats to life or property, such as unpermitted construction. The proportions of such complaints that met response targets—98 percent and 81 percent, respectively, as noted above—are averages of monthly results.

Code Enforcement Cases Opened (thousands)

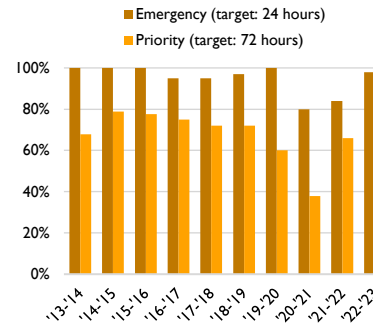


Community Survey 2023

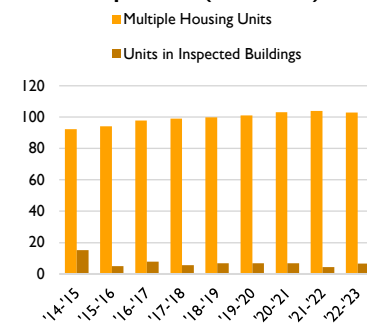
Residents’ rating of the City’s efforts to enforce code violations



Response Timeliness for General Code Cases



Multiple Housing Units and Inspections (thousands)



DEVELOPMENT SERVICES

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

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

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

In 2022-23, Development Services:

- issued 41,000 permits (roughly 28,000 online), and
- processed about 4,800 planning applications.

Building inspections have decreased year to year since 2018-19, while the total number of building permits issued and plan checks completed have returned to or exceed pre-COVID levels.

The volume of construction in 2022-23 was similar to the prior year but remains below pre-COVID levels. The value of construction decreased in 2022-23 from the prior year.

The Permit Center located in City Hall

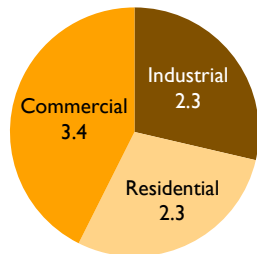


Source: Auditor photo from Fall 2019

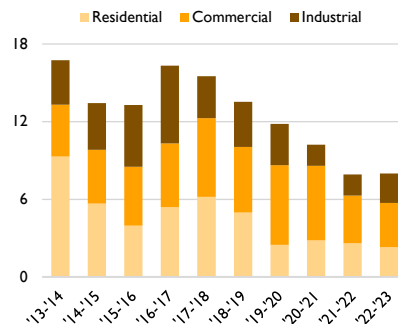
Partner	Revenue (\$millions)	Positions
Building	\$33.63	165.48
Public Works	\$14.55	67.1
Fire	\$7.82	37.6
Planning	\$8.31	38.44
TOTAL	\$64.30	308.62

Source: 2022-23 Modified Budget as outlined in the City's 2023-24 Adopted Operating Budget. Total may not sum due to rounding.

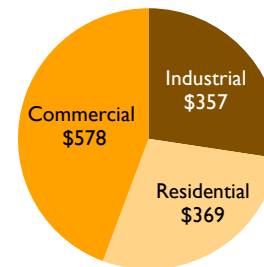
Volume of Building Activity (millions of square feet)



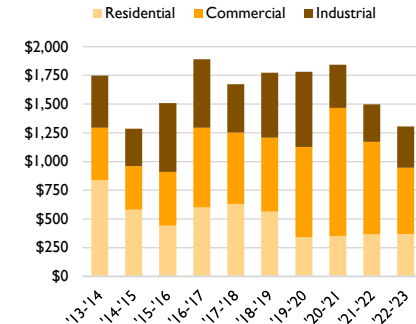
Volume of Construction (millions of square feet)



Value of Building Activity (\$millions)



Value of Construction (\$millions)



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

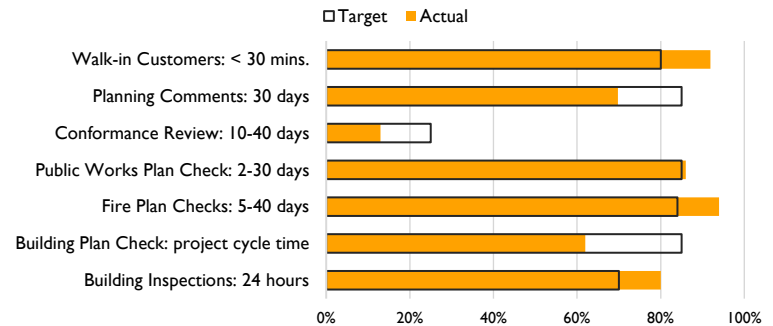
The City offers a number of programs to expedite project delivery for companies, small businesses, and homeowners. Timeliness of individual steps in the development process varies depending on the scale and complexity of a given project, and can involve one to all four of the Development Services partners. Four of the seven selected development processes met their annual timeliness targets.

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

City Council Focus Area

The City established four focus areas for 2023-24, one of which is “Attracting Investment in Jobs and Housing.” The scorecard for this metric consists of five measures, including housing units added in the city and the percent of residential projects completed within plan check time targets, among other.

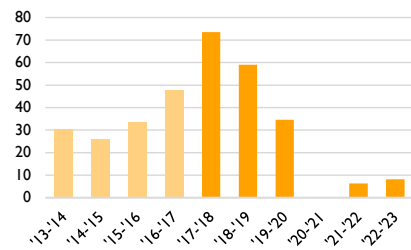
Timeliness of Development Services*



Source: PBCE from the City’s permits database.

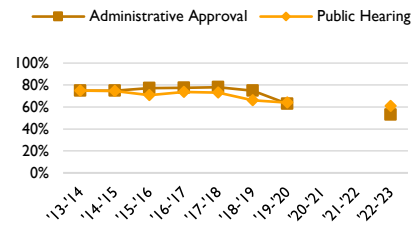
*These selected measures may occur simultaneously; some are dependent on completion of particular processes. For other Fire and Public Works measures related to Development Services, see the Fire and Public Works chapters.

Permit Center Customers Served (thousands)



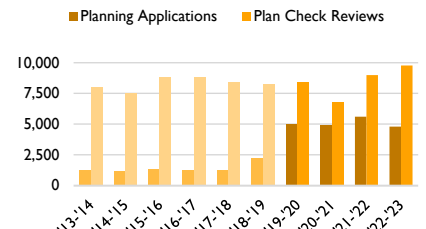
Note: In 2017-18, PBCE changed their methodology to include duplicated counts for multiple services and visits.

Development Services Overall Customer Satisfaction by Project Type



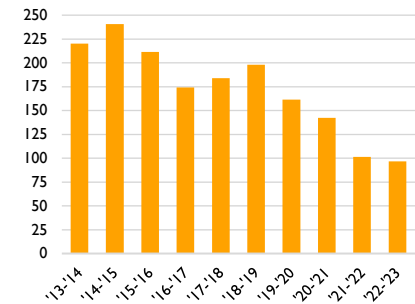
Note: Data was not collected in 2020-21 or 2021-22.

Planning Applications and Plan Checks



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

Building Inspections (thousands)



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

POLICE

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

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

In 2022-23, SJPD operating expenditures totaled \$499 million, including personal and non-personal. Of the \$465.6 million in personal services expenditures, \$56 million was specifically for overtime. In addition to operating expenditures, the Police Department was responsible for \$8.6 million for workers' compensation, and \$7.8 million in Citywide expenses.

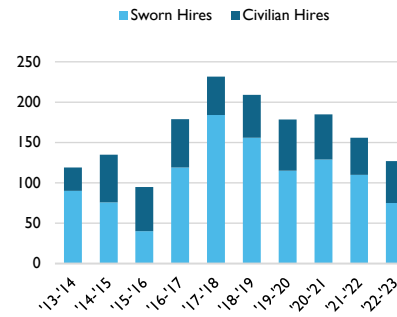
In 2022-23, there were 1,173 authorized sworn positions and 567 authorized civilian positions in the SJPD, totaling 1,740 for both sworn and civilian. There were 122 authorized sworn positions per 100,000 residents, which is a 10 percent increase from ten years ago.

Historically, SJPD has faced high vacancies among street-ready officers. Of the 1,173 authorized sworn positions, only 994 were actual full-duty, street-ready officers as of June 2023 (this excludes vacancies, officers in training, or those on modified duty or disability/other leave). There were 75 sworn hires in 2022-23 and 97 sworn vacant positions as of June 2023.

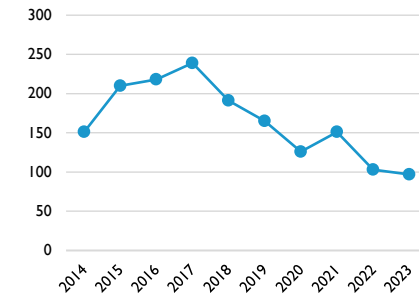
KEY FACTS (2022-23)

Sworn police authorized positions	1,173
Street-ready officers	994
Total authorized positions sworn and civilian	1,740
Total emergency calls	635,700

Police Department Hires



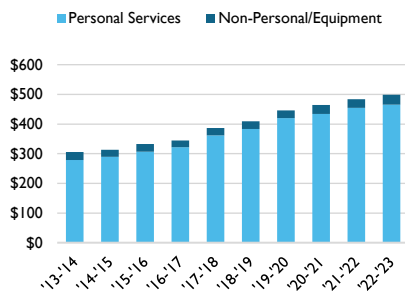
Sworn Police Vacancies (as of June 30)



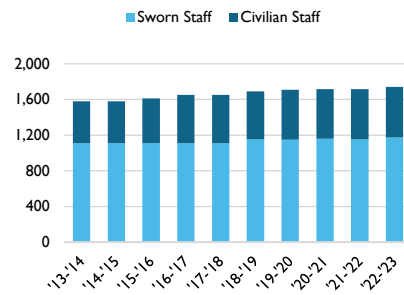
Increasing Community Safety

The City established four focus areas for 2023-24 including "Increasing Community Safety." The scorecard for this focus area includes measures such as resident perceptions of safety, property crime rates, and violent crime rates. The Administration will report on these measures on a quarterly basis.

