



City of San José
Service Efforts and Accomplishments Report 2009-10
Annual Report on City Government Performance

A Report from the City Auditor
Report #11-01
January 2011

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City of San José
Office of the City Auditor

Honorable City Council
San José, California

City of San José Service Efforts and Accomplishments Report 2009-10

For more than 20 years, the Government Accounting Standards Board (GASB) has been researching and advocating Service Efforts and Accomplishments (SEA) reporting for state and local government. GASB advocates that SEA reports provide government officials and the public with information to supplement what is reported in annual financial statements. Financial statements give users a sense of government service, but do not provide information on the efficiency or effectiveness of government programs. SEA reporting provides that kind of information, and enables government officials and the public to assess how well their government is achieving its goals.

This is the City Auditor's third annual Service Efforts and Accomplishments Report for the City of San José. The report is intended to be informational. It provides cost, workload, and performance data for City services. It includes five-year historical trends, comparisons to targets and other cities when appropriate and available, and the results of a biennial survey conducted in December 2009 asking residents to rate City's services as well as the overall quality of life. The City Auditor's Office prepared this report in cooperation with City departments and offices. The report's purpose is to improve government transparency and accountability, provide consolidated performance information to the public, and allow informed decision making by City officials, staff, and the public.

Chapter One: Overall Spending and Staffing

With a population of 1,023,083, San José is the tenth largest city in the United States and the third largest city in California. The City of San José serves one of the most racially diverse populations in California— about one-third Asian, one-third Hispanic, and one-third white. Seventy-eight percent of residents rate the City's quality of life as good or excellent. In 2009-10, the City's operating expenditures allocated to the City's six broad service areas totaled almost \$1.3 billion, including:

- \$454.8 million for Public Safety
- \$233.5 million for Strategic Support
- \$213.1 million for Environmental & Utility Services
- \$137.4 million for Transportation & Aviation Services
- \$132.0 million for Neighborhood Services
- \$101.1 million for Community & Economic Development

This was about \$41 million, or 3 percent less than one year ago but still up almost 20 percent from five years ago. During that five-year period, the City's population increased by 7 percent and inflation increased almost 10 percent. In 2009-10, the City authorized 6,623 full-time equivalent positions City-wide, 3 percent less than last year but 2 percent more than five years ago.

Overall Spending and Staffing (continued)

Fiscal year 2009-10 was the eighth consecutive year of budget cuts for the City of San José. The City closed an \$84.2 million General Fund deficit through the approval of the 2009-10 Operating Budget and cut an additional \$1.9 million at mid-year. A combination of strategies were used to balance the budget including 1) service reductions and eliminations; 2) employee wage concessions and salary freezes; 3) cost savings and new service delivery models; 4) revenue increases, funding shifts, and the use of reserves; and 5) management restructuring to flatten the organization. In addition, a number of two-year strategies were employed to ease the immediate impact of some actions and provide time for a transition. The planned openings of several new facilities were also delayed. One-time solutions were minimized in recognition of the \$118.5 million deficit hitting in fiscal year 2010-11.

The City's five-year budget outlook anticipates that yearly budget deficits will be a long term trend. One major driver of the now annual General Fund shortfalls are payments into the City's retirement systems. As of June 30, 2009, the City had promised approximately \$6.8 billion in pension and other post-employment benefits (OPEBs) including medical insurance but only maintained about \$3.5 billion in assets to fund those benefits. In order to address this shortfall, the City has been significantly increasing contributions to the retirement funds. In fiscal year 2000-01, annual pension and OPEB contributions comprised 6 percent of total General Fund expenditures, they reached 17 percent in fiscal year 2010-11 and are projected to reach 25 percent of expenditures in fiscal year 2014-15. (For more information on rising pension costs, please see the Auditor's Office report *Pension Sustainability: Rising Pension Costs Threaten the City's Ability to Maintain Service Levels – Alternatives for a Sustainable Future.*)*

Chapter Two: Public Safety

In 2009-10, operating expenditures allocated to Public Safety totaled \$454.8 million, 26 percent more than five years ago. Including worker's compensation, the Police Department was about 64 percent, and the Fire Department was about 34 percent of that total.

In 2009, there were 26,194 major violent and property crimes in San José; slightly more than one year ago but slightly less than five years ago. The rate of major crimes per 100,000 residents in San José has been lower than the state or federal crime rates for each of the past five years. In 2009, the rate was 2,601 major crimes per 100,000 residents, compared to 3,070 and 3,466 crimes for California and the U.S., respectively. The clearance rate for major violent crimes has fluctuated between 32 and 34 percent for each of the last five years.

The Police Department handled more than 900,000 calls for service in 2009-10. Of these, 368,905 were emergency calls. There continues to be an increasing number of wireless 9-1-1 calls. The number has risen from about 95,000 in 2005-06 to about 207,000 in 2009-10 (about 56 percent of all emergency calls). The average response time for calls where there is a present or imminent danger to life or major property loss (Priority 1 calls) was six minutes, meeting the time target of six minutes or less.

The Fire Department responded to an 51,349 emergencies, up 11 percent from 2008-09. Of these emergencies, 94 percent were for emergency medical services. There were also 44 civilian fire injuries and casualties in 2009-10—this marks the fourth straight year of increases, but the annual total still reflected 38 percent less injuries and casualties compared to five years ago. In 2009-10, fire response units arrived on the scene of an emergency or fire within eight minutes of receiving a 9-1-1 call 83 percent of the time. This marked the third year the Department achieved its target of 80 percent after three consecutive years at 79 percent.

Ninety-two percent of residents reported feeling safe in their neighborhood during the day (68 percent at night), 85 percent felt safe in the park nearest their home during the day (42 percent at night), and 71 percent felt safe downtown during the day (37 percent at night).

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

Chapter Three: Environmental & Utility Services

In 2009-10, operating expenditures allocated to Environmental & Utility Services totaled \$ 213.1 million, one percent more than the previous year. Of this, \$191 million (90 percent) was attributed to Environmental Services Department operations; less than 10 percent was attributed to expenditures in the Transportation Department for sewer and storm drain management. About 80 percent of the Environmental Services Department's funding went towards managing recycling and garbage services, as well as managing wastewater via the San José/Santa Clara Water Pollution Control Plant.

State mandate requires 50 percent of solid waste to be diverted from landfills; San José has performed at or above 60 percent for the past five years, reaching 70 percent in 2009-10. The City helped provide recycling and garbage services to over 300,000 residential households, resulting in 293,517 tons of solid waste being diverted from landfills. The San José/Santa Clara Water Pollution Control Plant serves over 1.4 million people, which includes the City of San José and neighboring jurisdictions. The City continues to meet the Regional Water Quality Control Board's permit requirements for water discharged into the Bay; pollutant discharge requirements were met or surpassed 100 percent of the time for the seventh consecutive year in 2009-10.

In October 2007, the City Council adopted the Green Vision Goals (see Chapter Three– Environment and Utility Services for more details), which will transform San José into one of the most environmentally sustainable communities in the world while creating job growth and economic opportunity for residents over the next 15 years.

Chapter Four: Transportation & Aviation Services

In 2009-10, operating expenditures allocated to Transportation and Aviation Services totaled approximately \$137.4 million, almost 11 percent less than one year ago. Airport operations accounted for approximately half of those expenditures and transportation services the other half. The Airport is funded through its own operational revenues, and does not receive any general fund dollars.

In 2009-10, the San José Mineta International Airport served 8.2 million airline passengers, down 24 percent from five years ago. In comparison, total passengers in the regional air service market declined by just 4 percent over that time. Commercial flights totaled 97,876, down 26 percent from five years ago. An airlines' cost per enplanement (i.e. cost per passenger boarding in San José) was \$11.18, a \$1.34 per passenger increase from 2008-09 and more than twice the cost five years ago. The increase was mainly attributable to the drop in passenger levels. The Airport handled a 15 percent share of the regional air passenger market and 5 percent of regional air cargo and freight.

The Transportation Department is responsible for maintaining the City's transportation infrastructure, which includes 902 traffic signals, 2,365 miles of street pavement, 62,020 streetlights, 103,359 traffic & street name signs, and over 5.4 million square feet of roadway markings. For many years pavement maintenance has been under-funded, resulting in a \$249 million deferred maintenance backlog. This is reflected in the decline of overall pavement condition from 87 percent in "acceptable" or better condition* in 2003-04 to 82 percent in 2009-10, according to the statewide Pavement Condition Index. On a relative basis, San José had an overall Pavement Condition Index (PCI) rating of 63, which ranked 80th out of 109 Bay Area jurisdictions in 2009.

San José's ratio of 2.62 injury crashes per 1,000 population in 2009 compared very favorably to the national average of 5.5 injury crashes per 1,000 residents. In 2009-10, the Police Department's Traffic Enforcement Unit issued 44,157 moving violations, 44 percent more than five years ago. The Police Department issued 2,123 DUIs, 13 percent less than the previous year.

Chapter Five: Neighborhood Services

In 2009-10, operating expenditures allocated to Neighborhood Services totaled \$132 million, 17 percent more than five years ago. The Parks, Recreation, & Neighborhood Services Department (PRNS) accounted for approximately half of those expenditures and the Library Department about a quarter.

In 2009-10, there were 179 developed neighborhood parks and 53.6 miles of trails. The developed neighborhood parks covered 1,137 acres, 135 more acres than five years ago. The cost to maintain neighborhood parks was \$12,555 per acre, 7 percent lower than in 2008-09. There were 51 community centers in operation, up from 47 five years ago.

In 2009-10, City libraries had over 146,000 visitors per week, 6 percent more than five years ago. The total number of hours libraries were open increased by 11 percent over the past five years. In 2008-09, City libraries held 2.3 materials per City resident, compared to 3.9 for both the San Francisco and Oakland libraries. Circulation per capita was higher in San José than in either San Francisco or Oakland. Attendance in literacy programs totaled approximately 124,614, with the largest attendance for the library's story time programs. Library customers rated library staff highly; more than 85 percent rated staff assistance as helpful, prompt, and courteous.

In 2009-10, the Planning Building & Code Enforcement Department opened 15,899 enforcement cases because of complaints or proactive enforcement, 9 percent more than the previous year. In 2009-10, there were 136 emergency complaints that involved an immediate threat to life or property (e.g. unsecured pool fences, sewage leaks). All 136 emergency complaints were responded to within 24 hours.

In 2009-10, the City's animal service officers responded to nearly 26,000 animal service calls. Animal service officers responded to emergency calls, such as dangerous situations or critically injured or sick animals, within one hour 91 percent of the time. In 2009-10, 17,938 animals entered the City's Animal Care Center. Among incoming dogs, 71 percent were adopted, rescued, or returned to their owner, compared to 40 percent of incoming cats.

Chapter Six: Community & Economic Development

In 2009-10, operating expenditures allocated to Community and Economic Development totaled \$101.1 million, 8 percent less than one year previous. At least 38 percent of the expenditures are related to Convention Facilities, including \$14.7 million to debt service payments for the Convention Center. Various economic indicators and performance measures declined in 2009-10 as the result of the economic downturn.

Development Services assists businesses and residents in navigating the City's permitting processes in a timely and predictable manner. In 2009-10 Development Services saw 29,637 customers, handled 1,735 planning applications, issued 20,849 building permits, and conducted 86,825 building inspections. These activities are down from 2008-09 (see Chapter Six—Community and Economic Development for more detail).

Tax revenues generated by companies assisted by the Office of Economic Development totaled \$2.8 million in 2009-10. The City's federal- and state-funded workforce development programs served 5,682 adults, 5,133 dislocated workers, and 338 youth participants in 2009-10. Compared to federally mandated goals, an estimated 97 percent of adults and 102 percent of dislocated workers were still employed six months after program completion.

In 2009-10, the Housing Department provided funding for 402 additional units of affordable housing for a grand total of 18,140 units built since 1988.

The City's convention and cultural facilities hosted 288 events with a total attendance (including exhibitors) of almost 950,000, 20 percent less than in 2008-09 (and 29 percent less than five years ago). According to Team San José, the drop was due primarily to the economic downturn. The facilities' gross revenues totaled \$18 million; the net loss of \$6.9 million a \$1.5 million larger loss than in the 2008-09.

Chapter Seven: Strategic Support

In 2009-10, operating expenditures allocated to Strategic Support totaled \$233.5 million, 7 percent less than one year ago. This included six City departments, the Mayor and City Council, and the City Council Appointee Offices.

The Retirement Services Department administers two pension plans (the Federated City Employees' Retirement System and the Police and Fire Department Retirement Plan) and retirement benefit programs for City employees. In 2009-10, the City contributed about \$135 million and employees about \$60 million to the retirements funds for pension and retiree health and dental benefits (up 39 percent and 51 percent for the City and employees from five years ago respectively). At the end of 2009-10, there were 4,891 beneficiaries of the plans, 19 percent more than five years ago.


The strategic support service area also includes: the Public Works Department which plans, designs, and constructs public facilities and infrastructure; the General Services Department which responsible for maintenance of 2.8 million square feet of City buildings, including libraries, community centers, and fire stations; the Information Technology department which manages the City's information technology infrastructure, databases, and customer call center; the Finance Department which manages the City's debt, disbursements, financial reporting, purchasing, and revenue; and the Human Resources Department.

Conclusion

The City of San Jose has published performance data for a number of years. This report builds on existing systems and measurement efforts. The City Auditor's Office compiled and reviewed departmental performance data to provide reasonable assurance that the data are accurate and reliable, however we did not audit or perform detailed testing of the data. All City departments are included in our review, however this report is not intended to be a complete set of performance measures for all users. It provides insights into service results, but is not intended to thoroughly analyze those results. We will use City Council, public, and staff feedback to ensure that the information items that we include in future SEA reports are meaningful and useful. In 2009-10, the City Auditor's Office published an SEA follow-up report, *Performance Management And Reporting In San Jose: A Proposal For Improvement*. Since issuing that report we have worked with the Budget Office to assist a number of City departments in improving their measures. We will continue to work with departments towards improving their data as requested.

Additional copies of this report are available from the Auditor's Office and are posted on our website at <http://www.sanjoseca.gov/auditor/>. We thank the many departments that contributed to this report. This report would not be possible without their support.

Respectfully submitted,



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BACKGROUND

Introduction
Community Profile
Scope & Methodology

INTRODUCTION

This is the third annual report on the City of San José's Service Efforts and Accomplishments (SEA). The purpose of this report is to:

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

The report contains summary information including workload and performance results for the fiscal year ended June 30, 2010. We limited the number and scope of workload and performance indicators in this report to items we identified as the most useful, relevant, and accurate indicators of City government performance that would be of general interest to the public.

This report also includes the results of a biennial resident survey, completed in December 2009, rating the quality of City services. All City departments are included in our review; however this report is not a complete set of performance measures for all users. The report provides three types of comparisons when available: five-year historical trends for fiscal years 2005-06 through 2009-10, selected comparisons to other cities, and selected comparisons to stated targets.

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

This report groups City offices and departments into six broad service areas:

- Public Safety
- Environmental and Utility Services
- Transportation and Aviation Services
- Neighborhood Services
- Community and Economic Development
- Strategic Support

COMMUNITY PROFILE

San José, with a population of 1,023,083, is the tenth largest city in the United States and the third largest city in California. San José is the oldest city in California; established as El Pueblo de San José de Guadalupe on November 29, 1777, 73 years before California achieved statehood. Although it is the tenth largest city, it ranks 61st in population density for large U.S. cities. The City covers approximately 179 square miles at the southern end of San Francisco Bay. For comparison, San Francisco covers 47 square miles with a population of 856,095. Originally an agricultural community, it is now in the heart of Silicon Valley, so called in reference to the many silicon chip manufacturers and other high-tech companies.

CITY DEMOGRAPHICS

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

According to the Census Bureau in 2008,* the ethnic break-down of residents was:

Ethnic Group	Estimated Total	% of Pop.
Asian	314,150	31%
Vietnamese	99,682	
Chinese	69,476	
Filipino	57,393	
Indian	39,269	
Other Asian	48,331	
Hispanic	317,171	32%
Non-hispanic white	316,164	31%
Black	30,207	3%
Other	29,200	3%

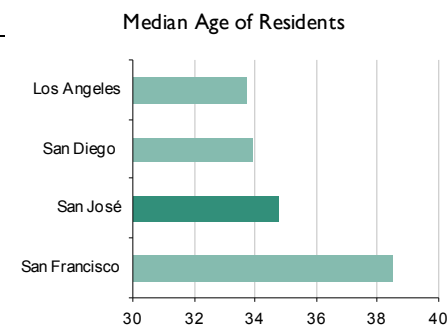
*These data are unchanged from last year's SEA report as the US Census Bureau has not updated their figures and come from the Census Bureau's three year average of the American Community Survey 2006, 2007, and 2008. Population estimates extrapolated using the average of the California Department of Finance's San José population estimates for 2006, 2007, 2008.

**These data come from the US Census Bureau' 2009 American Community Survey. Population estimates extrapolated the California Department of Finance's San José population estimates for 2009.

San José also has a high number of foreign born residents; over 38 percent of San José residents are foreign born. Fifty-nine percent of those identifying as foreign born were born in Asia and more than 33 percent were born in Latin America. Nearly one-fifth of residents are not U.S. citizens. Approximately 55 percent of San José residents speak a language other than English at home, and over 25 percent of the population identifies as speaking English less than "very well." **

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

Resident Age	Estimated Total	% of Pop.
under 5 years	79,800	8%
5-17 years	180,063	18%
18-24 years	91,054	9%
25-34 years	165,739	16%
35-44 years	168,809	17%
45-54 years	142,209	14%
55-64 years	95,147	9%
65-74 years	54,223	5%
over 75 years	46,039	5%
Median Age	35 years	



The largest occupation groups are management-professional (42 percent) and sales and office (23 percent).**

According to the county registrar, approximately 86 percent of the 788,821 registered voters in the county voted in the last presidential election (November 2008). This compares to a Census Bureau estimate finding that 90 percent of registered voters voted nationwide.

Median household income was approximately \$76,495, down 4.5 percent from \$80,000 in the Census' previous estimate. The unemployment rate was 12.5 percent at the end of 2009-10, nearly double the rate from two years prior and roughly the same as the previous year.

CITY DEMOGRAPHICS (continued)

The median home price in San José in 2009-10 was \$523,500 and average monthly rent for a one-bedroom apartment was about \$1,290. This is down from \$665,000 and \$1,440, respectively in 2007-08. This compares with a median existing home value of \$176,900 nationally, up 1.5 percent last year, according to the National Association of Realtors.

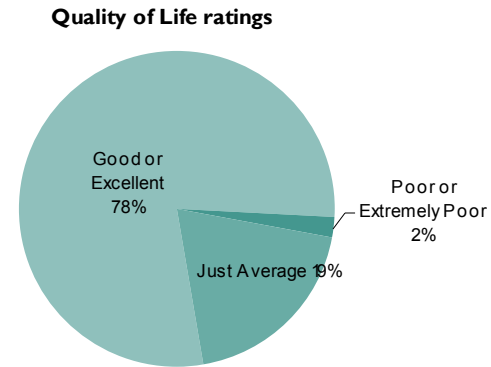
According to the Census Bureau, approximately 59 percent of the housing stock is owner-occupied and 41 percent is renter-occupied. Homeownership rates are slightly lower than the national average: nationwide 68 percent of housing stock is owner-occupied and 32 percent is renter-occupied.*

The U.S. Housing and Urban Development department defines housing affordability as housing stock which costs less than 30 percent of the occupant's gross income. Over 50 percent of homeowners with a mortgage and over 50 percent of renters report spending more than 30 percent of household income on housing costs.

*These data are from the U.S. Census Bureau's 2009 American Housing Survey.
 **Quality of Life information is from the 2009 San José community survey. The City of San José contracted with Fairbank, Maslin, Maullin, Metz & Associates (FMMM&A) to complete the 2009 San José community survey. 909 adult San José residents were interviewed over the telephone between November 18 and December 1, 2009. Surveys were conducted in English, Spanish, and Vietnamese.

OVERALL QUALITY OF LIFE

Residents generally gave high ratings to local quality of life.** Nearly four in five residents (78 percent) rated the City's quality of life "good" or "excellent" in 2009.



San José residents also evaluated ease of access to public and private amenities. In general, residents felt that amenities are highly accessible.

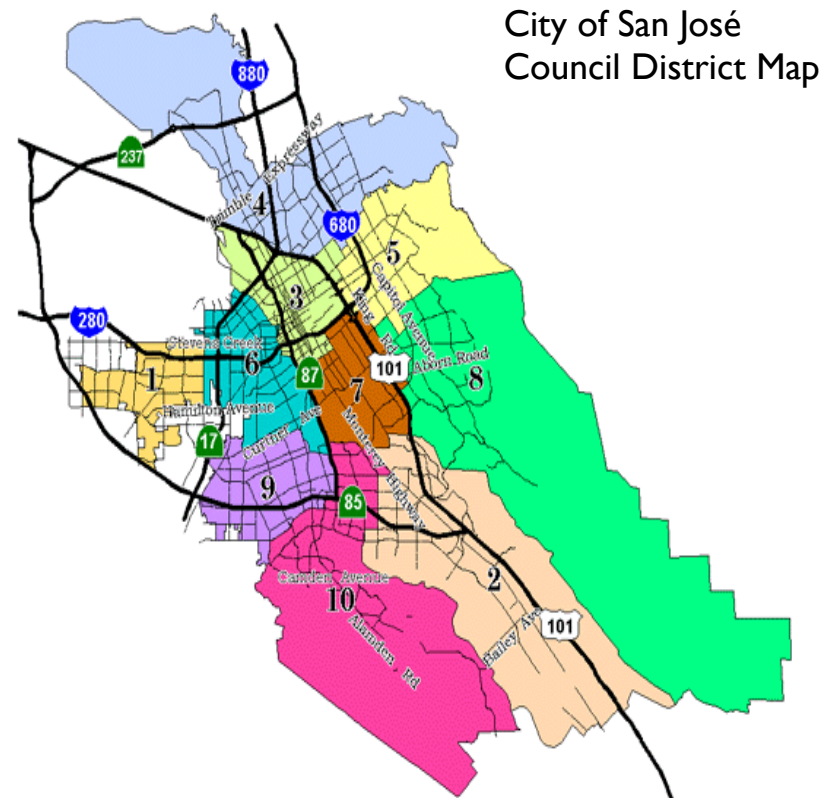
Amenity	% "Very" or "Somewhat" Accessible
Basic consumer services like restaurants, retail stores, groceries, dry cleaning, and drug stores	93%
Major shopping centers and malls	89%
The City's public library system	88%
City parks	87%
Downtown San José	79%
San José International Airport	75%
Public transit	73%
The HP Pavillion Arena	72%
Local trails and natural areas	70%
City recreation services	67%
Parking lots and garages in downtown San José	59%

GOVERNMENT

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

There were 23 City departments and offices during fiscal year 2009-10.** City departments are grouped by City Service Area (CSA). Both City Service Areas and departments have changed over time, as some programs, and even entire departments, have moved from one department or CSA to another. In these cases, we have either adjusted data to reflect current CSA arrangements or referenced the change.

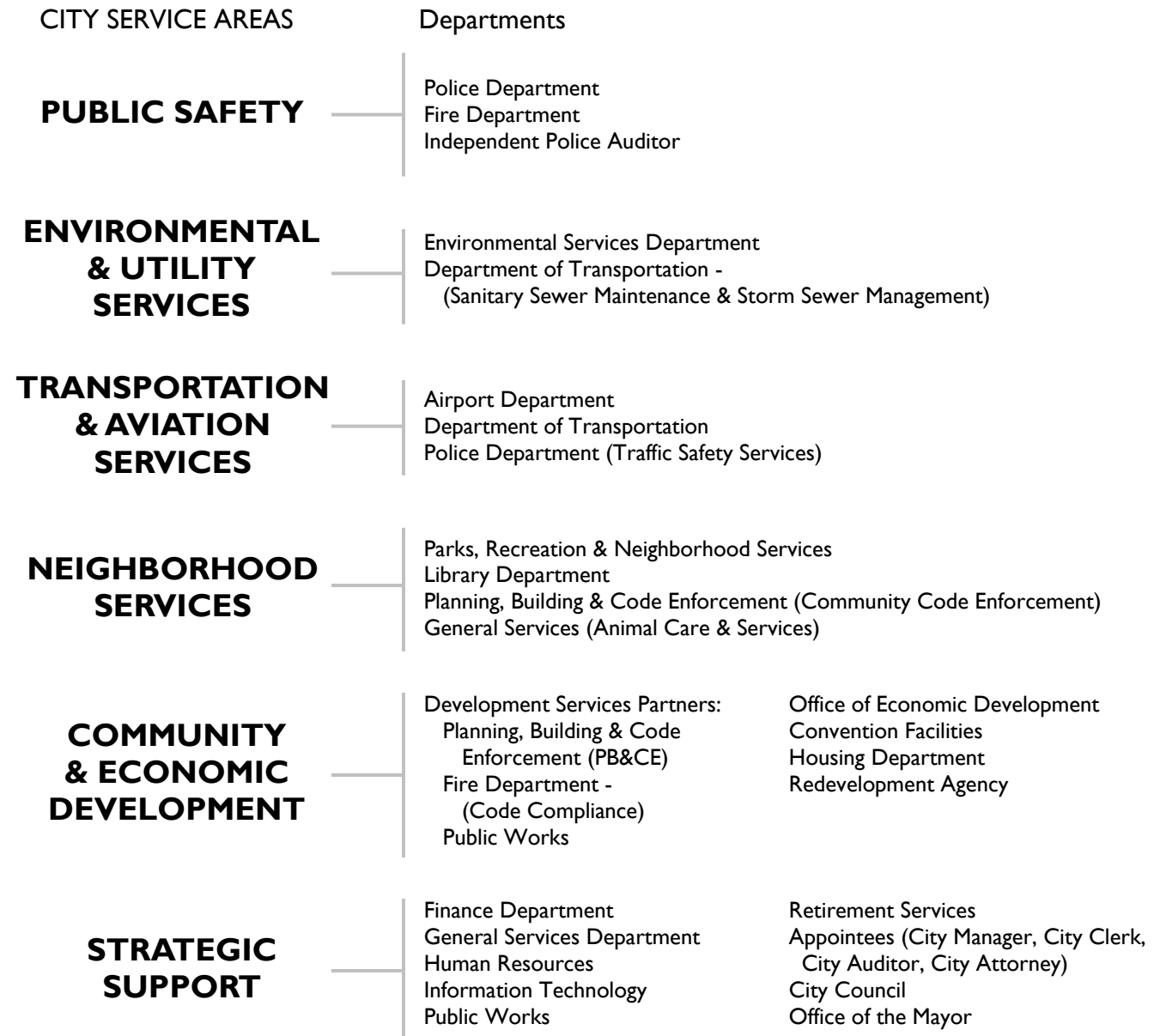
Each CSA has its own mission and goals, which are evaluated and updated annually during City Council hearings with City officials, staff, and residents.



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

** The Department of Public Works and General Services are planning to combine into one department during 2010-11.

ORGANIZATIONAL STRUCTURE



SCOPE & METHODOLOGY

The City Auditor's Office prepared this report in accordance with the City Auditor's FY 2010-11 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. 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.

SERVICE EFFORTS & ACCOMPLISHMENTS REPORTING

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

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

City of San José — 2009-10 Service Efforts and Accomplishments Report

SELECTION OF INDICATORS

The report relies on existing performance measures, reviewed yearly by Council, staff, and interested residents during the annual budget study sessions. It also relies on existing benchmarking data. We used audited information from the City's Comprehensive Annual Financial Reports (CAFRs).^{*} We cited mission statements, performance targets, performance outcomes, workload outputs, and budget information from the City's annual operating budget. We held numerous discussions with City staff to determine which performance information was most useful and reliable to include in this report. Where possible, we include five years of historical data. We also strove to maintain consistency with last year's SEA report, by including most of the same performance indicators, however, due to issues such as reporting and program updates, some indicators have changed.

For consistency with the City's operating budget, this report follows all the operational expenditures that are directly allocated to City service areas. The City's budget does not allocate some non-general fund expenditures to City service areas and those expenditures are not included in this report; however, the performance measures associated with those expenditures/services are included. This is in keeping with the City's current operating budget structure.

City service area expenditures are further allocated to departments within City service areas or, if the expenditure is considered cross-departmental or not determined to be associated with on-going department operations, to "City-wide Expenditures." City-wide Expenditures are all financed through the General Fund. Large City-wide Expenditures are listed in Appendix B.

While this report covers all City departments and programs, there are numerous other local government services that are provided by other non-City agencies and not included here. These include public schools and public transportation.

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.

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

POPULATION

San José grew from a population of 895,131 in 2000 to 1,023,083 in 2010, approximately a 14 percent increase in population over the last ten years. Unless otherwise indicated, we have used population data from the California Department of Finance. In some cases we have presented per capita data in order to adjust for population growth.

Year	Population
2006	953,058
2007	968,287
2008	985,307
2009	1,006,892
2010	1,023,083
% Change over last 5 years	7.3%

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

INFLATION

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

Date	Index
Average FY 2005-06	206.23
Average FY 2006-07	212.95
Average FY 2007-08	219.92
Average FY 2008-09	223.58
Average FY 2009-10	226.33
% Change over last 5 years	9.7%

ROUNDING

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

COMPARISONS TO OTHER CITIES

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

ACKNOWLEDGEMENTS

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

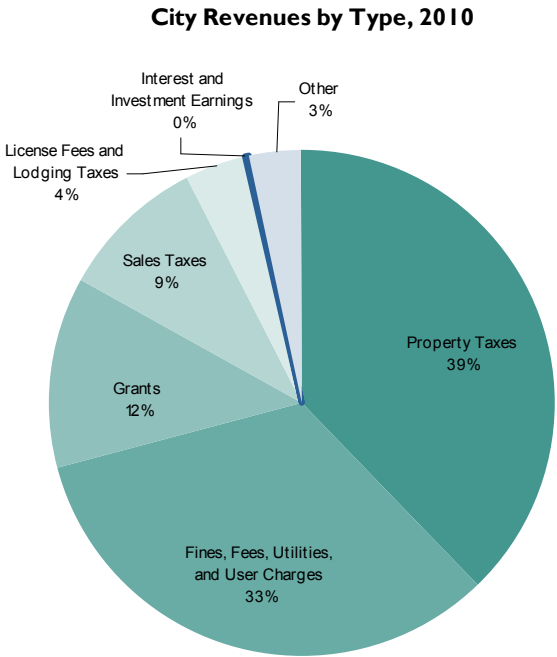
CHAPTER ONE: OVERALL REVENUES, SPENDING, STAFFING, AND RESIDENT PERCEPTIONS

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

REVENUES, SPENDING, AND STAFFING

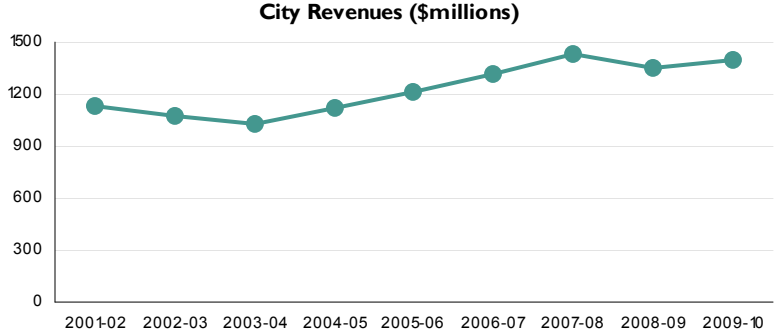
CITY REVENUES

The City relies on a number of funding sources to support its operations, particularly taxes, grants, fees, fines, and utility and user charges, as seen in the chart below. The composition of City revenues has changed somewhat over the past five years, as the portion of revenues derived from sales tax has grown from 3 to 9 percent of total revenue.



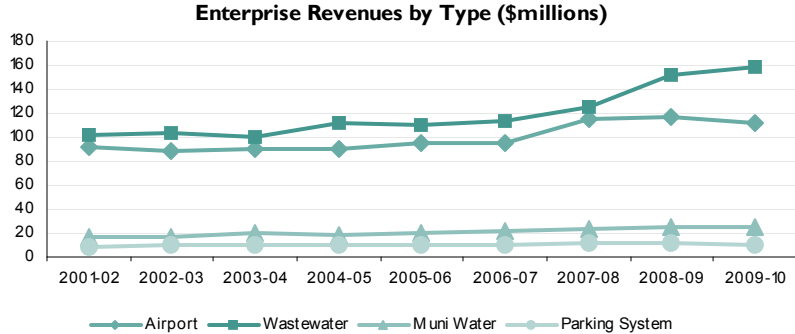
Source: 2009-10 CAFR

Overall revenues have decreased 3 percent since reaching a high of \$1.43 billion in 2007-08, to about 1.39 billion in 2009-10.



Source: 2001-02 through 2009-10 CAFRs

Revenues from the City’s enterprises (the Airport, Wastewater Treatment System, Muni Water, and the Parking System,) which are included within the revenues above, have all increased over the past five years. Wastewater revenues have increased by about 44 percent, Muni Water by 22 percent, the Airport by nearly 17 percent, and the Parking System by 7 percent. However, only Wastewater revenues increased since last fiscal year. Airport, Muni Water and Parking System revenues have all declined four to five percent since last year.



Source: 2001-02 through 2009-10 CAFRs

CITY OPERATING BUDGET

The City of San José directly allocated approximately \$1.27 billion to City service area operations during 2009-10. These expenditures have increased by approximately \$212 million, or 20 percent, over the past five years. However, expenditures have dropped by over \$39 million over the past year, with the biggest drops in expenditures for Community and Economic Development, Transportation and Aviation, and Strategic Support. Those City Service Areas reduced expenditures by 8, 12, and 9 percent, respectively, over the last year. This includes all personnel and non-personnel/equipment expenditures, but does not include all programmatic expenditures that are paid out of special revenue and other funds.

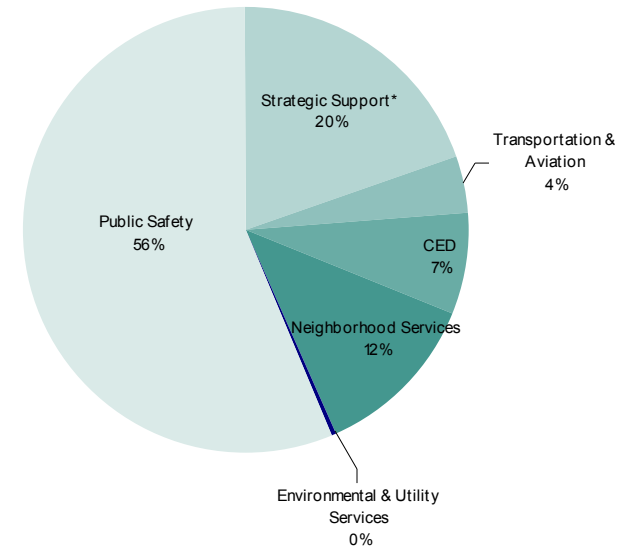
Five-Year CSA Operating Expenditures (\$millions)



Chapter One: Revenues, Spending and Staffing Resident perceptions of City Services and City Staff

The General Fund is the primary operating fund used to account for the revenues and expenditures of the City which are not related to special or capital funds. Some of the General Fund's larger revenue sources include: property taxes, sales taxes, utility taxes, licenses and permits, and franchise fees. Fiscal year 2009-10 was the eighth consecutive year of budget cuts in the General Fund for the City of San José. The City closed an \$84.2 million General Fund deficit through the approval of the 2009-10 Operating Budget and cut an additional \$1.9 million at mid-year. (For the fiscal year beginning in July 2010, there was another General Fund shortfall of \$118.5 million.)

General Fund Expenditures, 2009-10



In 2009-10, well over half of all General Fund expenditures went towards Public Safety. Strategic Support departments and many City-Wide expenses, such as sick leave payments upon retirement and general liability, account for just over 20 percent of the General Fund expenditures.* Transportation and Aviation Services, Neighborhood Services, Environmental and Utility Services, and Community and Economic Development together accounted for just 24 percent of all General Fund expenditures.

* The City Budget includes many expenditures related to all City departments with the Strategic Support CSA as part of its City-Wide expenditures, however, this year Worker's Compensation Claims were allocated to individual CSAs. (The City spent approximately \$15.5 million on Worker's Compensation Claims in 2009-10, roughly the same as in the previous fiscal year.) For more information on City-Wide expenditures, see Appendix B.

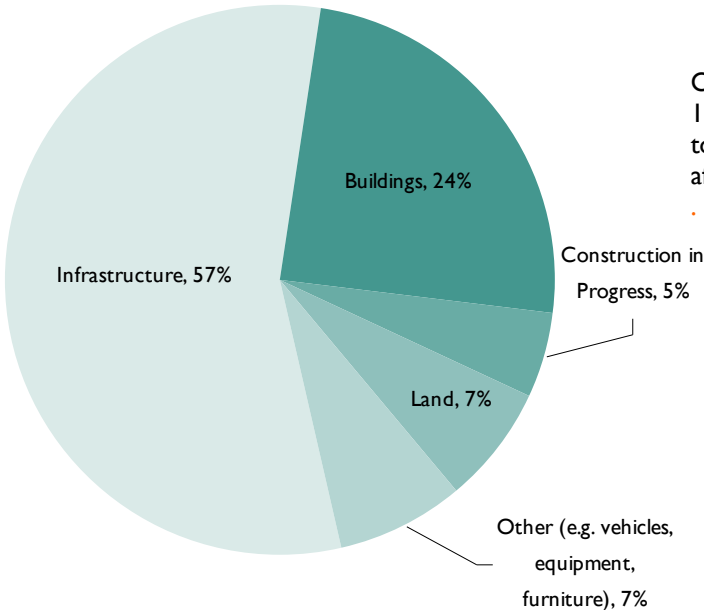
CITY CAPITAL SPENDING

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

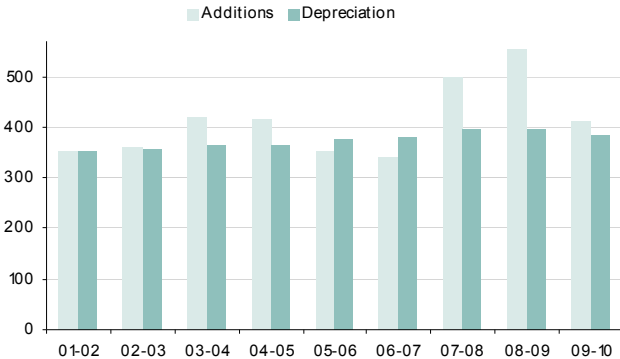
At the end of fiscal year 2009-10 the City and its component units owned \$9.6 billion of capital assets. This figure represents the historical purchase or constructed cost less depreciation. Depreciation is a reduction in value of an asset over time because of normal use, general wear and tear, and other factors. Assets used for normal government operations totaled \$7.4 billion and assets used in business-type activities such as the Airport, wastewater treatment, and other fee-based services totaled \$2.2 billion.