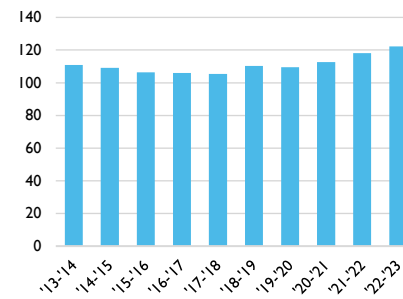
Police Department Operating Expenditures (\$millions)



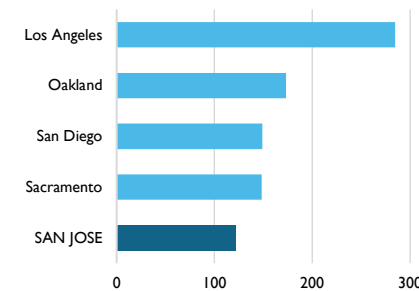
Police Department Authorized Positions



San José Sworn Staff per 100,000 Residents

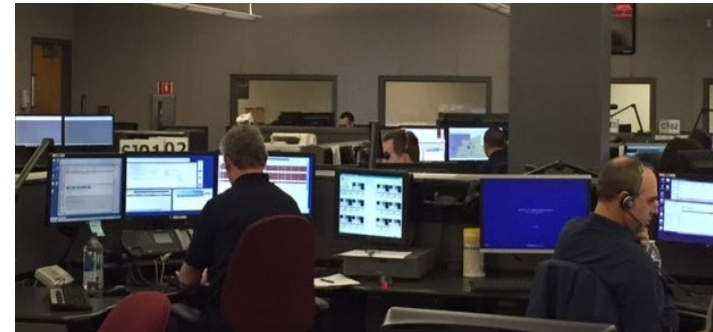


Authorized Sworn Staff per 100,000 Residents (2023)



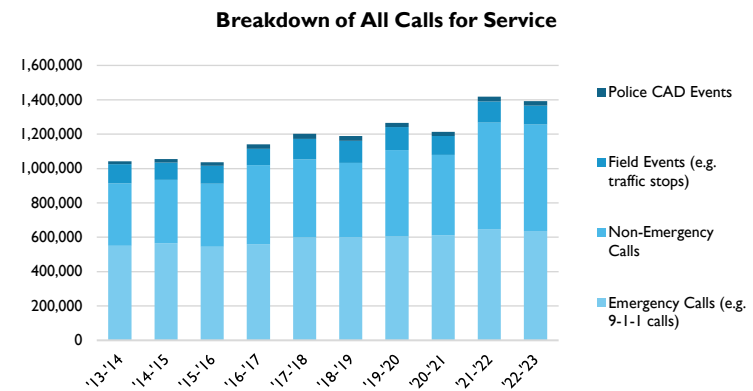
CALLS FOR SERVICE

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



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

In 2022-23, SJPD handled 1.37 million total calls for service. The number of 9-1-1 and other emergency calls totaled 635,700.* The number of non-emergency calls (e.g., 7-digit non-emergency calls and phone reports) totaled about 621,300. Administrative calls and field events (e.g., car and pedestrian stops, and other officer-initiated calls) accounted for the remainder.

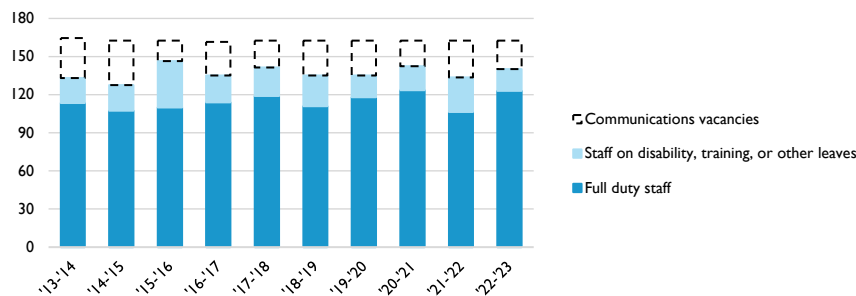


Note: All calls for service received, including duplicates, online reporting, and calls that did not require a police response.

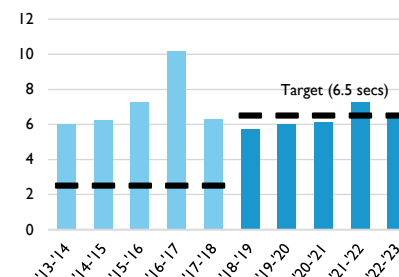
The percentage of 9-1-1 calls answered within 15 seconds was 88 percent (target: 90 percent),** slightly higher than the prior year. Of the 162.5 authorized positions in the Communication Center, only 123 were full duty as of June 2023. The average answering time for emergency calls was 6.6 seconds, above the 6.5 second target, but an improvement from the prior year.

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

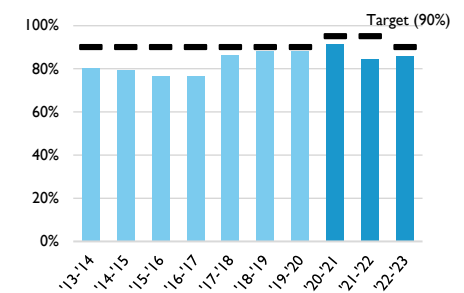
Communications Center Staff (as of June 30)



Average Emergency Call Answering Time (seconds)*



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



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

**In 2020-21, SJPD revised this performance measure from % of 9-1-1 calls answered within 10 seconds to % of 9-1-1 calls answered within 15 seconds. In 2022-23, the target for this measure was updated by the California Office of Emergency Management.

POLICE

POLICE RESPONSES

SJPD responded to about 182,600 Priority 1-4 incidents in 2022-23 (definitions shown in gray box below):

- 8,300 Priority 1 responses (5 percent)
- 82,400 Priority 2 responses (45 percent)
- 71,200 Priority 3 responses (39 percent)
- 20,700 Priority 4 responses (11 percent)

Prioritization of Police Responses*

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

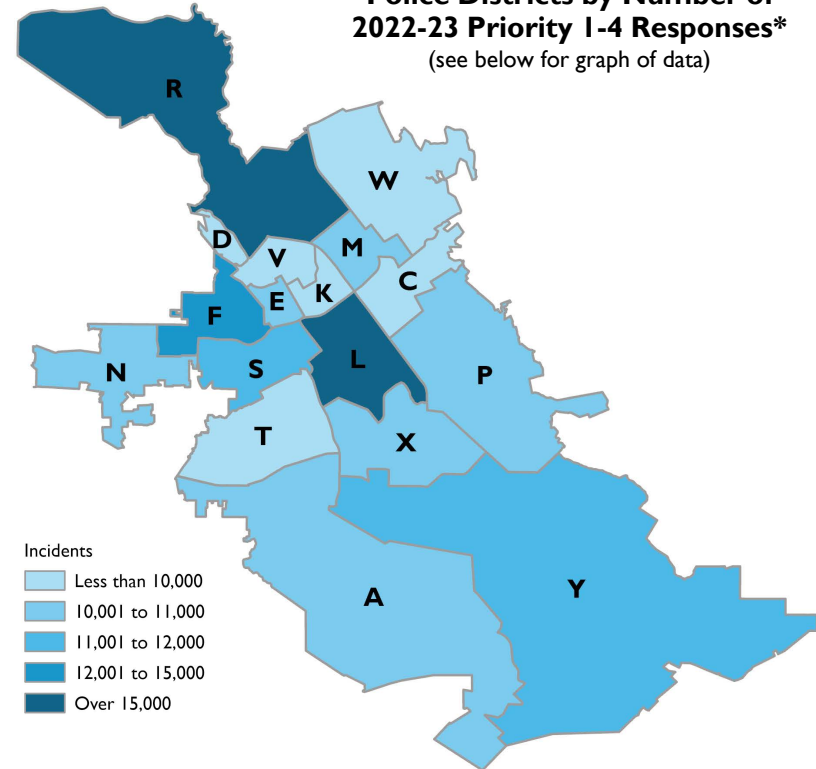
Priority 2 responses: Injury or property damage or potential for either to occur or the suspect is still present in the area. Includes all missing person reports for children under the age of 12, or at-risk missing persons, including mentally handicapped or disoriented adults.

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

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

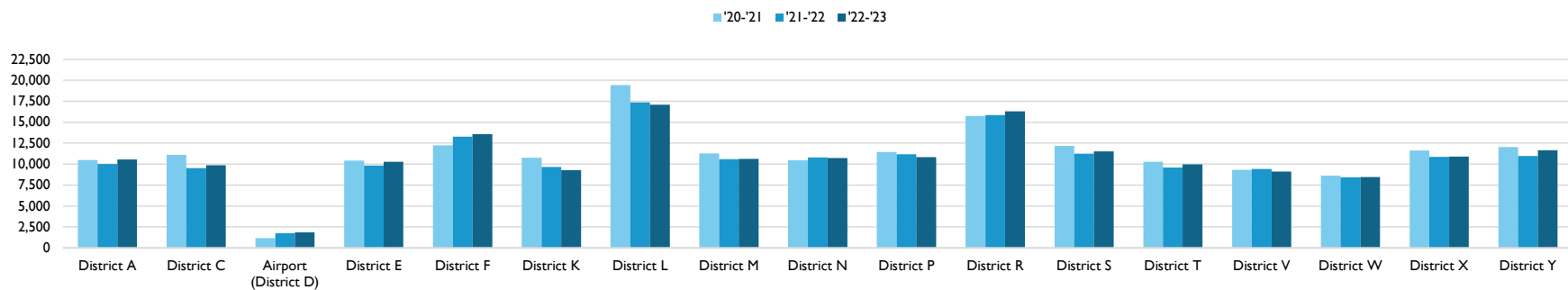
*Priorities are based on the elements first presented by a caller. These elements can change during the course of an event and may necessitate a change in priority.

Police Districts by Number of 2022-23 Priority 1-4 Responses*
(see below for graph of data)



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

Priority 1-4 Police Responses* by District



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

POLICE RESPONSE TIMES

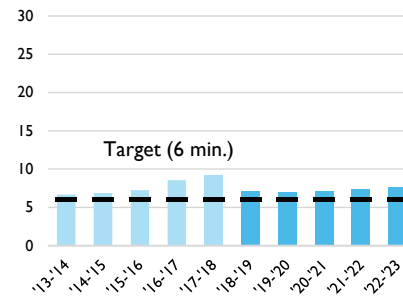
In 2022-23, the citywide average response time for Priority 1 calls was 7.7 minutes (target: 6 minutes). The citywide average 25.4 minute response time for Priority 2 calls was far outside the target of 11 minutes.

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

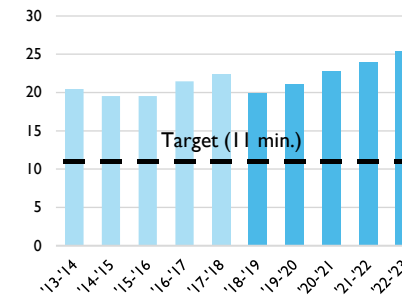
SJPD disaggregates response times by three time targets: processing time, queuing time, and driving time. In 2022-23, the Department's average processing and queuing times for Priority 1 calls were close to their targets, while driving time exceeded the target. For Priority 2 calls, SJPD was outside of its targets for processing time, queuing time, and driving times.

In 2022-23, none of the districts met the 6-minute target response time for Priority 1 calls; however, two districts were close to achieving the target average response time. Response time may vary across districts because of the size or physical characteristics of an area, whether there are adjacent police service areas, population density, traffic conditions, and officer staffing levels.

Average Priority 1 Police Response Time* (minutes)

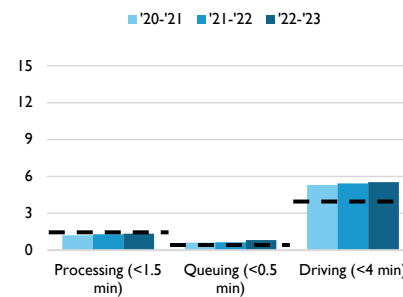


Average Priority 2 Police Response Time* (minutes)

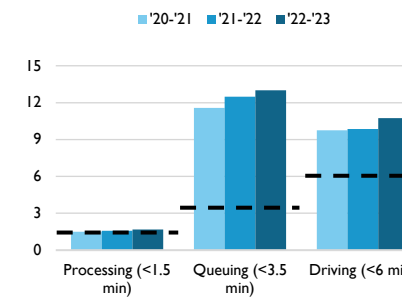


**In 2018-19, SJPD revised their reporting of police response times to be based on how incidents are initially coded into their system. In prior years, SJPD had measured response times based on updated coding of incidents as determined throughout the response, which could change the priorities of incidents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

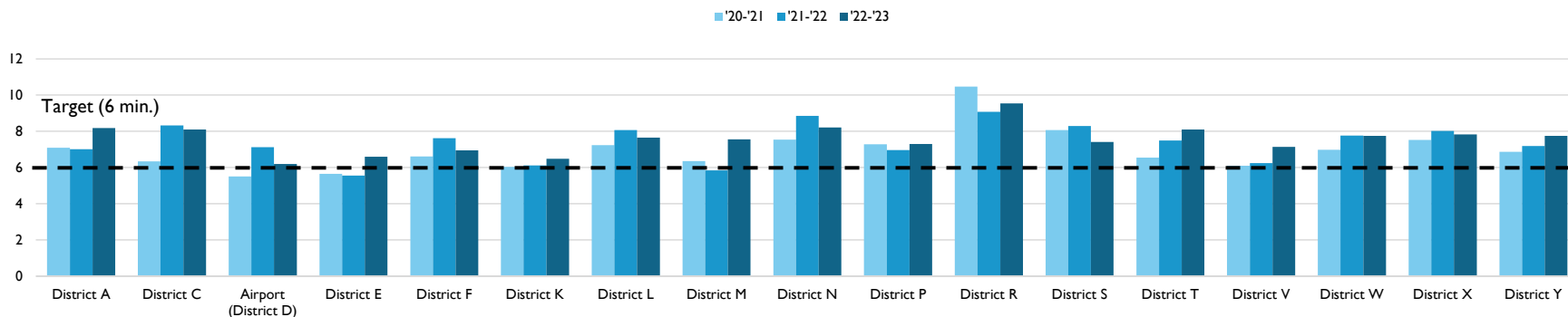
Priority 1 Response Time Breakdown (minutes)



Priority 2 Response Time Breakdown (minutes)



Priority 1 Average Police Response Times (minutes)



POLICE

CRIME IN SAN JOSE

In 2022, there were 29,600 major crimes in San José, up 2 percent from last year. Major crimes include violent crimes (homicide, rape, robbery, and aggravated assault) and property crimes (burglary, larceny, and vehicle theft). In 2022, there were 36 homicides in San José. This was 8 more than in 2021 and more than the ten-year average of 34.5. San José experienced about 3,100 major crimes per 100,000 residents in 2022. This was more than the state average, but lower than some other large cities in California.

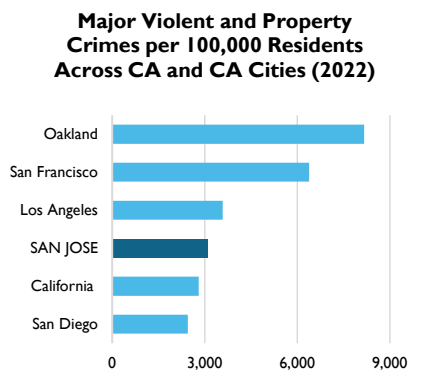
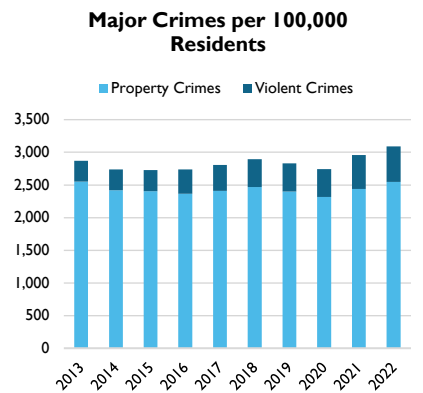
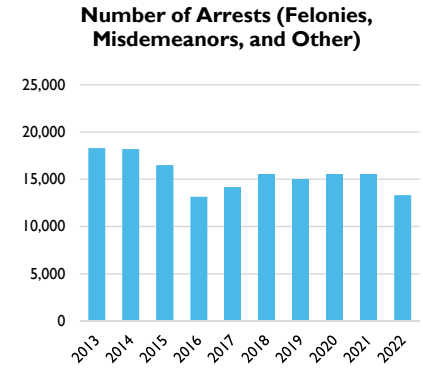
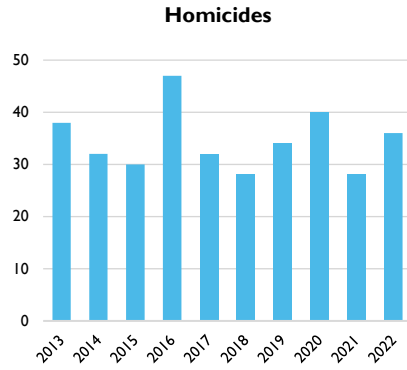
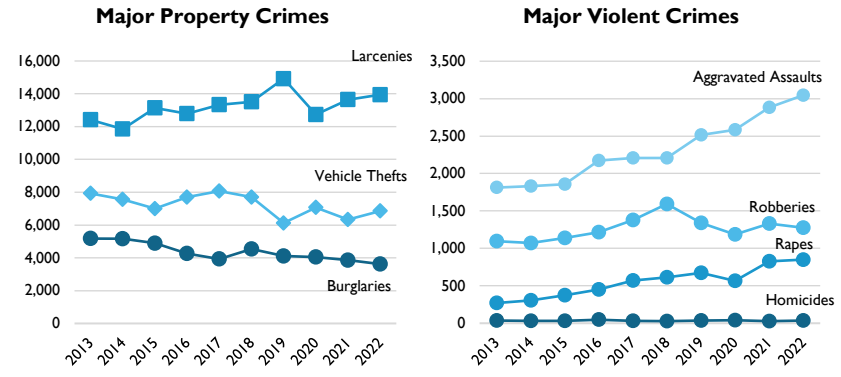
The number of arrests for felonies, misdemeanors, and other offenses has decreased from about 18,300 in 2013, to around 13,300 in 2022. There were 581 gang-related and gang-motivated incidents* overall in 2022, of which 127 were classified as violent by the SJPD. There were less gang-related and gang-motivated incidents in 2022 than the past six years.

In the past ten years, San José has experienced an increase in reported hate crimes from 15 in 2013 to 111 in 2022. Hate crimes jumped in 2020 and have remained high. The Police Department provides crime statistics [online](#).

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

National Incident Based Reporting System

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



Sources: FBI Uniform Crime Reporting. For national crime data visit the [FBI web page](#).

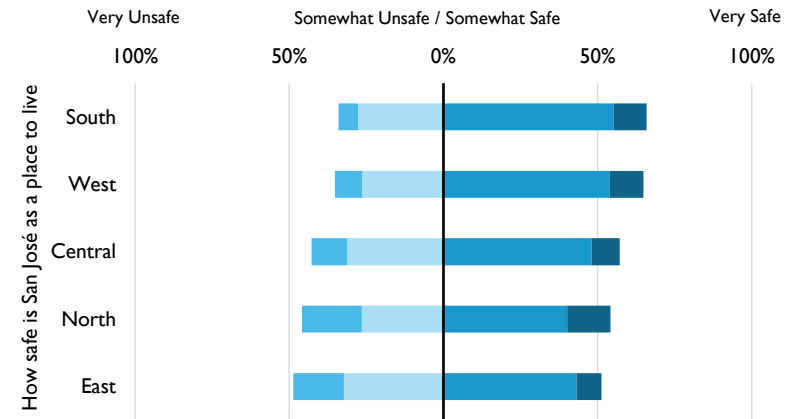
PERCEPTIONS OF SAFETY IN SAN JOSE

The community survey asked San José residents a variety of questions about how safe they feel in San José. In 2023, 59 percent of respondents reported San José as a safe place to live. Respondents age 18 to 24 had the highest feeling of safety across all age groups, with 73 percent reporting that they felt "very" or "somewhat" safe. Overall, 24 percent of respondents ranked police protection in their neighborhood as "excellent" or "good."

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

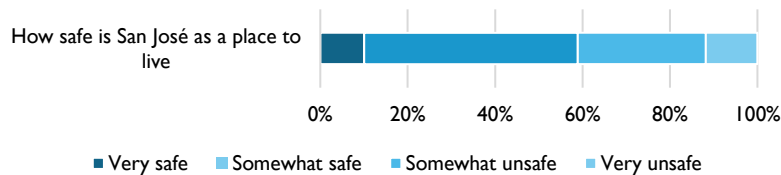
Perceptions of safety also varied by region; 66 percent of respondents from the South region rated the city as "very" or "somewhat" safe, compared to 51 percent of respondents from the East region.

Community Survey 2023
Ratings of Safety by Region

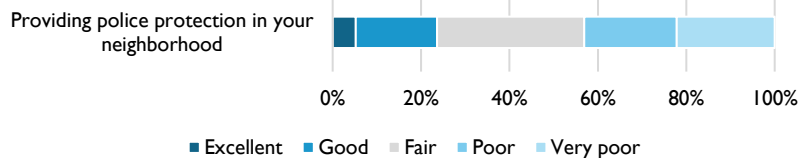


Note: See the Community Survey Chapter for a map of survey regions.

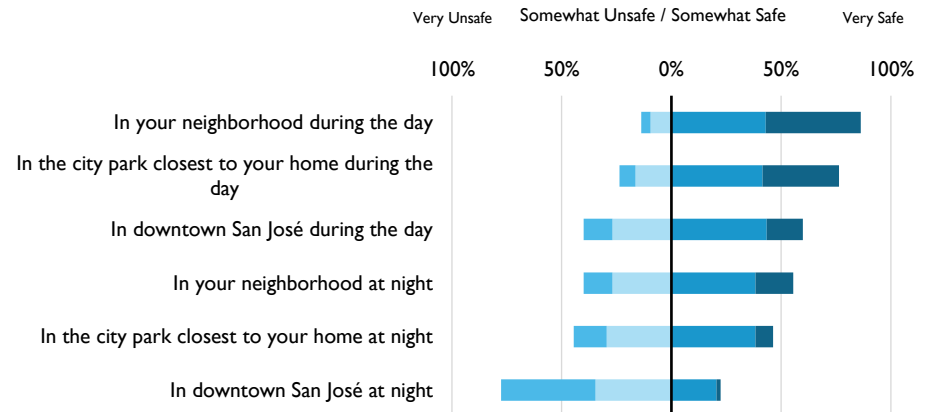
Community Survey 2023
Ratings of Safety



Community Survey 2023
Ratings of Service



Community Survey 2023
Residents' rating of Safety in the city



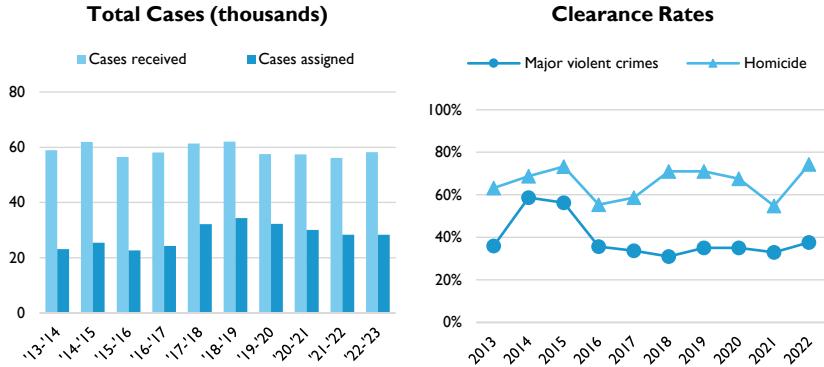
POLICE

INVESTIGATIVE SERVICES

The SJPD investigates crimes and events by collecting evidence, interviewing witnesses, interrogating suspects, and other activities. In 2022-23, the Bureau of Investigations received 58,200 cases, around 2,100 more than in 2021-22. Of these cases, 28,300 were assigned for investigation. A case may not be assigned because of a lack of resources or because it is deemed not workable (e.g., no evidence). In 2022-23, 53,800 cases were operationally closed. Reasons for closure included criminal filings, lack of investigative resources, and non-leads.