In 2009-10, the City added \$412.1 million in new capital assets. The largest increase was for buildings due to the Airport expansion (\$342.6 million). The City's one year increase in net assets was roughly \$28 million from June 30, 2009 to June 30, 2010.

**Net Capital Asset Breakdown,
 June 30, 2010**



Capital Asset Additions and Depreciation (\$millions)



On June 30, 2010, capital asset-related debt totaled \$4.5 billion. During 2009-10, new debt issuances included \$107.4 million in refunding bonds, \$53 million to fund new projects, commercial paper note issuance of \$113.6 million, and affordable housing conduit debt issuance of \$36.2 million.

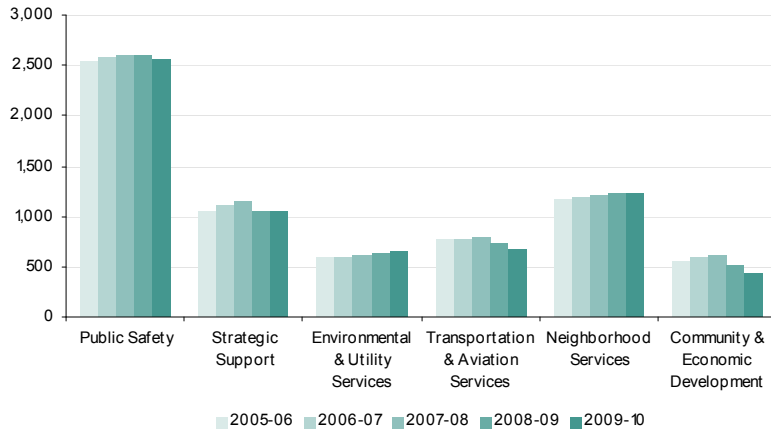
**Net Capital Assets and Debt, Fiscal Year End
 (\$billions)**



CITY STAFFING

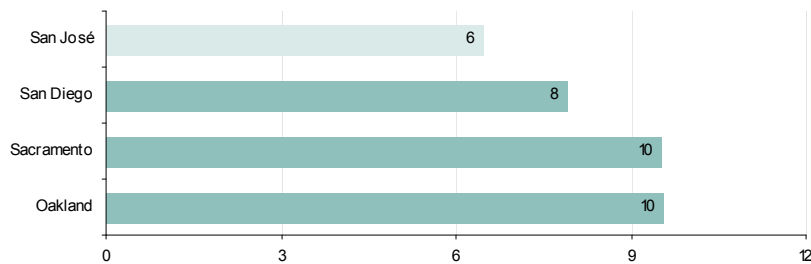
In 2008-09 there were 6,623 authorized full-time equivalent positions City-wide. Overall staffing levels decreased by 3 percent over the last fiscal year from 6,777 positions.* As of June 30, 2010, about 7 percent of full-time and part-time positions were vacant.

Five-Year Staffing by Service Area (Full-Time Equivalent Positions)



The City of San José employed fewer people per 1,000 residents in 2009-10 than several other large California cities we reviewed. San José has 6.47 employees per resident, down from 6.94 last year. Cities vary in the breadth of services provided making these types of comparisons difficult.

Authorized Full-Time Positions Per 1000 Residents

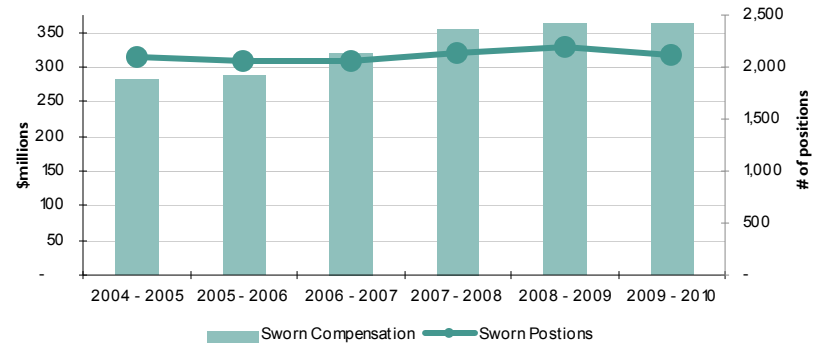


City of San José — 2009-10 Service Efforts and Accomplishments Report

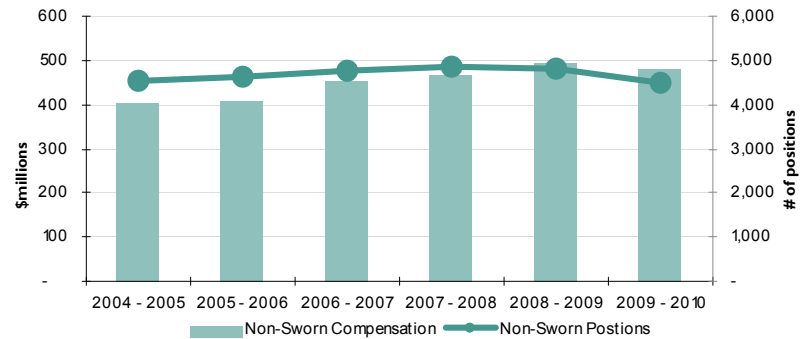
Chapter One: Revenues, Spending and Staffing Resident perceptions of City Services and City Staff

Total employee compensation, including all benefits, rose for sworn police and fire employees from about \$283 million annually in 2004-05 to \$363 million in 2009-10 about a 28 percent increase. Spending on all other City employees grew from about \$403 million in 2004-05 to about \$483 million in 2009-10, roughly a 20 percent increase. Inflation rose by 12.9 percent over the same time period. Over the last fiscal year total compensation decreased slightly for both sworn and non-sworn employees.

Total Sworn Compensation and Positions



Total Non-Sworn Compensation and Positions

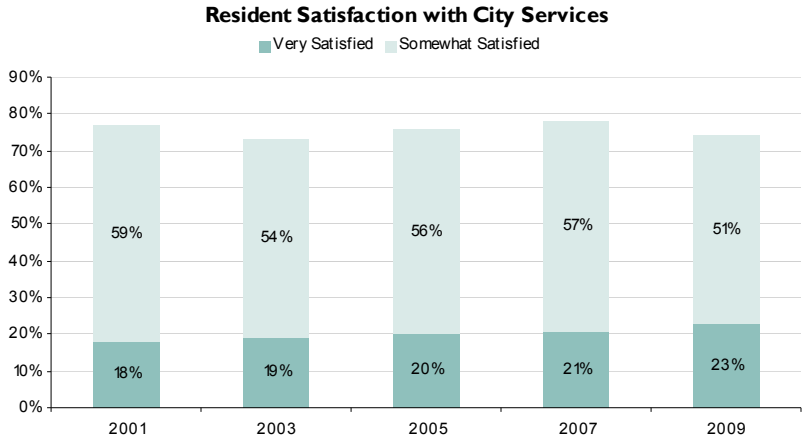


* In fiscal year 2010-11, the City dropped an additional 783 positions, bringing the citywide authorized position total to 5,840.

RESIDENT PERCEPTIONS OF CITY SERVICES AND CITY STAFF

CITYWIDE QUALITY OF SERVICES*

In 2009, 74 percent of San José surveyed residents were satisfied with the quality of City services. Only 12 percent were somewhat or very dissatisfied with City services. The satisfaction rate has dropped somewhat since 2007.



The most serious issues that surveyed San José residents would like City government to address include:

- Crime, drugs, gangs, police enforcement (22 percent of survey respondents)
- Traffic congestion, speeding, parking, public transportation (11 percent of survey respondents)
- Jobs and keeping businesses (11 percent of survey respondents)

According to residents, the most important things the City of San José can do to improve services for the people who live and work in San José include:

- Improve safety, reduce crime (6 percent of survey respondents)
- Reduce traffic congestion and improve traffic flow (5 percent of survey respondents)
- Control gangs, provide youth activities, day care for children (5 percent of survey respondents)

City of San José — 2009-10 Service Efforts and Accomplishments Report

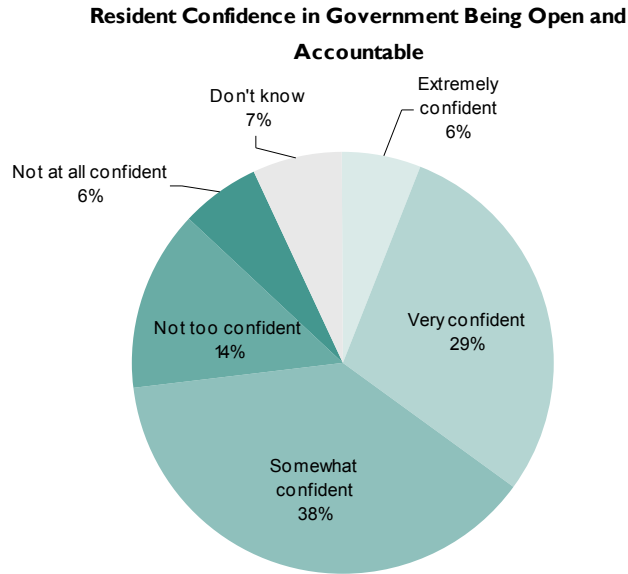
Residents were asked how they would rate specific City services on the scale from “excellent” to “extremely poor.” The following chart shows the results of this evaluation.

Service	% of Residents Rating Excellent/ Good
Providing public library services	75%
Maintaining public parks in good physical condition	67%
Operating the San José International Airport to meet the needs of residents and businesses	63%
Providing police protection in your neighborhood	62%
Enforcing traffic laws to protect the safety of drivers, bikers, and pedestrians	62%
Providing bicycle lanes and paths	56%
Removing graffiti from buildings	53%
Providing animal control services	51%
Redeveloping downtown San José as an attractive and economically viable city center	50%
Providing an adequate number and variety of outdoor special events	47%
Supporting a diverse range of arts and cultural activities	47%
Providing recreation opportunities and programs at city parks and recreation centers	45%
Planning for San José’s future growth	41%
Enhancing public spaces with public art	37%
Providing after-school programs for young people	34%
Providing programs to help seniors that live on their own	29%

*Quality of Service information is from the 2009 San José community survey. The City of San José contracted with Fairbank, Maslin, Maullin & Associates (FMM&A) to complete the 2009 San José community survey. 909 adult San José residents were interviewed over the telephone between November 18 and December 1, 2009. Surveys were conducted in English, Spanish, and Vietnamese.

CITYWIDE PUBLIC TRUST

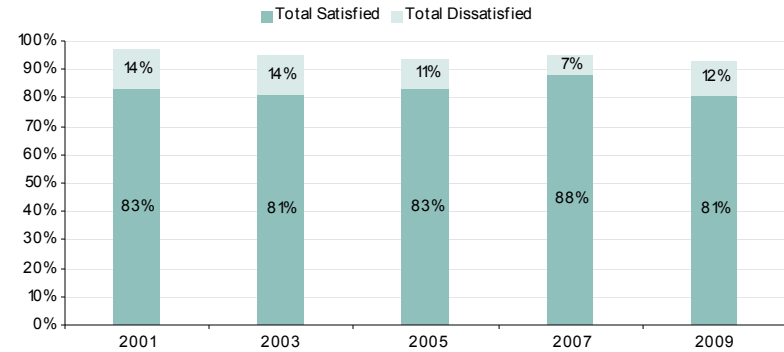
Residents were asked how confident they feel that San José City government “operates in a way that is open and accountable to the public.” In 2009, most responded that they feel at least “somewhat” confident (73 percent). This is a drop of 8 percentage points from 2007. Residents responding as “not too confident” or “not at all confident” also increased from 14 to 20 percent from 2007 to 2009.



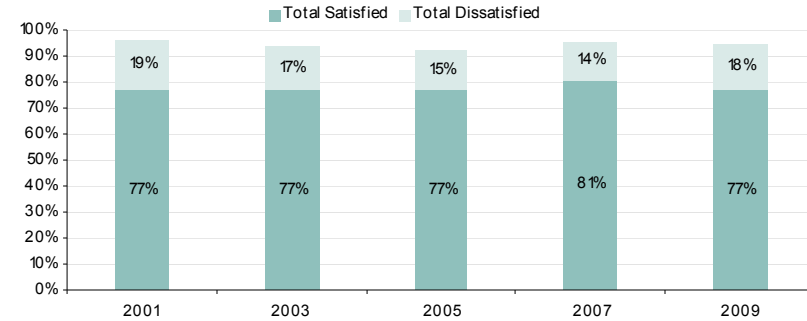
Thirty-four percent of residents reported having contact with a City employee in the last two years. Of that group, the majority were satisfied with that contact. About 8 in 10 of them felt City employees were courteous and competent and approximately three quarters felt that employees handled their issues in a timely manner. However, satisfaction dropped in each of the measured categories since 2007.

Chapter One: Revenues, Spending and Staffing Resident perceptions of City Services and City Staff

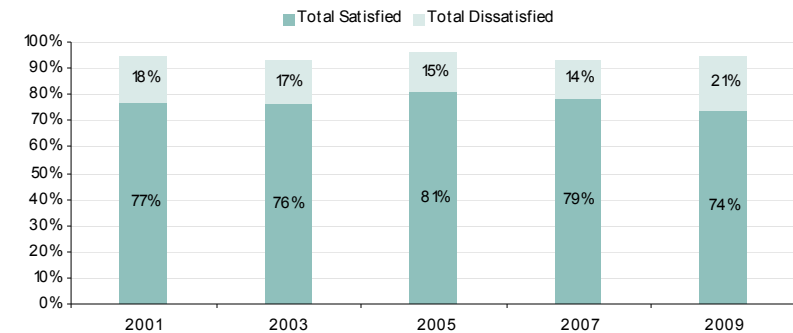
Courtesy Shown to Residents



Competence Displayed Handling Issues



Timeliness of Employee Response



CHAPTER TWO: PUBLIC SAFETY

The City of San José strives to make the public feel safe anywhere, anytime in the City and work with residents so that they share the responsibility for public safety.

PUBLIC SAFETY

In 2009-10, operating expenditures allocated to Public Safety totaled about \$454.8 million, slightly more than 2008-09 and 26 percent more than five years ago. Police Department expenditures accounted for 62 percent and Fire Department expenditures about 33 percent of that total. Including worker's compensation costs, those percentages rose to about 64 percent and 34 percent respectively.

Public Safety Departments include:



POLICE DEPARTMENT



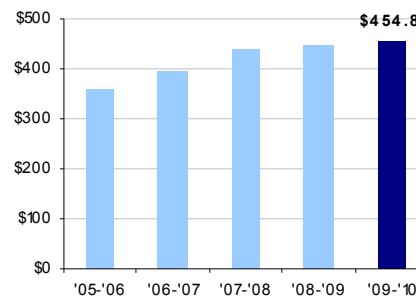
FIRE DEPARTMENT

(including the Office of Emergency Services; formerly in Strategic Support)

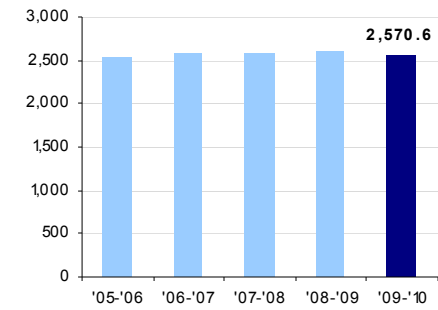


INDEPENDENT POLICE AUDITOR

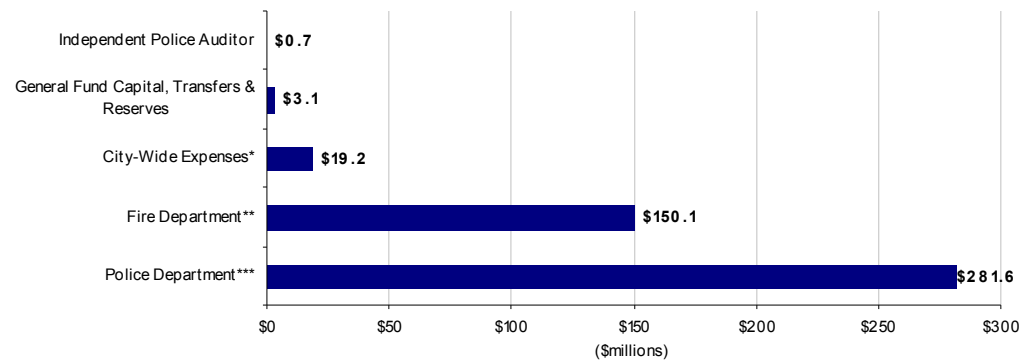
Five-Year Operating Expenditures (\$millions)



Five-Year Authorized Staffing



Public Safety 2009-10 Operating Expenditures by Department



NOTES:

* Significant City-wide Expenses in 2009-10 included \$7.2 million in Police Workers' Compensation claims, \$5.4 million in Fire Workers' Compensation claims, and Super Urban Area Security Initiative grants totaling \$2.2 million. See Appendix B for more details.

** Fire Department expenditures and performance measures for the core service "Fire Safety Code Compliance" are not included here; they can be found in the Community & Economic Development chapter.

*** Police Department expenditures and performance measures for the core service "Traffic Safety Services" are not included here; they can be found in the Transportation & Aviation Services chapter.

POLICE DEPARTMENT



In 2009-10, San José Police Department (SJPD) operating expenditures totaled about \$292 million, up slightly from 2008-09 and 24 percent more than five years ago. There were 1,807 authorized positions in the SJPD; 1,374 of the positions were sworn officer positions (down from 1,392 in 2008-09). The budget and staff for traffic safety services are included in these figures. For performance measures for traffic safety services, see Chapter Four—Transportation & Aviation Services.

KEY FACTS (2009-10)

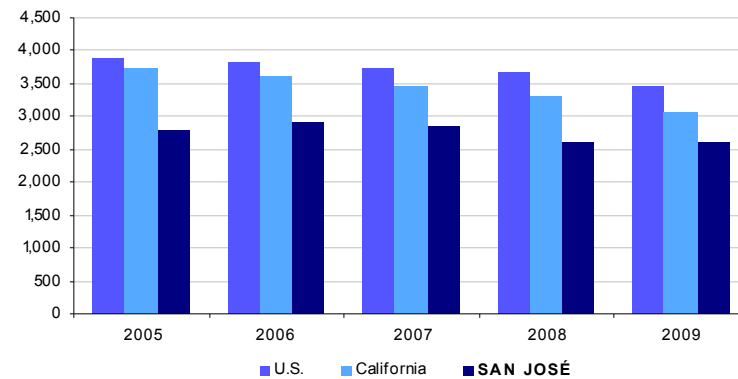
Police stations	1
Community policing centers	3
Sworn police officers	1,374
Total authorized positions	1,807
Total emergency calls	368,905

CRIME IN SAN JOSE

In 2009, there were 26,194 major violent and property crimes in San José, slightly more than in 2008 but slightly less than five years ago. Major crimes include homicide, rape, robbery, aggravated assault, burglary, larceny, and vehicle theft. In 2009, there were 28 homicides in San José, three less than the previous year.

The rate of major crimes per 100,000 residents in San José has been below the state and federal rates in each of the past five years. In 2009, the rate was 2,601 crimes per 100,000 residents, compared to 3,070 and 3,466 crimes for California and the U.S., respectively. San José's rate has decreased in each of the past three years.

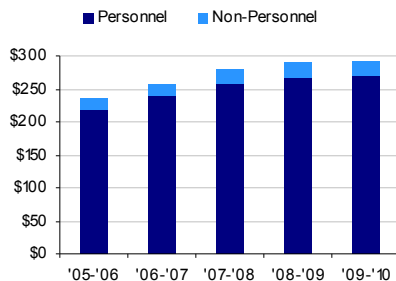
Major Violent and Property Crimes per 100,000 Residents



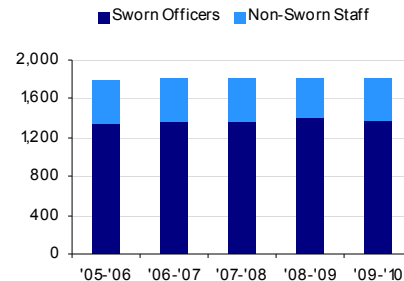
Sources: SJPD, CA Department of Justice, FBI

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

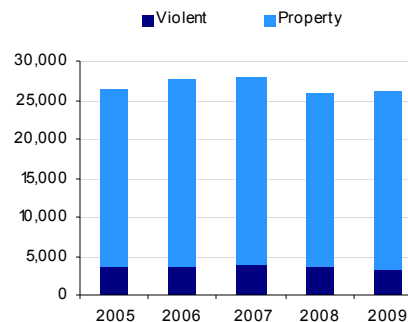
Police Department Operating Expenditures (\$millions)



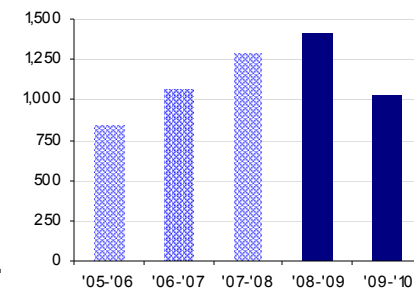
Police Department Authorized Positions



Major Crimes



Gang-Related Incidents



NOTE: In March 2008, gang-related graffiti cases began to be included, making prior year comparisons difficult.

POLICE DEPARTMENT (continued)



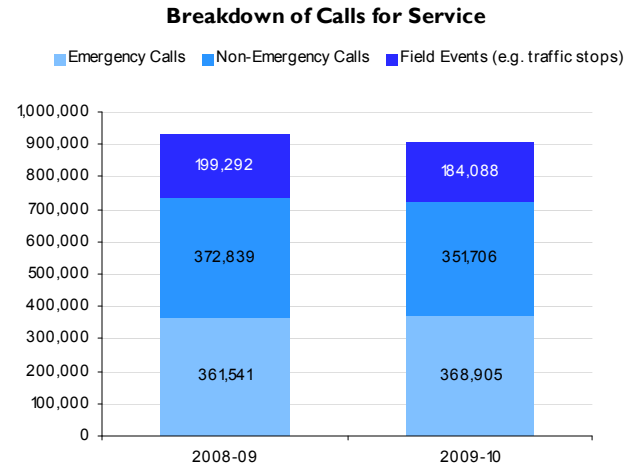
RESPOND TO CALLS FOR SERVICE

The SJPD responds to emergency and non-emergency calls. In 2009-10, there were about 905,000 total calls for service, 3 percent fewer than the previous year. However, the number of 9-1-1 or other emergency calls increased by 2 percent (totaling about 369,000 or 41 percent of all calls). There continued to be an increasing number of wireless 9-1-1 calls. The number has risen from about 95,000 in 2005-06 to about 207,000 in 2009-10 (about 56 percent of all emergency calls).

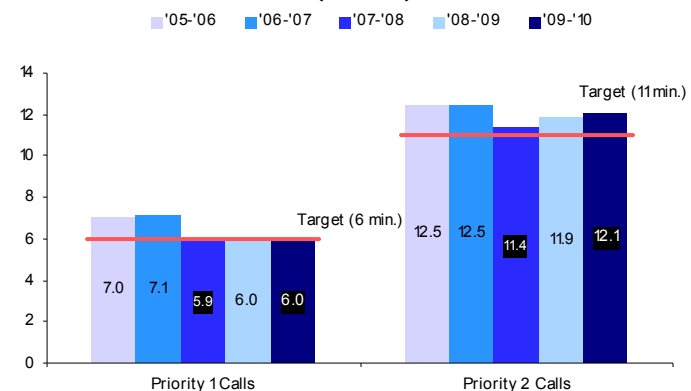
In 2009-10, the number of non-emergency calls (e.g. 3-1-1 calls) totaled just over 350,000 (39 percent of total calls). This was 6 percent less than the previous year. Field events (e.g. car and pedestrian stops or officer-initiated calls) accounted for the remaining 20 percent of calls. In 2009-10, total field events were 8 percent less than the previous year and lower than any of the previous three years.

In 2009-10, the average response time for Priority 1 calls was six minutes, meeting the time target of six minutes or less. The average response time for Priority 2 calls was 12.1 minutes (above both the time target of 11 minutes and the 2008-09 average of 11.9 minutes). Priority 1 and 2 calls are defined below the chart on the right.

A breakdown of Priority 1 response times across SJPD districts and individual beats is shown on the map on the next page.

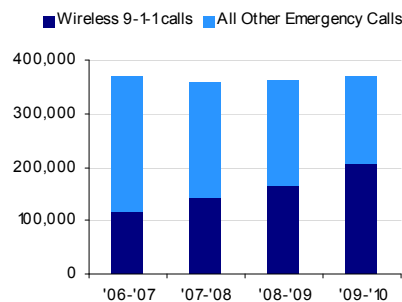


Average Response Time to Calls of Service (minutes)



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

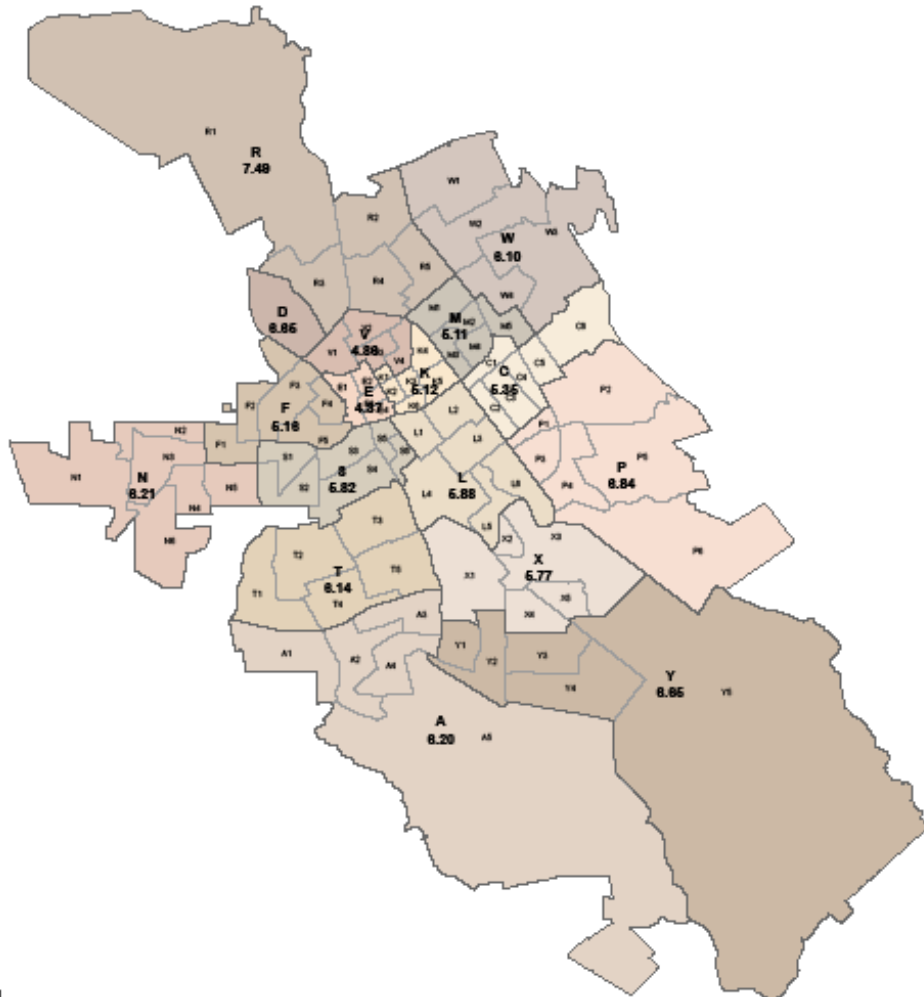
Emergency Calls



POLICE DEPARTMENT (continued)



SJPD Priority 1 Average Response Time (ART) by Police District FY 09-10



Breakdown by Beat

DIST	BT	PRI 1 ART	DIST	BT	PRI 1 ART	DIST	BT	PRI 1 ART
A	A1	6.57	L	L1	6.05	S	S1	5.97
	A2	5.89		L2	5.34		S2	5.84
	A3	5.10		L3	6.47		S3	5.37
	A4	6.09		L4	5.63		S4	5.00
	A5	8.18		L5	6.81		S5	5.12
	A TOTAL	6.20		L6	5.72		S6	5.03
C	C1	4.91	L TOTAL		5.88	B TOTAL		5.82
	C2	4.87	M	M1	5.19	T	T1	6.75
	C3	5.66		M2	4.50		T2	6.46
	C4	5.36		M3	5.49		T3	6.17
	C5	5.09		M4	5.28		T4	5.70
	C6	6.16		M5	4.82		T5	5.65
	C TOTAL	5.35	M TOTAL		5.11	T TOTAL		6.14
D	D1	7.55	N	N1	8.22	V	V1	4.25
	D2	4.49		N2	7.02		V2	4.35
	D3	8.29		N3	6.74		V3	4.68
	D4	5.56		N4	4.88		V4	5.81
	D5	6.15		N5	5.59		V TOTAL	4.86
	D TOTAL	6.65		N6	6.38	W	W1	7.02
E	E1	4.74	N TOTAL		6.21		W2	5.50
	E2	4.96	P	P1	5.35		W3	6.50
	E3	3.73		P2	7.02		W4	5.79
	E4	4.04		P3	6.14	W TOTAL		6.10
	E TOTAL	4.37		P4	6.99	X	X1	5.87
F	F1	5.53		P5	7.14		X2	5.40
	F2	5.44		P6	9.85		X3	6.07
	F3	5.95	P TOTAL		6.84		X4	5.44
	F4	1.77	R	R1	8.91		X5	5.86
	F5	6.50		R2	7.05	X TOTAL		5.77
	F TOTAL	5.16		R3	5.74	Y	Y1	5.44
K	K1	4.53		R4	6.68		Y2	5.70
	K2	4.58		R5	9.17		Y3	6.38
	K3	4.97	R TOTAL		7.49		Y4	7.02
	K4	5.49					Y5	7.83
	K5	5.19				Y TOTAL		6.65
	K6	5.25						
	K TOTAL	5.12						



San Jose Police Department - Crime Analysis Unit

10.28.2010
CAU 10-983 / 511N

Note: Response time could vary across districts and beats because of the size or physical characteristics of an area, whether there are adjacent police service areas, population density, traffic conditions, officer staffing levels, or call-taker and dispatching levels.

POLICE DEPARTMENT (continued)



INVESTIGATIVE SERVICES

The SJPD investigates crimes and events by collecting evidence, interviewing witnesses, interrogating suspects, and other activities. In 2009-10, the SJPD received 55,513 cases, 12 percent less than 2008-09. Of these cases, 38,290 were assigned for investigation, 7 percent less than the previous year. According to the SJPD, the declines were due to normal fluctuations in crime trends and a reduction in sworn personnel that would have been assigned to these investigations. A case may be unassigned because of a lack of resources or it is deemed not workable (e.g. no evidence).

When a case is closed because of an arrest or by exceptional means (e.g. death of suspect), it is classified as cleared. The clearance rate for major violent crimes has fluctuated between 32 and 34 percent for the last five years. In 2009, the clearance rate for homicides was 71 percent (20 of 28 cases), compared to 67 and 63 percent for the U.S. and California respectively.

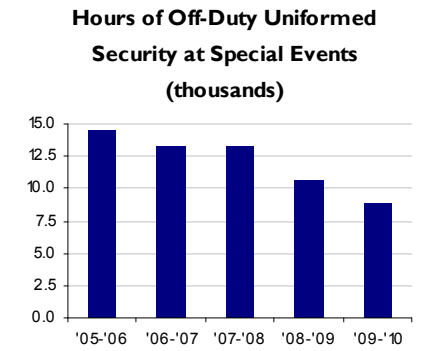
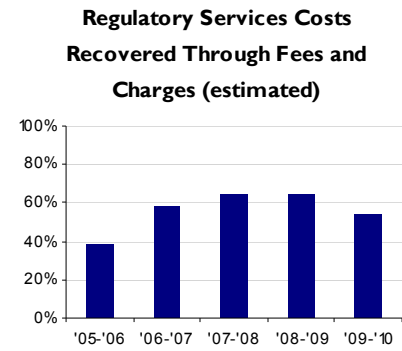
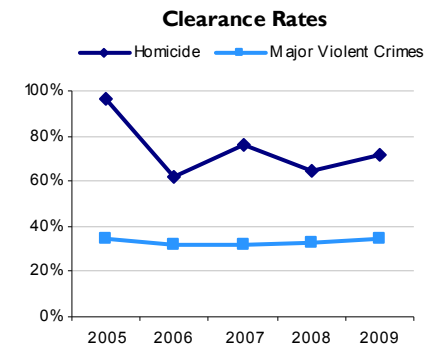
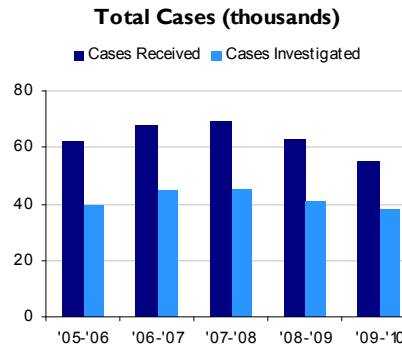
CRIME PREVENTION, COMMUNITY EDUCATION AND OTHER SERVICES

To reduce crime and enhance public safety, the SJPD provides programs and services through community education and partnerships. Programs include:

- Neighborhood Watch—Organizes neighbors and provides information on how to reduce the possibility of being a victim of a crime.
- School Liaison Unit—Provides schools with a direct link to services designed to prevent and intervene in youth violence.
- Police Activities League (PAL)—Offers athletic and non-athletic activities to deter delinquent behavior among young people.

The SJPD also issues permits and regulates businesses and other activities (e.g. tow and taxi drivers, public entertainment). In 2009-10, the SJPD reported issuing 2,138 regulatory permits, 29 percent less than five years ago. Regulatory fees and charges covered an estimated 54 percent of budgeted costs. These costs include non-recoverable enforcement costs.

Off-duty police officers provide security services to special events, including festivals, parades, and other occasions. According to the department, these events would otherwise be staffed by on-duty police officers.



FIRE DEPARTMENT



In 2009-10, the Fire Department's operating expenditures were \$153.2 million, 3 percent less than in 2008-09 and 23 percent more than five years ago. There were 852 authorized positions in the Fire Department, or about 2 percent less than in 2008-09. For information on fire safety code compliance, please see Chapter Six– Community and Economic Development.

FIRE PREVENTION

Fire Prevention provides regulatory enforcement of fire and hazardous materials codes, investigates fire cause, and educates the community to reduce injuries, loss of life, and property damage from fires and other accidents.

In 2009-10, the Department performed 2,157 fire inspections, down 8 percent from 2008-09. In terms of compliance, 42 percent of occupancies inspected by the Department did not require a follow-up inspection.

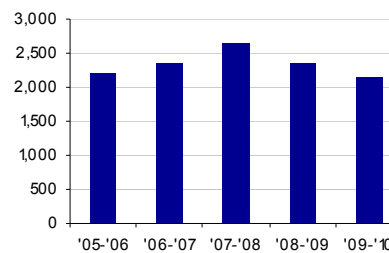
Fire Prevention also conducts investigations based on complaints received about residents or businesses. In 2009-10, 81 complaints were investigated; the decrease compared to prior years was due to a methodology change in counting individual complaints by facility instead of individual inspections.

Other fire and life safety education programs provided by the Department include Community CPR Training, Automated External Defibrillator training, Fire Aid training, Public First Aid Education, and presentations during Fire Prevention Week.

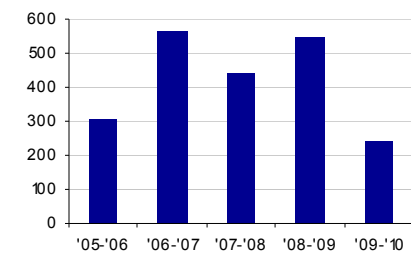
KEY FACTS (2009-10)

Fire stations	34
Truck companies	10
Urban search and rescue companies	1
Hazardous Incident Team (HIT) units	1
Supplemental Transport Ambulance (STAR) units	5

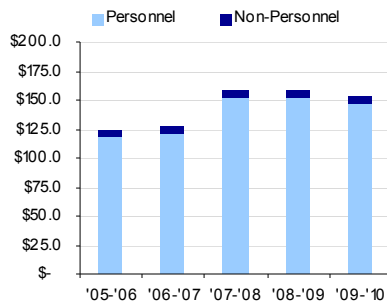
**Fire Inspections Performed
(on existing buildings)**



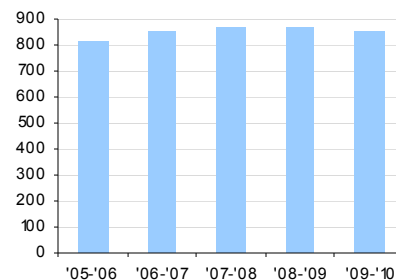
**Fire Plan Reviews Performed
(on existing buildings)**



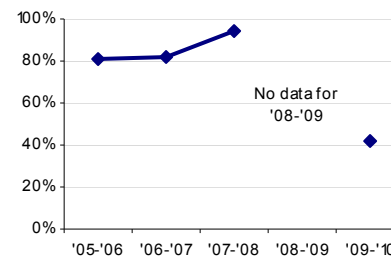
**Fire Department Budget
(\$millions)**



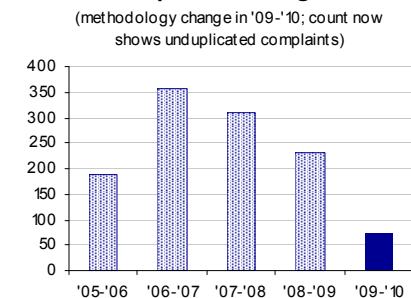
**Fire Department
Authorized Positions**



**Percent of First Inspections
Without Violations**



**Fire Prevention
Complaints Investigated**



FIRE DEPARTMENT (continued)



EMERGENCY RESPONSE

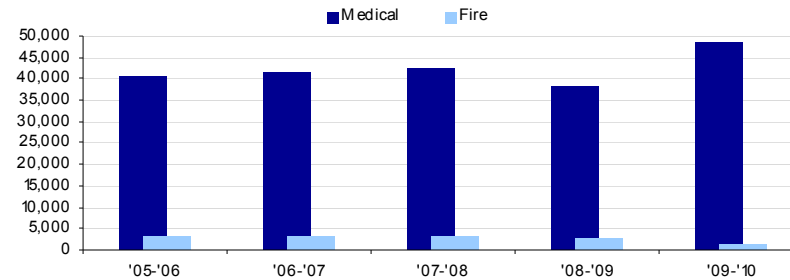
In 2009-10, the Fire Department responded to 51,349 emergencies; 94 percent of which were medical emergencies (48,519). Medical emergencies in 2009-10 reflected a 19 percent increase from medical emergency responses five years ago.

There were also 1,519 emergency responses to fires in 2009-10, down 49 percent from 2008-09, and 8,596 non-emergency responses, down 36 percent from last year. A breakdown of emergency calls by fire station is provided below.

There were 44 civilian fire injuries and casualties in 2009-10—this marked the fourth straight year of increases, but the annual total still reflected 38 percent less injuries and casualties compared to five years ago.

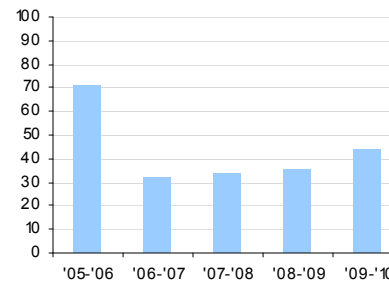
In 2009-10, the Department was able to contain 65 percent of fires in the *room* of origin; this was down 15 percentage points from 2008-09 and under the containment target of 85 percent. However, the Department continued to exceed its target of 90 percent of fires contained in the *structure* of origin (actual: 93%) for the fifth consecutive year.

Emergency Responses

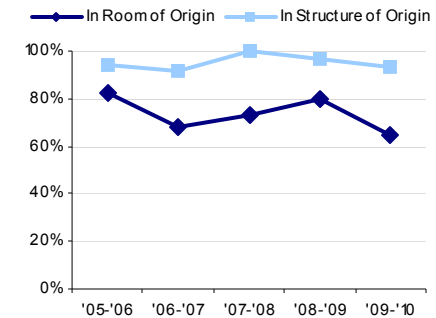


NOTE: The Fire Department continues to implement its fire/Emergency Medical Services (EMS) Records Management System (RMS); as a result, comparisons to prior years may be off due to various issues in transitioning from the old Computer-Aided Dispatch (CAD) and other systems to the new RMS.

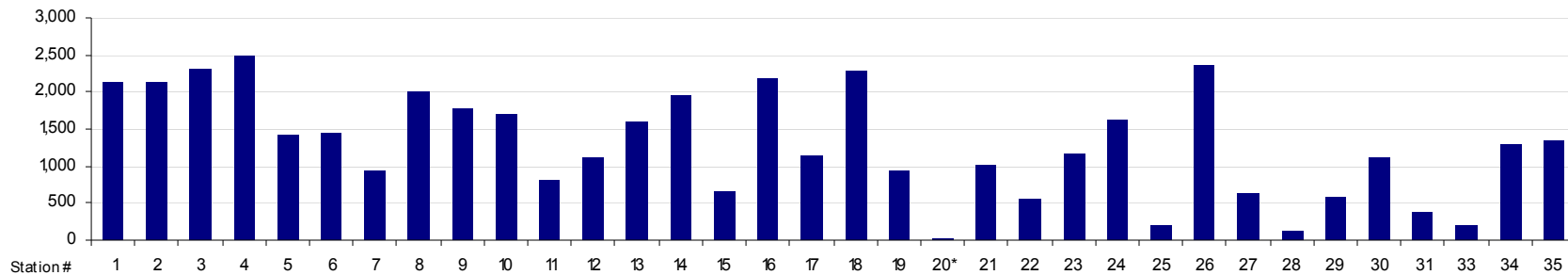
Civilian Fire Injuries & Casualties



Percent of Fires Contained

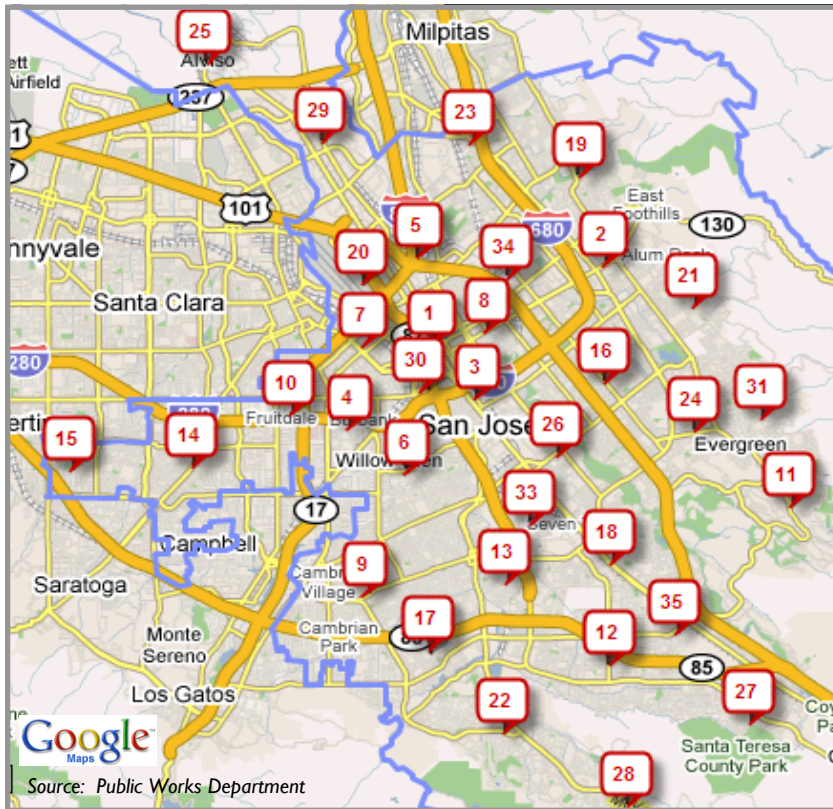


Emergency Calls by Fire Station (2009-10)



NOTE: Fire Station #20 dedicated to Mineta San José International Airport. Fire Station #32 reserved for Coyote Valley, pending future development.

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



FIRE DEPARTMENT (continued)



EMERGENCY RESPONSE (continued)

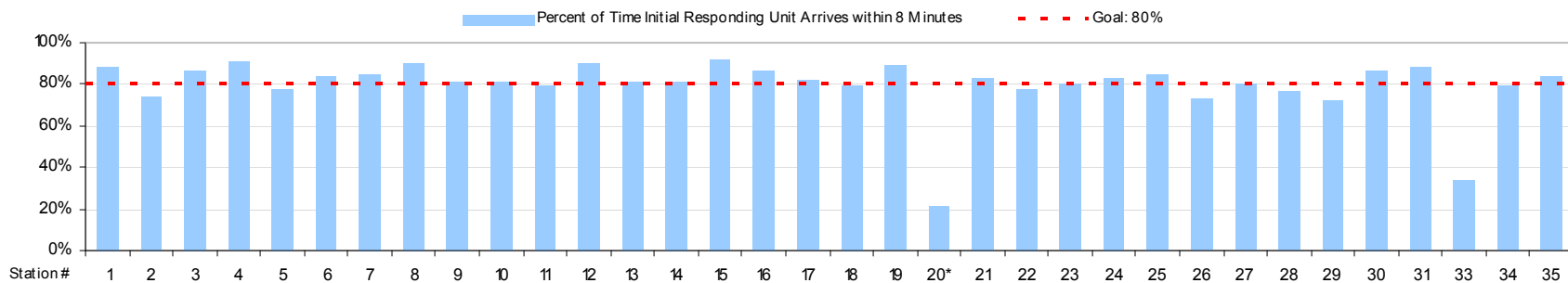
In 2009-10, the Fire Department’s initial responding unit was able to arrive within 8 minutes of receiving a 9-1-1 call 83 percent of the time. This marks a three percentage point increase from last year, and the third straight year that the Department has met its timeliness goal of 80 percent.

Response time targets are captured in three different ways: how quickly a responding unit arrives after receiving a 9-1-1 call, how quickly a backup unit arrives after a 9-1-1 call, and how often the “first due” or assigned company is available for calls in the response area.

- As described above, City-wide performance surpassed the 80 percent goal in 2009-10. Twenty-three out of 34 fire stations met or surpassed this goal in 2009-10 (see chart below).
- Back-up or second response units arrived within 10 minutes after receiving a 9-1-1 call 78 percent of the time in 2009-10 (target: 80%).
- 97 percent of all emergencies (medical, fire, etc.) in 2009-10 were handled by units assigned to their respective districts (target: 85%).

The Department anticipates longer response times in 2010-11 due to the elimination of five engine companies and one truck company; a Dynamic Deployment strategy approved for 2010-11 will attempt to mitigate any effects on response time by reallocating available resources based on real-time data and historical demand patterns.

Emergency Response Time by Station (2009-10)



NOTE: Fire Station #20 dedicated to Mineta San José International Airport. Fire Station #32 reserved for Coyote Valley, pending future development.

FIRE DEPARTMENT (continued)



EMERGENCY RESPONSE (continued)

In 2009-10, the Office of Emergency Services (OES) was transitioned into the Fire Department. The OES trains the community and City staff in disaster mitigation, preparation, response, and recovery skills. In 2009-10, 90 residents completed the 20-hour San Jose Prepared! program and 1,226 completed the 2-hour program (target is to train 500 residents annually).

The OES also maintains the City's Emergency Operations Center (EOC) and coordinates City-wide activities in response to an emergency. In 2009-10, there were no formal EOC activations, though there were four incidents (heat warning, heavy rain and flood event, power failure, and an earthquake) that generated an increased readiness for potential EOC activation.

INDEPENDENT POLICE AUDITOR



The Independent Police Auditor (IPA) provides independent civilian oversight of the police complaint process through objective review of misconduct cases. Misconduct complaints received from citizens are classified by the SJPD's Internal Affairs Unit (IA).

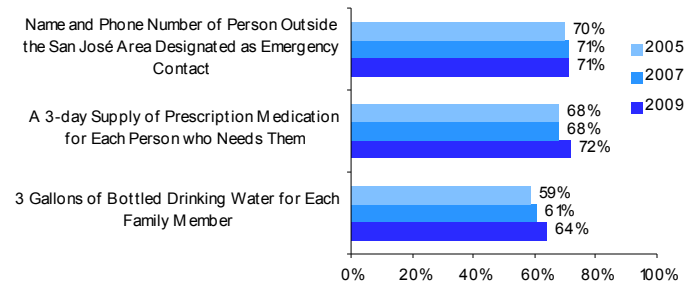
In 2009-10, there were 273 external complaints or other matters referred to the IPA (201 were classified by the IA as a complaint). This total was down more than 40 percent from 2008-09. The IPA has cited several possible factors which may explain the drop, including an improvement in officer conduct and/or better community relations; a reduction in IPA outreach efforts (relative to 2006-07 and 2007-08); increased IPA media coverage (both positive and negative); a perceived lack of community confidence in the IPA process; and fear of retaliation by the police seemed to be more prevalent in the community during the year.

The IPA is mandated to audit all excessive or unnecessary force complaints and 20 percent of all other complaints. The IPA has met this mandate each of the past five years. Of the cases closed in 2009-10, 192 were audited by the IPA (roughly the same as the previous year).

The IPA also conducts community outreach about the complaint process and the role of the IPA. In 2009-10, 5,783 individuals attended IPA outreach events or meetings.

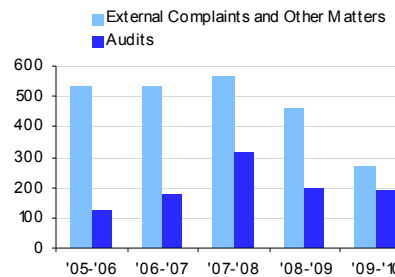
City of San José — 2009-10 Service Efforts and Accomplishments Report

Percent of San José Households with Emergency Preparedness Action Plans

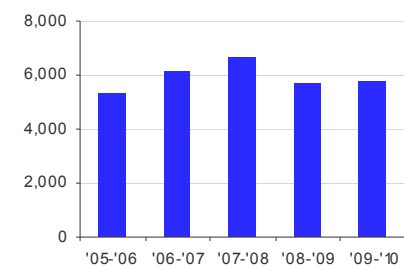


Source: City of San José Biennial Community Survey (this survey was given to a sample of all San José residents, not just those receiving OES training)

External Complaints Received and IPA Audits



Individuals Attending Outreach Events/Meetings



CHAPTER THREE: ENVIRONMENTAL & UTILITY SERVICES

The City of San José is committed to providing a safe, reliable and sufficient water supply; healthy streams, rivers, marsh and bay; clean and sustainable air, land and energy; and a reliable utility infrastructure.

ENVIRONMENTAL & UTILITY SERVICES

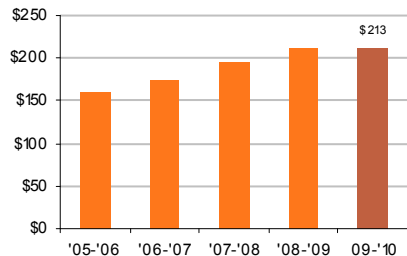
In 2009-10, operating expenditures allocated to Environmental and Utility Services totaled \$213.1 million, 1 percent more than the previous year. Of this, about \$191.0 million (90 percent) was attributable to Environmental Service Department (ESD); and less than 10 percent was attributable to expenditures in the Transportation Department for sewer and storm drain management. About 80 percent of ESD’s funding went toward managing recycling and garbage services, as well as managing wastewater via the San José/Santa Clara Water Pollution Control Plant.

Environmental & Utility Services Departments include:

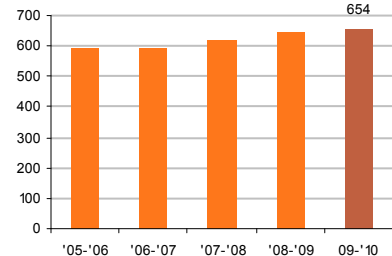
 **ENVIRONMENTAL SERVICES DEPARTMENT**
(ESD)

 **TRANSPORTATION DEPARTMENT***
(Sanitary Sewer Maintenance & Storm Sewer Management)

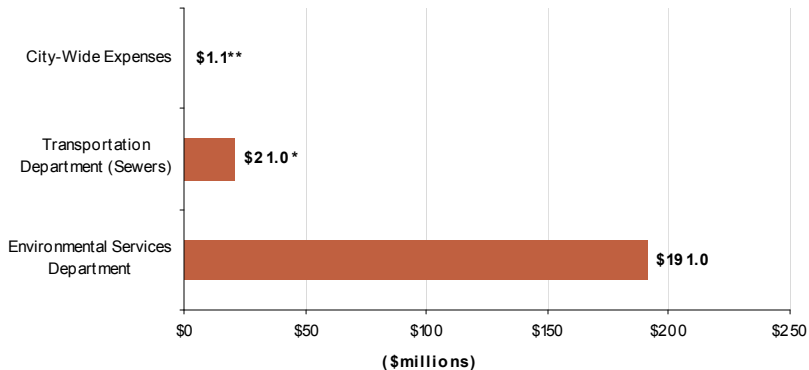
Five-Year Operating Expenditures (\$millions)



Five-Year Authorized Staffing



Environmental & Utility Services 2009-10 Operating Expenditures by Department



NOTES:
 * This includes two core services: Sanitary Sewer Maintenance and Storm Sewer Management. The rest of the Transportation Department budget and performance measures are reflected in the Transportation & Aviation Services chapter.
 ** City-Wide expenses for this section include Commercial Solid Waste (\$477,337), IDC Garbage Disposal Fees (\$374,540), and Storm Fees (\$254,969). See Appendix B for further details.
 There were no transfers from General Fund Capital, Reserves or other funds in 2009-10.

ENVIRONMENTAL SERVICES DEPARTMENT



ESD provides utilities and services to the City of San José and other jurisdictions (see right). Most revenue comes from other Funds that generate revenues through service and use fees; less than 1 percent of ESD’s budget comes from the General Fund. The General Fund accounted for about \$600,000 of ESD’s total expenditures in 2009-10, down from about \$1.1 million five years ago. In 2009-10, ESD operating expenditures totaled \$191 million, 2 percent more than the previous year. Staffing in 2009-10 included 507 full-time equivalent positions, or 1 percent more than the previous year.

ESD’s services include stormwater management, recycled water management, wastewater management, recycling and garbage services, natural and energy resources protection, and potable water delivery.

STORMWATER MANAGEMENT

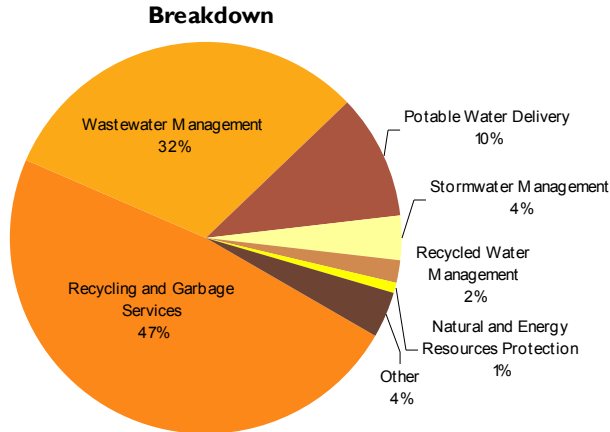
ESD manages storm drains, the purpose of which is to prevent flooding of streets and highways by quickly and efficiently transferring rainwater into creeks, and eventually the South San Francisco Bay. The annual cost per residential unit in 2009-10 was \$91.68, a 30 percent increase from 2008-09 and a 91 percent increase over five years. The rate increase was due to the City’s increased cost per residential unit to help fund rehabilitation and replacement projects, maintain infrastructure and meet regulatory requirements.

ESD also manages regulatory programs, initiatives, and activities to promote the health of the South Bay watershed and prevent pollution from entering the storm sewer system and waterways. These programs and activities are largely directed by the City’s NPDES permit for municipal storm sewer systems (see top right).

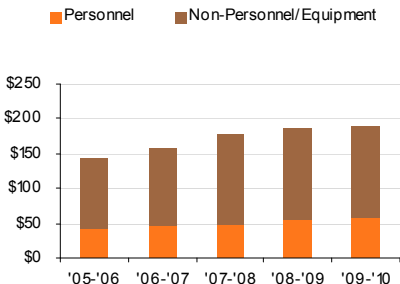
KEY FACTS (2009-10)

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

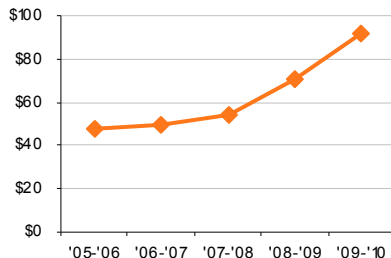
ESD Operating Expenditures Breakdown



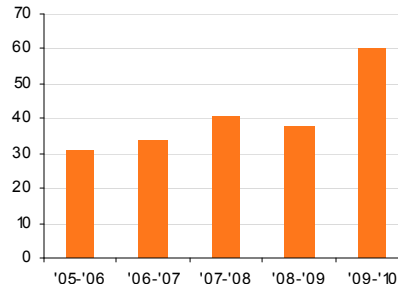
ESD Operating Expenditures (\$millions)



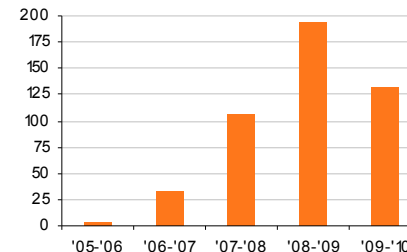
City’s Annual Cost per Residential Unit to Manage Stormwater



Litter / Creek Clean-Ups



Tons of Litter Collected at Creek Clean-Ups



ENVIRONMENTAL SERVICES DEPARTMENT

(continued)



WASTEWATER MANAGEMENT

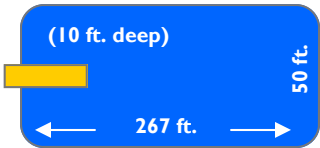
ESD provides wastewater treatment services to eight jurisdictions and 1.4 million residents in the South Bay. The City continues to meet the Regional Water Quality Control Board’s permit requirements for water discharged into the San Francisco Bay. In 2009-10, pollutant discharge requirements were met or surpassed 100 percent of the time for the seventh straight year.

While there has been a significant decline in influent over the past several years, increasing maintenance costs associated with aging infrastructure have contributed to high operational costs; efforts are currently underway to address such infrastructure issues at the San José/Santa Clara Water Pollution Control Plant.

RECYCLED WATER MANAGEMENT

The City invests in South Bay Water Recycling (SBWR) in order to reduce effluent to the Bay and provide a reliable alternative water supply. SBWR had 602 customers in 2009-10, a 12 percent increase in customers over the past five years. These customers use recycled water to irrigate parks, golf courses, schools, and commercial landscape. In 2009-10, SBWR delivered about 3,068 million gallons of recycled water. SBWR advises that the cost per million gallons of recycled water delivered increased in the last two years due to: increased chemical, energy and personnel costs related to producing recycled water; conservation efforts and cooler weather that resulted in lower demand; and spending in 2009-10 on an environmental review related to a grant through the 2009 American Recovery and Reinvestment Act.

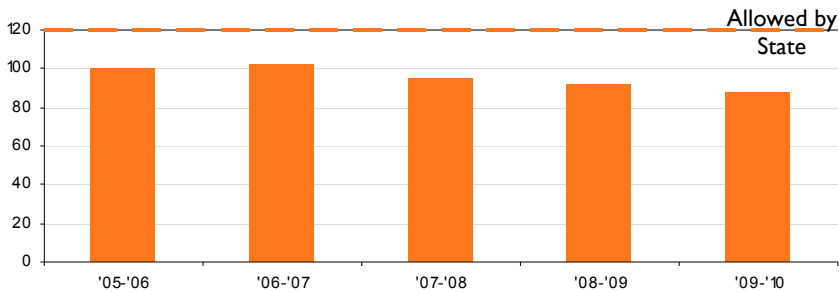
How Much is a Million Gallons of Water?



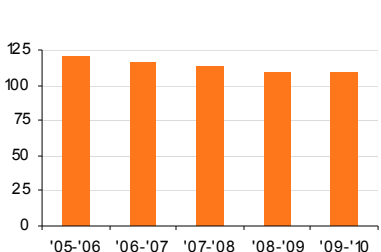
A million gallons of water would fit into a swimming pool about the length of a football field (267 feet long), 50 feet wide, and 10 feet deep.

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

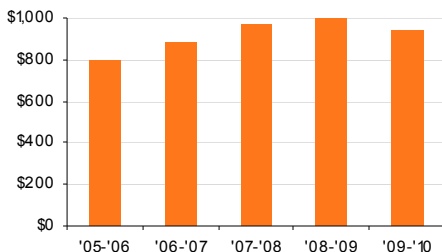
Millions of Gallons per Day Discharged to Bay During Average Dry Weather Season



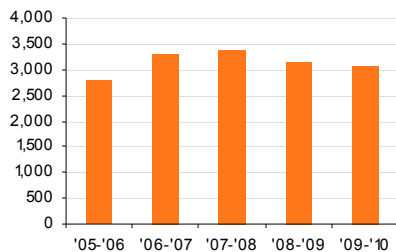
Millions of Gallons of Wastewater Treated per Day



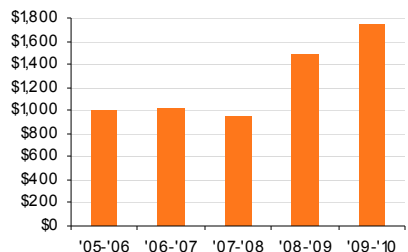
Cost per Million Gallons of Wastewater Treated



Millions of Gallons of Recycled Water Delivered Annually



Cost per Million Gallons of Recycled Water Delivered



ENVIRONMENTAL SERVICES DEPARTMENT

(continued)



RECYCLING & GARBAGE SERVICES

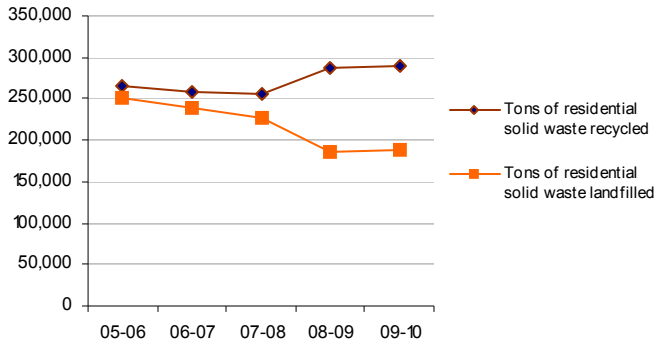
ESD provides Recycling and Garbage Services to more than 300,000 residential households in San José through contracted service providers, which include California Waste Solutions, Garden City Sanitation Inc., Green Team of San José, and GreenWaste.

In 2008, the state passed legislation requiring the monitoring of each jurisdiction’s “per capita disposal rate.” The state mandate requires at least 50 percent of solid waste to be diverted* from landfills; San José has performed at or above 60 percent for the past five years, including 70 percent in 2009.

The City’s annual cost to provide recycling and garbage services to each household has increased by 2 percent since 2008-09, and by 49 percent in the past five years. ESD estimates that approximately 569,000 tons of waste were landfilled in 2009. A significant percentage of the amount landfilled came from the commercial sector and from construction/demolition sources. ESD is pursuing new strategies in an effort to reduce commercial, construction, and demolition waste going to landfill, including redesign of the commercial solid waste system and conversion of organic materials to renewable energy.

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

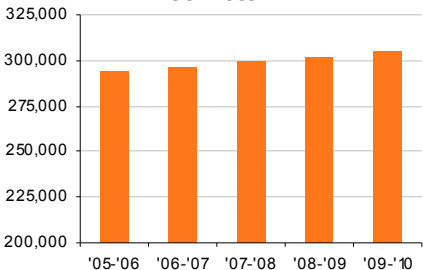
Tons of Residential Solid Waste Recycled or Landfilled FY 2005-06 through FY 2009-10



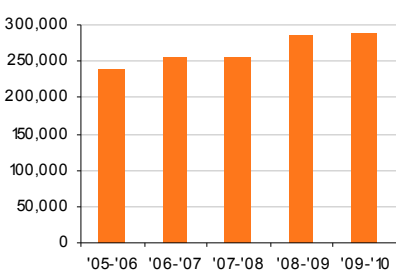
Source: Environmental Services Department

* “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)

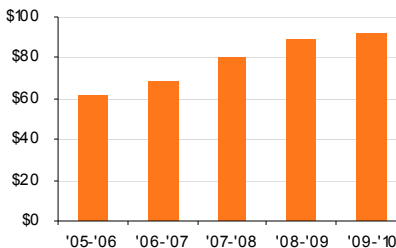
Residential Households Served by Recycling & Garbage Services



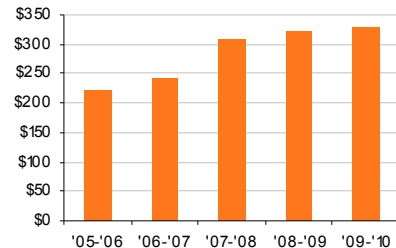
Tons of Residential Solid Waste Diverted from Landfills



Operating Expenditures Recycling & Garbage Services (\$millions)



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



ENVIRONMENTAL SERVICES DEPARTMENT

(continued)



MUNICIPAL WATER

The City operates and maintains a municipal potable water system that serves about 26,000 customers annually in North San José, Alviso, Evergreen, Edenvale, and Coyote Valley. In 2009-10, the San José Municipal Water System (Muni Water) delivered 7,363 million gallons of water to its customers, about 6 percent less than in the prior year. State and federal water quality standards were met or surpassed in 99.8 percent of water samples taken. For 2009-10, ESD advises that Muni Water rates increased by nearly 10 percent to offset increased costs from the San Francisco Public Utilities Commission, conservation, and revenue loss due to the economic downturn. Muni Water rates continue to be below the average of other local retailers.

Other local San José water retailers include Great Oaks Water Company, which serves Blossom Valley, Santa Teresa, Edenvale, Coyote Valley and Almaden Valley, and the San José Water Company, which serves the San José metropolitan area.

PROTECT NATURAL & ENERGY RESOURCES

This core service focuses on the City’s contributions to protecting and conserving air, land, water, and energy through leadership, policy development, education, grant-seeking, and City-wide coordination. This work is guided by the City’s Green Vision (see right) and the United Nations’ Urban Environmental Accords (see below right).

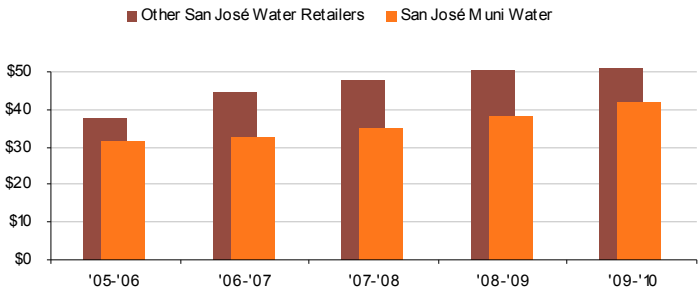
On October 30, 2007, the San José City Council adopted the Green Vision, a 15-year plan to transform San Jose into a world center of Clean Technology innovation, promote cutting-edge sustainable practices, and demonstrate that the goals of economic growth, environmental stewardship, and fiscal responsibility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

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

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

Source: <http://www.sanjoseca.gov/greenvision/>

Comparison of Average Monthly Residential Water Bills



U.N. Urban Environmental Accords

There are 21 Accords, comprised of the 7 issues below, each with 3 actions that can be taken to address the issue. Most actions have a completion deadline of 2012.

- ENERGY:** Renewable Energy | Energy Efficiency | Climate Change
- WASTE REDUCTION:** Zero Waste | Manufacturer Responsibility | Consumer Responsibility
- URBAN DESIGN:** Green Building | Urban Planning | Slums
- URBAN NATURE:** Parks | Habitat Restoration | Wildlife
- TRANSPORTATION:** Public Transportation | Clean Vehicles | Reducing Congestion
- ENVIRONMENTAL HEALTH:** Toxics Reduction | Healthy Food Systems | Clean Air
- WATER:** Drinking Water Access | Source Water Conservation | Wastewater Reduction

TRANSPORTATION DEPARTMENT -
Sanitary Sewer Maintenance & Storm Sewer Management



SANITARY SEWER MAINTENANCE

The City maintains a 2,248-mile sewer collection system and is responsible for proper sanitary sewage flow and preventing significant impact on public health or property. In 2009-10, 604 miles of sewer lines were cleaned; equivalent to 27 percent of the entire system. This is an 8 percent decrease in miles cleaned since last year and a 19 percent increase from five years ago. For the seventh straight year, 98 percent or more of sewer line segments were without obstruction.

STORM SEWER MANAGEMENT

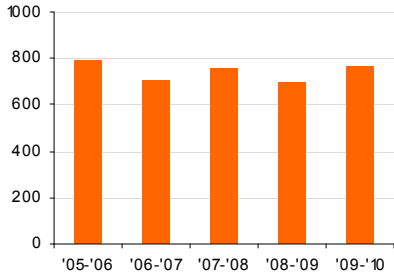
The City cleans the storm sewer system and ensures proper flow into the regional water tributary system and the South San Francisco Bay. Proactive cleaning of storm inlets prevents harmful pollutants and debris from entering the Bay and reduces the number of blockages during storms. In 2009-10, 82 percent of high priority storm sewer service requests (e.g. missing storm manholes, flooding along high traffic corridors or around schools) were addressed within 4 hours.

The City also provides street sweeping services in combination with the Environmental Services Department, and uses both contractual and City crews. In 2009-10, about 88 percent of streets were rated clean based on the Department’s quality control standards, a 13 percent increase from five years ago.

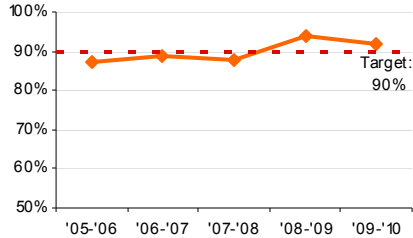
KEY FACTS (2009-10)

Miles of sanitary sewer line segments	2,248
Number of Vactor (combo cleaning) trucks	13
Miles of storm sewer segments	1,250
Number of storm sewer segments	25,500
Storm water pump stations	27
Residential curb miles swept	62,509

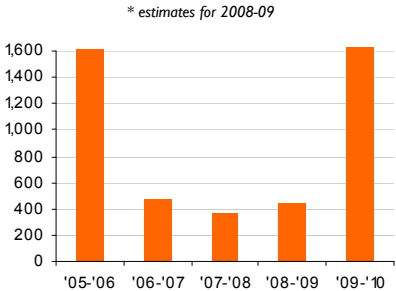
**Sanitary Sewer Main Line
Stoppages Cleared**



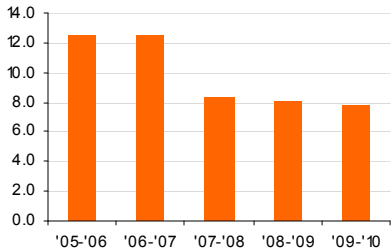
**Percent of Sewer Line
Blockages Cleared within 4
Hours of Notification**



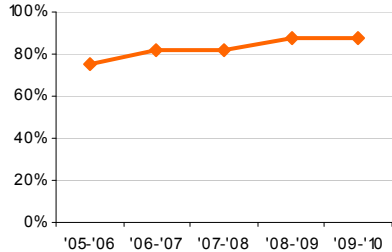
**Storm Sewer Inlet Stoppages
Identified & Cleared**



**Thousands of Tons of
Sweeping Debris Collected**



**Percent of Streets Rated
"Clean"**



CHAPTER FOUR: TRANSPORTATION & AVIATION SERVICES

The City of San José is committed to providing travelers and residents with safe, secure, and reliable transportation systems, as well as viable transportation choices that promote a strong economy and enhance community livability.

TRANSPORTATION & AVIATION SERVICES

In 2009-10, operating expenditures allocated to Transportation & Aviation Services totaled approximately \$137.4 million, 11 percent less than the previous year but 6 percent more than five years ago. Airport operations accounted for over half of those expenditures and transportation services the other half. The Airport is funded through its own operational revenues, and does not receive any general fund dollars.

Transportation & Aviation Services Departments include:



AIRPORT DEPARTMENT



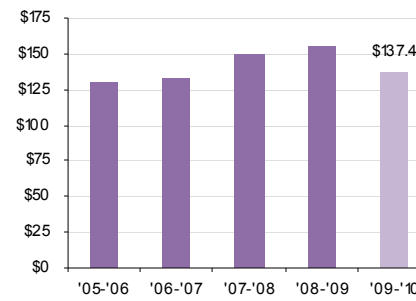
TRANSPORTATION DEPARTMENT



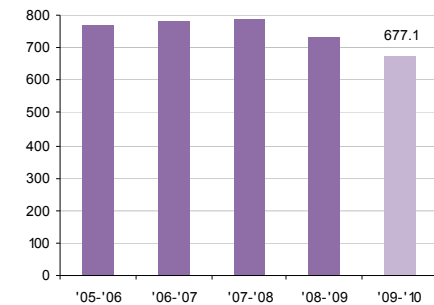
POLICE DEPARTMENT*

(Traffic Safety Services)

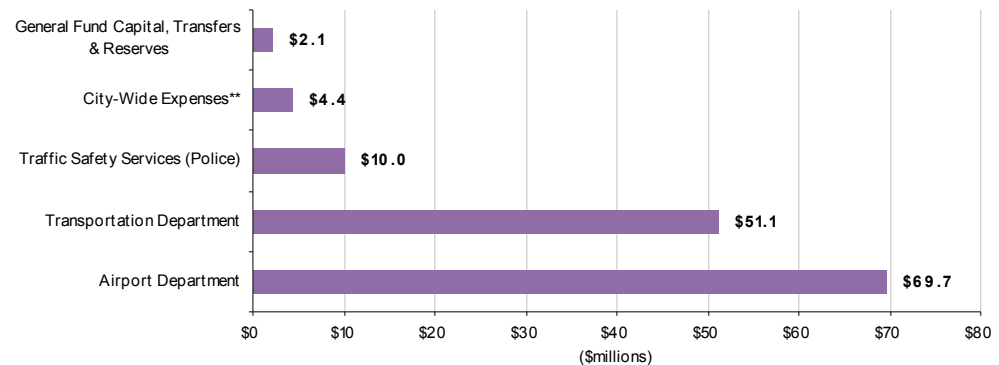
Five-Year Operating Expenditures (\$millions)



Five-Year Authorized Staffing



Transportation & Aviation Services 2009-10 Operating Expenditures by Department



NOTES: * "Traffic Safety Services" is a core service of the Police Department; the full Police Department budget and performance measures can be found in the Public Safety chapter.

** Significant City-Wide Expenses for this section include Parking Citations/Jail Courthouse Fees (\$1.8 million) and Parking Citations Processing (\$878,882). See Appendix B for further details.

AIRPORT DEPARTMENT



In 2009-10, operating expenditures for the Mineta San José International Airport (Airport) totaled \$69.7 million, 12 percent less than 2008-09 and slightly less than five years ago. About 46 percent of operating expenditures were for personnel, about the same as five years ago.

In 2009-10, the Airport had 305 authorized positions, 12 percent less than 2008-09 and 22 percent less than five years ago. Airport staffing has declined even further in 2010-11 as a result of budget actions eliminating more than 90 positions, including 54 custodial staff (this service is now outsourced). According to the City's Adopted Operating Budget, these reductions were necessary because of the completion of major Airport construction activities and the related increase in debt service, reduced revenues, and a focus on remaining cost competitive with other airports in the region.

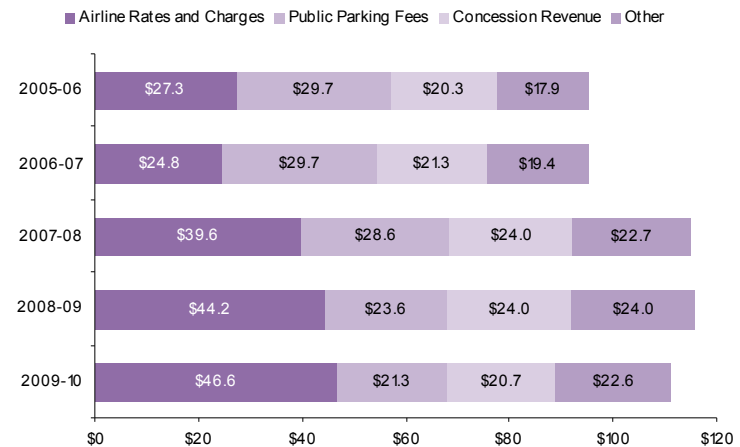
The Airport does not receive any general fund dollars; it is funded through Airport operational revenues such as rents, concession fees, parking, and landing fees. In 2009-10, Airport operating revenues totaled \$111.2 million. Although this was 17 percent more than five years ago, it was 4 percent less than 2008-09.