In 2022, SJPD's clearance rate for violent crimes was 38 percent, 5 percent higher than in 2021. The homicide clearance rate was 74 percent in 2022.*

* Additional data on clearance rates from the FBI's uniform crime reporting system was not available at the time of publication of this report.



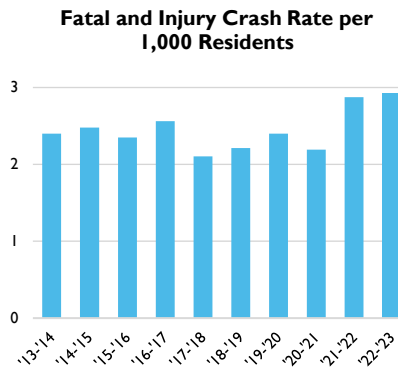
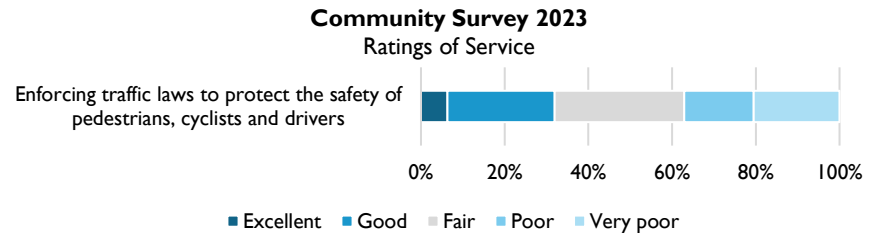
TRAFFIC SAFETY

The SJPD provides for the safe and free flow of traffic through enforcement, education, investigation, and traffic control. SJPD reported that its Traffic Enforcement Unit (TEU) issued around 21,600 citations in 2022-23, about 6,100 more citations than last year and three times as much as 2020-21. TEU staff are deployed on all weekdays to high impact areas determined by citywide collision data. According to the Department, TEU officers have issued more citations and less warnings in efforts to make a greater impact on driver behaviors. Additionally, SJPD reported that several grant-funded traffic safety programs were conducted throughout the fiscal year.

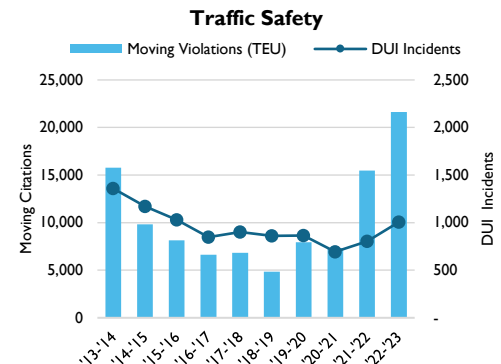
In 2022-23, there were 1,000 DUI incidents, which is about 200 more than the previous year. However, total DUIs have declined over the past 10 years. San José's rate of fatal and injury crashes, including public streets** and private property, was 2.9 per 1,000 residents in 2022-23. This has increased in recent years, however, as noted in the Transportation chapter, it remains below the national rate.

The community survey asked respondents about their perceptions of enforcing traffic laws to protect the safety of pedestrians, cyclists, and drivers; 32 percent responded with a rating of "good" or "excellent."

** Public streets include City maintained public streets and highways.



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



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

PUBLIC WORKS

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

In 2022-23, Public Works' operating expenditures totaled about \$140 million. This included personal and non-personal expenditures. Public Works was also responsible for \$2.5 million in Citywide expenses, as well as additional capital-related expenditures. Staffing increased from 628 in 2021-22 to 647 authorized positions in 2022-23.

OFFICE OF EQUALITY ASSURANCE

San José is subject to numerous labor policies that have been passed by City Council, approved by voters, or adopted due to requirements from the State of California. The Office of Equality Assurance (OEA) in Public Works implements, monitors, and administers the City's wage policies. OEA responded to 166 minimum wage complaint inquiries. They collected \$447,587 in restitution, primarily from non-compliance with prevailing wage and living wage regulations.

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

Example Projects Completed in FY 2022-23

Mineta San José International Airport-Aircraft Rescue and Fire Fighting (ARFF) Facility

Emergency Interim Shelter at Guadalupe Parkway

Coyote Creek Trail sections

Sanitary Sewer Repairs

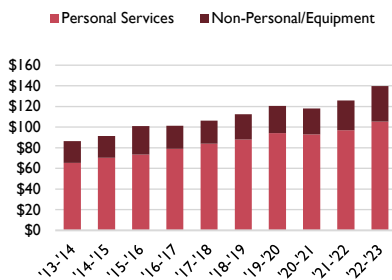
M4 Switchgear Replacement and G3 & G3A Removal

OEA KEY FACTS (2022-23)

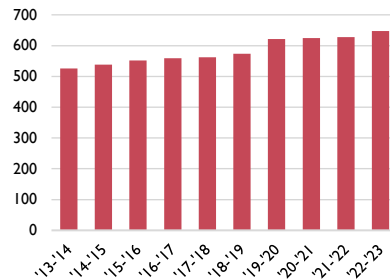
Number of minimum wage complaint inquiries	166
Number of minimum wage letters sent	12
Number of affected workers (from the letters sent)	11
Amount of restitution collected	\$447,587

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

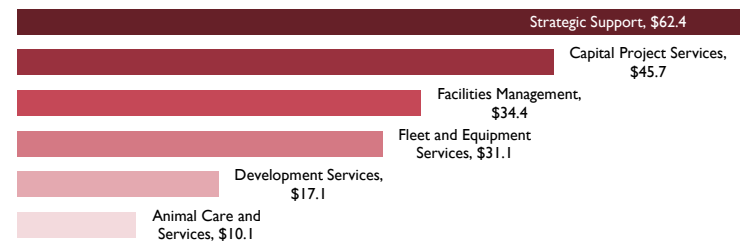
Public Works Operating Expenditures (\$millions)



Public Works Authorized Positions



Public Works 2022-23 Adopted Budget by Service (\$millions)



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

CAPITAL PROJECT SERVICES

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

In 2022-23, Public Works completed 37 construction projects. Construction costs totaled \$49 million in 2022-23. A project is considered on budget for the entire life cycle of a project when its total expenses are within 101 percent of its budget. In 2022-23, Public Works completed 34 of 37 projects on budget (92 percent).

A project is considered on schedule for the construction phase of the project when it is available for use (e.g., completed street being used by vehicles, parks being utilized) within two months of the approved baseline schedule. Of the projects intended for completion in 2022-23, 28 of 32 projects were on schedule (88 percent).

In 2022-23, for projects less than \$500,000, Public Works' average delivery cost (the ratio of soft costs to hard costs) was 101 percent, above the target of 64 percent. For larger projects, the average delivery cost was 43 percent, which is less than the target of 44 percent.

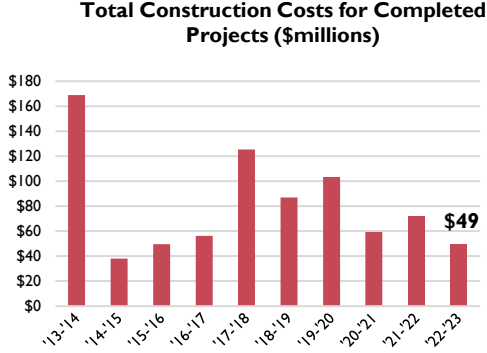
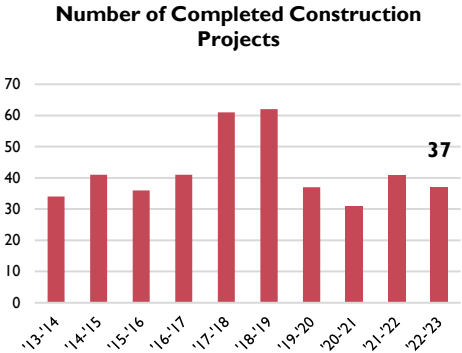
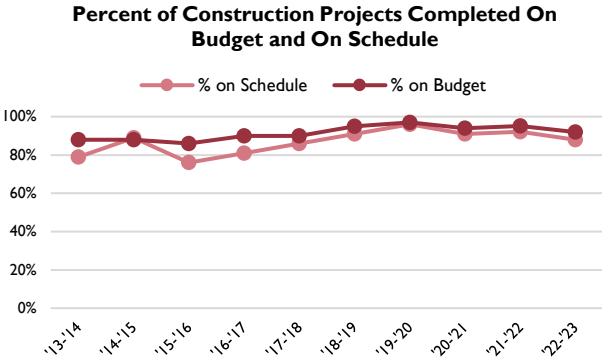


6th/Taylor Traffic Light Installation



Aircraft Rescue and Fire Fighting (ARFF) Facility at the Mineta San José International Airport

Note: Airport - Aircraft Rescue and Fire Fighting Facility photo by Russell Abraham.



PUBLIC WORKS

FACILITIES MANAGEMENT

The Facilities Management Division manages 2.7 million square feet in 222 City facilities, including City Hall, which is over 500,000 square feet. Services include maintenance, improvements, event support, and property management.

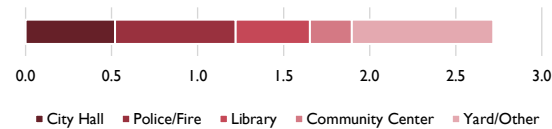
The Division completed 26,000 corrective and preventive work orders in 2022-23, about 6,700 more than in 2021-22. Only 57 percent of about 12,300 preventive maintenance work orders were completed during the year.

As of March 2022, Public Works estimated a facilities maintenance backlog for City operated facilities of \$246.5 million in one-time costs, as well as \$20.1 million in annual unfunded costs. The estimated one-time maintenance backlog for City facilities operated by others is \$87.3 million, but this does not include the SAP Center, Sharks Ice, or Municipal Stadium.

KEY FACTS (2022-23)

Total number of City facilities	222
Square footage	2.7 million
Completed corrective and preventive work	26,000
Total completed solar installations on City sites	35

Facilities Managed, by Millions of Square Feet



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

FLEET & EQUIPMENT SERVICES

Fleet and Equipment Services manages procurement and maintenance to provide a safe and reliable fleet of roughly 2,900 City vehicles and pieces of equipment. Public Works completed roughly 19,000 repairs and preventive work orders in 2022-23, same as last year. Emergency vehicles were available for use when needed 100 percent of the time in 2022-23; the City's general fleet was available when needed 98 percent of the time.

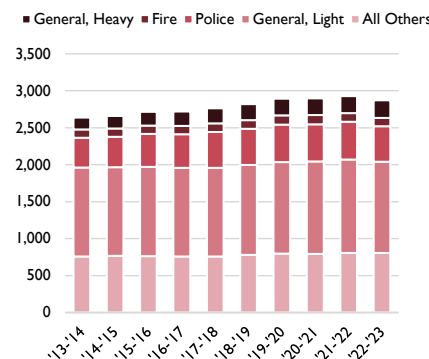
The City committed to ensuring 100 percent of new vehicles purchased be zero-emission starting in 2027. In 2022-23, 51 percent of City vehicles ran on alternative fuels, including compressed natural gas, propane, electricity, and renewable diesel.

As of November 2022, Public Works estimated a vehicle and equipment deferred maintenance and infrastructure backlog of \$22.4 million in one-time costs, more than last year.

KEY FACTS (2022-23)

Total number of vehicles & equipment	2,900
Completed repairs & preventive work orders	19,000
Percent of fleet running on alternative fuel	51%

City Vehicles & Equipment



Equipment Class	Cost/Mile Estimate
Police	\$0.45
Fire	\$2.67
General, Light (sedans, vans)	\$0.40
General, Heavy (tractors, loaders)	\$1.46

PUBLIC WORKS—DEVELOPMENT SERVICES

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

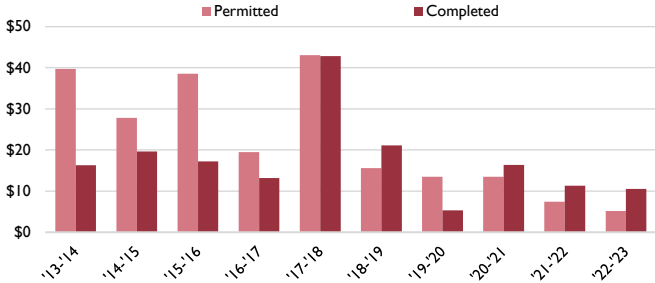
The Division manages two fee-based cost recovery programs: the Development Fee Program (for private developers) and the Utility Fee Program (for utility companies). During 2022-23, the Division received 525 development permits and received 4,100 utility permits, slightly more than last year. In 2022-23, Public Works met 89 percent of planning and 93 percent of public improvement permit timelines; each surpassed the target goal of 85 percent.

Private development projects add public infrastructure (streets, traffic lights, storm sewer, etc.) to the City’s asset base. Projects permitted in 2022-23 are expected to add \$5.2 million in public infrastructure upon completion. Projects completed in 2022-23 added \$10.5 million in value to the City’s asset base, down from \$11.3 million last year. (See table for examples.)

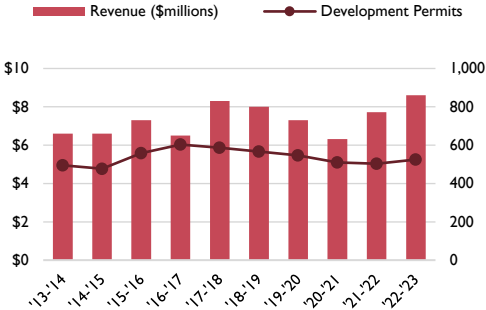
Major Projects & Estimated Public Improvement Values, 2022-23

Permitted	•Equinix SV12 Data Center: signal modification at Great Oaks and Santa Teresa, curb, gutter, sidewalk	\$1.0 million
	•Race Street: curb, gutter, sidewalk, storm and sanitary sewer improvements along Race St and Grand Ave	\$0.4 million
	•1660 Old Bayshore: public improvements along Old Bayshore	\$0.4 million
Completed	•Tract 10186: improvements on Raleigh Rd/Charlotte Dr.	\$3.4 million
	•2512 Samaritan Dr: signal, storm and sanitary sewer improvements, streetlights, sidewalk, curb, and gutter	\$0.9 million
	•Tract 10207: public improvements on Monterey Rd/Goble Ln	\$0.8 million

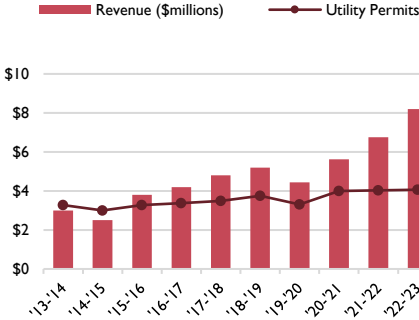
Value of Public Improvements from Private Development Projects (\$millions)



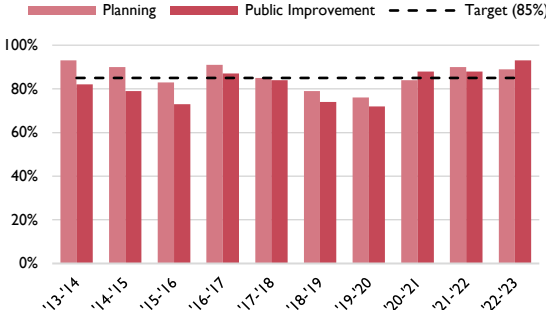
Development Revenues and Permits



Utility Fee Revenues and Permits



Permitting Timeliness



PUBLIC WORKS

ANIMAL CARE & SERVICES

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

As of July 1, 2023, there were 61,100 licensed animals in the Center's service area. Of licensed animals, 73 percent were dogs and 27 percent were cats. The Center provided 1,300 low-cost spay/neuter surgeries to the public, a significant decrease from last year. The department reports that the decrease is due to short staffing.

In 2022-23, the Center sheltered 10,400 animals, down from last year (14,500). Staff report that the Center took in fewer animals because the length of stays increased. For example, 12 days for dogs increased to 23 days. Ninety-five percent of dogs and 79 percent of cats were adopted, rescued, returned to their owner, or transferred. The Center's overall live release rate was 85 percent.

In 2022-23, animal service officers responded to over 16,900 service calls, a decrease from the previous year. Five major categories of calls (including animal bite investigations, dead animals, and human neglect) account for about 43 percent of all calls. For emergency calls, such as dangerous situations or critically injured or sick animals, the time target is to respond to calls within one hour. In 2022-23, the Center met this target 96 percent of the time.

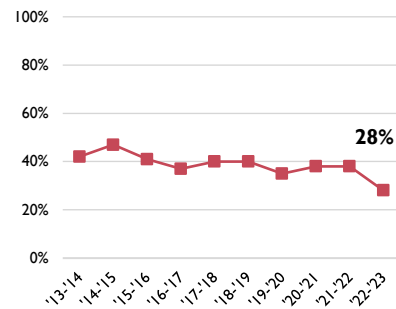
KEY FACTS (2022-23)

Licensing costs (dog / cat)*	Starts at \$25 / \$20
Animal licenses in service area	61,100
Incoming animals to Center**	10,400
Live release rate	85%
Calls for service completed	16,900
Low-cost spay/neuter surgeries	1,300
Avg. length of stay (dogs/cats/other)	23/15/13 days

*Licensing costs depend on when its rabies vaccination expires, and whether it has been spayed or neutered.

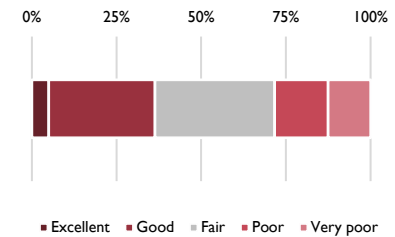
**Incoming animals does not include wildlife.

Cost Recovery

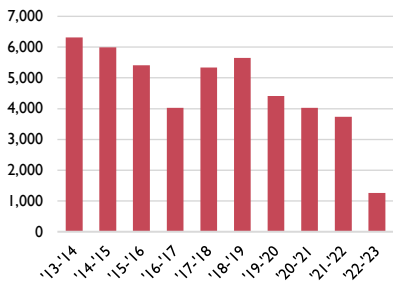


Community Survey 2023

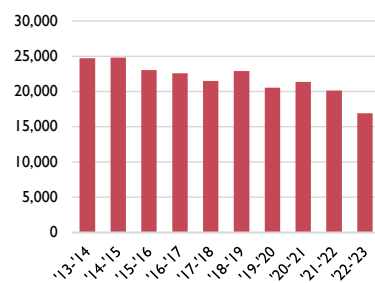
Residents' rating of the City providing animal control services



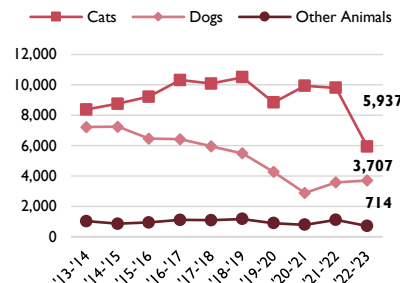
Low-Cost Spay/Neuter Surgeries



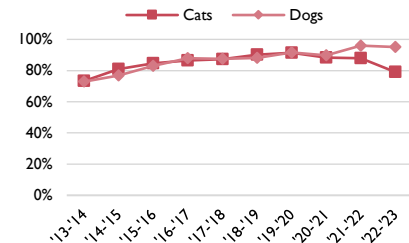
Calls for Service



Incoming Shelter Animals



Percent Adopted, Rescued, Returned, or Transferred



Note: In 2021-22, Public Works revised methodology to more closely align with industry standards.

RETIREMENT SERVICES

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

RETIREMENT SERVICES

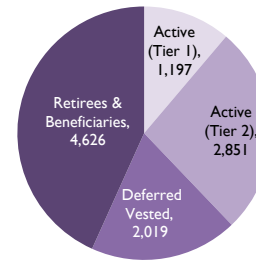
The Office of Retirement Services administers two pension plans, the Federated City Employees' Retirement System (Federated) and the Police and Fire Department Retirement Plan (Police and Fire), as well as Other Post-Employment Benefits (OPEB) for City employees and retirees. The City offers several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

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

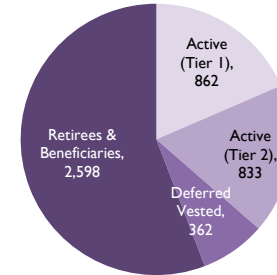
In 2022-23, the Office's personal expenses totaled \$8.4 million, and there were 43 authorized positions (up from 40 positions last year). About \$4.8 million in additional administrative costs, such as professional services, were paid out of the retirement funds. Total investment fees were \$51 million in calendar year 2022.

The City's total contributions to the two plans included \$401 million for pension benefits and \$54 million for OPEB. Separately, City employees contributed \$84 million for pension and OPEB. This totals to \$539 million in contributions from the City and its employees. The City's contributions have grown dramatically since the early 2000s but are expected to decline in coming years.

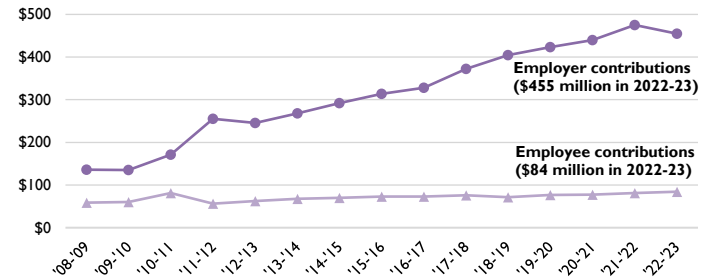
Federated Plan Membership



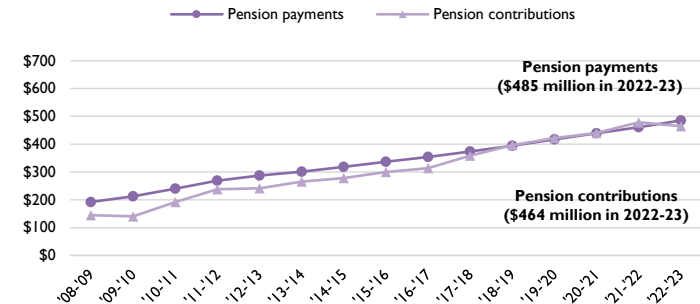
Police and Fire Plan Membership



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

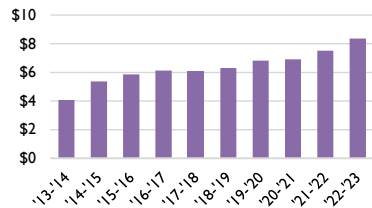


Pension Benefit Payments and Contributions (\$millions)

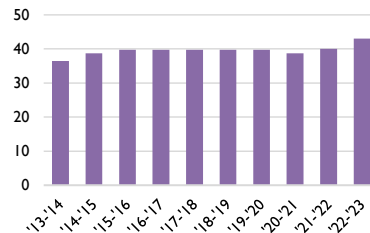


Sources for above charts: The Office of Retirement Services and Police and Fire Department Retirement Plan and Federated City Employees' Retirement System Annual Comprehensive Financial Reports.