Airline rates and charges were the largest source of operating revenues, totaling \$46.6 million (up from \$27.3 million five years ago). In contrast, the largest source of revenues five years ago was public parking. Total public parking fees have dropped from \$29.7 million to \$21.3 million since 2005-06.

KEY FACTS (2009-10)

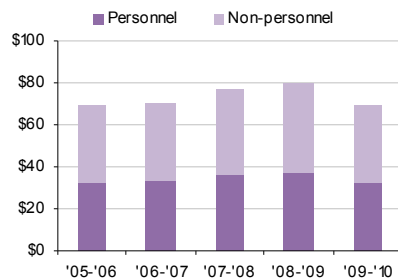
Commercial flights	97,876
Total operations (commercial flights, general aviation, military)	131,590
Operations per day	361 per day
Airline passengers	8.2 million
Passenger airlines	13
Public parking spaces	6,256
Air cargo, freight, and mail	106.4 million lbs.

Airport Operating Revenues (\$millions)

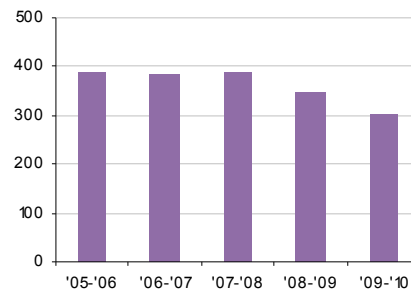


Sources: Airport Comprehensive Annual Financial Reports, 2005-06 through 2009-10

Airport Operating Expenditures (\$millions)



Airport Authorized Positions



AIRPORT DEPARTMENT



CUSTOMER SERVICE & COMMUNITY AIR SERVICE

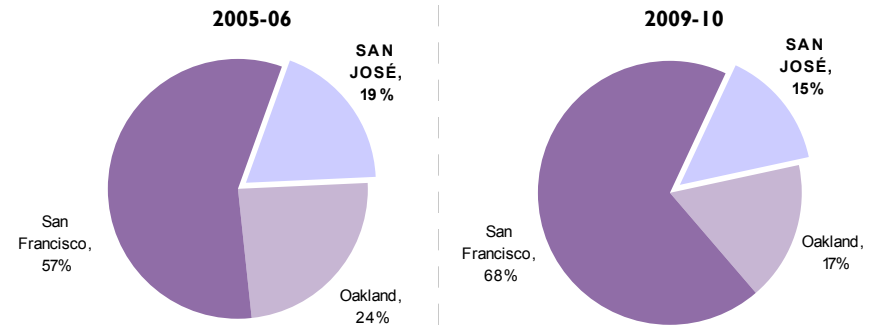
In 2009-10, the Airport served 8.2 million airline passengers, 24 percent less than five years ago. Comparatively, total passengers in the regional air service market declined by just 4 percent over that time. Commercial flights in San José totaled 97,876, 13 percent less than 2008-09 and 26 percent less than five years ago. The Airport accommodated 15 percent of the regional passenger air service market. In comparison, San Francisco and Oakland held 68 and 17 percent of the regional market respectively. The Airport's market share was down 4 percent since 2005-06.

In 2009-10, the airline cost per enplanement (i.e. passenger boarding in San José) was \$11.18, a \$1.34 per passenger increase from 2008-09 and more than twice the cost five years ago. According to the Airport, the increase was mainly attributable to the drop in passenger levels. In comparison, the cost per enplanement in San Francisco and Oakland were \$13.80 and \$9.34 respectively.

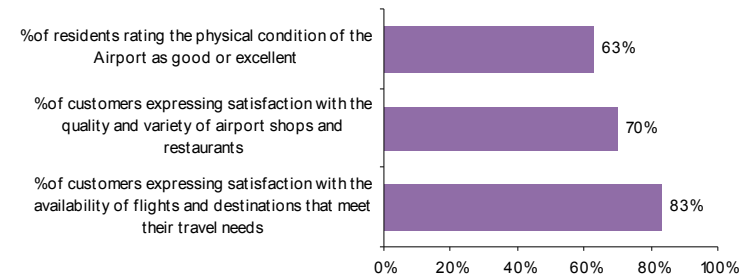
In 2009-10, the Airport handled 106.4 million pounds of cargo and freight, 49 percent less than five years ago. The Airport handled 5 percent of the regional air service market for cargo and freight (compared to 42 and 53 percent for San Francisco and Oakland respectively).

In 2009-10, the Airport passed FAA inspections required to maintain its operating certificate. These inspections encompass a review of an airport's compliance with federal aviation safety and operating regulations.

Regional Passenger Air Service Market Shares

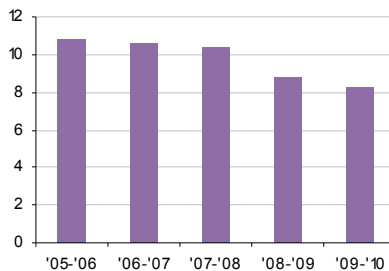


Selected Customer Service Ratings, 2009

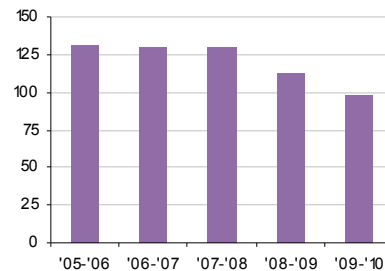


Source: City of San José Biennial Community Survey, 2009

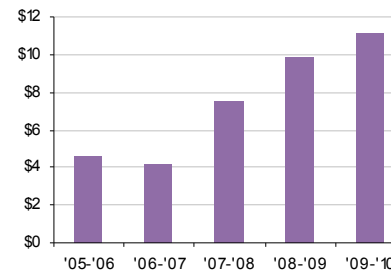
Annual Airport Passengers (millions)



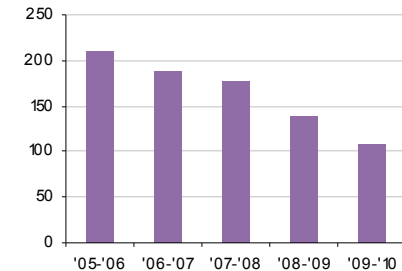
Annual Commercial Flights (thousands)



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



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



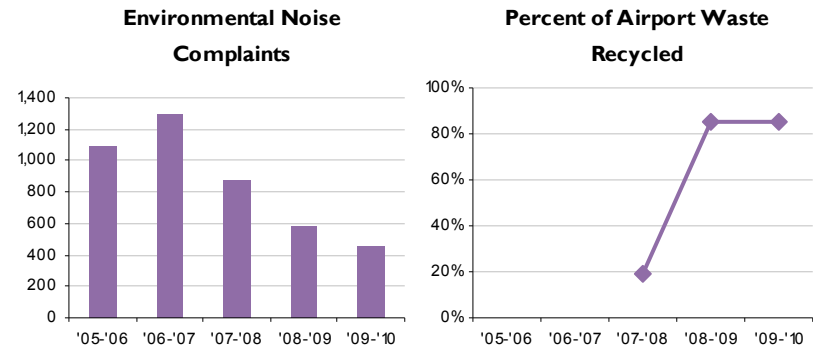
AIRPORT DEPARTMENT (continued)



AIRPORT ENVIRONMENTAL MANAGEMENT

The Airport also manages its environmental impact on the community. In 2009-10, there were 458 environmental noise complaints, 58 percent less than five years ago (98 percent of complaints were responded to within one day, up 5 percent in 2005-06).

In 2009-10, 85 percent of the Airport's waste was composted or recycled, compared to only 19 percent two years ago. According to the Airport, this increase was due to the implementation of new programs for sorting waste prior to it being hauled to a landfill and the installation of new recycling receptacles to improve and streamline recycling throughout the terminals. The target for 2010-11 is to continue composting or recycling 85 percent of Airport waste.



AIRPORT IMPROVEMENT PROGRAM

In 2005, the City Council approved a Terminal Airport Improvement Program to modernize and expand the Airport. Phase I, a \$1.3 billion modernization project, is coming to a close with many new and upgraded facilities placed into service during 2009-10. The new North Concourse opened with six gates in July 2009. The rest of the North Concourse and the new Terminal B opened in June 2010, along with the Consolidated Rental Car Center and Public Parking Garage. The new Airport includes major roadway improvements, expanded security and ticketing areas, and improved customer amenities. The Airport will close out the majority of Phase I in 2010-11. Phase II, contingent upon reaching established growth triggers, will expand the Airport's current capacity with additional aircraft gates.

Curbside at new Terminal B



Photo: Jason Knowles, Fentress Architects

TRANSPORTATION DEPARTMENT



In 2009-10, Transportation Department operating expenditures totaled \$72.1 million, about 5 percent less than in 2008-09 and 14 percent more than five years ago. There were a total of 453 authorized positions, 5 percent less than five years ago.

PAVEMENT MAINTENANCE

The Transportation Department is responsible for the maintenance and repair of 2,365 miles of City street pavement. For many years, pavement maintenance has been under-funded, resulting in a \$249 million deferred maintenance backlog as of June 30, 2010.

In 2009, San José had a Pavement Condition Index (PCI) rating of 63* out of a possible 100, which is considered “fair” according to the statewide Index. By comparison, San José’s PCI rating in 2009 was ranked 80th out of 109 Bay Area jurisdictions and below the Bay Area average PCI of 66 (see table on right). According to the department, 82 percent of San José’s streets were considered to be in acceptable or better condition (PCI of 50 or greater) in 2009-10, similar to last year.

Pothole repairs increased by 53 percent in 2009-10; according to DOT this was due to the combination of increased winter storm activity and deteriorating pavement conditions. Timeliness of corrective pavement repairs also improved from 68 percent in 2008-09 to 84 percent in 2009-10.

KEY FACTS (2009-10)

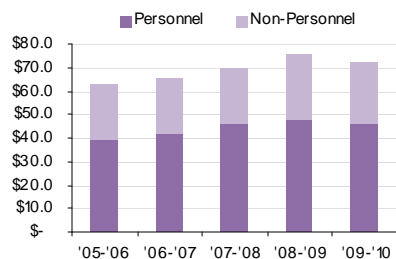
Approximate Number of Street Trees	242,650
Acres of Landscape Abutments in Public Right-of-Way Maintained by Transportation Dept.	551
Acres of Street Landscape maintained by Special Financing Districts (landscape)	317
Number of Special Financing Districts (landscape)	18
Parking Meters	2,418
Parking Lots (1,197 total spaces)	8
Parking Garages (6,204 total spaces)	8

(more in Traffic Maintenance section)

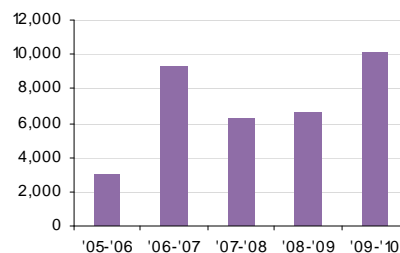
Pavement Condition Index (PCI): Selected Bay Area Comparisons		
Bay Area Rank (of 109)	Jurisdiction	2009 PCI Rating
5	Santa Clara	82 (Very Good)
29	Santa Clara County	75 (Good)
30	Sunnyvale	74 (Good)
40	Alameda County	72 (Good)
78	San Francisco	63 (Fair)
80	SAN JOSE	63* (Fair)
91	Oakland	58 (At Risk)

* As of October 2010, San José’s average condition rating was 64 PCI.

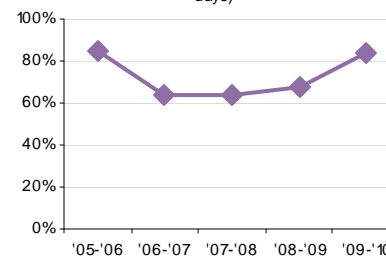
Transportation Department Operating Expenditures (\$millions)



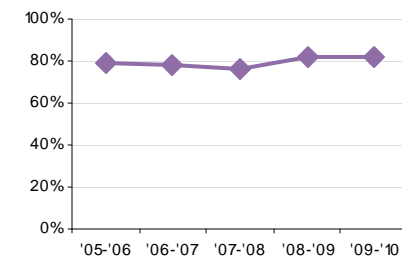
Number of Potholes Filled



Percent of Corrective Pavement Repairs Completed (priority within 2 days; non-priority within 30 days)



Percent of Streets Rated as "Acceptable" or Better (50 PCI or greater on 1-100 scale)



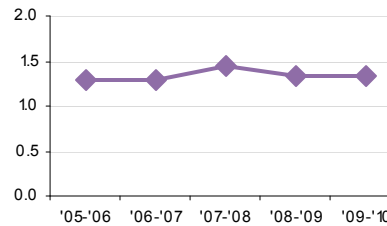
TRANSPORTATION DEPARTMENT (continued)



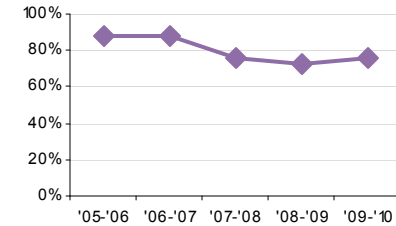
PARKING SERVICES

Parking Services is responsible for managing on- and off-street parking, implementing parking policies and regulations, and supporting street sweeping, construction, and maintenance activities. Monthly parking in 2009-10 reached 74,398 customers, nearly the same as in 2008-09. There were about 1.6 million downtown parking customers in 2009-10, down nearly 12 percent from 2008-09 due in part to the economic downturn. The Department issued about 244,000 citations in 2009-10, an 8 percent increase from the prior year. Also in 2009-10, the vehicle abatement program had 89 percent of abandoned vehicles in voluntary compliance by the staff's second visit, a 4 percent increase from 2008-09.

Parking Services Revenue to Cost Ratio



Customers Rating Parking Services Good or Better Based on Satisfaction, Appearance & Comfort

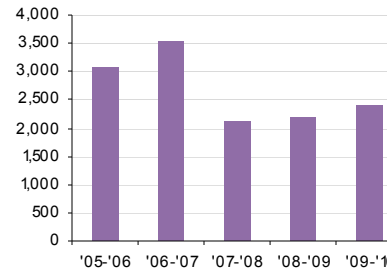


STREET LANDSCAPE MAINTENANCE

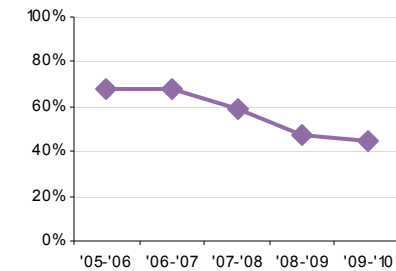
The Department maintains median islands and undeveloped rights-of-way and ensures the repair of sidewalks and street trees. Many of these services have been eliminated or reduced due to budget constraints; thus services and landscape conditions have also declined. In 2009-10, DOT maintenance staff provided basic safety-related and complaint-driven activities to keep an estimated 45 percent of street landscapes in good condition.

There were 1,348 emergency responses for street tree maintenance in 2009-10; most of these were billed back to property owners.* There are an estimated 242,650 street trees citywide. The City also completed 2,420 sidewalk repairs in 2009-10, up about 11 percent from last year.

Sidewalk Repairs Completed



Percent of Street Landscapes in Good Condition (estimated)

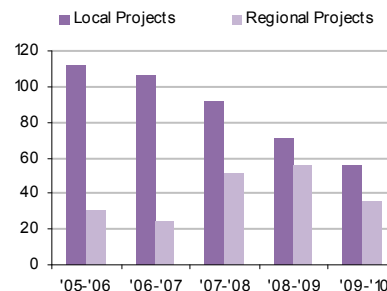


*NOTE: Property owners are typically responsible for maintaining street trees and repairing adjacent sidewalks. The City maintains trees that are located within the arterial medians and roadside landscaped areas designated for the City.

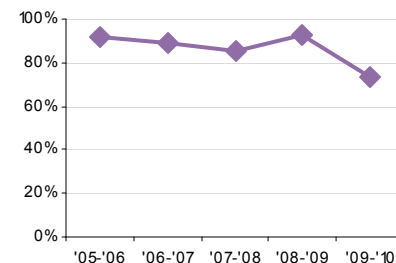
TRANSPORTATION PLANNING & PROJECT DELIVERY

Transportation Planning supports the development of the City's transportation infrastructure. This includes coordinating transportation and land use planning studies, managing the Capital Improvement Program (CIP), and working with regional transportation agencies such as VTA, BART, and Caltrans. Included among regional projects are 11 sub-projects associated with the BART extension to San José. In 2009-10, 73 percent of completed projects were delivered "on-schedule", or two months within the approved baseline schedule.

Transportation Projects in Process



Transportation Projects Delivered On Schedule (available for intended use)



TRANSPORTATION DEPARTMENT (continued)



TRAFFIC MAINTENANCE

The Department is responsible for maintaining the City’s traffic signals, traffic signs, roadway markings, and streetlights. Staff response to traffic and street name sign service requests in 2009-10 met its target of 85 percent of requests completed within established priority guidelines, but was also down 9 percent since 2007-08.

Streetlights have continued to be operational 98 percent of the time, a trend that has persisted over the past seven years. According to the Department, timely repair of streetlight malfunctions increased in 2009-10 to 87 percent repaired within seven days, a 7 percentage point improvement since last year. Using grant funds, DOT also installed 270 low-energy LED streetlights, reflecting 0.4 percent of all inventory.

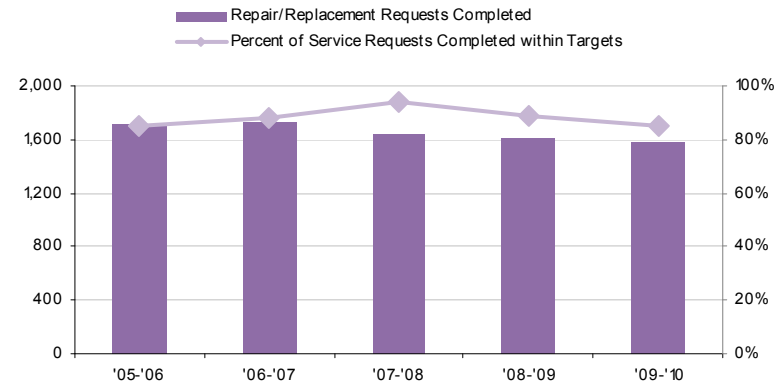
Roadway marking services were completed within established priority guidelines 91 percent of the time in 2009-10. Sixty-five percent of roadway markings met visibility and operational guidelines in 2009-10, down 8 percent from 2008-09 due to the expiration of one-time maintenance backlog funding.

In 2009-10, there were 2,052 total traffic signal repairs completed, while response time to signal malfunctions within 30 minutes improved by 1 percent since last year up to 55 percent. Annual preventive maintenance activities on traffic signals have been discontinued except for those required for certification of safety equipment.

KEY FACTS (2009-10)

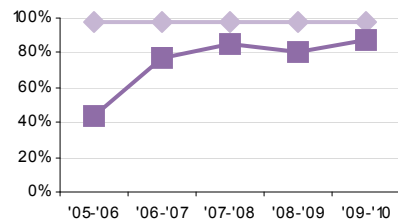
Traffic Signal Intersections	902
Traffic & Street Name Signs	103,359
Streetlights (approximate)	62,020
- LED streetlights	270
Square Feet of Roadway Markings	5.4 million

Traffic & Street Name Signs



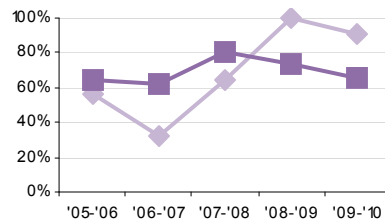
Streetlight Conditions

Percent of Time Streetlights are Operational
Percent of Malfunctions Repaired within 7 Days



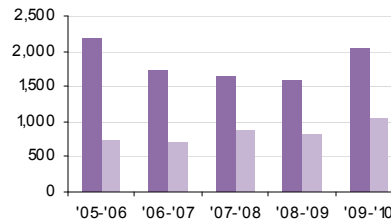
Traffic Roadway Markings

Percent of Service Requests Completed within Targets
Percent Meeting Visibility & Operational

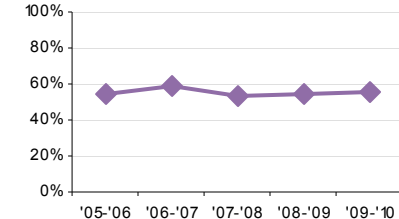


Traffic Signal Repairs & Preventive Maintenance

of Repairs Completed
of Preventative Maintenance Activities



Percent of Traffic Signal Malfunctions Responded to within 30 minutes



TRANSPORTATION DEPARTMENT (continued)



TRANSPORTATION OPERATIONS

Transportation Operations focuses on safe and efficient operations through various traffic calming and safety programs. In 2008, the City received a \$15 million grant in state funding for the Traffic Light Synchronization Project (TLSP) through 2011-12. In 2009-10, DOT re-timed 41 percent of the 600 traffic signals along major commute corridors to help reduce travel time and vehicle emissions in 2009-10. The City of San José's ratio of injury crashes per 1,000 population continues to decline to 2.62 per 1,000 residents in 2009, comparing very favorably to the national average of 5.5 per 1,000 residents.

According to the Department, San José currently supports 250 miles of existing bikeways; as of 2009-10, DOT provided 200 miles of on-street bike lanes and routes, while Parks provided 50 miles of trails and paths.

Pedestrian & Bicycle Injury Accidents (in calendar year)



On-Street Bike Lanes and Routes

In 2009-10, the City Council approved "Bike Plan 2020" which sets a goal of building an additional 250 bikeway miles by the year 2020.

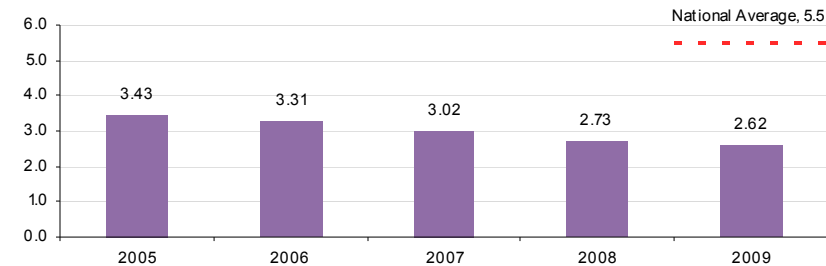
- 2006: 183 miles
- 2007: 187 miles
- 2008: 193 miles
- 2009: 197 miles
- 2010: 200 miles

POLICE DEPARTMENT - TRAFFIC SAFETY SERVICES



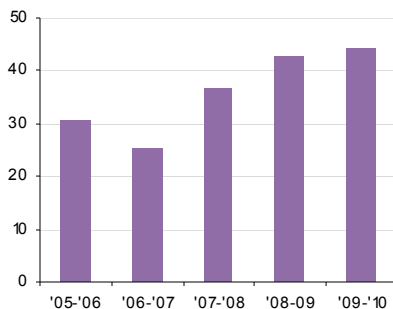
The Police Department provides for the safe and free flow of traffic through enforcement, education, investigation, and traffic control. In 2009-10, the SJPD's Traffic Enforcement Unit issued 44,157 moving violations, 44 percent more than five years ago. According to the department, this increase can be attributed to the addition of three officers dedicated to the SJPD's School and Neighborhood Enforcement Program and targeted enforcement at the City's identified highest crash locations.

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

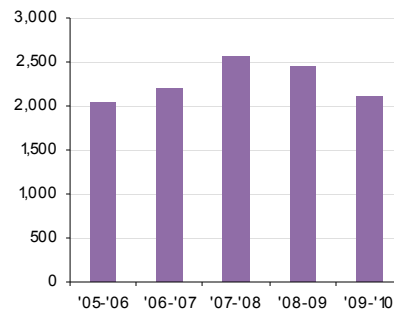


There were 2,123 DUIs, 13 percent less than the previous year.

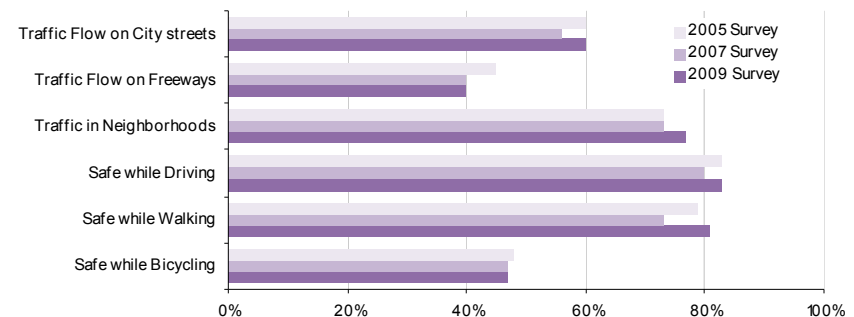
Moving Violations (thousands)



DUIs



Residents' Rating of Traffic as Acceptable or Safe



CHAPTER FIVE: NEIGHBORHOOD SERVICES

The City of San José is committed to providing safe and clean parks, facilities, and attractions; offering vibrant cultural, learning, recreation, and leisure opportunities; and fostering healthy neighborhoods and capable communities.

NEIGHBORHOOD SERVICES

In 2009-10, operating expenditures allocated to Neighborhood Services totaled about \$132 million, slightly above 2008-09 and 17 percent more than five years ago. The Parks, Recreation & Neighborhood Services Department (PRNS) accounted for approximately half of those expenditures and the Library about a quarter.

Neighborhood Services Departments include:



PARKS, RECREATION & NEIGHBORHOOD SERVICES DEPARTMENT



LIBRARY DEPARTMENT

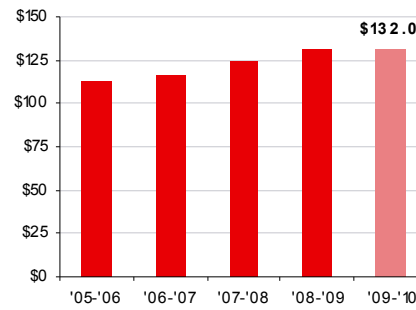


PLANNING, BUILDING & CODE ENFORCEMENT DEPARTMENT - Community Code Enforcement

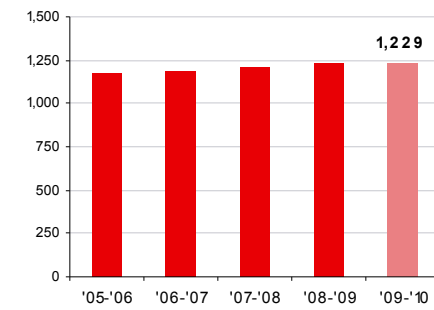


GENERAL SERVICES DEPARTMENT - Animal Care & Services

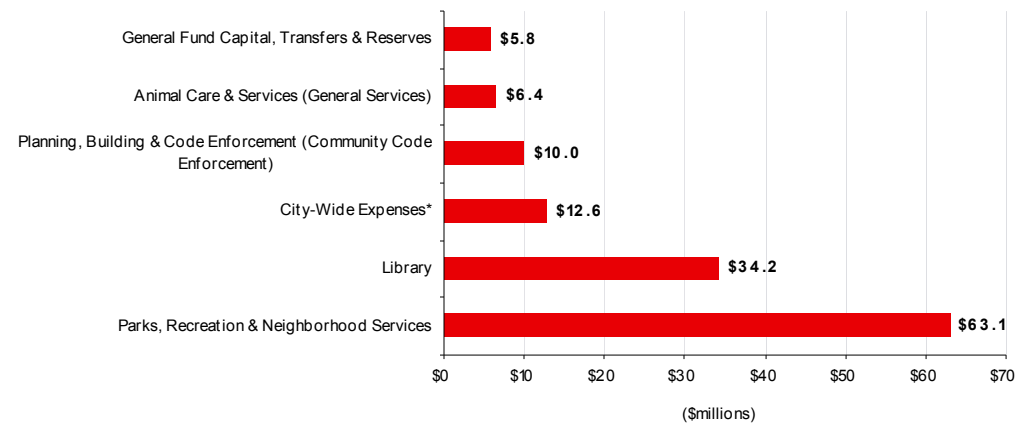
Five-Year Operating Expenditures (\$millions)



Five-Year Authorized Staffing



Neighborhood Services 2009-10 Operating Expenditures by Department



NOTE:

* Significant City-Wide Expenses in 2009-10 included \$5.3 million for San José B.E.S.T. (see page 56), \$1 million for the Parks Maintenance Enhancement Strategy, and about \$958,000 for PRNS Workers' Compensation claims. See Appendix B for more details.

PARKS, RECREATION & NEIGHBORHOOD SERVICES DEPARTMENT



In 2009-10, Parks, Recreation & Neighborhood Services Department (PRNS) operating expenditures totaled \$63.1 million. Staffing totaled 708 authorized positions, an increase of 10 positions from 2008-09. This was due to the addition of about 30 positions for the new Happy Hollow Park and Zoo which offset cuts to positions in other program areas.

PRNS has a five-year goal of recovering 40 percent of its direct program costs through collected revenues (e.g. fees, charges, leases, grants). For 2009-10, the direct program cost recovery rate was 31.5 percent.

PARKS

PRNS works to increase neighborhood livability by providing and maintaining neighborhood parks and trails, regional parks, and other facilities. In 2009-10, there were 179 neighborhood parks covering 1,137 acres in San José, 135 acres more than five years ago. The cost to maintain neighborhood parks was \$12,555 per acre, 7 percent less than in 2008-09. According to the department, this was a result of budget cuts to related labor and non-personnel expenses.

The City's adopted Green Vision (see page 38) sets forth a goal of 100 miles of interconnected trails by 2022. As of June 2010, there were 53.6 miles of trails (approximately 28 miles of which have been completed since 2000). An additional 78 miles have been identified or being studied for further development, or are in the planning or construction phases of development.

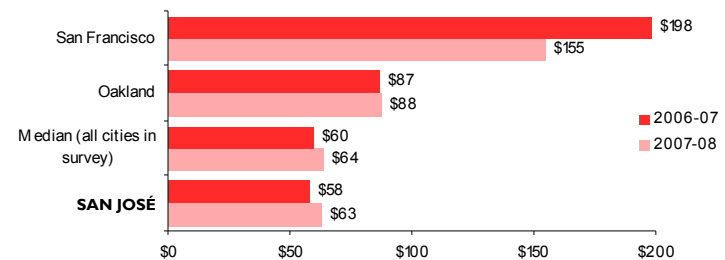
KEY FACTS (2009-10)

Neighborhood parks	179 parks covering 1,137 acres
Trails open for use (goal is 35 trails covering 100 miles)	26 trails covering 53.6 miles
Regional parks	9 parks covering 1,490 acres

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

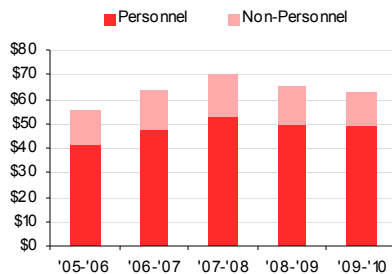
NOTE: Within San José's boundaries are Santa Clara County and other public lands that are not included in the above acreage and mileage figures.

Park Operational Spending per Resident

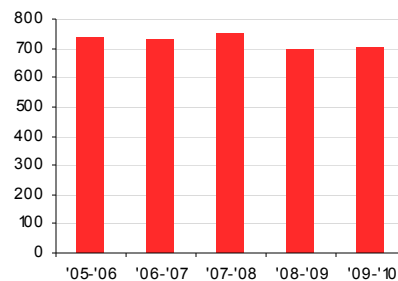


Note: The 2006-07 survey included the top 77 populous U.S. cities. The 2007-08 survey included the top 85 populous U.S. cities.
Source: The Trust for Public Land

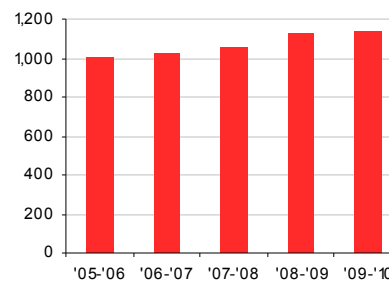
PRNS Operating Expenditures (\$millions)



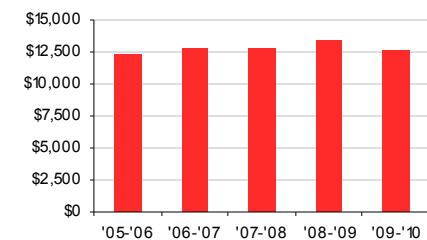
PRNS Authorized Positions



Developed Neighborhood Park Acres Maintained



Cost per Developed Neighborhood Park Acre Maintained



PARKS, RECREATION & NEIGHBORHOOD SERVICES DEPARTMENT (continued)



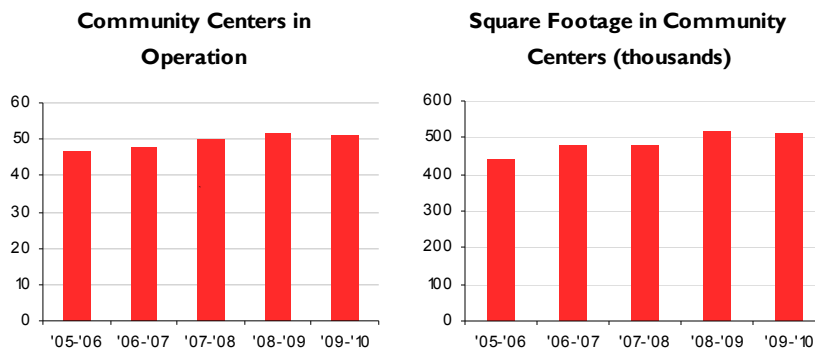
RECREATION PROGRAMS AND COMMUNITY CENTERS

Through its community centers and recreation programs, PRNS provides social, physical, and educational opportunities for residents. In 2009-10, the City had 51 community centers in operation (including youth and senior centers). Because of the closure of the Watson Community Center due to contamination, this was one less than the previous year (but still four more than five years ago). The City's community centers covered 512,805 square feet, 17 percent more than five years ago.

Selected sites (known as reuse sites) allow use, in some cases at no cost, by for-profit, nonprofit, neighborhood associations, school districts, and other government agencies or community service providers in exchange for services that primarily benefit San José residents. During the 2010-11 budget process, the number of sites allowable for reuse more than doubled from 15 to 42.

PRNS program offerings include (but are not limited to) after-school programs, aquatic programs, arts and crafts, dance, educational programs, health and fitness programs, sports, and therapeutic classes designed for persons with disabilities. Participation in recreation programs totaled more than two million participants. Note that this is a duplicated count, meaning individuals can be counted more than once if they attend more than one program.

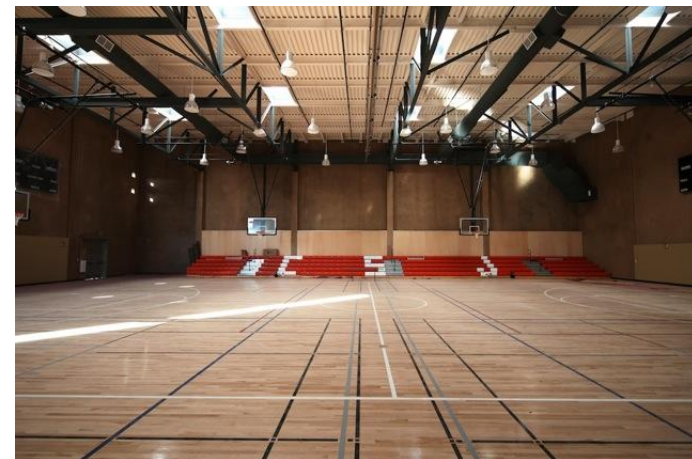
For a list of all classes, see www.sanjoseca.gov/prns/cag/.



KEY FACTS (2009-10)

Community centers in operation (including reuse sites)	51
Community center square footage	512,805 sq. ft.
Estimated recreation program participants*	2,065,676

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



Gymnasium at Bascom Community Center (projected to be open in 2011-12)

TYPES OF COMMUNITY CENTERS:

Multi-Service Hub Community Centers—Sites that serve as focal points of recreation program delivery. The optimal size for HUB Community Centers is 40,000 square feet.