Retirement Services Personal Services Expenditures (\$millions)



Retirement Services Authorized Positions



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

RETIREMENT SERVICES

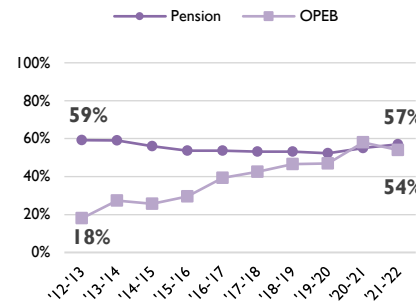
As of June 30, 2023, there were 7,224 retirees or beneficiaries of the plans, up from 5,834 ten years ago. The ratio of active members (i.e., current employees contributing to the plans) to beneficiaries is now less than 1:1. In 1980, the ratio was nearly 5:1, and in 2000 it was over 2:1.

The pension and OPEB plans' total liabilities (including future pension payments) exceeded the values of their assets by \$2.3 billion for Federated and \$1.6 billion for Police and Fire. These net liabilities totaled about \$211,900 per Federated member and about \$343,500 per Police and Fire member.

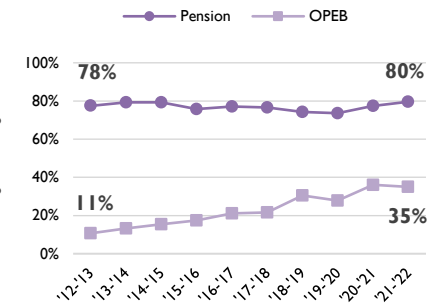
As of the June 30, 2022 actuarial valuations, the Federated and Police and Fire funded ratios (or percent of liabilities covered by plan assets) were 57 percent and 80 percent for the respective pension plans.

In November 2019, the City convened a Retirement Stakeholder Solutions Group to address retirement fund resilience and increasing retirement costs that were competing with other City services and programs in the General Fund. One of the options under consideration is using pension obligation bonds, which are taxable bonds that fund the unfunded portion of pension liabilities by creating debt. The City has begun exploring this option.

Federated Funded Status



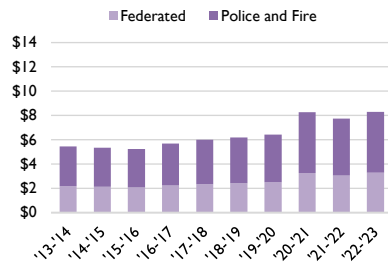
Police and Fire Funded Status



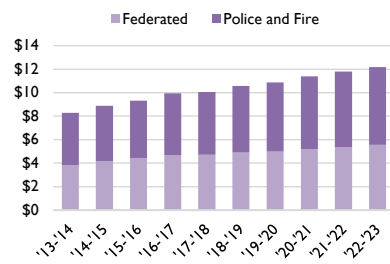
Sources: Federated City Employees' Retirement System and Police and Fire Department Retirement Plan Actuarial Valuations.

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

Retirement Plan Net Assets (\$billions)

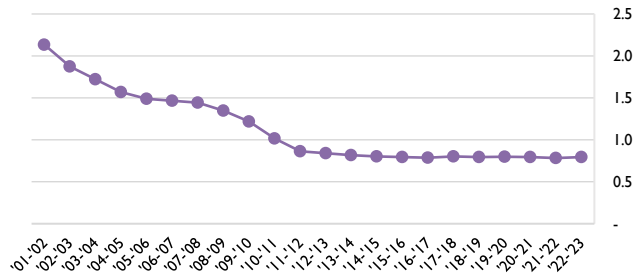


Retirement Plan Total Liabilities (\$billions)



Source: The Office of Retirement Services and Police and Fire Department Retirement Plan and Federated City Employees' Retirement System Annual Comprehensive Financial Reports and Actuarial Valuations.

Ratio of Active Members to Retirees and Beneficiaries



Source: The Office of Retirement Services and Police and Fire Department Retirement Plan and Federated City Employees' Retirement System Annual Comprehensive Financial Reports and Actuarial Valuations.

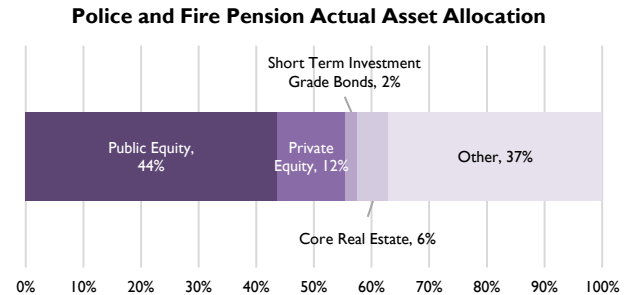
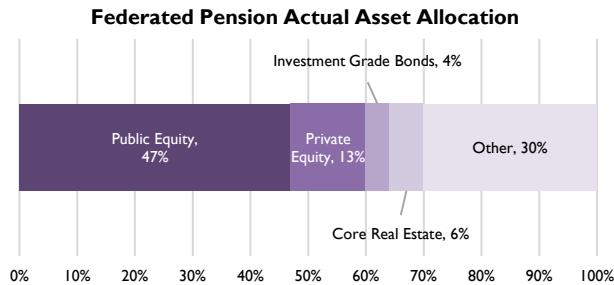
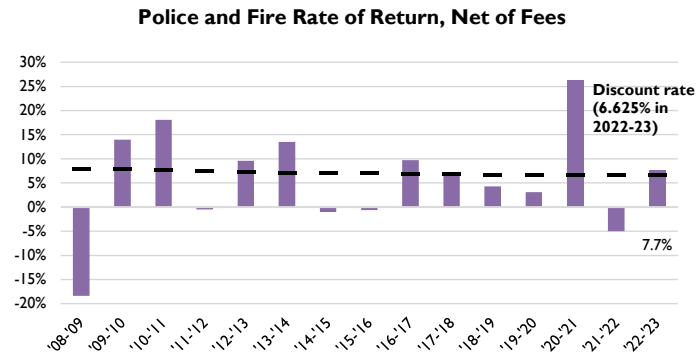
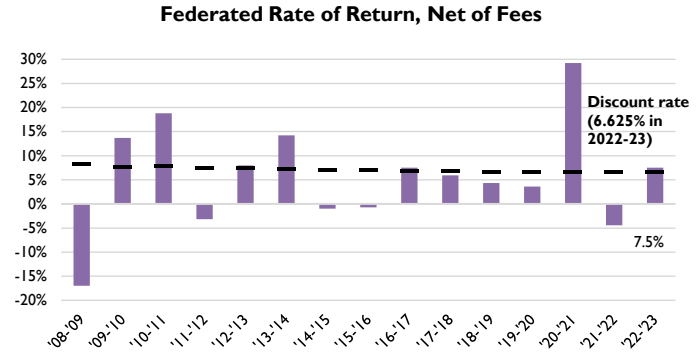
RETIREMENT SERVICES

The retirement plans' assets are distributed among various types of investments, according to each board's investment policies. As of June 30, 2023, the largest category of assets held by each pension plan was public equities. The plans also held investments in private equity, bonds, and real estate, among others.

During 2022-23, the Federated pension plan had a net rate of return on pension plan assets of 7.5 percent, up from -4.4 percent last year. The Police and Fire pension plan had a net rate of return of 7.7 percent, up from -5 percent last year. In 2022-23, the assumed rate of return, or discount rate,* was 6.625 percent for both the Federated pension plan and the Police and Fire pension plan, the same as last year.

As a result of the positive investment returns, total plan assets increased from \$7.73 billion last year to \$8.3 billion on June 30, 2023.

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



Source: The Office of Retirement Services. Note: Percentages do not add up to 100 due to rounding.

TRANSPORTATION

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

TRANSPORTATION

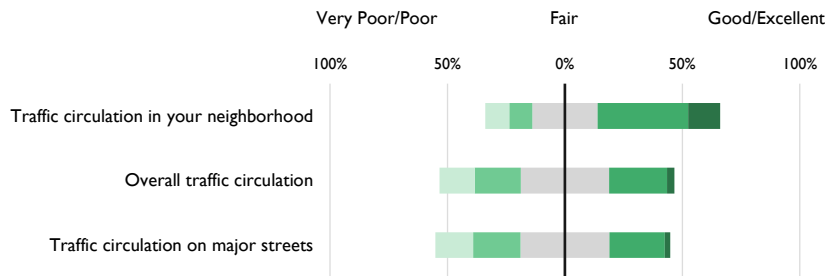
The Department of Transportation (DOT) has eight core service groups: plan and develop transportation projects; optimize traffic flow and safety; maintain street pavement; maintain traffic signals, signs, markings, and streetlights; maintain street landscapes and street trees; clean and repair sanitary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

In 2022-23, DOT's operating expenditures totaled \$120.6 million, including personal and non-personal expenditures. In addition, DOT was responsible for other costs, including \$3.5 million in Citywide expenses and \$468,100 in workers' compensation. The Department had 524.5 authorized positions; staffing was up by 29 percent compared to levels 10 years ago.

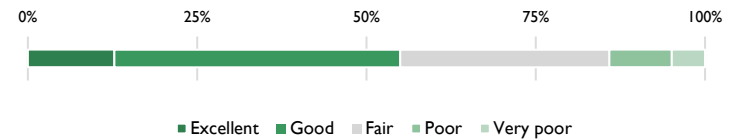
KEY FACTS (2022-23)

Number of acres of street landscape (also includes special districts)	626
Number of City parking lots and garages	14
Number of parking meters (estimate)	2,300
Number of street miles	2,519
Number of street trees	269,900

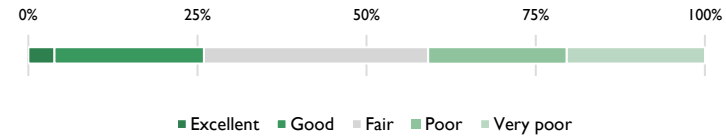
Community Survey 2023
Residents' rating of traffic circulation in the city



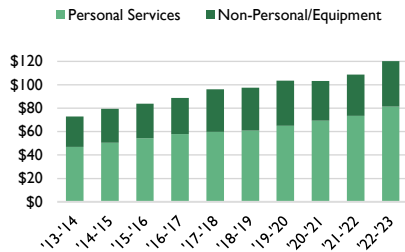
Community Survey 2023
Residents' rating of the City providing bicycle lanes and paths



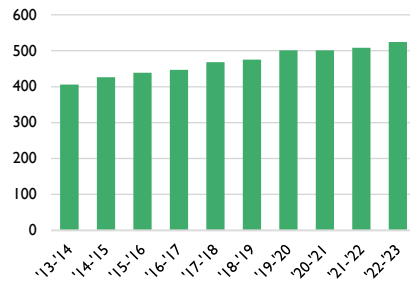
Community Survey 2023
Residents' rating of the City managing traffic on city streets



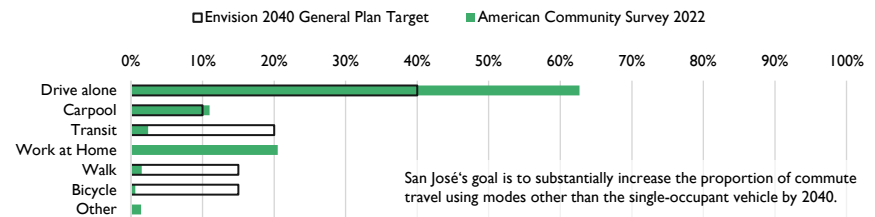
DOT Operating Expenditures (millions)



DOT Authorized Positions



San José Residents' Mode of Commuting to Work



Source: 2022 [American Community Survey](#), 1-year estimates, table S0801

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

TRANSPORTATION SAFETY & OPERATIONS

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

DOT reports that there was a record high of 65 traffic fatalities in San José in 2022, five more than 2021. Forty-nine percent were pedestrians with a median age of 53. San José’s rate of fatal and injury crashes has remained well below the national rate, with a rate of 2.5 per 1,000 residents in 2022.* In comparison, the national rate was 5.3 per 1,000 residents in 2021.

Citywide, DOT installed 35 traffic safety improvements, such as flashing beacons, median refuge islands, curb extensions, and speed humps to enhance pedestrian crossings safety and/or reduce speeding on roadways. Almost 1,300 traffic studies were evaluated citywide. DOT reports that staff completed an upgrade of streetlights to LEDs citywide and retiming of traffic signals in the downtown area, with a focus on pedestrian safety and access. Additionally, over 36,500 school-aged youth and adults received traffic safety education in 2022-23.

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

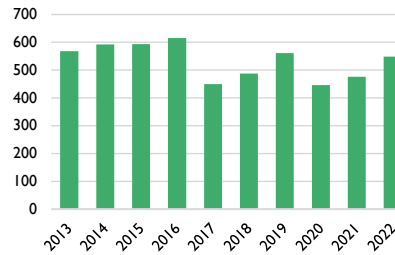
TRANSPORTATION PLANNING & PROJECT DELIVERY

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

In 2022-23, DOT budgeted \$400.4 million towards its traffic capital improvement program. Example regional and local projects include US 101 Interchange Improvements, Vasona Pedestrian Gates, Bascom Queue Cutter, Vision Zero Safety Improvements, and ADA Accessibility Ramps projects.

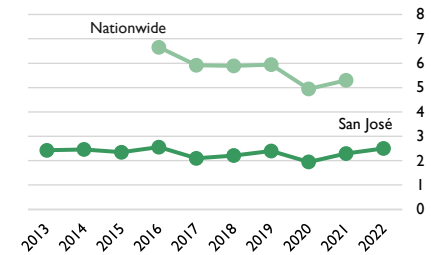
San José has 460 miles of on-street bicycle lanes and routes (installed by DOT). Under the new [Better Bike Plan 2025](#), the City aims to create a low-stress, connected network. The Plan calls for completing a roughly 550 mile on-street bike network. This includes upgrading the existing bike network and adding new bikeways. Over twenty miles of new on-street bikeways were installed in 2022.

Pedestrian and Bicycle Injury Crashes (calendar year)



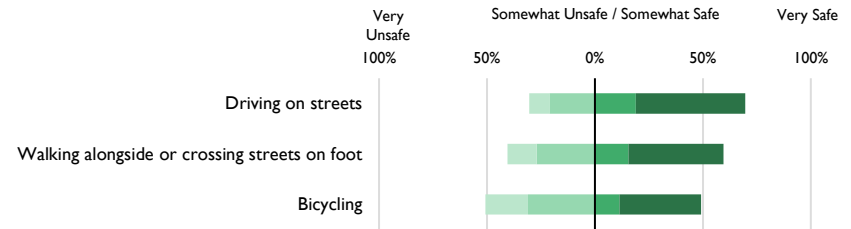
Note: This includes fatal crashes.

Fatal and Injury Crash Rate per 1,000 Residents

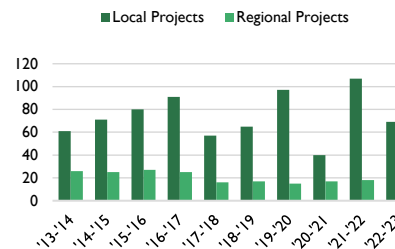


Source: National fatal and injury crash rate data comes from the National Highway Traffic Safety Administration (NHTSA). Data prior to 2016 is not comparable due to different sample designs used by NHTSA.

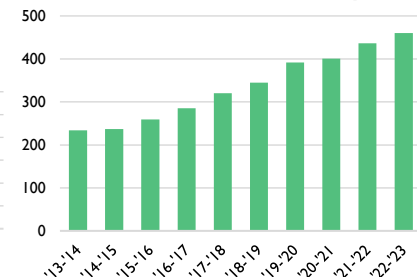
Community Survey 2023
Residents' rating of safety in the city



Major Transportation Projects in Progress



On-Street Miles of Bikeways



TRANSPORTATION

STREET PAVEMENT MAINTENANCE

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

- In 2022, the city's street pavement condition was rated a 69, or "fair", on the Pavement Condition Index (PCI) scale by the Metropolitan Transportation Commission (MTC). A "fair" rating means that streets are worn to the point where expensive repairs may be needed to prevent them from deteriorating rapidly. The MTC rating is based on a three-year moving average.
- DOT also annually assesses the conditions of the city's streets, and rated the city's average street pavement condition a 71 in 2022, or "good" on the PCI scale.

DOT estimates it needs \$407.4 million for deferred maintenance on poor and failed roads, as well as to sustain the average street condition at a "good" rating. Due to funding from 2016 VTA Measure B, State Senate Bill I, and Measure T, DOT anticipates improving pavement conditions and reducing the maintenance backlog. Accounting for one-time and temporary funding sources, the 10-year average annual funding for pavement maintenance is estimated at \$74.4 million.

As part of the 2022 pavement maintenance program, 150 miles of street were resurfaced and 78 miles were preventively sealed. DOT has also continued to make safety-related corrective repairs, such as filling potholes and patching damaged areas. In 2022-23, DOT crews repaired almost 5,000 potholes, 83 percent more than the prior year.

Pavement Condition Index
San José 3-Year Moving Average *

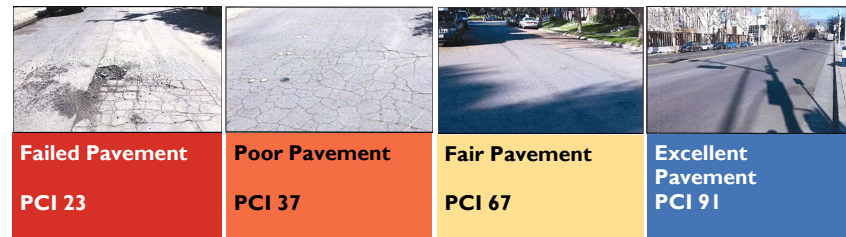
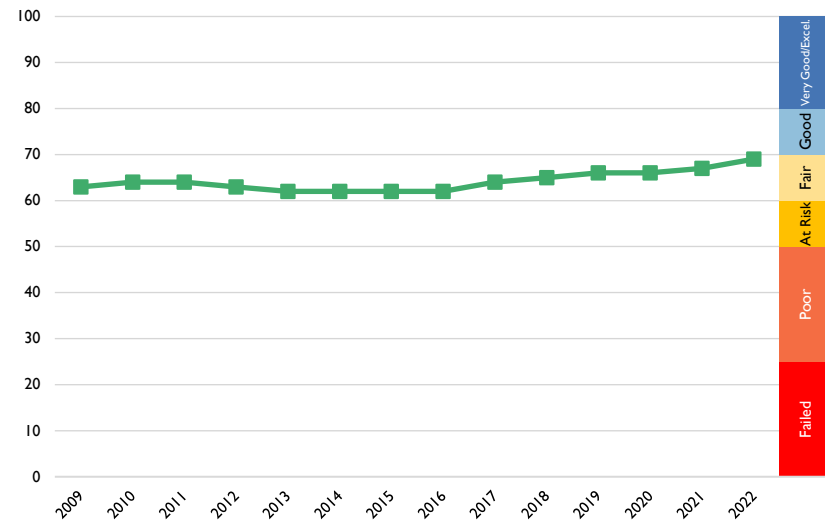


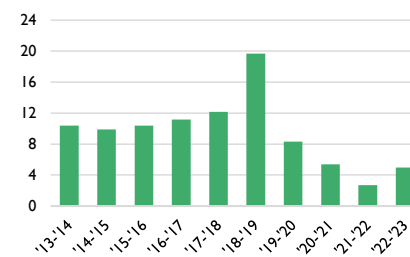
Photo source: Department of Transportation

2022 Pavement Condition Index Selected Bay Area Comparisons*

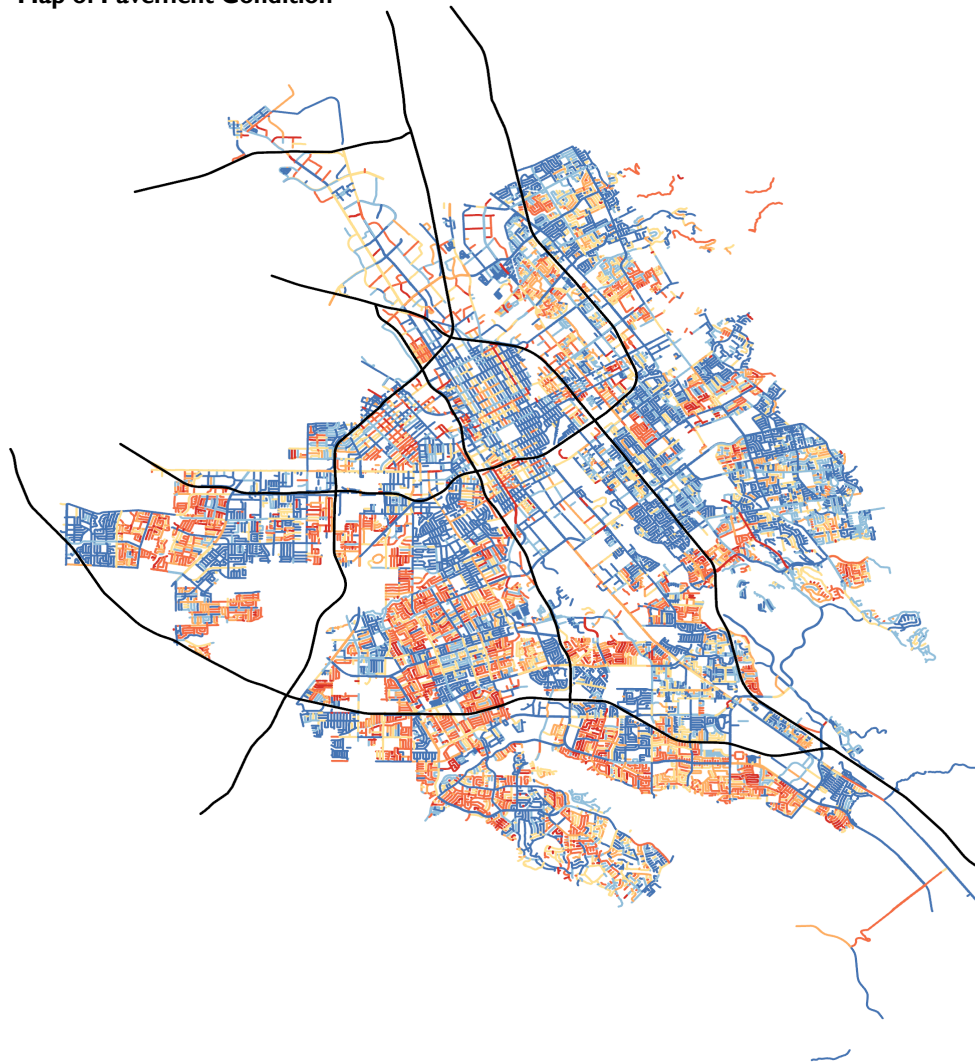


* 3-year moving average, calendar year basis. Source: [Metropolitan Transportation Commission](#).