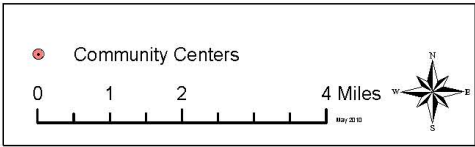
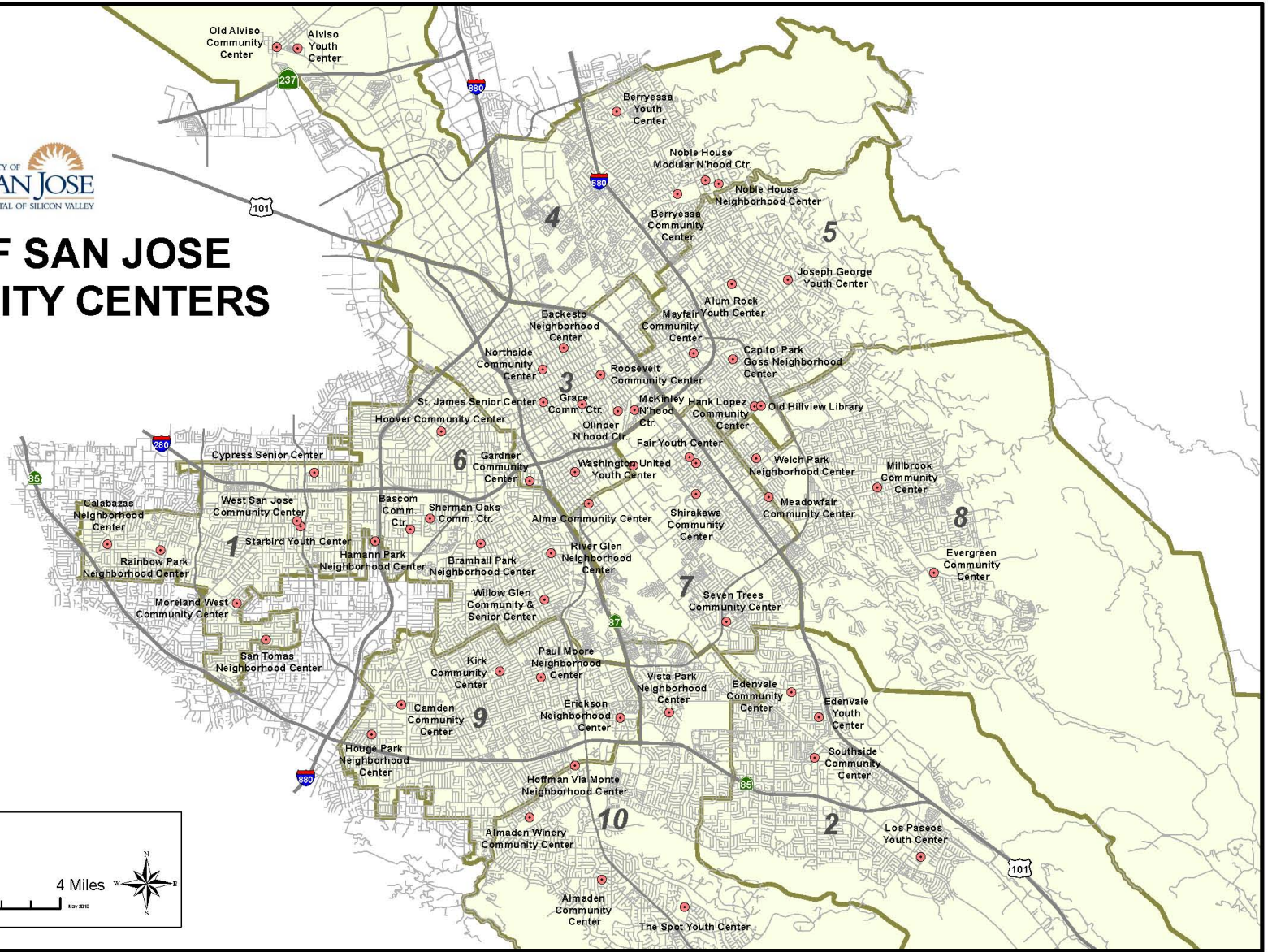
Satellite Community Centers—Sites that augment recreation programs and community services. Sites provide services based on customer needs and interests and may serve seniors, youth, persons with disabilities and/or the general population. These sites are 20,000 square feet or less in size.

Reuse Sites—Selected sites where use is allowed, in some cases at no cost, in exchange for services that primarily benefit San José residents. Sites are available for use by for-profit, nonprofit, neighborhood associations, school districts, and other government agencies or community service providers.

PARKS, RECREATION & NEIGHBORHOOD SERVICES DEPARTMENT (continued)



CITY OF SAN JOSE COMMUNITY CENTERS



PARKS, RECREATION & NEIGHBORHOOD SERVICES DEPARTMENT (continued)



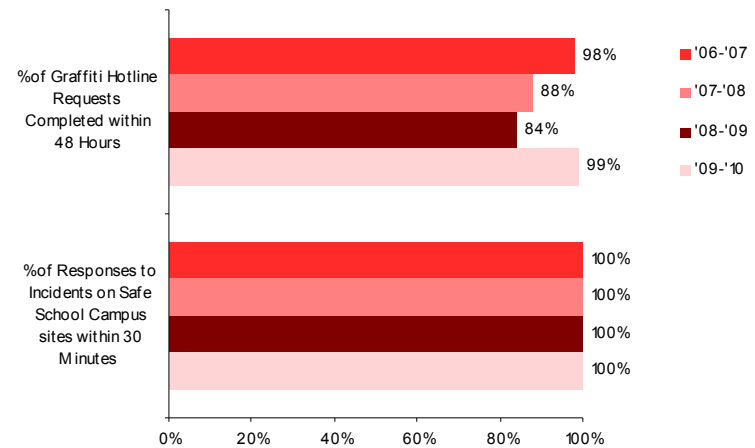
NEIGHBORHOOD SERVICES

In 2009-10, the City removed more than 149,000 graffiti tags, three times the number five years ago. Graffiti hotline requests for tag removal were completed within the 48 hour time target 99 percent of the time, up from 84 percent in 2008-09. According to PRNS, the increase is attributable to shifting staff priorities to address the increase in graffiti, centralizing the department's paint bank, and shifting data entry work from maintenance personnel to administrative personnel.

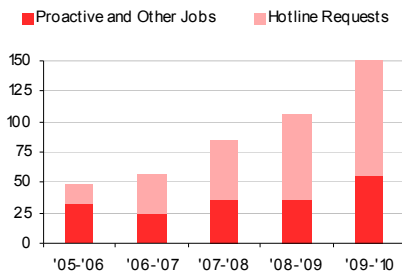
The department provides (or partners with other organizations) to provide programs that were developed as a result of the Mayor's Gang Prevention Task Force, a collaborative network organized to prevent, intervene, and suppress gangs in San José. Among these programs are the following:

- *Safe Schools Campus Initiative (SSCI)* is a partnership between school districts and the City to address violence-related issues in schools. In 2009-10, SSCI teams responded to 442 incidents on SSCI campuses, down from 731 two years ago. According to PRNS, this drop may be attributable to a general decline in gang violence, new school personnel who are unfamiliar with SSCI, and/or reduced summer school hours.
- *San José Bringing Everyone's Strengths Together (B.E.S.T.)* provides services to at-risk youth and their families. In 2009-10, there were 5,781 program participants, 20 percent more than in the previous year. Seventy-seven percent of youth program participants reported experiencing a change for the better due to the program.

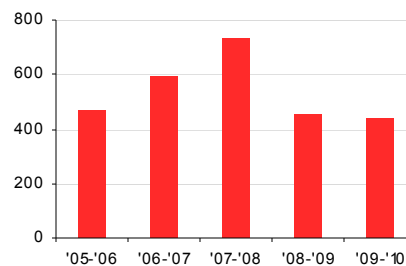
Timeliness of Selected Neighborhood Services



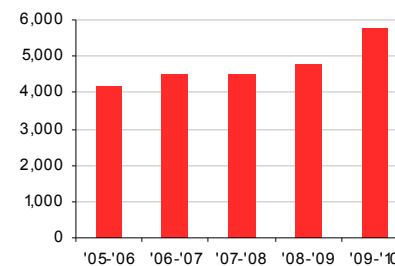
Estimated Graffiti Tags Removed (thousands)



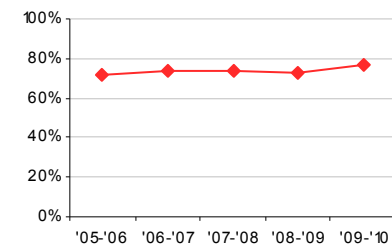
Incidents on Safe School Campus Sites Responded To



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



% of B.E.S.T. Youth Experiencing a Change for the Better Due Youth Service Programs



LIBRARY DEPARTMENT



In 2009-10, the Library Department's operating expenditures totaled \$34.2 million, 24 percent more than five years ago. Staffing totaled 365 authorized positions, 8 percent more than five years ago. Both operating expenditures and staffing were down slightly from 2008-09, however.

ACCESS TO INFORMATION, LIBRARY MATERIALS & DIGITAL RESOURCES

Through its libraries, the City provides access to books, audio, video, and other information resources. In 2009-10, City libraries saw more than 145,000 visitors per week, an increase of 6 percent from five years ago. However, this was a 6 percent decline from 2008-09. In addition, total circulation was down 4 percent from 2008-09 and the number of hours open was down 2 percent. According to the department, these declines were due to construction activities at branch libraries, in particular two with historically high attendance (Calabazas and Educational Park). It should be noted that total hours open were still 11 percent more than five years ago.

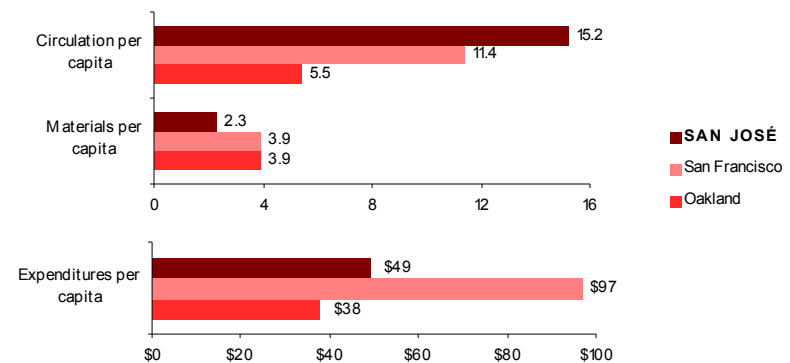
In 2009-10, City libraries offered about 2.3 million items, including books, periodicals, and audio/visual materials. This was 11 percent more than five years ago. The largest growth has come in library video materials (an increase of 20 percent).

In 2008-09, circulation per capita and library visits per capita were higher in San José than in either San Francisco or Oakland. However, San José libraries had fewer materials per capita than either of those library systems.

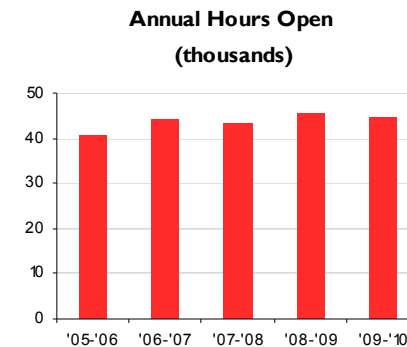
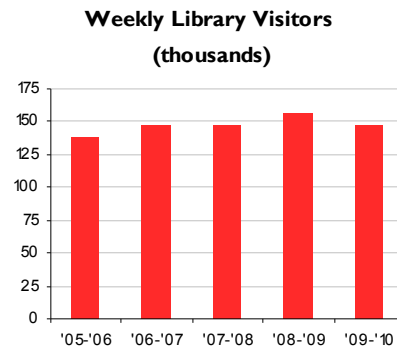
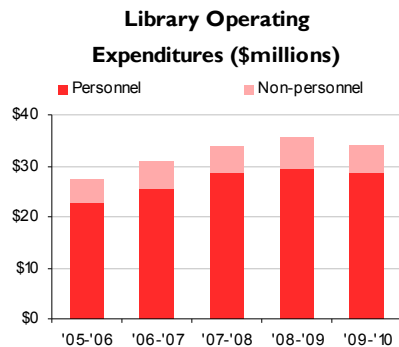
KEY FACTS (2009-10)

Libraries open	19
Libraries under construction or expansion	4
Library books and periodicals	1,859,027
Audio/visual materials	441,151
Number of items checked out	14,918,873
Number of literacy programs (e.g. storytime, other programs)	3,511

Comparisons with Other Bay Area Library Systems, 2008-09



Source: California State Library



LIBRARY DEPARTMENT (continued)



ACCESS TO INFORMATION (continued)

In 2009-10, the number of computer sessions in San José libraries was down from the previous year. According to the department, this was due to a new registration policy and WiFi availability at all branches (i.e. many customers brought their laptops and did not sign up to use library computers).

Although the ratings declined slightly from 2008-09, more than eight out of ten library customers continued to rate library staff as helpful, prompt, or courteous.

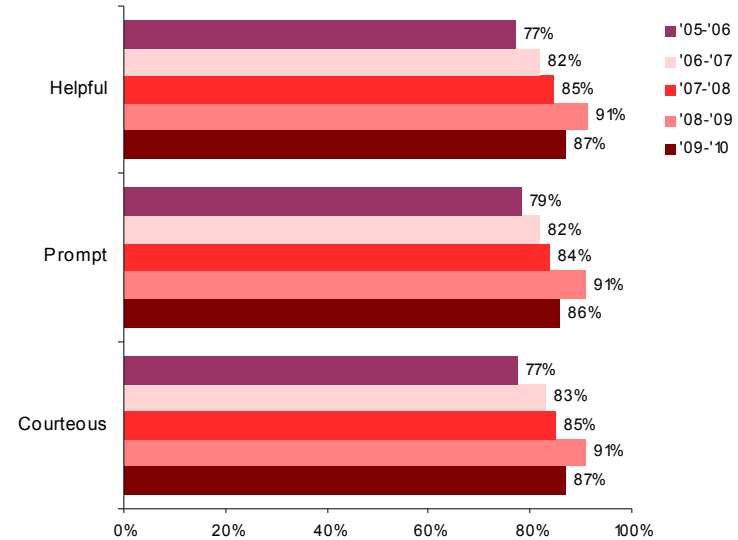
FORMAL AND LIFELONG SELF-DIRECTED EDUCATION

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

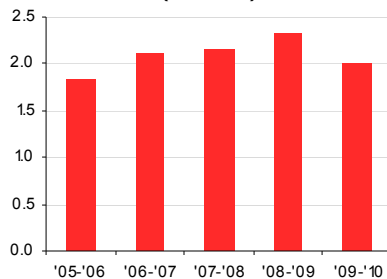
In 2009-10, City libraries offered 3,511 literacy programs or services with attendance totaling 124,614. Total attendance was down slightly from 2008-09, but 29 percent higher than five years ago. The largest attended program was the story time program (about 96 percent of all program attendees).

In 2009-10, there were 12,399 participants in the summer reading program, 6 percent fewer than in 2008-09. According to the department, the decline was due to customers getting familiar with new online signup procedures and staff transitions as part of budget reductions.

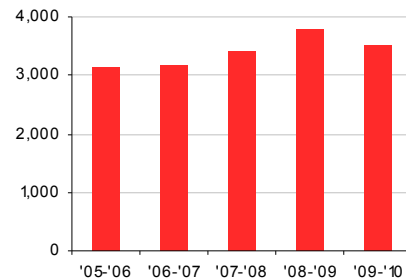
Percent of Library Customers Rating Staff Assistance as Helpful, Prompt, or Courteous



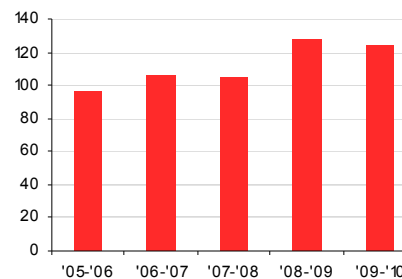
Computer Sessions in Library (millions)



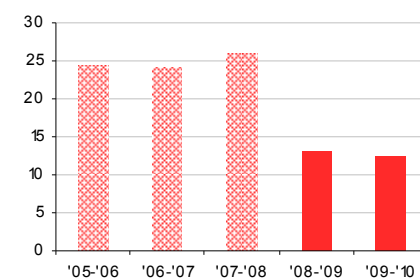
Number of Literacy Programs/Services



Attendance in Literacy Programs (thousands)



Participants in Summer Reading Program (thousands)



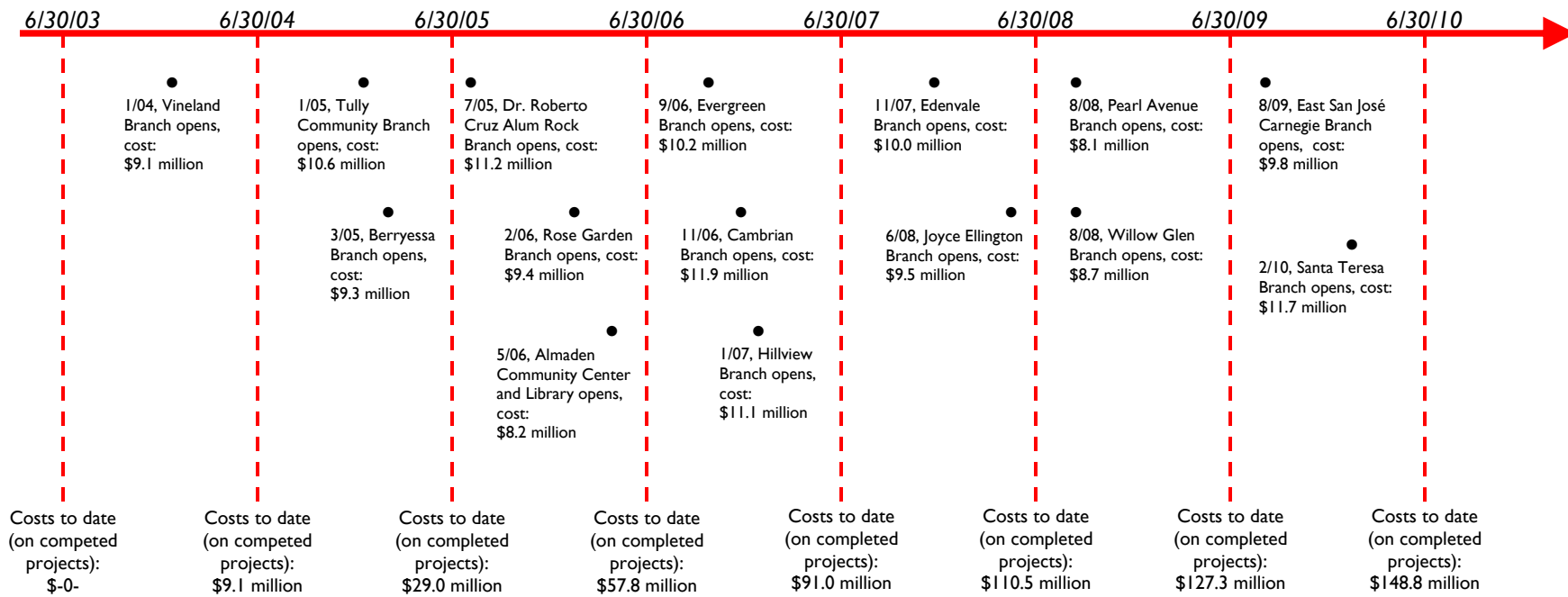
NOTE: In 2008-09, the methodology for calculating Summer Reading participation changed. Data from prior years may not be comparable.

LIBRARY DEPARTMENT (continued)



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

Branch Library Development Timeline



Projects in construction phase:

- Seven Trees Branch, projected opening September 2011, project budget: \$12.4 million
- Bascom Branch, projected opening October 2011, project budget: \$15.2 million
- Educational Park Branch, projected opening September 2012, project budget: \$13.5 million
- Calabazas Branch, projected opening October 2012, project budget: \$7.3 million

Projects in pre-construction phase:

- Southeast Branch, projected opening August 2013, project budget: \$9.1 million

PLANNING, BUILDING & CODE ENFORCEMENT DEPARTMENT



COMMUNITY CODE ENFORCEMENT

The Planning, Building & Code Enforcement Department (PBCE) enforces compliance with local and state codes to ensure safe, healthy, and attractive communities. In 2009-10, PBCE opened 15,885 enforcement cases because of complaints or proactive enforcement, up 9 percent from 2008-09.

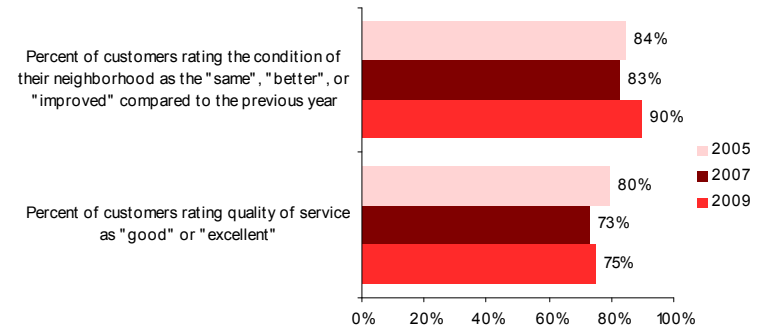
There are three categories of complaints:

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

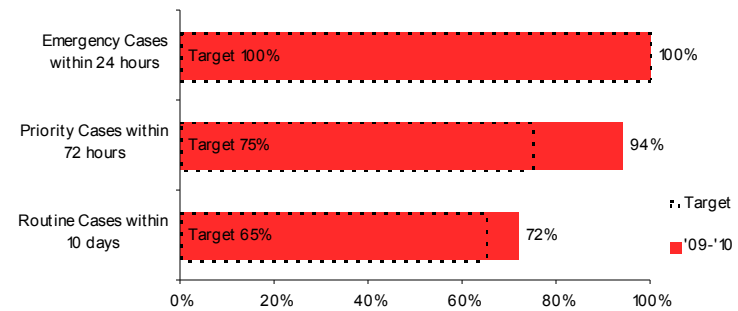
In 2009-10, there were 122 emergency complaints, all of which were responded to within the targeted time frame of 24 hours.

In 2009-10, 95 percent of code violations were resolved through voluntary compliance, 9 percent higher than five years ago. The cost per violation to the City was \$693 for complaint-based violations and \$92 for proactive enforcement, up from \$622 and \$73 in 2008-09 respectively. According to the department, the increases were due to all formerly vacant code enforcement positions being filled in 2009-10 and increased employee health costs.

Selected Customer Ratings

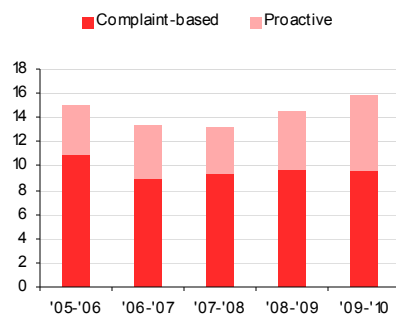


Timeliness of Inspections/Assessments

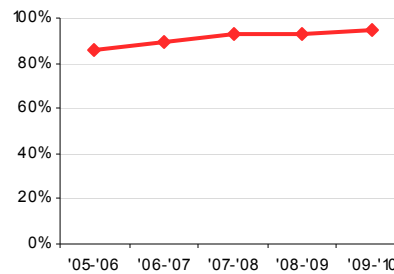


Note: As a result of a reduction in the number of code enforcement officers, the target for routine cases responded to within 10 days was reduced from 70% to 65% in 2009-10.

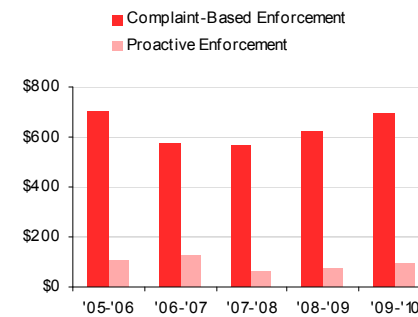
Cases Opened (thousands)



% of Violations Resolved through Voluntary Compliance



Cost per Violation (to City)



GENERAL SERVICES DEPARTMENT - ANIMAL CARE & SERVICES



Through its Animal Care Center (Center), the City provides animal licensing programs, patrol services, animal adoption and rescue programs, spay and neuter programs, and medical services for homeless animals. In 2008-09, expenditures for the Center totaled \$6.4 million and staffing totaled 64 authorized positions.

As of June 30, 2010, there were 52,077 licensed animals in the Center's service area, which includes San José, Cupertino, Los Gatos, Milpitas, and Saratoga (38,471 dogs and 13,606 cats). This was a 16 percent increase from the previous year, attributable to a Municipal Code change requiring veterinarians to submit vaccination information to the City.

In 2009-10, animal service officers responded to 25,695 service calls, about 16 percent less than the previous year. According to the Center, this reflected a reduction in animal service officers and a change in policy that resulted in sending warning notices via mail to animal owners for certain calls. For emergency calls, such as dangerous situations or critically injured or sick animals, the time target is to respond to calls within one hour. In 2009-10, the Center met this target 91 percent of the time.

In 2009-10, there were 17,938 incoming animals into the Center. Among incoming dogs, 71 percent were adopted, rescued, or returned to their owner, compared to 40 percent of incoming cats. The Center's overall live release rate (i.e. percentage of animals not euthanized) was 52 percent, an increase from the prior year's rate of 47 percent. The five year target for live release is 65 percent.

KEY FACTS (2009-10)

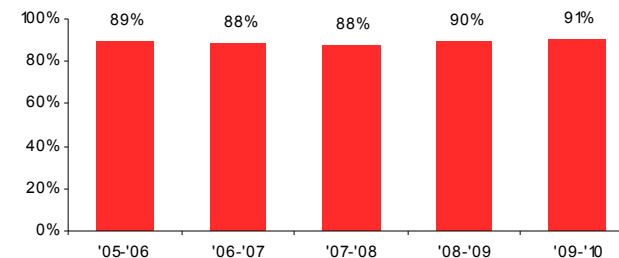
Location of Animal Care Center
Date Center opened
Communities served by Center

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

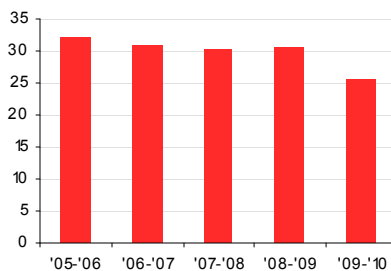
Animal licenses in service area (as of June 30, 2010) **52,077**
Calls for service completed **25,695**

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

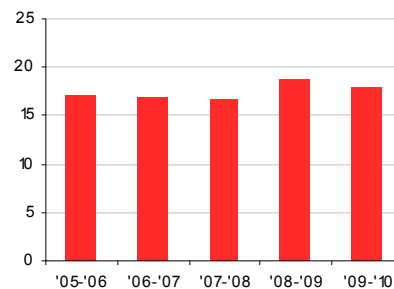
Percent of Emergency Calls with Response Time of One Hour or Less



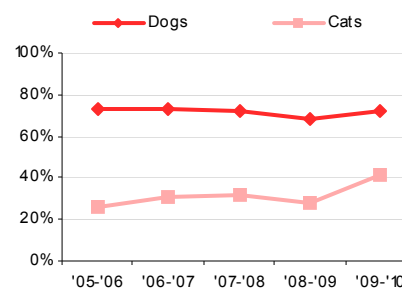
Calls for Service Completed (thousands)



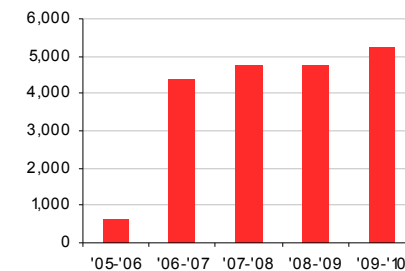
Incoming Animals (thousands)



Percent of Animals Adopted, Rescued, or Returned to Owner



Low-Cost Spay/Neuter Surgeries Provided



NOTE: Service began in March 2005.

CHAPTER SIX: COMMUNITY & ECONOMIC DEVELOPMENT

The City of San José is committed to developing a strong economic base, creating and preserving safe and healthy neighborhoods, ensuring a diverse range of employment and housing opportunities, and facilitating a diverse range of arts, cultural and entertainment offerings.

COMMUNITY & ECONOMIC DEVELOPMENT

In 2009-10, operating expenditures allocated to Community & Economic Development services totaled \$101.1 million, 8 percent less than in 2008-09 but 17 percent more than five years ago. At least 38 percent of the expenditures are related to Convention Facilities, including \$14.7 million to debt service payments for the Convention Center.

Community & Economic Development Departments include:

Development Services Partners



PLANNING, BUILDING & CODE ENFORCEMENT (PBCE)



PUBLIC WORKS



FIRE DEPARTMENT - Fire Safety Code Compliance



OFFICE OF ECONOMIC DEVELOPMENT

(includes Office of Cultural Affairs and work2future)



CONVENTION FACILITIES

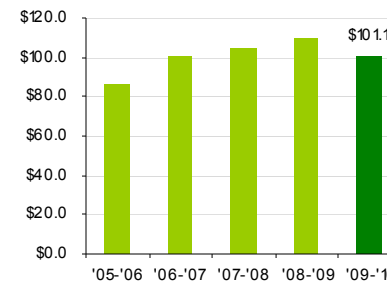


HOUSING DEPARTMENT

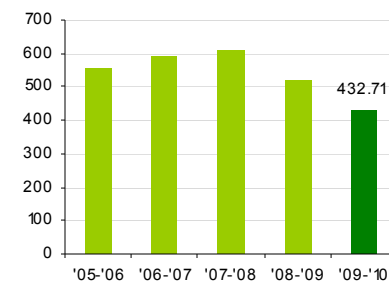


REDEVELOPMENT AGENCY

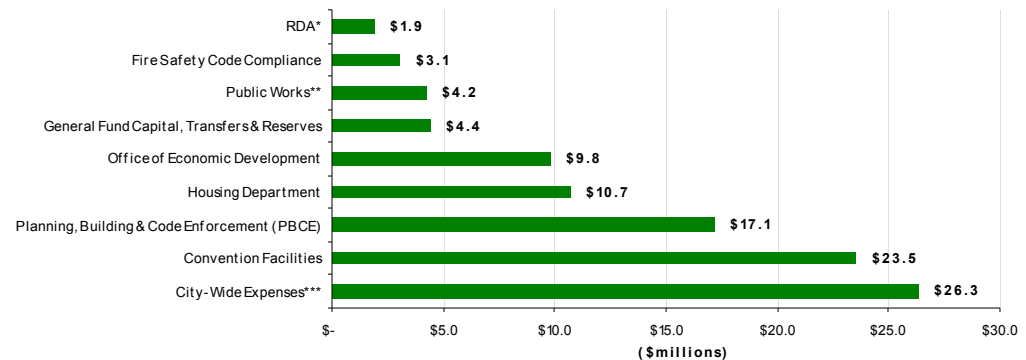
Five-Year Operating Expenditures (\$millions)



Five-Year Authorized Staffing



Community & Economic Development 2009-10 Operating Expenditures by Department



NOTES:

* A small percentage of City dollars is used to fund strategic support & other services shared between the RDA and other City Departments; these dollars are eventually reimbursed through the RDA budget. The RDA budget is independently supported by redevelopment funds.

** Public Works budget here only reflects one core service; the budget and performance measures for the core service "Plan, Design & Construct Public Facilities & Infrastructure" is included in Strategic Support chapter.

***City-Wide expenses for this section include: Convention Center Lease Payments (\$14.7 million), Comprehensive General Plan Update (\$2.5 million), and Convention & Visitors Bureau (\$1.7 million). See Appendix B for further details.

DEVELOPMENT SERVICES

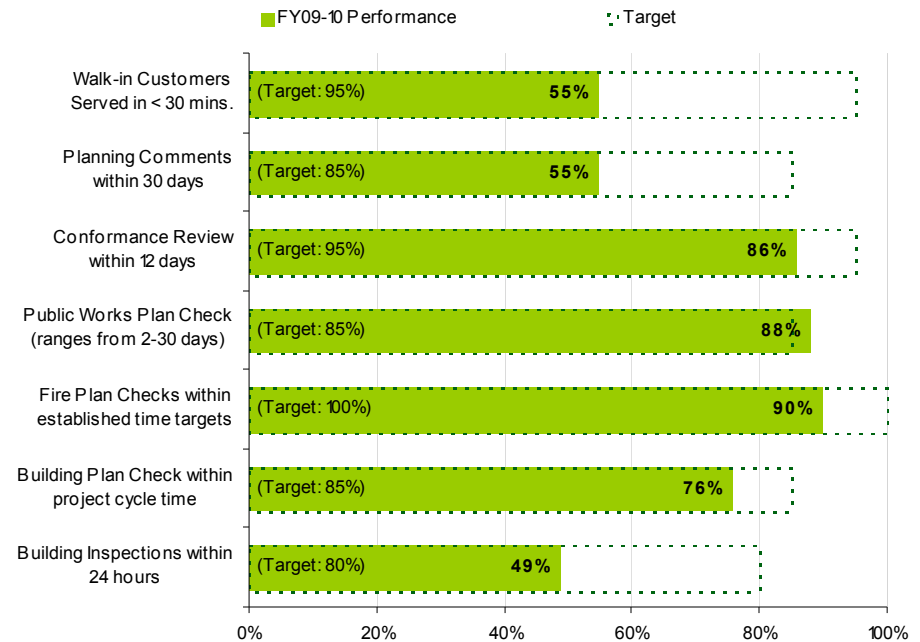
Provided by the Development Services Partners
(Planning, Building & Code Enforcement, Fire Department, and Public Works)

Development Services assists residents and businesses in navigating the City's permitting processes through a "one-stop" Permit Center in City Hall. The Permit Center saw 29,637 customers in 2009-10, nearly 13 percent fewer customers than in 2008-09.

In 2009-10, San José continued to experience low levels of development activity as part of the economic downturn. As a result, development activities, including building inspections and building permits, have also declined. In 2009-10, Development Services handled 1,735 planning applications (19 percent less than in 2008-09), issued 20,849 building permits (2 percent less than in 2008-09), and conducted 86,825 building inspections (19 percent less than in 2008-09).

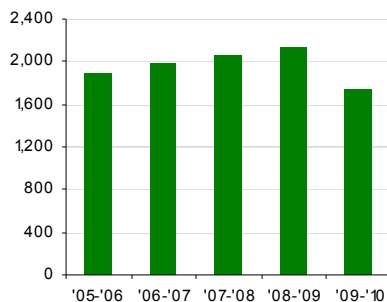
Planning and Building fee programs also saw a decline in projected revenue associated with the continued decline in development activity. As a result, 29 positions were eliminated in these programs in 2009-10. While these budget adjustments have helped keep the fee programs at 100% cost recovery, they have also led to increases in performance cycle times. Annual targets for timeliness were met for one of the seven listed permitting processes in 2009-10 (Public Works Plan Checks; see table on right). Timeliness of individual steps in the development process varies depending on the scale and complexity of a given project, and can involve one to all three of the Development Services Partners listed above.

Timeliness of Development Services (2009-10)

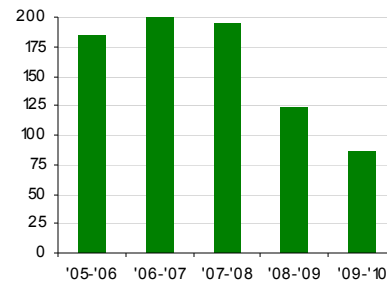


NOTE: The selected measures above may occur simultaneously; some are dependent on completion of particular processes. In addition, projects only go through Public Works and/or the Fire Department if the project in question has an impact on public facilities (e.g., traffic, streets, sewers, utilities, flood hazard zone) or fire-related issues (e.g. need for fire sprinkler systems or fire alarm systems), respectively. As such, one project may require multiple permits and inspections.

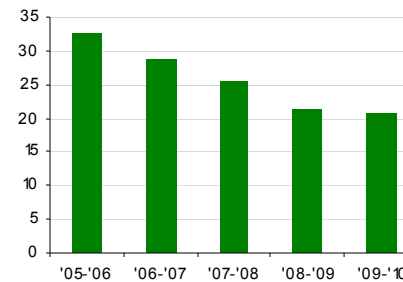
Planning Applications



Building Inspections (thousands)



Building Permits Issued (thousands)



Examples of Planning Timelines

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

DEVELOPMENT SERVICES (continued)



Due to their varying scale and complexity, some projects require approval through a public hearing while others require only administrative approval. In 2009, about 81 percent of projects required administrative approval, while about 19 percent required a public hearing. It was estimated that about 49 percent of all projects were commercial, 46 percent were residential, and 5 percent were mixed-use developments.

In 2009, customer satisfaction declined for projects requiring a public hearing and those requiring administrative approval, due in part to the increased wait and turnaround times for development customers as the result of staffing reductions. The Planning, Building & Code Enforcement Department shifted available staff to the Permit Center to reduce wait times at the end of 2009-10, and made other improvements for Development Review in 2010-11.

PUBLIC WORKS DEPARTMENT



Services:

- Plan, Design & Construct Public Facilities & Infrastructure
(see Chapter Seven—Strategic Support)
- Regulate / Facilitate Private Development

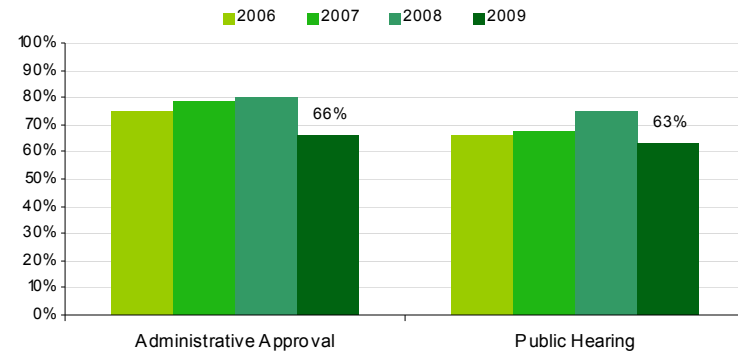
The Development Services Division of Public Works is responsible for ensuring that new development projects comply with regulations and provide safe and reliable public infrastructure. The Department provides two fee-based cost-recovery programs: Development Services for private developers (see previous page) and the Utility Fee Program for utility companies. Development activity continued to decline in 2009-10 due to stagnant regional economic conditions; however, Public Works successfully recovered 100 percent of its costs in 2009-10, despite record low levels of activity.** In 2009-10, the Department permitted \$4.6 million of new public infrastructure to add to the City's asset base.

The Utility Fee Program reviews plans and issues permits for work performed by utility and telecommunications companies, and is responsible for locating City-owned underground facilities. Service requests were responded to in a timely manner; timeliness improved from 81% in 2007-08 to 94% in 2009-10.

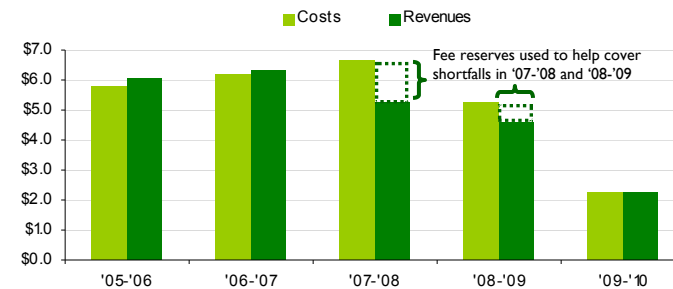
** NOTE: Public Works Development Services has implemented a new service and business model to increase predictability, improve customer consultation, and provide timelier communication. With a new fee structure implemented in 2009-10, revenue tracked closely to workload. Although revenue consistently tracked below estimated levels, the Department adjusted its resources accordingly while ensuring performance targets were maintained. Ultimately, the Department has eliminated about 30 FTE since 2008-09 to balance the 2010-11 Fee Program.

City of San José—2009-10 Service Efforts & Accomplishments Report

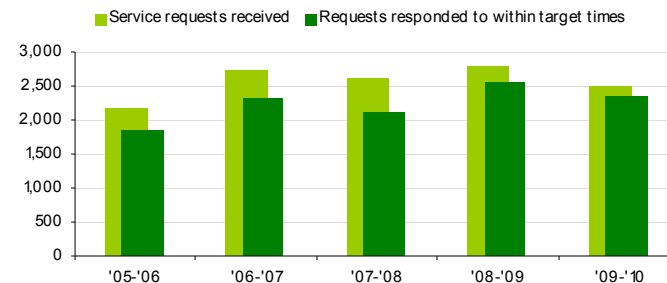
Overall Customer Satisfaction by Project Type



Public Works Fee Recovery for Development Services (\$millions)



Utility Service Requests Received and Responded to within Target Time



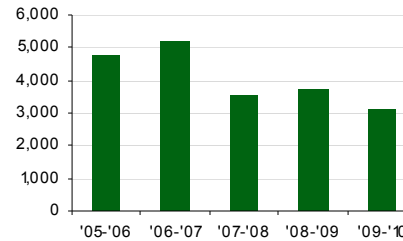
FIRE DEPARTMENT - Fire Safety Code Compliance



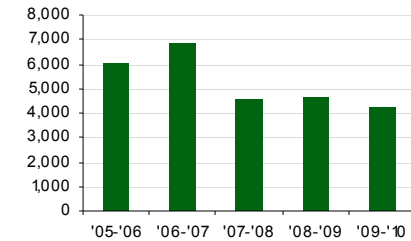
(see Chapter Two for complete Fire Department performance measures)

Fire Safety Code Compliance enforces the City’s Fire and Health and Safety Codes during the plan review and inspection processes, in coordination with the Development Services partners (see “Timeliness” measures under Development Services). In 2009-10, 3,136 fire plan checks and 4,243 inspections were performed for Development Services customers. Eighty-six percent of inspections in 2009-10 were completed within the 24-hour target. The Fire Department’s Development Fee program recovered about 69 percent of its costs in 2009-10.

Fire Plan Checks Performed*
(Development Services)



Fire Inspections Performed*
(Development Services)



* For years 2005-06 to 2008-09, estimates based on Department’s available data.

PLANNING, BUILDING & CODE ENFORCEMENT DEPARTMENT



Services:

- Long Range Land Use Planning
- Development Plan Review & Building Construction Inspection (see Development Services page)
- Community Code Enforcement (see Neighborhood Services chapter)

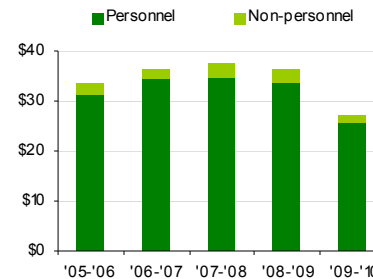
LONG RANGE LAND USE PLANNING

The City develops land use plans and policies to guide its future growth, including completing state mandates regarding the General Plan (the City’s blueprint for growth). A comprehensive General Plan Update is underway with significant milestones achieved in 2009-10. These included Council endorsement of a preferred land use and transportation alternative and a review of all draft goals and policies by a Council appointed Task Force. In addition, the City received statewide recognition by the American Planning Association for the General Plan Update’s community engagement efforts.

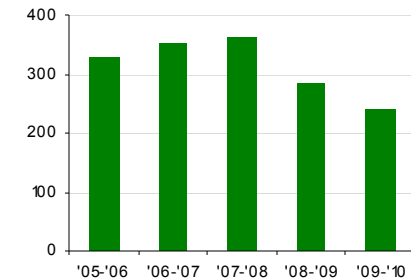
Other long range land use planning activities included:

- Updating the City’s zoning ordinance to streamline the development permitting process for certain commercial and industrial projects
- Processing 17 amendments to the existing San José 2020 General Plan
- Participation in the Bay Area regional Sustainable Communities Strategy

PBCE Operating Expenditures
(\$millions)



PBCE Authorized Positions



NOTE: The above expenditures include those for Community Code Enforcement. See the Neighborhood Services chapter for performance data for that service.

OFFICE OF ECONOMIC DEVELOPMENT



(includes the Office of Cultural Affairs & work2future)

Operating expenditures for the Office of Economic Development (OED) totaled \$9.6 million in 2009-10, three percent less than in 2008-09. This includes federal workforce development dollars for the City's work2future office. The Office of Cultural Affairs became part of OED in 2005-06.

BUSINESS DEVELOPMENT & ECONOMIC STRATEGY

OED promotes business in the City of San José by providing assistance, information, access to services, and facilitation of the development permit process (see *Development Services section*) and city approval process (for RDA projects). In 2009-10, OED provided development facilitation services to 63 businesses, and information and services to about 63,720 businesses through the online small business service network.*

OED-assisted companies were able to create or retain 5,430 jobs in 2009-10, 11 percent more than in 2008-09. Tax revenues (e.g. property, sales, utility, and transient occupancy tax) generated by OED-assisted companies was about \$2.8 million in 2009-10; in other words, almost \$8 in tax revenue was generated for every \$1 of OED expenditure.

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

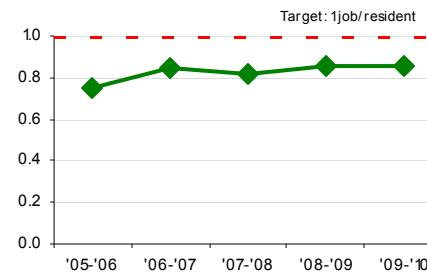
KEY FACTS (2009-10)

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

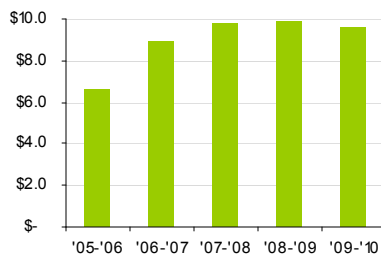
Unemployment Rate*	10.5%
Jobs per Employed Resident	0.86
Median Household Income*	\$76,495

*Source: U.S. Census Bureau - 2009 American Community Survey
Unemployment rate reflects the San José-Sunnyvale-Santa Clara MSA (metropolitan statistical area).

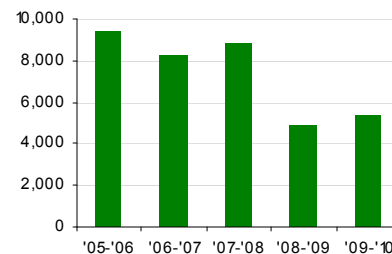
Jobs Per Employed Resident in San Jose



OED Operating Expenditures (\$millions)



Jobs Created or Retained by OED-assisted Companies



Facilitating Corporate & Retail Expansion

Successful efforts in 2009-10 to facilitate large corporate and retail expansion and relocation efforts included, but were not limited to:

- BD Bioscience
- Lowe's
- Capitol Honda
- Capitol Mazda
- Target
- Graebel Moving Systems
- Harmonic
- Underwriter's Laboratory

OFFICE OF ECONOMIC DEVELOPMENT
(continued)



WORKFORCE DEVELOPMENT

Workforce Investment Act (WIA) clients receive a broad range of support services such as job training, job search assistance, and eventually job placement through the City’s work2future office. The City’s main WIA programs focus on adults, dislocated (laid-off) workers, and youth (see right). The Business Services Unit also served 448 clients in 2009-10; this included 83 Worker Adjustment and Retraining Notification (WARN) notices of impending layoffs, including the NUMMI plant. work2future also conducted six job fairs in 2009-10 with over 6,930 job seekers in attendance.

ARTS & CULTURAL DEVELOPMENT

The Office of Cultural Affairs (OCA) develops and manages resources to support opportunities for cultural participation and cultural literacy. In 2009-10, OCA awarded 47 arts grants totaling about \$2.6 million to San José arts organizations; this was about 14 percent less in funding awarded in 2008-09. OCA estimated that the City provided almost 8 percent of total funding for the organizations it assisted. Arts education in 2009-10 served over 24,000 students, 16 percent less than in 2008-09, primarily through the City’s *Arts Express* exposure program, which is scheduled for elimination at the end of 2010-11.

OUTDOOR SPECIAL EVENTS

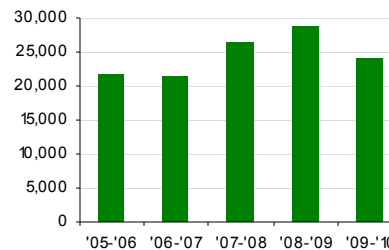
In 2009-10, the City sponsored or authorized 356 events with an attendance of about 1 million. According to the City’s Adopted Operating Budget, the costs for special events over the past five years were higher than in previous years due to the size and complexity of signature City events such as the LIVESTRONG Challenge, the Rock ‘n’ Roll Half Marathon, and the Amgen Tour, which require more planning and coordination. According to the Department, the economic downturn has affected the number of events produced by organizers, as well as the number of attendees and the uncertain cost levels of City permits and services.

2009-10 Workforce Development Program Participation

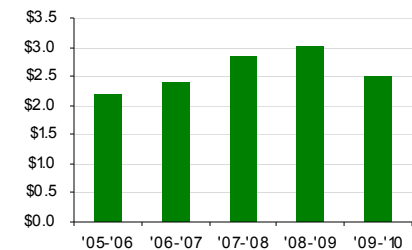
Beginning in 2008-09, the State of California started a new one-stop integrated service delivery model where all clients are automatically enrolled into programs.

2009-10 Programs	Number of Participants	% of WIA Clients Placed in Jobs*	% of WIA Clients Employed 6 Months after Initial Placement*
		(*Percent relative to federal mandated percentage goals; may result in >100%)	
Adults	5,682	95%	97%
Dislocated Workers	5,133	61%	102%*
Youth	338	104%*	N/A

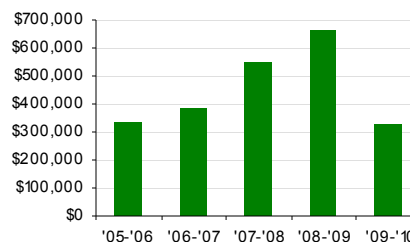
Students Served by Arts Education



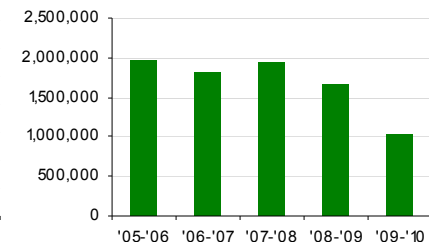
Grant Expenditures for Arts & Cultural Development (\$millions)



Grant Funding for Outdoor Special Events



Estimated Attendance at Outdoor Special Events



CONVENTION FACILITIES



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

In 2009-10, the convention and cultural facilities posted a \$6.9 million net loss, a \$1.5 million (or 27 percent) larger loss than in 2008-09. In 2009-10, gross revenues from the facilities totaled \$18.0 million, 46 percent more than in 2008-09 and 106 percent more than five years ago (the second year Team San José managed the facilities). Gross revenue increases over the long term have resulted from bringing new lines of business in-house such as food and beverage services and event production services.

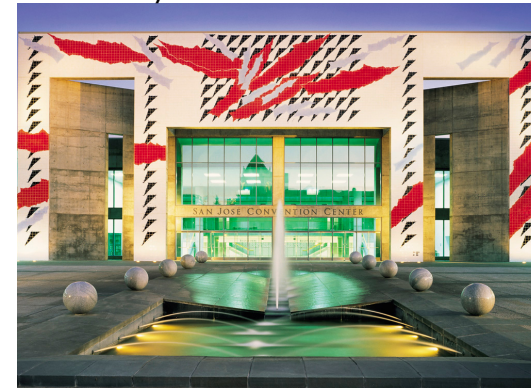
In 2009-10, the facilities hosted 288 events, compared to 344 in 2008-09. According to Team San José, the drop in number of events was due primarily to the economic downturn. Total attendance (including exhibitors) was about 947,000, 20 percent less than in 2008-09 (and 29 percent less than five years ago). The overall occupancy rate was 60 percent, compared to 61 percent in 2008-09.

Customer satisfaction has remained high, with 95 percent of customers rating overall service as good or excellent.

KEY FACTS (2009-10)

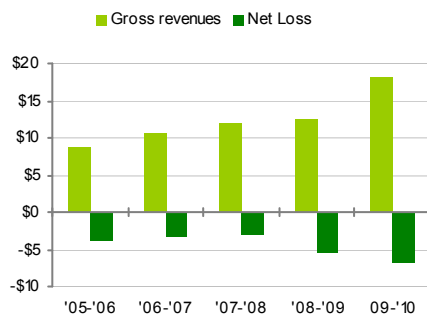
Convention Facilities:	McEnergy Convention Center Parkside Hall South Hall
Cultural Facilities:	Civic Auditorium Montgomery Theater California Theater Center for the Performing Arts
Events (e.g. conferences, exhibitions, concerts, other performances)	288
Total attendance at all events	946,779

McEnergy Convention Center

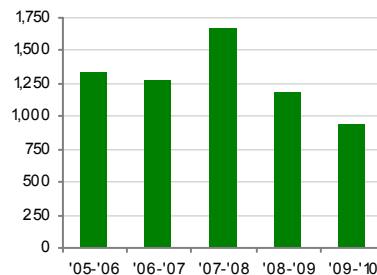


Source: San José Convention and Cultural Facilities website, www.sanjose.org.

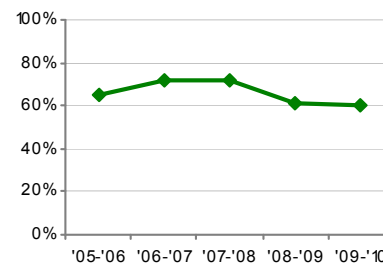
Operating Revenue/Loss *



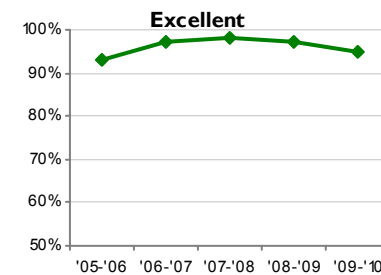
Annual Attendance (thousands)



Occupancy Rate**



% of Customers Rating Overall Service Good to Excellent



*Calculated per management agreement with Team San José.

** Occupancy rate is for convention facilities only.

HOUSING DEPARTMENT



In 2009-10, operating expenditures for the Housing Department totaled \$10.8 million, nearly the same as in 2008-09. The Department had 80 full-time equivalent positions, a 4 percent decrease from 2008-09.

INCREASE THE AFFORDABLE HOUSING SUPPLY

The Department provides funding and technical assistance for the creation of new affordable housing by making loans to developers and providing homebuyer assistance programs. The Housing Department provided funding for 402 additional units of affordable housing completed in 2009-10, for a grand total of 18,140 units built since 1988.

Potential homeowners receive assistance through City programs such as the Teacher Homebuyer Program; in 2009-10, 309 loans were provided to 206 households from various City homebuyer programs. The Department managed over \$11 million in funds for all homebuyer programs in 2009-10, nearly a 50 percent decrease from 2008-09 due to the completion of a one-time homebuyer assistance program. The department also provides housing developers with loans for construction of affordable housing units; this subsidy per unit was about \$142,000 in 2009-10, a two percent decrease since 2008-09. According to the Department, increases in the per-unit subsidy in prior years were due to a decline in low-income housing tax credit equity pricing and availability, the expiration of some State housing programs, and increased costs of purchased land. For information on the Redevelopment Agency's housing efforts, see the "Redevelopment Agency" section later in this chapter.

KEY FACTS (2009-10)

Median Household Income in San José*:	\$76,495
Average Monthly Rent in San José (1 bedroom)**:	\$1,290
Percent of Renters whose Gross Rent is 30 percent or more of Household Income*:	51.2%
Median Home Price in San José (single-family)**:	\$523,500
Percent of Owners whose Monthly Owner Costs (with mortgage) is 30 percent or more of Household Income*:	51.6%

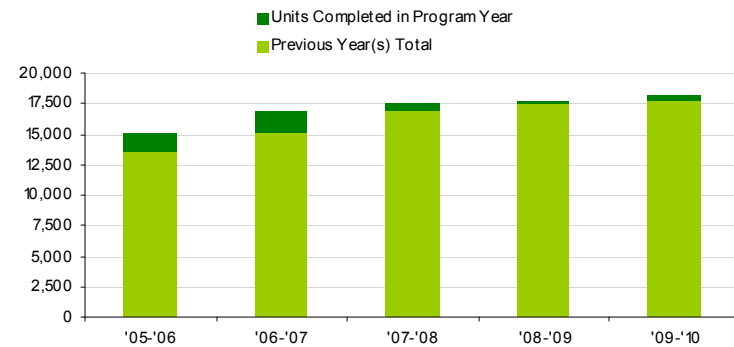
*Source: U.S. Census - American Community Survey—2009 Estimates

**Source: RealFacts report (Housing Dept., Oct. 2010)

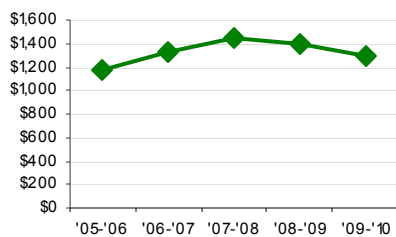
***Source: CA Association of Realtors (June 2010)

Affordable Housing Units Completed

(since 1988)

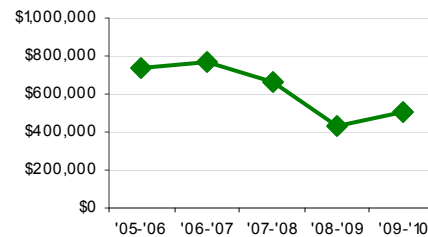


Average Monthly Rent in San José (1 bedroom)**



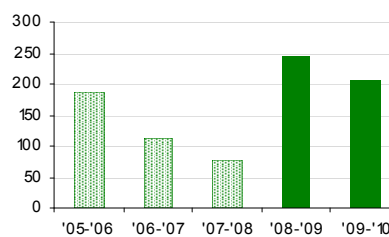
**Source: RealFacts report (Housing Dept., Oct. 2010)

Median Home Price in San José (single-family)**



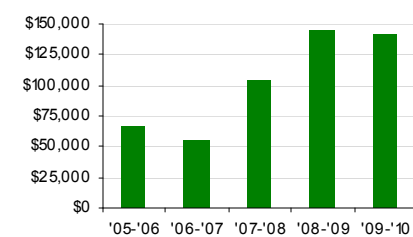
***Source: CA Association of Realtors (June 2010)

Number of Homebuyers Assisted



NOTE: methodology change in '08-'09.

Average Per-Unit Subsidy for New Construction Projects



HOUSING DEPARTMENT (continued)



MAINTAIN THE AFFORDABLE HOUSING SUPPLY

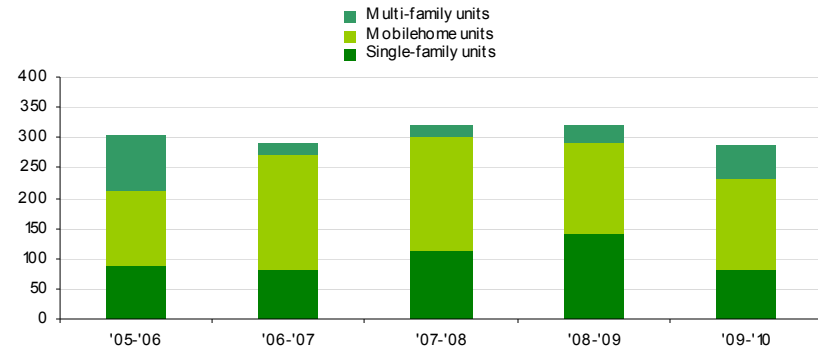
The Department provides rehabilitation loans and grants to extend the useful life of affordable housing. In 2009-10, the Department provided funding for 285 rehabilitation units, about 11 percent less than in 2008-09. Affordable housing rehabilitation funds come from a variety of federal, State, and local sources. In 2009-10, the Department managed nearly \$3.7 million in funds for affordable housing rehabilitation, about 62 percent less funding than in 2008-09.

The Department also administers a Rental Rights and Referrals Program that provides mediation for tenant/landlord disputes in rent-controlled units. The program served 2,453 clients in 2009-10; about 81 percent of mediations in 2009-10 resulted in mutual agreement; this was 12 percentage points better than in 2008-09.

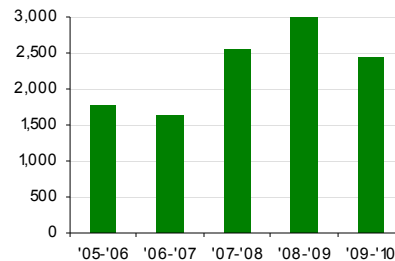
COMMUNITY DEVELOPMENT & INVESTMENT

The Housing Department contracts with local nonprofits to provide services to residents who are homeless or at risk of homelessness. The Department also administers and manages various grants to help provide services. The Department assisted 993 homeless individuals in securing permanent housing in 2009-10; since 2005-06, the Department had assisted over 3,200 homeless individuals in securing permanent housing.

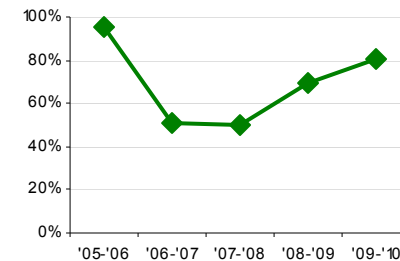
Breakdown of Rehabilitation Units Completed



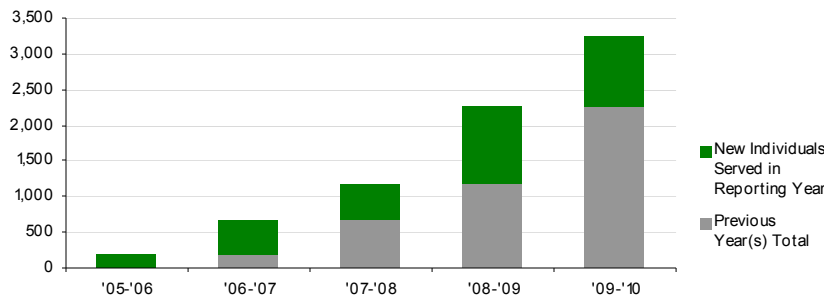
Rental Rights & Referrals Clients (unduplicated)



Percent of Tenant/Landlord Mediations Resulting in Mutual Agreement

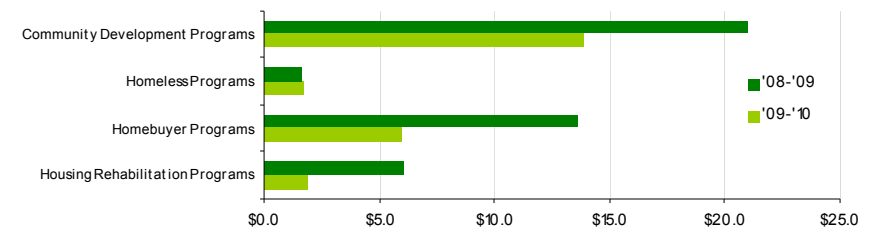


Cumulative Number of Homeless Individuals Assisted in Securing Permanent Housing



Housing Department Grants (\$millions)

The Housing Department administered \$23.5 million in grants in 2009-10 for various housing, community development, and homeless programs. Total grant funding was about 45 percent less than in 2008-09.



REDEVELOPMENT AGENCY



Services:

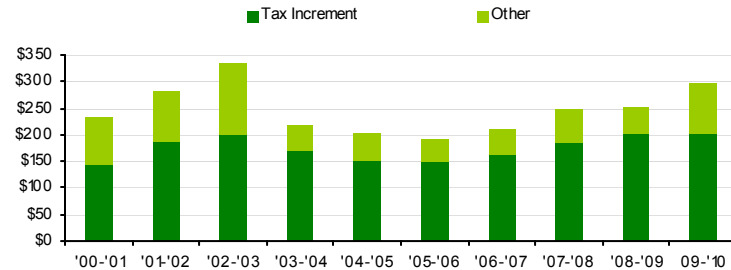
- Develop & Preserve Housing
- Stimulate Economic Development
- Build Public Facilities
- Strengthen Neighborhoods

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

The Agency complements the work of the City’s Office of Economic Development, Housing Department, and other departments. Whereas City departments work throughout the City, the Agency focuses on specific Redevelopment Areas as approved by City Council, which also acts as the Agency’s Board.

The Agency issues bonds to finance projects in Redevelopment Areas. Most of the Agency’s funding comes from tax increments, (see note.) In addition to debt service and other redevelopment activities, 20 percent of tax increment revenues must be dedicated to low- or moderate-income housing. Because of lower than expected tax increment revenue projections and the downturn in the economy, the Agency laid off almost a quarter of its staff in the first quarter of 2009-10 and put many capital projects on hold as can be seen in the graph below.

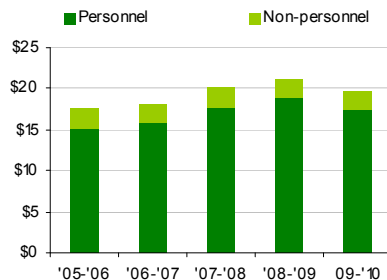
10-Year Redevelopment Agency Revenues (\$millions)



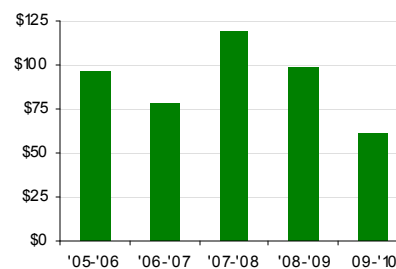
Tax Increment Financing

Tax increment financing is a type of public financing where increases in property tax revenues are used to pay for public projects in the redevelopment area. The increased property tax revenues can also be used to pay for bonds issued by the Redevelopment Agency in anticipation of the increased revenues. The bonds are used to finance major infrastructure improvements that can increase development and related property tax revenues.

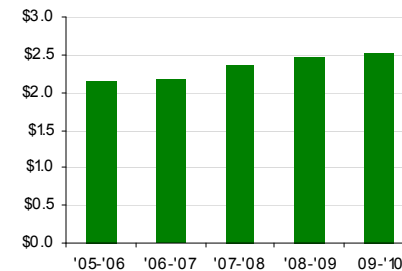
Redevelopment Agency Operating Expenditures



Capital Outlays (\$millions)



Total Debt (\$billions)



REDEVELOPMENT AGENCY (continued)



KEY FACTS (2009-10)

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

Project Area Descriptions

Neighborhood business districts - Older commercial neighborhoods which are deemed to require building façade, signage, sidewalk, or other improvements.

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

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



Source: San Jose Redevelopment Agency website

REDEVELOPMENT AGENCY (continued)



DEVELOP & PRESERVE HOUSING

The Agency supplements the community’s ability to meet housing demand (both market rate and affordable housing). In 2009-10, one Agency-assisted project, 360 Residences, was completed containing 213 new housing units for sale. Agency funds accounted for about one percent of the project’s costs (\$2.2 million). The Agency also worked to develop many more future housing projects. Cumulatively, Agency assistance has helped complete 2,036 housing units over the past five years.

360 Residences Downtown



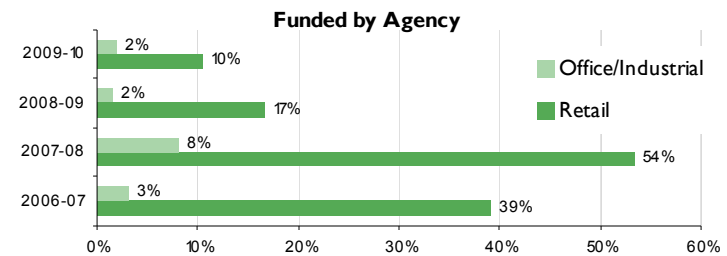
Source: San José Business Journal, bizjournals.com/sanjose

STIMULATE ECONOMIC DEVELOPMENT

The Agency encourages private investment to create jobs and develop housing and retail opportunities. In 2009-10, Agency-assisted office, industrial, or retail development projects created or sustained 2,585 jobs in Redevelopment Areas. Over the past five years, over 26,000 jobs were created or sustained by Agency-assisted projects.

In 2009-10, there were nine completed projects (Agency funding equaled approximately \$3.4 million). In addition to these projects, the Agency assisted 20 retailers in establishing new businesses in the Downtown area and organized the opening of the San José Innovation Center downtown.

Percent of Economic Development Project Costs

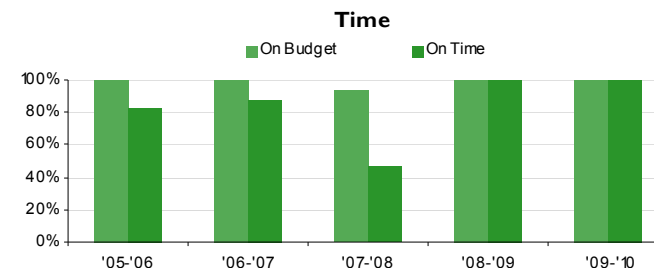


BUILD PUBLIC FACILITIES

The Agency helps develop facilities and spaces to correct blight conditions, encourage pedestrian activity, improve the quality of life of residents, and promote economic growth. In 2009-10, there were 12 completed Agency-assisted projects, including the Edenvale Community Center, Civic Auditorium capital improvements, a new roof on the Convention Center, and various demolitions. Project costs totaled \$27.5 million, 19 percent of which was funded by the Agency (\$5.3 million).

Cumulatively, the Agency has completed 64 public facility projects over the last five years and is currently working on many other projects including a Convention Center expansion and a proposed ballpark in the Diridon Area.

% of Public Facilities Projects On Budget and On Time



See Housing Department and Office of Economic Development sections in this chapter for more information on the City’s housing and economic development efforts. See Strategic Support chapter for more information on the City’s efforts to build public facilities.

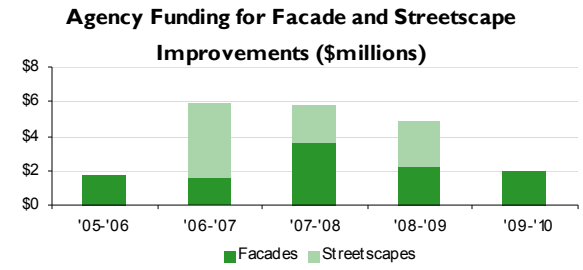
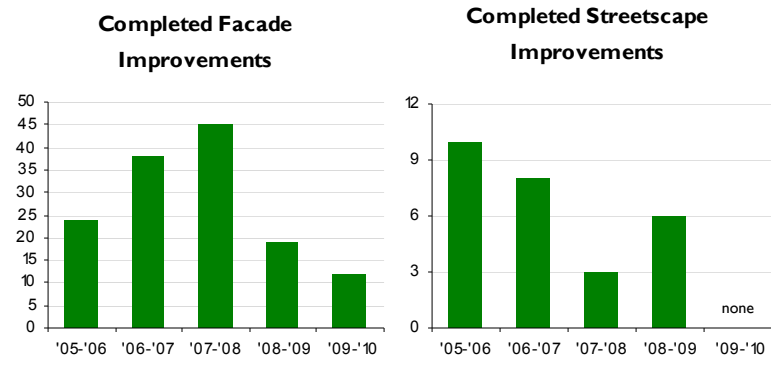
REDEVELOPMENT AGENCY (continued)



STRENGTHEN NEIGHBORHOODS

The Agency promotes redevelopment in San José neighborhoods to advance business and economic development in many ways including facade improvement grants, streetscape projects, blight abatement programs, single-family home rehabilitation, pedestrian improvements, traffic calming projects, and other development. In 2009-10, \$17.8 million was expended in targeted neighborhoods, including about \$10 million to complete construction of the Edenvale Community Center, almost \$2 million in façade improvements and about \$5.8 million in other capital projects and programs.

Agency funding for both façade improvements and streetscape projects has declined significantly over the past four years, with almost \$6 million spent in 2006-07 to just \$2 million in 2009-10.



State Educational Revenue Augmentation Funds

In July 2009, the California State Legislature passed a bill requiring redevelopment agencies to deposit a portion of its tax increment in county Supplemental Educational Revenue Augmentation Funds. These funds will be distributed to meet the State's Proposition 98* obligations to local schools. The Agency's share is \$62.2 million for fiscal year 2009-10 and \$12.8 million for fiscal year 2010-11.

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

The new Edenvale Community Center



Source: San José Business Journal, bizjournals.com/sanjose

CHAPTER SEVEN: STRATEGIC SUPPORT

The City of San José strives to employ a high performing workforce; provide safe and functional public infrastructure, facilities, and equipment; effectively use state-of the-art technology; and utilize sound fiscal management practices that facilitate meeting the needs of the community.

STRATEGIC SUPPORT

In 2009-10, operating expenditures allocated to Strategic Support totaled about \$233.5 million, 7 percent less than the previous year but 10 percent more than five years ago. This includes six City departments, the Mayor and City Council, and the City Council Appointee Offices.

Strategic Support Departments include:



PUBLIC WORKS



GENERAL SERVICES DEPARTMENT



INFORMATION TECHNOLOGY



FINANCE DEPARTMENT



HUMAN RESOURCES



RETIREMENT SERVICES



MAYOR AND CITY COUNCIL

City Council Appointees



CITY ATTORNEY



CITY MANAGER

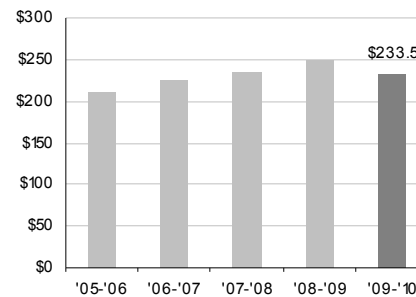


CITY CLERK

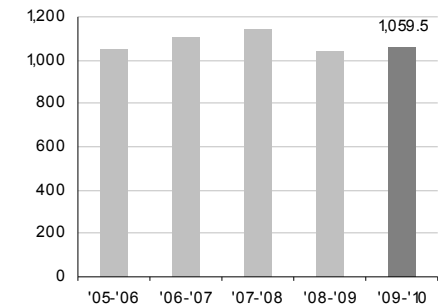


CITY AUDITOR

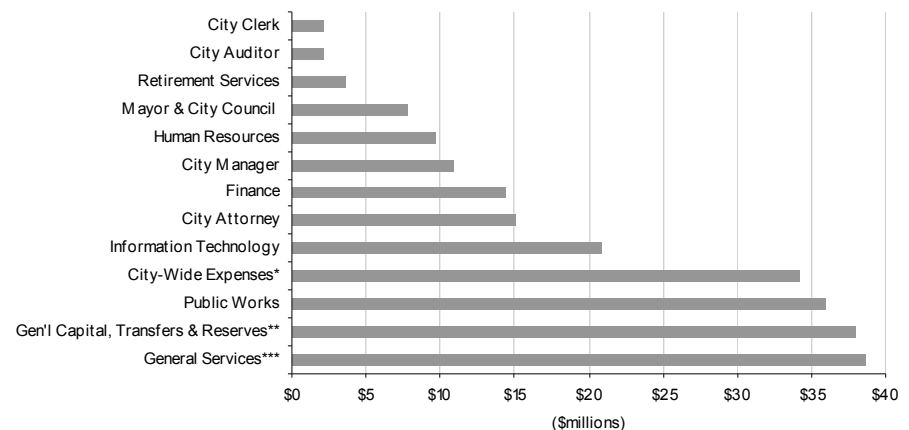
Five Year Operating Expenditures (\$millions)



Five Year Authorized Staffing



Strategic Support 2009-10 Operating Expenditures by Department



NOTES:

* Significant City-Wide expenses include Sick Leave Payments upon Retirement (\$14.6 million), Property Tax Administration (\$2.4 million) and General Liability Claims (\$2.1 million). See Appendix B for more details.

** General Fund Capital, Transfers, and Reserves includes City Hall debt service (\$17.1 million).

*** General Service expenditures and performance measures for the core service "Animal Care & Services" are not included in this chapter. They can be found in the Neighborhood Services chapter.

PUBLIC WORKS DEPARTMENT



- Plan, Design & Construct Public Facilities & Infrastructure
- Regulate / Facilitate Private Development
(see Chapter Six– Community & Economic Development)

PLAN, DESIGN & CONSTRUCT PUBLIC FACILITIES AND INFRASTRUCTURE

Public facilities and infrastructure includes municipal facilities (airport, police and fire stations, libraries, community centers), street and transportation projects, pipe systems, and parks-related projects. In 2009-10, the Department completed 48 construction projects with a total construction cost of approximately \$280.1 million. Construction costs in 2009-10 were about 250 percent greater than in 2008-09 due to the completion of the Airport’s North Concourse; total construction costs for multi-year projects are reflected in the year the project is completed.

In 2009-10, 40 of 48 (83%) construction projects were completed “on budget”. “On budget” refers to projects completed in the reporting year that do not exceed the approved baseline budget and no longer incur additional costs. Projects completed “on budget” in 2009-10 represent a 6 percent decrease in performance since 2008-09.

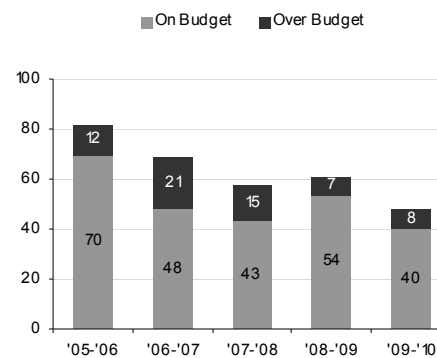
Of the 48 construction projects completed in 2009-10, 21 of these projects also had benchmarks based on similar-sized projects in other California cities. Targets were met in 13 (or 62%) of these projects.

A project is also considered “on schedule” when it is available for its intended use (i.e. completed street being used by vehicles, parks being utilized) within two months of the approved baseline schedule. In 2009-10, 37 of 52 projects (71%) achieved their intended use by the scheduled target date. This represents a 19 percent decrease in performance since 2008-09 due to unforeseen site conditions, community-driven scope changes, contractor equipment order delay, and outside agency permit delay.

KEY FACTS (2009-10)

Operating Expenditures for the “Plan, Design & Construct” service: \$30.2 million
 Total Construction Costs of Projects: \$280.1 million

**“On Budget”
 Construction Projects -
 Completed within Baseline Budget**



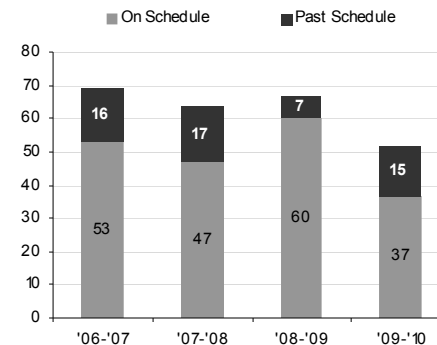
“On Budget” Example:
 Carnegie Branch Library (see photo)

(Budget: ~\$10.1 million;
 Actual: ~\$9.74 million)

Carnegie Branch Library



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



**Seven Trees Community
 Center & Branch Library**



GENERAL SERVICES DEPARTMENT



The General Services Department manages and maintains City facilities and the City's vehicle and equipment fleet. It also provides animal control services (see Chapter Five – Neighborhood Services.) The department provides maintenance to City buildings, including libraries, community centers, and fire stations. Total square footage maintained was 2.8 million square feet in 2009-10.