Number of Potholes Filled (thousands)

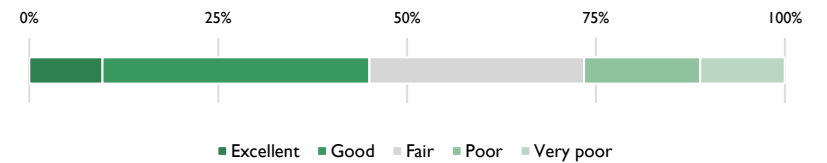


Map of Pavement Condition



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

Community Survey 2023
Residents' rating of the maintenance of neighborhood streets



Source: Department of Transportation StreetSaver data as of April 2023.

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

TRANSPORTATION

TRAFFIC MAINTENANCE

The Traffic Maintenance Division is responsible for maintaining the City's traffic signals, traffic signs, roadway markings, and streetlights. In 2022-23, DOT made 2,100 repairs to traffic signals. DOT estimates staff responded to signal malfunctions within 30 minutes 36 percent of the time (target: 25 percent).

DOT's response to traffic and street name sign service requests fell within established guidelines¹ 95 percent of the time in 2022-23 (target: 100 percent). Seven-hundred signs were preventively maintained, a decrease of 52 percent compared to the prior year. DOT credits this decrease to equipment outages used for replacing signs and their focus on "mast arm" signs projects during this time, which DOT reports has fewer signs per intersection and also takes longer, impacting the numbers reported.

DOT crews completed roadway marking services within established priority guidelines² 77 percent of the time in 2022-23. Eighty percent of roadway markings met visibility and operational guidelines (target: 64 percent).

DOT estimates that 99 percent of San José's 65,400 streetlights³ were operational and that 54 percent of reported malfunctions were repaired within seven days (target: 50 percent). DOT repaired about 6,700 streetlights in 2022-23. DOT reports that all streetlights have been converted to LEDs except for about 4,000 decorative pedestrian streetlights that staff are working on converting over the next couple years.

Traffic Signals

967 traffic signal intersections in San José

2,100 repairs and **800** preventive maintenance activities completed

36% of malfunctions responded to within 30 minutes (estimate, Target: 25%)

Traffic and Street Name Signs

125,900 traffic control and street name signs in San José (estimate)

700 preventive maintenance activities completed

95% of sign repair requests completed within established guidelines¹ (Target: 100%)

71% of signs in good condition (estimate, Target: 81%)

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

Roadway Markings

6.1 million square feet of roadway markings

200 maintenance requests completed

77% of service requests completed within prioritized operational guidelines² (Target: 100%)

80% of markings met visibility and operational guidelines (Target: 64%)

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

Streetlights

65,400 streetlights³ in San José

6,700 repairs completed

99% of streetlights in operational condition (estimate, Target: 98%)

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

Number of Traffic Signal Maintenance Activities

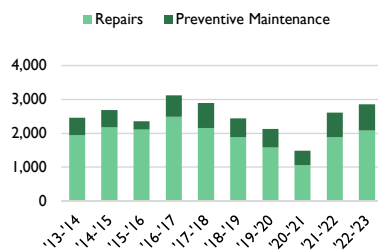
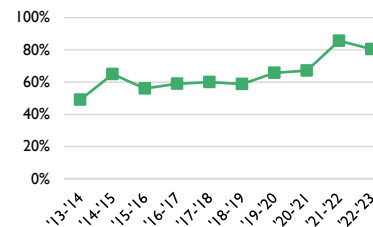
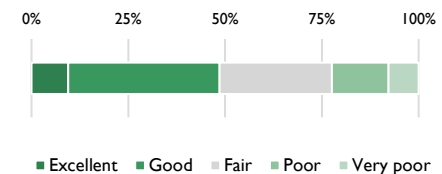


Photo source: Department of Transportation

Percent of Roadway Markings Meeting Visibility and Operational Guidelines



Community Survey 2023
Residents' rating of the adequacy of street lighting in their local neighborhood



SANITARY SEWERS

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

DOT conducts proactive cleaning to reduce sanitary sewer stoppages and overflows. Over 700 miles were cleaned in 2022-23. More than 700 sewer repairs were completed. DOT responded to 40 sewer overflows in 2022-23, five more than last year. DOT cleared almost 300 main line stoppages in 2022-23. DOT estimates 44 percent of sanitary sewer problems were responded to within 30 minutes (target: 80 percent).

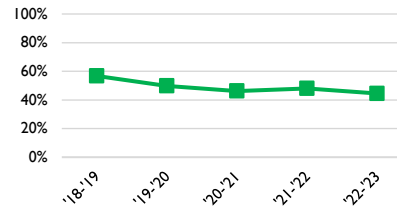
STORM DRAINAGE

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

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

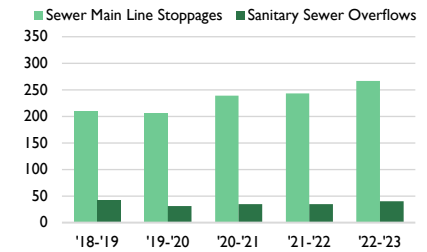
In 2022-23, there were 34 declared storm days and over 1,900 responses to calls related to the storm collection system. The number of stoppages and calls varies depending on the severity of rainfall. DOT also maintained 31 stormwater pump stations and cleaned wet wells during summer months.

Percentage of Sanitary Sewer Problems Responded to within 30 Minutes



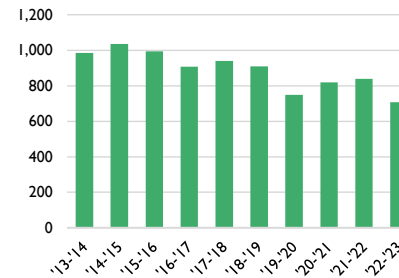
Note: Prior years not as comparable due to methodology changes starting in 2018-19.

Sewer Stoppages and Overflows Cleared

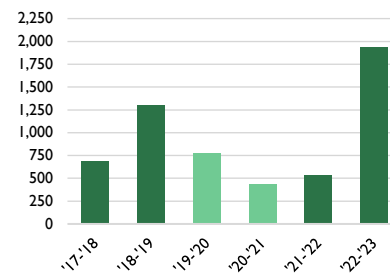


Note: Prior years not as comparable due to methodology changes starting in 2018-19.

Sewer Miles Cleaned

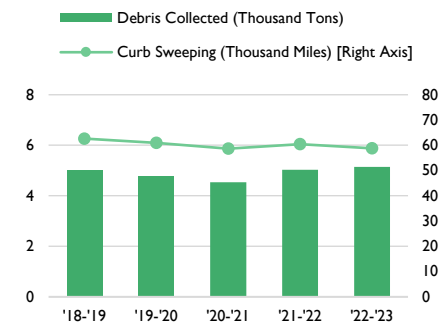


Storm Calls



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

Street Sweeping



Note: Prior years not as comparable due to methodology changes starting in 2018-19.

TRANSPORTATION

STREET LANDSCAPE MAINTENANCE

DOT's Landscape Services Division maintains median islands and undeveloped rights-of-way, and ensures the repair of sidewalks and the maintenance of street trees. Starting in 2022-23, the City Council allocated ongoing funding to increase the frequency of street landscape maintenance through contracted services as part of PRNS' [BeautifySJ](#) program. This effort began in 2017-18 but had temporary funding. DOT reports that BeautifySJ maintains almost half of DOT's general benefit landscape inventory. DOT maintenance staff continues to provide basic cleaning and maintenance activities to the non-contractually maintained parcels. Through these combined efforts, there have been improvements in the overall condition of City landscapes. In 2022-23, an estimated 93 percent of general benefit street landscapes were rated on average a 3.5 or higher out of a 5-point condition rating scale. DOT attributes the increase from the prior year to more parcels being rated and increased maintenance on BeautifySJ parcels.

San José has about 269,900 street trees.* DOT responded to over 1,600 emergencies for street tree maintenance in 2022-23. The City and property owners completed almost 5,600 sidewalk repairs in 2022-23.

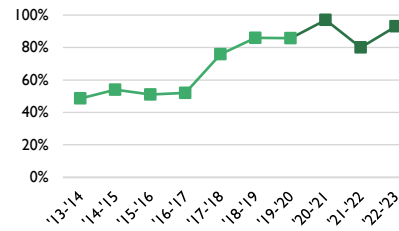
* Property owners are typically responsible for maintaining street trees and repairing adjacent sidewalks. The City maintains trees that are located within the arterial medians and roadside landscaped areas owned by the City.

PARKING

Parking Services is responsible for managing on-street and off-street parking operations, implementing parking programs, enforcing regulations, and supporting street sweeping, construction, pavement, and maintenance activities. There were over 47,800 monthly parking customers in 2022-23, and 1.1 million visitors used City parking facilities, both of which were below pre-COVID levels. However, visitor parking activity increased from 2021-22 by 23 percent.

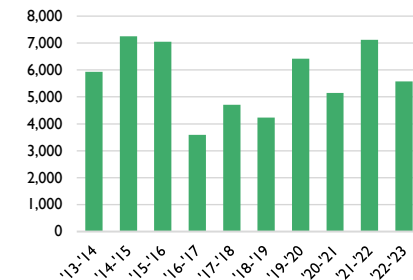
DOT processed around 189,200 parking citations in 2022-23, 22 percent more than in 2021-22. Parking Services is also responsible for investigating service requests to abate abandoned vehicles. There were 29,500 vehicle abatement service requests, which were mostly submitted through SJ311 and generated from Parking Compliance Unit proactive patrols in 2022-23. The average time to complete a service request for vehicles qualifying for investigation was 5.8 days, down from 8.2 days the prior year. DOT attributes the reduced response time to case prioritization and more cases resulting from their proactive patrols program, which they report generally takes less time than cases from the public.*

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



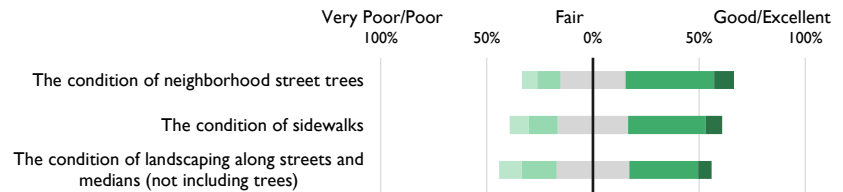
Note: DOT changed methodology in 2020-21 to rate entire corridors and give the street only one rating. Prior, multiple ratings would be given for a segment. In 2020, DOT updated its rating from a 4-point scale to a 5-point scale.

Sidewalk Repairs

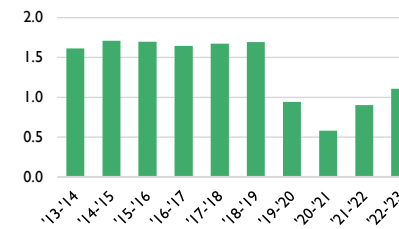


Community Survey 2023

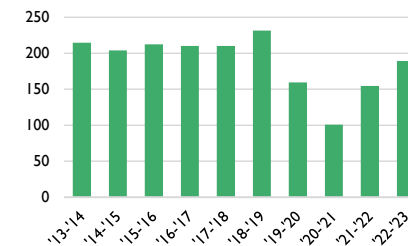
Residents' rating of street landscaping in the city



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



Parking Citations Processed (thousands)



* The Vehicle Abatement Program within DOT continues to focus on investigating and removing vehicles that are inoperable, considered a safety or health concern, or contribute to extreme blight.

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