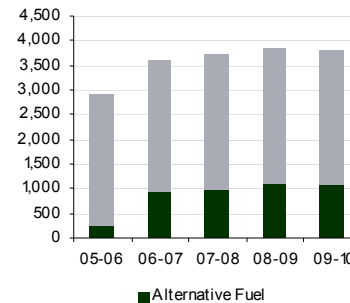
General Services also manages and maintains the City's vehicles and equipment. The City's Green Vision plan set a goal that all City vehicles and equipment run on alternative fuels by 2022-23. In 2009-10, 40 percent of City vehicles and equipment ran on alternative fuels.

As of April 2010, the department estimated a facilities maintenance backlog of approximately \$19 million in one-time costs as well as \$4.4 million in annual unfunded costs, and a \$2.3 million vehicle and equipment backlog as well as \$1.0 million in annual unfunded costs. The backlog is a continuing problem and a current focus for the City Council.

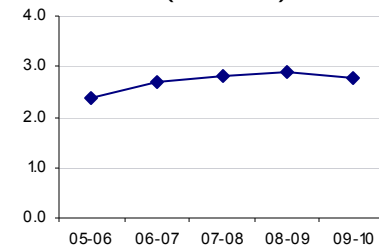
KEY FACTS

- Authorized Positions: 265.62 FTE
- 2009-10 Expenditures: \$45,041,634

Total Vehicles and Equipment



Total square footage maintained (in millions)



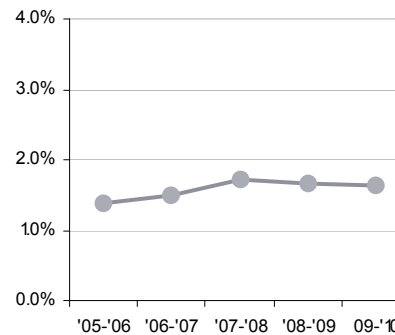
INFORMATION TECHNOLOGY DEPARTMENT



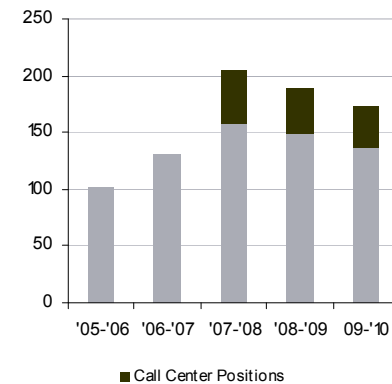
The Information Technology Department (IT) manages the City's information technology infrastructure, provides enterprise technology solutions, and supports departmental technology services. IT, together with staff from other City departments, is responsible for managing a number of City databases including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

In 2009-10, there were 136 authorized positions in the department and expenditures were approximately \$21 million. The City's customer contact center moved to the IT department in 2007-08, which increased IT staffing by 46 percent. The IT budget, including the customer call center, accounted for approximately 1.64 percent of the City's operating budget.

IT Percent of Total City Operating Expenditures



IT Authorized Positions



NOTE: 2007-08 was the first year with Customer Call Center expenditures included.

FINANCE DEPARTMENT

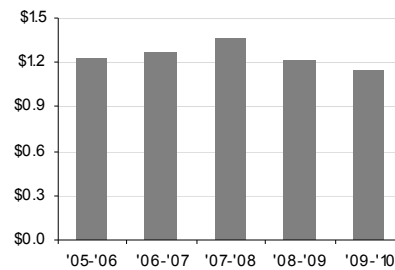


The Finance Department manages the City's debt, investments, disbursements, financial reporting, purchasing, and revenue. In 2009-10, the department had approximately 128 authorized positions and its operating expenditures totaled \$14.4 million (compared to 140 positions and \$15.6 million in expenditures in 2008-09).

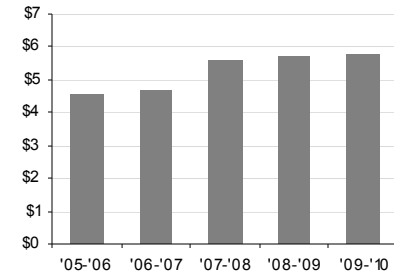
At the end of 2009-10, the department managed approximately \$1.15 billion in City cash and investments. The average rate of return for the fiscal year was 2.1 percent. It also managed the City's debt, which grew to over \$5.8 billion in 2009-10. The City's debt has grown more than 85 percent since 2002 when it began issuing general obligation bonds for capital improvements for parks, community centers, libraries, and public safety.

San José's credit rating from Standards & Poor's remained at its highest rating, AAA. Its credit ratings were upgraded by Moody's from Aa1 to Aaa and by Fitch from AA+ to AAA. According to the department, the City's credit ratings are the highest among California cities with populations over 250,000.

Total Investment Portfolio (\$billions)



Total Debt Managed (\$billions)



HUMAN RESOURCES DEPARTMENT

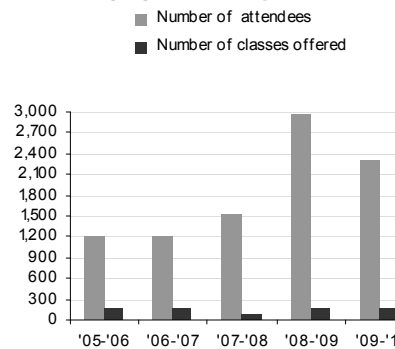


The Human Resources Department works to attract, develop, and retain a quality workforce. It manages employee benefits, employment services, employee health & safety, and workforce development. In 2009-10, there were approximately 74 FTE positions in the department and its operating expenditures were \$9.7 million, an increase of 3 percent compared to 2008-09.

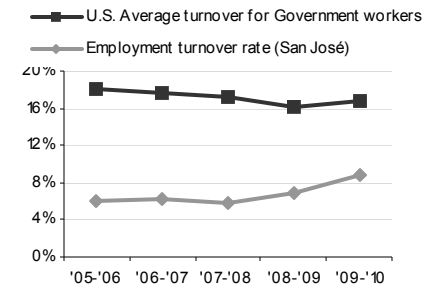
Human Resources offers a number of personal growth and career-related training courses, as well as an employee mentoring program. The employee mentoring program matched approximately 112 pairs in 2009-10, including 66 pairs in a special program for employees who were to be laid off or "bumped." The number of employee training courses offered increased 1 percent to 177 in FY 2009-10 and is up 11 percent over the past five years. Course attendance has increased by more than 89 percent over the past five years, though it dropped by 22 percent in 2009-10 compared to 2008-09.

Employment turnover remains relatively low compared to other state and local governments. The City's turnover rate was about 9 percent for 2009-10 compared with the U.S. average for state and local government workers of about 17 percent.

Employee Training Courses



Annual Employment Turnover



RETIREMENT SERVICES DEPARTMENT



The Retirement Services Department administers two pension plans (the Federated City Employees' Retirement System and the Police and Fire Department Retirement Plan) and retirement benefit programs for City employees. In 2009-10 the department had 33 authorized positions; operating expenditures totaled about \$3.6 million.

In 2009-10, the City contributed about \$135 million and employees about \$60 million to the retirements funds for pension and retiree health and dental benefits (up 39 percent and 51 percent for the City and employees from five years ago respectively). At the end of 2009-10, there were 4,891 beneficiaries of the plans, 19 percent more than five years ago. There were roughly 1.4 employees for each plan beneficiary.

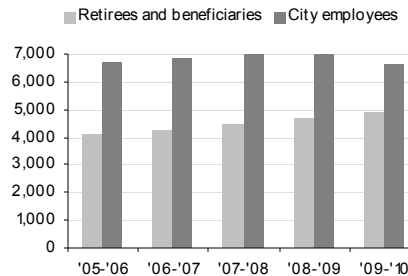
During 2009-10, both plans had positive rates of return on plan assets for the first time since 2006-07. Federated's rate of return was 15.9 percent and Police and Fire's return was 14.3 percent. By comparison, the California Public Employees' Retirement System's (CalPERS) return was 13.3 percent.

As of June 30, 2009, both of the City's retirement plans had funded ratio's below 100 percent (i.e. pension liabilities were greater than plan assets). This was because of the large investment losses suffered by both plans during the recent economic downturn, past retroactive benefit enhancements, and actuarial assumptions not holding true (see note below).

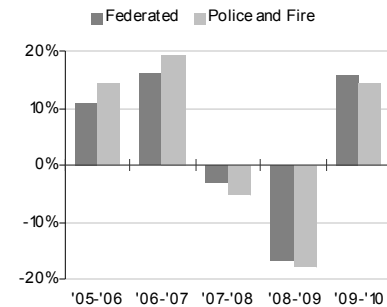
Despite the market gains during 2009-10, the funded ratios as of June 30, 2010 were expected to remain below 100 percent because of the size of the past investment losses as well as the other factors noted above. In addition, because of the actuarial method of smoothing market gains and losses over five years, past losses have not been fully recognized for actuarial purposes and will likely result in a further decline in the actuarial funded ratio and increased contribution rates in the coming years.

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

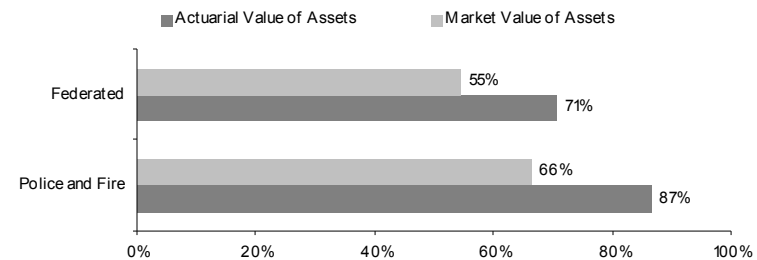
Total Retirees and Beneficiaries Compared to Size of Current Staff



Rate of Return on Plan Assets

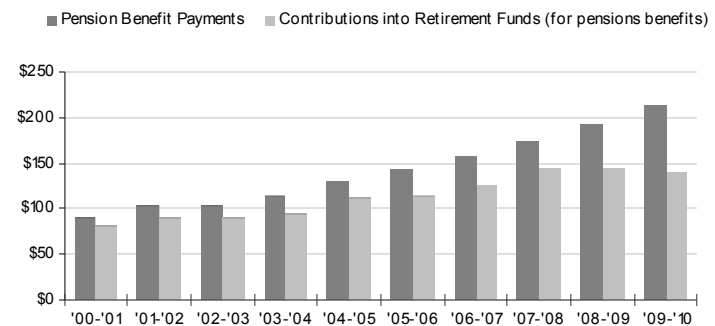


Retirement Plan Funded Ratios, June 30, 2009



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

Pension Benefit Payments and Contributions (\$millions)



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

MAYOR AND CITY COUNCIL

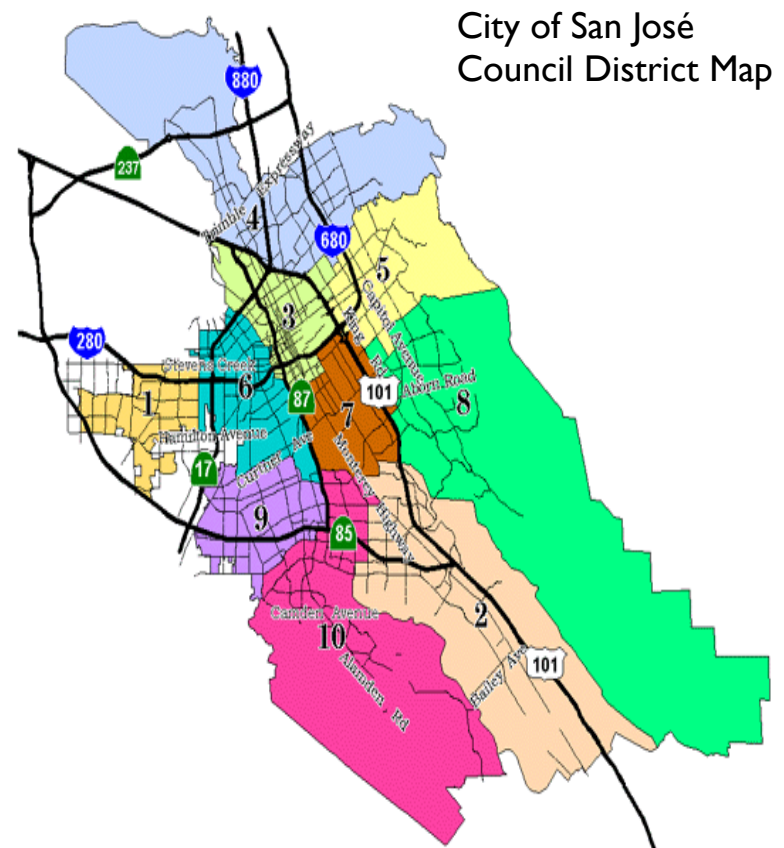
The Mayor and City Council set the policy agenda for the City of San José. Operating expenditures for the Mayor and Council were about \$7.7 million in 2009-10.

The City Council meets weekly to direct city operations. The Council meeting schedule and agendas can be viewed at this website: <http://www.sanjoseca.gov/clerk/agenda.asp>.

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

City Council Committees:

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



CITY COUNCIL APPOINTEES

CITY MANAGER'S OFFICE



The Office of the City Manager develops public policy, leads the organization, and manages City-wide service delivery.

- Total Expenditures: \$11.0 million
- Authorized full-time equivalent positions: 86
- Estimated number of policy documents issued: 1,800
- Number of City Council referrals assigned: 121
- Offices: Administration
 - Budget
 - Employee Relations
 - Intergovernmental Relations
 - Agenda Services
 - Communication
 - Strong Neighborhood Initiative

CITY ATTORNEY'S OFFICE



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

- Total Expenditures: \$15.1
- Authorized full-time equivalent positions: 89
- Number of legal transactions, documents, and memoranda prepared or reviewed: 7,739
- Number of new litigation matters: 1,394
- Litigation-related collections: \$20.6 million

CITY CLERK'S OFFICE



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

- Total Expenditures: \$2.1
- Authorized full-time equivalent positions: 16

CITY AUDITOR'S OFFICE



The Office of the City Auditor conducts performance audits to determine whether City resources are being used in an economical, effective, and efficient manner; established objectives are being met; and desired results are being achieved. The City Auditor also coordinates the work of an independent accounting firm to conduct annual financial audits for the City.

- Total Expenditures: \$2.1
- Authorized full-time equivalent positions: 17
- Number of reports issued: 22
- Audit benefit identified: \$11.7 million
- Ratio of Office benefit to cost: \$5 to \$1

APPENDIX A: FIVE-YEAR TRENDS

Public Safety
Environmental & Utility Services
Transportation & Aviation
Neighborhood Services
Community & Economic Development
Strategic Support

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
CHAPTER TWO: PUBLIC SAFETY							
Operating expenditures (\$millions):							
Police Department (does not include Traffic Safety Services)	\$227.9	\$249.5	\$271.2	\$281.1	\$281.6	0%	24%
Fire Department	\$122.3	\$124.4	\$155.6	\$154.3	\$150.1	-3%	23%
Independent Police Auditor	\$0.7	\$0.8	\$0.8	\$0.8	\$0.7	-11%	2%
Office of Emergency Services*	\$0.3	\$0.4	\$0.3	\$0.5	-	-	-
City-Wide Expenses**	\$7.3	\$16.7	\$8.9	\$5.9	\$19.2	225%	161%
General Fund Capital, Transfers & Reserves	\$3.1	\$3.2	\$2.5	\$5.8	\$3.1	-46%	2%
Total	\$361.6	\$395.0	\$439.2	\$448.3	\$454.8	1%	26%

* The Office of Emergency Services was transferred into the Fire Department. Beginning in 2009-10, its budget is included with Fire Department expenditures.

** The large increase in City-Wide Expenses between 2008-09 and 2009-10 is attributable to the allocation of Workers Compensation Claims to individual departments rather than listed as a single appropriation allocated to the Strategic Support CSA. See Appendix B for more detail.

POLICE DEPARTMENT

Operating expenditures (\$millions):							
Respond to Calls for Service	\$140.9	\$154.7	\$166.1	\$168.0	\$172.3	3%	22%
Investigative Services	45.7	48.1	54.1	56.7	58.1	3%	27%
Crime Prevention and Community Education	7.4	9.6	9.8	10.0	9.3	-8%	25%
Traffic Safety Services	7.7	8.2	9.0	9.4	10.0	7%	30%
Regulatory Services	2.5	2.8	3.2	3.0	2.8	-8%	10%
Special Events Services	1.2	1.0	0.9	1.2	1.4	21%	16%
Strategic Support	30.1	33.3	36.9	42.2	37.8	-10%	25%
Total	\$235.6	\$257.8	\$280.1	\$290.5	\$291.7	0%	24%
Authorized positions	1,789	1,805	1,814	1,824	1,807	-1%	1%
Total sworn officers	1,343	1,353	1,367	1,392	1,374	-1%	2%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
POLICE DEPARTMENT (continued)							
CRIME							
Major crimes (calendar year data):							
Violent crimes (homicide, rape, robbery, aggravated assault)	3,492	3,561	3,759	3,643	3,439	-6%	-2%
Property crimes (burglary, larceny, vehicle theft)	22,930	24,240	24,062	22,298	22,755	2%	-1%
Total	26,422	27,801	27,821	25,941	26,194	1%	-1%
Major crimes per 100,000 residents (calendar year data):							
San José	2,796	2,915	2,857	2,622	2,601	-1%	-7%
U.S.*	3,901	3,838	3,749	3,669	3,466	-6%	-11%
California	3,743	3,606	3,452	3,320	3,070	-8%	-18%
Homicides (calendar year data)	26	29	33	31	28	-10%	8%
Gang-related incidents (fiscal year data) Note: In March 2008, gang-related graffiti cases began to be included, making prior year comparisons difficult.)	842	1,065	1,292	1,418	1,025	-28%	22%
* The FBI adjusted crime data for the years 2006-2008. Previous years' data in the above table has been adjusted accordingly.							
RESPOND TO CALLS FOR SERVICE							
Average response time (minutes) - Priority 1 calls (present or imminent danger to life or major damage/loss of property)	7.0	7.1	5.9	6.0	6.0	-1%	-15%
Average response time (minutes) - Priority 2 calls (injury or property damage or potential for either to occur)	12.5	12.5	11.4	11.9	12.1	2%	-3%
Calls for service:							
9-1-1 calls	221,882	251,299	260,061	269,090	286,040	6%	29%
7-digit emergency calls	-	97,228	82,193	82,325	77,046	-6%	-
CHP transfers	-	20,489	15,210	10,126	5,819	-43%	-
Total emergency calls*	-	369,016	357,464	361,541	368,905	2%	-
Total non-emergency calls (e.g. 3-1-1 calls, 7-digit non-emergency calls)**	-	-	-	372,839	351,706	-6%	-
Total field events (e.g. car and pedestrian stops, officer-initiated calls)	-	198,675	218,575	199,292	184,088	-8%	-
Total all calls	-	-	-	933,672	904,699	-3%	-

* In the 2007-08 SEA Report, Wireless 9-1-1 calls were reported separately from other 9-1-1 calls (i.e. landline calls). These were added to the other reported 9-1-1 calls, 7-digit emergency calls, and CHP transfers to arrive at total emergency calls. The SJPD determined that the wireless calls were already included within the other 9-1-1 call total and should not be added separately. Previous years' data have been corrected to reflect this.

** During preparation of the SEA report, the SJPD determined that there was an inconsistency in how 3-1-1 calls and 7-digit non-emergency calls were tracked, leading to some calls being redundantly counted. Data from previous years were not corrected and thus not included in this table.

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
POLICE DEPARTMENT (continued)							
PERCEPTIONS OF SAFETY (BIENNIAL SAN JOSE COMMUNITY SURVEY)							
	2005		2007		2009		
Percent of residents who feel safe:							
In their neighborhood (day)	90%	-	90%	-	92%	-	-
In their neighborhood (night)	72%	-	70%	-	68%	-	-
In the City park nearest their home (day)	84%	-	83%	-	85%	-	-
In the City park nearest their home (night)	51%	-	48%	-	42%	-	-
Downtown (day)	71%	-	68%	-	71%	-	-
Downtown (night)	43%	-	41%	-	37%	-	-
Percent of residents naming crime-related issues as the most serious issue facing City government	14%	-	22%	-	22%	-	-
Percent of residents rating police protection as "good" or "excellent" in their neighborhood	67%	-	66%	-	62%	-	-
INVESTIGATIVE SERVICES							
Total cases	62,140	67,650	69,702	63,084	55,513	-12%	-11%
Cases investigated	39,871	44,441	44,971	41,364	38,290	-7%	-4%
Clearance rates (calendar year data):							
Clearance rate for major violent crimes	34.2%	31.6%	31.8%	32.7%	34.1%	1%	0%
Clearance rate for homicides	96.2%	62.1%	75.8%	64.5%	71.4%	7%	-25%
Clearance rate for major property crimes	*	*	*	15.5%	15.3%	0%	-
* The City underwent an audit of the auto theft unit. An inconsistency was found in the methodology for calculating clearance rates for auto thefts for these years.							
REGULATORY SERVICES							
Total number of regulatory permits issued	3,002	2,614	2,951	n/a	2,138	-	-29%
Estimated percent of budgeted costs recovered through fees and charges	39%	58%	64%	65%	54%	-11%	15%
SPECIAL EVENTS SERVICES							
Hours of off-duty uniformed security at special events	14,576	13,313	13,283	10,722	8,860	-17%	-39%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10*	1-year change	5-year change
FIRE DEPARTMENT							
Operating expenditures by core service (\$millions):							
Emergency Response	\$107.2	\$108.8	\$137.5	\$137.5	\$134.8	-2%	26%
Fire Prevention	\$2.8	\$3.0	\$4.3	\$3.7	\$3.0	-20%	6%
Fire Safety Code Compliance	\$1.7	\$2.3	\$2.6	\$2.9	\$2.2	-23%	28%
Emergency Preparedness & Planning	-	-	-	-	\$0.1	-	-
Strategic Support	\$12.8	\$13.4	\$14.3	\$13.8	\$13.0	-6%	1%
Total	\$124.6	\$127.4	\$158.7	\$158.0	\$153.2	-3%	23%
Authorized positions	818.8	857.1	869.3	868.5	852.0	-2%	4%
EMERGENCY RESPONSE (includes Office of Emergency Services)							
Emergency Responses	-	-	50,678	46,102	51,349	11%	-
Fire	3,211	3,130	3,079	2,974	1,519	-49%	-53%
Medical	40,777	41,436	42,416	38,430	48,519	26%	19%
Other	-	-	5,183	4,698	1,311	-72%	-
Non-Emergency Responses	-	-	23,285	13,455	8,596	-36%	-
Fire Injuries	71	32	34	36	44	22%	-38%
Percent of Fires contained in room of origin	82%	68%	73%	80%	65%	-15%	-17%
Percent of Fires contained in structure of origin	94%	92%	100%	97%	93%	-4%	-1%
Percent of time the initial responding unit arrives within 8 minutes after 9-1-1 call is received	79%	79%	80%	80%	83%	3%	4%
Percent of emergencies (fire, medical and other) handled by units assigned to district	90%	83%	80%	97%	97%	0%	7%
Percent of time back-up response unit arrives w/in 10 min. after 9-1-1 call is received	79%	79%	88%	-	78%	-	-1%
Number of San José Prepared! Graduates: Total all courses	-	-	965	1,601	1,316	-18%	-
Full 20 hour course	-	-	27	101	90	-11%	-
Short 2 hour course	-	-	938	1,500	1,226	-18%	-
Emergencies which required Emergency Operations Center activation or City-wide coordination	-	7	6	12	4	-67%	-
Percent of San José households with demonstrated emergency preparedness action plan (San José Community Survey):							
	2005		2007		2009		
Name and phone number of a contact person outside of the San Jose area, whom you have designated in advance as a contact person in the case of emergency.	70%	-	71%	-	71%	-	-
A 3-day supply of prescription medication for each person who needs them	68%	-	68%	-	72%	-	-
3 gallons of bottled drinking water for each family member	59%	-	61%	-	64%	-	-

* **NOTE:** The Fire Department continues to implement its fire/Emergency Medical Services (EMS) Records Management System (RMS); as a result, comparisons to prior years may be off due to various issues in transitioning from the old Computer-Aided Dispatch (CAD) and other systems to the new RMS.

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10*	1-year change	5-year change
FIRE DEPARTMENT (continued)							
FIRE PREVENTION							
Plan Reviews performed	307	564	441	550	243	-56%	-21%
Inspections performed	2,208	2,347	2,636	2,346	2,157	-8%	-2%
Complaints investigated by Fire Prevention	188	356	311	231	81	-65%	-57%
Percent of occupancies receiving an inspection:							
- State-mandated	-	-	-	-	-	-	-
- Non-mandated	-	-	-	-	-	-	-
Percent of occupancies not requiring follow-up inspections	81%	82%	94%	-	42%	-	-
Percent of code violation complaint investigations initiated within 1 week	100%	100%	100%	-	87%	-	-

* **NOTE:** The Fire Department continues to implement its fire/Emergency Medical Services (EMS) Records Management System (RMS); as a result, comparisons to prior years may be off due to various issues in transitioning from the old Computer-Aided Dispatch (CAD) and other systems to the new RMS.

INDEPENDENT POLICE AUDITOR							
Operating expenditures	\$679,360	\$758,489	\$805,216	\$780,336	\$694,265	-11%	2%
Authorized positions	6	6	6	5	5	0%	-17%
Total external matters (classified complaints, inquiries, non-misconduct concerns, and other contacts)*	534	536	565	463	273	-41%	-49%
External complaints*	156	247	341	303	201	-34%	29%
Audits	128	181	314	199	192	-4%	50%
Number of persons receiving community outreach services	5,355	6,168	6,699	5,739	5,783	1%	8%
Percent of IPA policy recommendations becoming policy or changing a procedure (cumulative)	86%	86%	85%	87%	**	-	-

* In the 2007-08 Service Efforts and Accomplishments report, the total number of complaints was reported. Beginning in 2008-09, data regarding Police Department-initiated (DI) complaints were unavailable. Previous years' data have been adjusted to only reflect external complaints. DI complaints in previous years were as follows: 2005-06: 51, 2006-07: 68, and 2007-08: 59.

** IPA staff is currently reviewing the methodology of this performance measure to capture both formal and informal recommendations.

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
CHAPTER THREE: ENVIRONMENTAL & UTILITY SERVICES							
Operating expenditures (\$millions):							
Environmental Services Department	\$143.7	\$157.8	\$177.5	\$187.1	\$191.0	2%	33%
Transportation Department*	\$15.1	\$15.7	\$17.3	\$20.0	\$21.0	5%	39%
City-Wide Expenses	\$0.9	\$1.4	\$1.0	\$2.4	\$1.1	-53%	21%
General Fund Capital, Transfers & Reserves	\$0.0	\$0.0	\$0.1	\$2.2	\$0.0	-100%	-
TOTAL	\$159.7	\$174.8	\$195.8	\$211.7	\$213.1	1%	33%

*Reflects "Sanitary Sewer Maintenance" and "Storm Sewer Management" core services only; other core services of Transportation Department can be found in the Transportation & Aviation Services chapter.



ENVIRONMENTAL SERVICES DEPARTMENT

Operating expenditures (\$millions):							
Potable Water Delivery	\$16.8	\$18.9	\$20.4	\$20.4	\$19.7	-4%	17%
Recycled Water Management	\$2.5	\$3.1	\$3.1	\$3.4	\$3.8	14%	56%
Recycling and Garbage Services	\$61.7	\$68.3	\$80.6	\$89.6	\$91.8	2%	49%
Stormwater Management	\$4.4	\$5.1	\$4.9	\$5.5	\$6.7	23%	51%
Wastewater Management	\$50.5	\$53.1	\$58.9	\$60.0	\$60.6	1%	20%
Natural and Energy Resources Protection	\$1.0	\$1.3	\$1.3	\$1.4	\$1.7	27%	75%
Strategic Support	\$6.8	\$7.9	\$8.2	\$6.8	\$6.7	-2%	-1%
Total	\$143.7	\$157.8	\$177.5	\$187.1	\$191.0	2%	33%
Dollars by fund (\$millions):							
General Fund	\$1.1	\$1.3	\$1.2	\$0.6	\$0.6	-1%	-46%
Integrated Waste Management	\$61.4	\$67.8	\$80.4	\$90.5	\$92.3	2%	50%
San Jose/Santa Clara Water Treatment Plant Operation	\$58.8	\$62.7	\$67.9	\$67.8	\$68.4	1%	16%
Water Utility	\$16.7	\$18.9	\$20.6	\$20.2	\$19.6	-3%	17%
All Other Funds	\$5.6	\$7.1	\$7.4	\$8.0	\$10.0	25%	78%
Total	\$143.7	\$157.8	\$177.5	\$187.1	\$191.0	2%	33%
Authorized positions	446.5	446.5	476.5	499.5	506.5	1%	13%

STORMWATER MANAGEMENT

Annual cost per residential unit	\$47.88	\$49.92	\$54.36	\$70.56	\$91.68	30%	91%
Number of litter clean-ups or creek clean-ups	31	34	41	38	60	58%	94%
Tons of litter collected at creek cleanups	4.0	32.8	107.2	195.1	131.4	-33%	3186%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
ENVIRONMENTAL SERVICES DEPARTMENT (continued)							
RECYCLED WATER MANAGEMENT							
Total number of South Bay Water Recycling customers	536	547	556	584	602	3%	12%
Millions of gallons of recycled water delivered annually	2,796	3,290	3,384	3,160	3,068	-3%	10%
Millions of gallons per day diverted from flow to the Bay during dry weather period	12.6	14.1	14.4	14.7	14.3	-3%	13%
Percent of wastewater influent recycled for beneficial purposes during dry weather period	11%	12%	13%	14%	14%	0%	3%
Percent of time recycled water quality standards are met or surpassed	100%	100%	100%	100%	100%	0%	0%
Cost per million gallons of recycled water delivered	\$1,012	\$1,025	\$952	\$1,480	\$1,745	18%	72%
WASTEWATER MANAGEMENT							
Average gallons per day treated (in millions)	121	116	113	109	109	0%	-10%
Total population in service area	1,356,300	1,364,700	1,387,100	1,393,538	1,415,359	2%	4%
Millions of gallons per day discharged to the Bay during average dry weather season (State: 120 mgd or less)	100	102	95	91	88	-3%	-12%
% of time pollutant discharge requirements are met or surpassed	100%	100%	100%	100%	100%	0%	0%
% of suspended solids removed	99%	99%	99%	99%	99%	0%	0%
Cost per million gallons treated	\$794	\$885	\$969	\$996	\$942	-5%	19%
RECYCLING & GARBAGE SERVICES							
Total tons of residential solid waste diverted from landfills	238,882	257,087	255,049	287,195	293,517	2%	23%
Residential households served	294,329	296,457	300,048	301,490	305,058	1%	4%
Percent of solid waste diverted from landfill (State Mandate: 50%)	61%	60%	60%	66%	70%	4%	9%
City's annual per household cost to provide recycling & garbage collection, processing, & disposal	\$222	\$242	\$310	\$323	\$330	2%	49%
NATURAL & ENERGY RESOURCES PROTECTION							
Millions of gallons per day conserved and recycled	15.4	17	17.5	17.3	17.8*	3%	16%
NOTE: Performance measures regarding City vehicles using alternative fuels can be found in the General Services Department (see Strategic Support).							
* Estimate							
POTABLE WATER DELIVERY							
Millions of gallons of water delivered per year to Municipal Water System (MWS) customers	8,003	7,600	8,700	7,860	7,363	-6%	-8%
Total number of MWS customers	26,982	26,397	26,484	26,426	26,279	-1%	-3%
Percent of water samples meeting or surpassing State and federal water quality standards	99.9%	100.0%	100.0%	99.4%	99.8%	0%	0%
Average monthly water bill for MWS customers	\$31.33	\$32.64	\$35.02	\$38.18	\$42.02	10%	34%
Average monthly water bill for other San Jose water retailers	\$37.98	\$44.53	\$47.65	\$50.68	\$51.88	2%	37%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
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TRANSPORTATION DEPARTMENT

(see Chapter Four for complete Transportation Department operating expenditures and performance measures)

SANITARY SEWER MAINTENANCE


Miles of sewer line segments	2,195	2,200	2,200	2,259	2,248	0%	2%
Miles of sanitary sewer lines cleaned	508	526	604	660	604	-8%	19%
Sanitary sewer main line stoppages cleared	796	705	757	700	771	10%	-3%
Percentage of sewer line segments without obstruction	98%	99%	98%	99%	98%	-1%	0%
Percentage of sewer line blockages cleared within 4 hours of notification	87%	89%	88%	94%	92%	-2%	5%

STORM SEWER MANAGEMENT

Miles of storm sewer segments	1,032	1,250	1,250	1,250	1,250	0%	21%
Storm sewer segments	24,752	25,500	25,500	25,500	25,500	0%	3%
Storm sewer inlet stoppages identified & cleared	1,616	469	359	445	2,029	356%	26%
Percentage of storm sewer inlets cleared within 24 hours	64%	69%	55%	84%	82%	-2%	18%
Residential curb miles swept	64,900	65,900	64,000	60,690	62,509	3%	-4%
Thousands of tons of sweeping debris collected	12.5	12.5	8.4	8.1	7.8	-4%	-38%
Percentage of streets rated clean (4+ on 1-5 scale)	75%	82%	82%	88%	88%	0%	13%
Percentage of customers rating street sweeping services good or better based upon effectiveness and satisfaction w/ street appearance (4+ on 1-5 scale)	79%	-	75%	-	-	-	-

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
CHAPTER FOUR: TRANSPORTATION & AVIATION SERVICES							
Operating expenditures (\$millions):							
Airport	\$69.9	\$71.0	\$76.8	\$79.6	\$69.7	-12%	0%
Transportation Department (does not include Sanitary Sewer Maintenance and Storm Sewer Management)	\$48.1	\$49.9	\$52.9	\$55.6	\$51.1	-8%	6%
Traffic Safety Services (Police Department)	\$7.7	\$8.2	\$9.0	\$9.4	\$10.0	7%	30%
City-Wide Expenses	\$2.0	\$2.3	\$2.1	\$2.2	\$4.4	98%	126%
General Fund Capital, Transfers & Reserves	\$2.4	\$2.1	\$8.9	\$8.4	\$2.1	-75%	-13%
Total	\$130.1	\$133.5	\$149.6	\$155.2	\$137.4	-11%	6%
AIRPORT DEPARTMENT							
Operating expenditures (\$millions)	\$69.9	\$71.0	\$76.8	\$79.6	\$69.7	-12%	0%
Operating revenues (\$millions):							
Airline rates and charges	\$27.3	\$24.8	\$39.6	\$44.2	\$46.6	5%	71%
Public parking fees	\$29.7	\$29.7	\$28.6	\$23.6	\$21.3	-10%	-29%
Concession revenue	\$20.3	\$21.3	\$24.0	\$24.0	\$20.7	-14%	2%
Other	\$17.9	\$19.4	\$22.7	\$24.0	\$22.6	-6%	27%
Total operating revenues	\$95.3	\$95.2	\$114.9	\$115.9	\$111.2	-4%	17%
Authorized positions	391	386	391	348	305	-12%	-22%
AIRPORT CUSTOMER SERVICE							
Annual Airport passengers (millions)	10.9	10.7	10.4	8.8	8.2	-7%	-24%
Commercial airline flights	131,418	129,790	129,504	113,056	97,876	-13%	-26%
Biennial San José Community Survey results					2009		
Percent of customers expressing satisfaction with the availability of flights and destinations that meet their travel needs	-	-	-	-	83%	-	-
Percent of customers expressing satisfaction with the quality and variety of airport shops and restaurants	-	-	-	-	70%	-	-
Percent of residents rating the physical condition of the Airport as good or excellent	-	-	-	-	63%	-	-

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
AIRPORT DEPARTMENT (continued)							
COMMUNITY AIR SERVICE							
Airline cost per enplanement (i.e. passenger boarding in San José)	\$4.60	\$4.16	\$7.49	\$9.84	\$11.18	14%	143%
Air cargo, freight, and mail (million lbs.)	209.8	188.3	176.7	137.8	106.4	-23%	-49%
Regional air service market share (passengers)	19%	18%	17%	16%	15%	-1%	-4%
Regional air service market share (cargo)	7%	7%	7%	6%	5%	-1%	-2%
AIRPORT ENVIRONMENTAL MANAGEMENT							
Number of environmental noise complaints	1,100	1,294	881	582	458	-21%	-58%
Percent of community complaints on noise issues responded to within one day	93%	93%	93%	95%	98%	3%	5%
Percent of total Airport waste recycled	-	-	19%	85%	85%	0%	-

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
TRANSPORTATION DEPARTMENT							
 Operating expenditures (\$millions):							
Parking Services	\$10.1	\$11.5	\$10.8	\$12.1	\$11.7	-3%	16%
Pavement Maintenance	\$5.5	\$6.3	\$6.4	\$8.3	\$8.2	-1%	50%
Sanitary Sewer Maintenance	\$8.3	\$8.8	\$10.0	\$12.4	\$12.3	-2%	47%
Storm Sewer Management	\$5.9	\$6.0	\$6.3	\$6.7	\$7.8	16%	32%
Street Landscape Maintenance	\$10.1	\$10.2	\$10.2	\$9.0	\$8.4	-6%	-17%
Traffic Maintenance	\$10.3	\$8.4	\$10.6	\$11.0	\$9.1	-17%	-12%
Transportation Operations	\$6.5	\$7.1	\$7.5	\$6.9	\$6.7	-3%	3%
Transportation Planning and Project Delivery	\$4.0	\$4.2	\$5.5	\$5.9	\$4.9	-18%	22%
Strategic Support	\$2.4	\$3.0	\$2.8	\$3.2	\$3.0	-8%	26%
Total	\$63.2	\$65.6	\$70.2	\$75.6	\$72.1	-5%	14%
Dollars by fund (\$millions):							
General Fund	\$30.5	\$30.6	\$32.7	\$32.4	\$29.4	-9%	-3%
Sewer Service & Use Charge	\$8.9	\$9.4	\$10.7	\$12.9	\$12.9	0%	44%
Capital Fund	\$7.6	\$8.5	\$10.4	\$11.5	\$10.9	-5%	44%
General Purpose Parking	\$7.3	\$7.9	\$7.2	\$8.6	\$7.4	-14%	1%
All Other Funds	\$8.9	\$9.1	\$9.2	\$10.2	\$11.5	13%	29%
Total	\$63.2	\$65.6	\$70.2	\$75.6	\$72.1	-5%	14%
Authorized positions	474.5	478.5	473.5	460.5	453.0	-2%	-5%
PAVEMENT MAINTENANCE							
Miles of paved roadway to maintain	2,310	2,310	2,310	2,365	2,365	0%	2%
Number of potholes filled	2,993	9,270	6,275	6,661	10,186	53%	240%
% of pavement surfaces rated in "acceptable" or better condition (50+ on 1-100 scale)	79%	78%	76%	82%	82%	0%	3%
% of corrective pavement repairs completed within two days (priority) and 30 days (non-priority)	85%	64%	64%	68%	84%	16%	-1%
STREET LANDSCAPE MAINTENANCE							
# of street trees emergency responses	2,220	3,922	2,128	687	1,348	96%	-39%
# of sidewalk repairs completed	3,081	3,549	2,114	2,182	2,420	11%	-21%
Acres / districts of Special District-maintained street landscapes	277 / 18	285 / 18	317 / 18	322 / 19	317 / 18	-	-
% of street landscapes in good condition (estimated)	68%	68%	59%	47%	45%	-2%	-23%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
TRANSPORTATION DEPARTMENT (continued)							
PARKING SERVICES							
# of monthly parking customers served	58,000	61,345	69,475	74,199	74,398	0%	28%
# of transient parking customers served	1,700,000	1,651,836	2,078,097	1,836,100	1,607,307	-12%	-5%
# of parking citations issued	222,000	233,442	239,613	225,141	243,618	8%	10%
Parking Services Revenue to Cost Ratio	1.29	1.29	1.44	1.33	1.33	0%	3%
Percent of abandoned vehicles in voluntary compliance by staff's second visit	78%	78%	78%	85%	89%	4%	11%
Percent of customers rating services good or better based on satisfaction, appearance, comfort (4 or better on a 1-5 scale)	88%	88%	76%	73%	76%	3%	-12%
TRANSPORTATION PLANNING & PROJECT DELIVERY							
# of local Transportation projects in CIP database	112	107	92	71	56	-21%	-50%
# of regional projects in the City (all phases of development)	30	25	52	56	36	-36%	20%
Dollar amount of regional projects in the City (projects under construction only)	\$274 M	\$237 M	\$19 M	\$29 M	\$28 M	-	-
% of Transportation CSA projects delivered within two months of approved baseline schedule	92%	89%	85%	93%	73%	-20%	-19%
TRAFFIC MAINTENANCE							
Number of traffic signals	866	888	892	900	902	0%	4%
Number of traffic signal repair requests completed	2,183	1,739	1,655	1,578	2,052	30%	-6%
Number of traffic signal preventive maintenance activities completed	731	721	871	830	1,060	28%	45%
Percent of traffic signal malfunctions responded to within 30 minutes	54%	59%	53%	54%	55%	1%	1%
Number of traffic & street name signs	87,726	88,556	95,377	100,309	103,359	3%	18%
Number of traffic & street name signs preventively maintained	1,464	4,005	9,482	10,906	5,443	-50%	272%
Number of traffic & street name signs repair / replacement requests completed	1,717	1,726	1,647	1,611	1,579	-2%	-8%
Percent of traffic & street name sign service requests completed within targets*	85%	88%	94%	89%	85%	-4%	0%
Number of roadway markings maintenance requests completed	588	746	778	646	537	-17%	-9%
Percent of all roadway marking service requests completed within targets*	56%	32%	64%	100%	91%	-9%	35%
Percent of traffic roadway markings meeting visibility and operational guidelines	64%	62%	80%	73%	65%	-8%	1%
Number of streetlights	58,255	58,840	60,900	61,900	62,020	0%	6%
Number of streetlight repair requests completed	12,987	11,858	9,535	10,773	10,512	-2%	-19%
Percent of time streetlights are operational	98%	98%	98%	98%	98%	0%	0%
Percent of streetlight malfunctions repaired within 7 days	44%	77%	85%	80%	87%	7%	43%

*NOTE: "within targets" refers to three priority levels with varying time targets, ranging from 24 hours to 21 days.

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
TRANSPORTATION DEPARTMENT (continued)							
TRANSPORTATION OPERATIONS							
Number of pedestrian and bicycle injury accidents (calendar year)	573	584	571	594	595	0%	4%
Percent of residents rating commute traffic flow as acceptable or better:	2005		2007		2009		
<i>City Streets</i>	60%	-	56%	-	60%	-	-
<i>Freeways / Expressways</i>	45%	-	40%	-	40%	-	-
<i>In their neighborhoods</i>	73%	-	73%	-	77%	-	-
Percent of residents rating traffic conditions as safe while:							
<i>Driving</i>	83%	-	80%	-	83%	-	-
<i>Bicycling</i>	48%	-	47%	-	47%	-	-
<i>Walking</i>	79%	-	73%	-	81%	-	-

POLICE DEPARTMENT - TRAFFIC SAFETY SERVICES							
Number of injury crashes per 1,000 residents (calendar year data)	3.4	3.3	3.0	2.7	2.6	-4%	-24%
Number of hazardous moving violation citations issued (TEU Only)	30,754	25,439	36,651	42,778	44,157	3%	44%
Total DUIs	2,056	2,205	2,568	2,450	2,123	-13%	3%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
CHAPTER FIVE: NEIGHBORHOOD SERVICES							
Operating expenditures (\$millions):							
Parks, Recreation & Neighborhood Services Department	\$55.8	\$64.1	\$70.3	\$65.1	\$63.1	-3%	13%
Library Department	\$27.6	\$31.1	\$33.6	\$35.5	\$34.2	-4%	24%
Planning, Building & Code Enforcement Department (Community Code Enforcement)	\$8.0	\$8.5	\$9.4	\$10.3	\$10.0	-3%	25%
General Services Department (Animal Care & Services)	-	-	-	\$6.5	\$6.4	-1%	-
City-Wide Expenses	\$16.1	\$10.5	\$9.0	\$10.0	\$12.6	26%	-22%
General Fund Capital, Transfers & Reserves	\$5.1	\$2.2	\$1.9	\$3.5	\$5.8	65%	14%
Total	\$112.5	\$116.4	\$124.2	\$131.0	\$132.0	1%	17%

* During fiscal years 2005-06 through 2007-08, Animal Care and Services was part of the Parks, Recreation, & Neighborhood Services Department. In 2005-06, its budget was found in City-Wide Expenses. In 2006-07 and 2007-08, its budget was part of the Parks, Recreation, & Neighborhood Services budget. In fiscal year 2008-09, the service was moved to General Services.

PARKS, RECREATION, AND NEIGHBORHOOD SERVICES

Operating expenditures (\$millions)	\$55.8	\$64.1	\$70.3	\$65.1	\$63.1	-3%	13%
Authorized positions	736	733	755	698	708	1%	-4%

NOTE: Between 2005-06 and 2008-09, various programs and related staff were either transferred into (e.g. Parks Maintenance) or out of (e.g. Animal Care and Services, administration of Community Development Block Grants, and Strong Neighborhood Initiative staff) the Parks, Recreation & Neighborhood Services Department.

PARKS

Developed neighborhood park acreage	1,002	1,030	1,052	1,126	1,137	1%	13%
Maintenance cost per developed neighborhood park acre	\$12,304	\$12,797	\$12,792	\$13,442	\$12,555	-7%	2%
Biennial San José Community Survey results	2005		2007		2009		
Percent of residents rating City's efforts to maintain public parks in good physical condition as "good" or "excellent"	65%	-	67%	-	68%	-	3%
Residents reported use of regional parks during the year							
Three or more times	-	-	43%	-	45%	-	-
One to two times	-	-	33%	-	28%	-	-

RECREATION PROGRAMS

Number of community centers in operation	47	48	50	52	51	-2%	9%
Community center square footage	439,948	478,950	482,010	519,045	512,805	-1%	17%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
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PARKS, RECREATION & NEIGHBORHOOD SERVICES DEPARTMENT (continued)
NEIGHBORHOOD SERVICES

Number of B.E.S.T. youth service program participants	4,204	4,534	4,520	4,804	5,781	20%	38%
Percent of B.E.S.T. youth program participants experiencing a change for the better due to youth service programs	72%	74%	74%	72%	77%	5%	5%
Total graffiti tags removed (est.)	49,360	57,876	84,184	105,710	149,541	41%	203%
Graffiti hotline tags removed (est.)	17,426	33,003	49,125	70,635	93,752	33%	438%
Percent of graffiti hotline requests completed within 48 hours (tags removed)	98%	95%	88%	84%	99%	15%	1%
Number of Safe School Campus sites	73	73	73	72	72	0%	-1%
Incidents on Safe School Campus sites responded to	473	592	731	453	442	-2%	-7%
Percent of incidents on Safe School Campus sites responded to within 30 minutes	100%	100%	100%	100%	100%	0%	0%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
LIBRARY DEPARTMENT							
Operating expenditures by service (\$millions):							
Access to Information, Library Materials and Digital Resources	\$21.6	\$24.7	\$26.6	\$28.1	\$27.7	-1%	28%
Formal and Lifelong Self-Directed Education	\$3.1	\$3.0	\$3.2	\$3.5	\$2.9	-17%	-7%
Strategic Support	\$2.8	\$3.4	\$3.8	\$3.9	\$3.5	-10%	26%
Total	\$27.6	\$31.1	\$33.6	\$35.5	\$34.2	-4%	24%
Authorized positions	339	366	366	372	365	-2%	8%
Hours open (annual)	40,537	44,028	43,210	45,632	44,815	-2%	11%
Library visitors (weekly)	138,787	146,916	147,863	156,278	146,976	-6%	6%
ACCESS TO INFORMATION, LIBRARY MATERIALS & DIGITAL RESOURCES							
Materials:							
Books and periodicals	1,681,031	1,702,672	1,721,632	1,818,154	1,859,027	2%	11%
Audio	147,886	151,950	150,844	154,698	146,528	-5%	-1%
Video	246,235	266,755	286,381	299,161	294,623	-2%	20%
Materials per capita	2.2	2.2	2.2	2.3	2.2	0%	3%
Total circulation	14,453,206	14,060,019	14,399,685	15,320,909	14,918,873	-3%	3%
Circulation per capita	15.2	14.4	14.6	15.2	14.6	-4%	-4%
Computer sessions	1,843,487	2,109,135	2,157,998	2,338,057	2,016,979	-14%	9%
Percent of customers rating staff assistance as helpful, prompt, or courteous:							
Helpful	77%	82%	85%	91%	87%	-4%	10%
Prompt	79%	82%	84%	91%	86%	-5%	8%
Courteous	77%	83%	85%	91%	87%	-4%	10%
Biennial San José Community Survey results							
Percent of residents rating the variety and level of library resources as good or excellent	67%	-	69%	-	71%	-	4%
Residents (or family members) reported use of libraries during the year							
More than six times	47%	-	46%	-	48%	-	1%
One to six times	33%	-	33%	-	32%	-	-1%
Zero or don't know	20%	-	21%	-	20%	-	0%
FORMAL AND LIFELONG SELF-DIRECTED EDUCATION							
Number of literacy programs	3,141	3,182	3,404	3,797	3,511	-8%	12%
Attendance in literacy programs	96,385	105,820	105,191	127,637	124,614	-2%	29%
Participants in Summer Reading Program*	24,507	24,082	26,169	13,230	12,399	-6%	-

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

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
PLANNING, BUILDING, AND CODE ENFORCEMENT DEPARTMENT - COMMUNITY CODE ENFORCEMENT							
Number of cases opened	15,027	13,381	13,131	14,595	15,885	9%	6%
Proactive	4,126	4,541	3,746	4,912	6,256	27%	52%
Complaint-based	10,901	8,840	9,385	9,683	9,629	-1%	-12%
Number of initial inspections (General Code)	8,092	8,274	8,144	8,242	8,193	-1%	1%
Percent of time inspection/assessments for health/safety cases occurring within targeted time frames:							
Emergency (24 hours)	77%	81%	100%	100%	100%	0%	23%
Priority (72 hours)	42%	41%	72%	78%	94%	16%	52%
Routine (10 days)	-	-	62%	68%	72%	4%	-
Percent of violations resolved through voluntary compliance	86%	89%	93%	93%	95%	2%	9%
Cost per violation for:							
Proactive enforcement	\$105	\$125	\$67	\$73	\$92	26%	-12%
Complaint-based enforcement	\$705	\$580	\$570	\$622	\$693	11%	-2%
Customer survey (calendar year data)							
Percent of customers rating quality of service as "good" or "excellent"	80%	69%	73%	78%	75%	-3%	-4%
Percent of customers rating the condition of their neighborhood as the "same", "better", or "improved" compared to the previous year	84%	85%	83%	86%	90%	3%	5%
GENERAL SERVICES DEPARTMENT - ANIMAL CARE & SERVICES							
Operating expenditures (\$millions)	-	-	-	\$6.5	\$6.4	-1%	-
Authorized positions	-	-	-	66	64	-3%	-
Operating and contract revenues (\$millions)	\$1.9	\$2.0	\$2.1	\$2.5	\$2.9	16%	53%
State reimbursements for mandated animal costs	\$48,920	\$859,899	\$0	\$0	\$0	-	-100%
Current animal licenses (end of fiscal year)	34,285	35,492	36,589	44,924	52,077	16%	52%
Total calls for service completed	32,086	30,948	30,332	30,627	25,695	-16%	-20%
Percent of emergency calls with response time in one hour or less	89%	88%	88%	90%	91%	1%	2%
Number of sheltered animals (incoming animals)							
Cats	10,677	10,624	9,830	11,275	10,346	-8%	-3%
Dogs	5,476	5,486	5,977	6,597	6,804	3%	24%
Other animals (rabbits, rats, hamsters)	938	745	998	999	788	-21%	-16%
Total	17,091	16,855	16,805	18,871	17,938	-5%	5%
Percent of cats adopted, rescued, or returned to owner	26%	31%	32%	28%	40%	13%	14%
Percent of dogs adopted, rescued, or returned to owner	73%	73%	72%	68%	71%	3%	-2%
Number of low-cost spay/neuter surgeries provided to public (service began in March 2005)	657	4,382	4,777	4,772	5,246	10%	-

* Prior to 2008-09 Animal Care and Services was part of the Parks, Recreation, and Neighborhood Services (PRNS) Department and its budget and staff were included in one of PRNS' services.

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
CHAPTER SIX: COMMUNITY & ECONOMIC DEVELOPMENT							
Operating expenditures (\$millions):							
Planning, Building & Code Enforcement (does not include Community Code Enforcement)	\$24.3	\$26.5	\$26.8	\$24.5	\$15.9	-35%	-35%
Public Works	\$6.1	\$6.9	\$6.6	\$6.1	\$4.2	-31%	-31%
Fire Safety Code Compliance (Fire Department)	\$1.7	\$2.3	\$2.6	\$2.9	\$2.2	-23%	28%
Office of Economic Development (City Manager's Office)	\$5.9	\$8.1	\$9.0	\$9.4	\$9.4	-1%	58%
Convention Facilities	\$12.3	\$12.7	\$13.1	\$15.2	\$23.5	54%	90%
Housing Department	\$4.5	\$4.9	\$5.2	\$6.0	\$7.2	20%	59%
Strategic Support*	\$6.2	\$7.7	\$8.4	\$9.5	\$7.9	-17%	27%
City-Wide Expenses	\$25.3	\$26.8	\$28.1	\$30.5	\$26.3	-14%	4%
General Fund Capital, Transfers & Reserves	\$0.0	\$4.5	\$4.5	\$5.8	\$4.4	-24%	-
Total	\$86.5	\$100.4	\$104.3	\$110.0	\$101.1	-8%	17%

* Strategic Support is not allocated to each department due to variations in previous years between Community & Economic Development and Neighborhood Services sections.

Note: A small percentage of City dollars is used to fund strategic support & other services shared between the RDA and other City Departments; these dollars are eventually reimbursed through the RDA budget. The RDA budget is independently supported by redevelopment funds.

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
DEVELOPMENT SERVICES (provided by PB&CE, Fire Department, and Public Works)							
Permit Center Customers	-	-	46,332	33,894	29,637	-13%	-
Building Inspections within 24 hours	-	-	86%	98%	49%	-49%	-
Building Plan Check within project cycle time	-	-	81%	86%	76%	-10%	-
Fire Plan Checks within established time targets	-	-	75%	83%	90%	7%	-
Public Works Plan Check (ranges from 30-180 days)	-	-	71%	80%	88%	8%	-
Conformance Review within 12 days	-	-	95%	94%	86%	-8%	-
Planning Comments within 30 days	-	-	89%	80%	55%	-25%	-
Walk-in Customers Served in < 30 mins.	-	-	92%	88%	55%	-33%	-
		<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>		
<u>Customer Satisfaction Survey</u>							
Ministerial Projects (i.e. require administrative approval only)							
Overall	-	75%	79%	80%	66%	-14%	-
Permit Application & Issuance	-	79%	85%	85%	69%	-16%	-
Plan Check	-	77%	79%	82%	71%	-11%	-
Building Inspections	-	83%	85%	88%	80%	-8%	-
Public Works	-	76%	82%	79%	83%	4%	-
Fire Department	-	80%	90%	87%	89%	2%	-
Discretionary Projects (i.e. require public hearing)							
Overall	-	66%	68%	75%	63%	-12%	-
Permit Application & Issuance	-	81%	78%	86%	70%	-16%	-
Public Hearing	-	71%	72%	92%	88%	-4%	-
Plan Check	-	62%	66%	72%	60%	-12%	-
Public Works	-	79%	72%	71%	67%	-4%	-
Fire Department	-	71%	81%	86%	77%	-9%	-

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
PLANNING, BUILDING & CODE ENFORCEMENT							
Operating expenditures by core service (\$millions):							
Community Code Enforcement	\$8.0	\$8.5	\$9.4	\$10.3	\$10.0	-4%	25%
Development Plan Review and Building Construction Inspection	\$22.1	\$23.9	\$24.5	\$22.1	\$14.1	-33%	-36%
Long Range Land Use Planning	\$2.2	\$2.6	\$2.3	\$2.3	\$1.8	-25%	-19%
Strategic Support	\$1.3	\$1.3	\$1.4	\$1.5	\$1.2	-16%	-3%
Total	\$33.6	\$36.3	\$37.6	\$36.2	\$27.1	-24%	-19%
Authorized positions	329	352	363	284	241	-12%	-27%
DEVELOPMENT PLAN REVIEW & BUILDING CONSTRUCTION INSPECTION							
Number of planning applications	1,893	1,986	2,067	2,135	1,735	-19%	-8%
Number of plan checks	6,676	6,221	6,236	5,141	5,049	-2%	-24%
Number of field inspections	184,547	200,198	194,619	123,313	86,825	-30%	-53%
Number of building permits issued	32,651	28,636	25,500	21,294	20,849	-2%	-36%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
PUBLIC WORKS DEPARTMENT							
Operating expenditures (\$millions):							
Plan, Design & Construct Public Facilities and Infrastructure	\$29.5	\$31.4	\$32.1	\$33.3	\$30.2	-9%	2%
Regulate / Facilitate Private Development	\$6.1	\$6.9	\$6.6	\$6.1	\$4.2	-31%	-31%
Strategic Support	\$6.6	\$8.8	\$10.3	\$10.6	\$5.8	-46%	-12%
Total	\$42.2	\$47.1	\$49.0	\$50.0	\$40.2	-20%	-5%
Dollars by fund (\$millions):							
General Fund	\$7.2	\$9.8	\$9.9	\$4.4	\$1.8	-59%	-75%
Capital Funds	\$28.6	\$30.2	\$31.0	\$32.7	\$28.3	-13%	-1%
All Other Sources	\$6.4	\$7.0	\$8.1	\$13.0	\$10.1	-22%	58%
Total	\$42.2	\$47.1	\$49.0	\$50.0	\$40.2	-20%	-5%
Authorized full-time equivalent positions	386	384	387	351	320	-9%	-17%
REGULATE / FACILITATE PRIVATE DEVELOPMENT							
Fee Program Revenue (in \$millions)							
Development Services	\$6.0	\$6.3	\$5.2	\$4.6	\$2.3	-50%	-62%
Utility Program	\$1.1	\$1.5	\$1.7	\$1.6	\$1.7	6%	50%
Fee Program Costs (in \$millions)							
Development Services	\$5.8	\$6.2	\$6.7	\$5.3	\$2.3	-57%	-60%
Utility Program	\$1.3	\$1.5	\$1.5	\$1.5	\$1.5	0%	18%
Development Services							
Number of Development Plans reviewed (by Public Works)	2,170	2,190	1,694	1,164	705	-39%	-68%
Improvement plan processing targets met	70%	68%	71%	81%	86%	5%	16%
Planning processing targets met	65%	47%	71%	89%	87%	-2%	22%
Utility Program							
Major Utility Permit Plans reviewed for consistency and completeness	517	576	545	457	561	23%	9%
Service requests received	2,166	2,725	2,605	2,780	2,513	-10%	16%
Requests responded to within target times	1,840	2,316	2,110	2,557	2,362	-8%	28%
Underground service alert requests received	33,518	23,451	27,318	20,418	18,401	-10%	-45%
FIRE DEPARTMENT (see Chapter Two—Public Safety for Department budget & other performance measures)							
FIRE SAFETY CODE COMPLIANCE							
New construction and tenant improvement inspections performed*	6,034	6,882	4,579	4,656	4,243	-9%	-30%
New construction and tenant improvement plan checks performed*	4,768	5,206	3,527	3,732	3,136	-16%	-34%
Percent of Fire Inspections completed within 24 hours*	89%	68%	-	89%	86%	-3%	-3%
Percent of Fire Plan Checks completed within established time targets*	65%	71%	85%	83%	90%	7%	25%

(* - estimates based on Department submission and budget documents from 2005-06 to 2008-09)

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
OFFICE OF ECONOMIC DEVELOPMENT (including Office of Cultural Affairs and work2future)							
Operating expenditures (\$millions):							
Arts and Cultural Development	\$1.8	\$2.0	\$2.1	\$2.2	\$1.9	-12%	6%
Business/Job Attraction, Retention, Expansion, & Creation	\$1.5	\$1.7	\$2.1	\$2.2	\$2.1	-3%	39%
Outdoor Special Events	\$0.5	\$0.8	\$0.9	\$0.7	\$0.7	-1%	35%
Workforce Development	\$2.0	\$3.7	\$3.9	\$4.3	\$4.5	3%	118%
Strategic Support	\$0.7	\$0.8	\$0.9	\$0.5	\$0.4	-17%	47%
Total	\$6.6	\$8.9	\$9.9	\$9.9	\$9.6	-3%	44%
NOTE: The Office of Cultural Affairs (Arts and Cultural Development, Outdoor Special Events) officially became part of the Office of Economic Development in 2005-06.							
Dollars by fund (\$millions):							
General Fund	\$3.9	\$4.6	\$4.3	\$4.4	\$3.6	-18%	-8%
Workforce Investment Act	\$2.5	\$4.2	\$4.5	\$4.5	\$4.7	4%	84%
All Other Funds	\$0.2	\$0.1	\$1.0	\$1.0	\$1.3	34%	669%
Total	\$6.6	\$8.9	\$9.9	\$9.9	\$9.6	-3%	44%
Authorized positions	71.5	77.0	78.0	76.0	72.0	-5%	1%
BUSINESS/JOB ATTRACTION, RETENTION, EXPANSION & CREATION							
Tax revenues generated by OED-assisted companies (\$millions)	\$1.5	\$1.5	\$2.1	\$2.2	\$2.8	27%	87%
Number of jobs created or retained by assisted companies	9,400	8,300	8,800	4,914	5,430	11%	-42%
Ratio of Sales/Use Tax revenues generated by assisted companies per OED expenditure	\$7 to \$1	\$5 to \$1	\$8 to \$1	\$6 to \$1	\$7.9 to \$1	32%	13%
Jobs per employed resident	0.75	0.85	0.81	0.86	0.86	0%	14%

WORKFORCE DEVELOPMENT

NOTE: Beginning July 1, 2008 the State of California started a new one-stop integration model where all clients are automatically enrolled into programs. Prior year data not comparable.

Number of adults in City programs	512	540	465	7,972	5,682	-29%	-
Number of dislocated workers in City programs	373	317	328	178	5,133	2784%	-
Number of youth in City programs	554	363	364	291	338	16%	-
Adults entering employment	85%	81%	85%	49%	95%	46%	-
Dislocated workers entering employment	90%	90%	86%	76%	61%	-15%	-
Youth entering employment (or education)	81%	82%	74%	69%	104%	35%	-
Adults retaining employment (after 6 mos.)	82%	78%	90%	80%	97%	17%	-
Dislocated workers retaining employment (after 6 mos.)	87%	92%	93%	87%	102%	15%	-
Youth workers retaining employment (after 6 mos., or degree or certificate attainment)	88%	84%	96%	84%	-	-	-

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
OFFICE OF ECONOMIC DEVELOPMENT (continued)							
ARTS & CULTURAL DEVELOPMENT							
Number of students served by arts education	21,879	21,573	26,478	28,830	24,240	-16%	11%
Number of arts grants awarded and monitored	127	139	143	85	111	31%	-13%
Number of City-funded cultural organizations	57	68	63	67	47	-30%	-18%
Grant expenditures (\$millions)	\$2.2	\$2.4	\$2.9	\$3.0	\$2.6	-14%	18%
Percent of funding for City-supported cultural organizations provided by City	3.6%	4.2%	5.0%	7.2%	7.1%	0%	4%
Percent of San José students (grades K-12) participating in OCA-sponsored arts education programs	15%	14%	19%	22%	20%	-2.0%	5.0%
		2007		2009			
Percent of residents rating the availability and variety of arts and cultural offerings in or near their neighborhood as "good" or "excellent" (biennial Community Survey)	-	47%	-	42%	-	-	-
OUTDOOR SPECIAL EVENTS							
# of event attendees at City-authorized outdoor spaces	1,965,885	1,817,558	1,951,562	1,672,405	1,040,820	-38%	-47%
# of events held on public and private property	341	337	374	427	356	-17%	4%
# of non-profit sponsored events	213	212	295	349	304	-13%	43%
Grant funding for special events	\$335,716	\$384,238	\$548,694	\$667,209	\$331,669	-50%	-1%

CONVENTION FACILITIES							
Gross revenue (\$millions)	\$8.8	\$10.6	\$12.0	\$12.4	\$18.0	46%	106%
Net profit (loss) (\$millions)	(\$3.9)	(\$3.3)	(\$3.0)	(\$5.4)	(\$6.9)	27%	78%
Authorized positions	85	85	86	86	56	-35%	-34%
Number of events at convention facilities	496	519	434	344	288	-16%	-42%
Total attendance	1,337,674	1,272,329	1,679,736	1,187,911	946,779	-20%	-29%
Occupancy rate	65%	72%	72%	61%	60%	-5%	-1%
Percent of customers rating overall service good to excellent	93%	97%	98%	97%	95%	-2%	2%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
HOUSING DEPARTMENT							
Operating expenditures (\$millions):							
Increase Affordable Housing Supply	\$1.1	\$1.2	\$1.2	\$1.6	\$1.4	-10%	27%
Maintain Existing Affordable Housing Supply	\$3.1	\$3.2	\$3.2	\$3.6	\$3.9	6%	26%
Community Development & Investment	\$0.4	\$0.5	\$0.8	\$0.8	\$1.9	144%	439%
Strategic Support (NOTE: CDBG funds included beginning 2006-07)	\$2.5	\$3.6	\$4.4	\$4.7	\$3.5	-26%	40%
Total	\$7.1	\$8.5	\$9.6	\$10.7	\$10.8	0%	52%
Dollars by fund (\$millions):							
Low/Moderate Income Housing Fund (NOTE: admin costs only)	\$6.1	\$6.3	\$7.7	\$8.9	\$8.8	0%	45%
Other Funds	\$1.0	\$2.2	\$1.9	\$1.9	\$1.9	4%	91%
Total	\$7.1	\$8.5	\$9.6	\$10.7	\$10.8	0%	52%
Authorized positions	67	78	80	83	80	-4%	19%
NOTE: Transfer administration of CDBG, including 8.0 FTE, from PRNS Department to Housing Department in 2006-07							
INCREASE THE AFFORDABLE HOUSING SUPPLY							
Number of homebuyers assisted (methodology change in '08-'09)	188	114	79	246	206	-16%	-
Number of affordable housing units completed in the fiscal year	1,415	1,734	737	175	402	130%	-72%
Average per-unit subsidy in funding commitments for new construction projects (\$)	\$66,900	\$55,356	\$104,307	\$145,854	\$142,394	-2%	113%
MAINTAIN EXISTING AFFORDABLE HOUSING SUPPLY							
Number of rehabilitation units completed	305	291	322	320	285	-11%	-7%
Single-family units	90	84	113	141	80	-43%	-11%
Mobilehome units	123	187	189	149	151	1%	23%
Multi-family units	92	20	20	30	54	80%	-41%
Number of unduplicated Rental Rights & Referrals program clients	1,780	1,637	2,566	2,991	2,453	-18%	38%
Percent of tenant / landlord mediations that resulted in mutual agreement	95%	51%	50%	69%	81%	12%	-14%
Housing Department Loan Portfolio - Number of Loans (rehab & 1st-time homebuyer)	1,307	1,326	1,415	1,683	1,973	17%	51%
Total Loan Principal - All Loans (in \$millions)	\$506.2	\$525.8	\$582.6	\$638.2	\$655.2	3%	29%
COMMUNITY DEVELOPMENT & INVESTMENT (incl. Services to Homeless & At-Risk Population)							
Estimated Number of Homeless Individuals (biennial count)	-	4,309	-	4,193	-	-	-
Number of Clients assisted by the Homeless Program	4,058	10,428	10,579	29,035	33,821	16%	-
New homeless individuals assisted in securing permanent housing in reporting year	200	470	494	1,105	993	-10%	397%
% of CDBG funded projects meeting all stated outcomes (estimated):							
- City projects	-	-	89%	77%	-	-	-
- Non-City projects	-	-	89%	92%	-	-	-

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
REDEVELOPMENT AGENCY							
Operating expenditures (\$millions):							
Develop and Preserve Housing	\$4.6	\$4.4	\$5.8	\$6.4	\$6.7	4%	45%
Build Public Facilities	\$3.0	\$2.8	\$3.7	\$2.4	\$2.4	2%	-20%
Promote Economic Development	\$2.9	\$4.4	\$2.7	\$4.8	\$4.1	-15%	43%
Strengthen Neighborhoods	\$3.1	\$2.1	\$2.5	\$3.7	\$2.8	-23%	-9%
Strategic Support	\$4.0	\$4.5	\$5.5	\$3.9	\$3.6	-8%	-10%
Total	\$17.5	\$18.2	\$20.2	\$21.2	\$19.6	-8%	11%
Authorized positions	113	116	116	119	92	-23%	-19%
Revenues (\$millions):							
Tax Increment	\$149.8	\$161.8	\$184.9	\$202.3	\$202.4	0%	35%
Other	\$41.5	\$49.6	\$62.3	\$49.5	\$96.7	95%	133%
Total	\$191.3	\$211.5	\$247.2	\$251.9	\$299.1	19%	56%
Capital outlays (\$million)	\$96.8	\$78.0	\$119.2	\$98.5	\$60.8	-38%	-37%
Total debt (\$billions)	\$2.15	\$2.19	\$2.37	\$2.48	\$2.52	2%	17%
DEVELOP & PRESERVE HOUSING							
Number of new housing units completed (in Redevelopment Areas)	292	585	76	870	213	-76%	-27%
Agency funding (\$millions)	\$0.0	\$10.9	\$7.7	\$16.8	\$22.0	31%	-100%
Percent of project costs funded by Agency (estimated):	0%	5%	17%	4%	1%	-3%	1%
STIMULATE ECONOMIC DEVELOPMENT							
Jobs created or sustained in Redevelopment Areas	5,509	9,371	4,141	4,476	2,585	-42%	-53%
Agency funding for completed private development projects (\$millions)	\$7.9	\$6.6	\$13.4	\$7.0	\$3.4	-52%	-57%
Percent of total project costs funded by Agency	9%	6%	15%	2%	6%	4%	-3%
BUILD PUBLIC FACILITIES							
Number of completed public projects	12	8	17	15	12	-20%	0%
Total cost of completed public projects (\$millions)	-	-	\$22.2	\$8.9	\$27.5	210%	-
Percent of total project cost funded by Agency	-	-	55%	70%	81%	11%	-
Percent of completed Agency-assisted public projects on budget	100%	100%	94%	100%	100%	0%	0%
Percent of completed Agency-assisted public projects on time	83%	88%	47%	100%	100%	0%	17%


FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
REDEVELOPMENT AGENCY (continued)							
STRENGTHEN NEIGHBORHOODS							
Number of facade improvement projects completed	24	38	45	19	12	-37%	-50%
Number of streetscape projects completed	10	8	3	6	0	-100%	-100%
Agency funding for facade improvements (\$millions):	\$1.8	\$1.6	\$3.6	\$2.2	\$2.0	-13%	12%
Agency funding for streetscape improvements (\$millions):	-	\$4.3	\$2.2	\$2.7	\$0.0	-100%	-
Percent of facade improvement costs funded by Agency	51%	88%	76%	85%	89%	4%	74%
Percent of streetscape improvement costs funded by Agency	-	98%	100%	100%	-	-	-
Projects (all) completed on budget	100%	98%	100%	100%	100%	0%	0%
Projects (all) completed on time	94%	100%	94%	100%	92%	-8%	-2%


FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
CHAPTER SEVEN: STRATEGIC SUPPORT							
Operating expenditures (\$millions):							
Public Works	\$36.1	\$40.2	\$42.4	\$43.9	\$36.0	-18%	0%
General Services (does not include Animal Care & Services)	\$36.6	\$37.0	\$37.4	\$36.9	\$38.6	5%	6%
Information Technology	\$14.6	\$17.0	\$21.5	\$21.9	\$20.9	-4%	43%
Finance	\$12.5	\$13.9	\$14.8	\$15.6	\$14.4	-8%	15%
Human Resources	\$7.1	\$7.9	\$8.7	\$9.4	\$9.7	3%	37%
Retirement Services	\$2.5	\$2.8	\$2.8	\$3.4	\$3.6	6%	43%
City Attorney	\$12.3	\$14.1	\$15.1	\$15.1	\$15.1	0%	23%
City Manager	\$8.4	\$9.1	\$11.5	\$11.9	\$11.0	-8%	31%
Mayor and City Council	\$6.4	\$6.7	\$7.5	\$8.0	\$7.7	-3%	22%
City Clerk	\$2.4	\$3.7	\$2.4	\$3.9	\$2.1	-48%	-15%
City Auditor	\$2.1	\$2.4	\$2.1	\$2.5	\$2.1	-15%	0%
Departmental Subtotal	\$141.1	\$154.8	\$166.0	\$172.6	\$161.3	-7%	14%
City-wide Expenses	\$67.8	\$44.8	\$45.0	\$48.6	\$34.2	-30%	-50%
General Fund Capital, Transfers and Reserves	\$2.8	\$25.8	\$23.4	\$29.2	\$38.0	30%	1258%
Total	\$211.6	\$225.4	\$234.5	\$250.4	\$233.5	-7%	10%

* Increased costs to Public Works in 2006-07 and 2007-08 were primarily the result of an increase in support service responsibilities, including the shift of Real Property lease oversight (\$2.1 million) from General Services to Public Works, and the creation of a citywide ADA Coordinator.

PUBLIC WORKS DEPARTMENT

Operating expenditures (\$millions):							
Plan, Design & Construct Public Facilities and Infrastructure	\$29.5	\$31.4	\$32.1	\$33.3	\$30.2	-9%	2%
Regulate / Facilitate Private Development	\$6.1	\$6.9	\$6.6	\$6.1	\$4.2	-31%	-31%
Strategic Support	\$6.6	\$8.8	\$10.3	\$10.6	\$5.8	-46%	-12%
Total	\$42.2	\$47.1	\$49.0	\$50.0	\$40.2	-20%	-5%
Dollars by fund (\$millions):							
General Fund	\$7.2	\$9.8	\$9.9	\$4.4	\$1.8	-59%	-75%
Capital Funds	\$28.6	\$30.2	\$31.0	\$32.7	\$28.3	-13%	-1%
All Other Sources	\$6.4	\$7.0	\$8.1	\$13.0	\$10.1	-22%	58%
Total	\$42.2	\$47.1	\$49.0	\$50.0	\$40.2	-20%	-5%
Authorized full-time equivalent positions	386	384	387	351	320	-9%	-17%

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
 PUBLIC WORKS DEPARTMENT							
PLAN, DESIGN & CONSTRUCT PUBLIC FACILITIES & INFRASTRUCTURE							
Construction projects completed (Note: "completed" means that a Notice of Completion and Acceptance has been recorded and no more costs are incurred to the project.)	82	69	58	61	48	-21%	-41%
Total construction cost of projects (\$millions)	\$114.6	\$135.0	\$168.0	\$80.1	\$280.1	250%	144%
Percent of projects completed within the approved baseline budget ("on budget")	85%	69%	74%	89%	83%	-6%	-2%
Projects achieving "Beneficial Use" during the fiscal year (Note: "Beneficial Use" means project is available for intended use to all potential users and contractor's scope of work has been substantially completed)	-	69	64	67	52	-22%	-
Percent of projects achieving "Beneficial Use" within approved baseline schedule	-	77%	73%	90%	71%	-19%	n/a
Percent of customers rating design and construction services as good or excellent based on accuracy, timeliness, and quality of final product	93%	99%	94%	93%	88%	-5%	-5%

 GENERAL SERVICES DEPARTMENT							
Operating expenditures (actual in \$millions):							
Animal Care & Services (transferred from PRNS)	-	-	-	\$6.5	\$6.4	-1%	-
Parks & Civic Grounds and Purchasing & Materials Management (transferred to other depts.)	-	-	-	-	-	-	-
Facilities Management and Fleet & Equipment Services	\$32.6	\$35.7	\$36.2	\$35.8	\$37.5	5%	15%
Strategic Support	\$4.0	\$1.3	\$1.2	\$1.1	\$1.1	3%	-72%
Total	\$36.6	\$37.0	\$37.4	\$43.4	\$45.0	4%	23%
Authorized positions	198	202	204	267	266	-1%	35%

General Services budget and staff increases are mainly due to adding \$6.5 million for Animal Care services and the 67 positions authorized for the Animal Care Facility in 2008-09.

FACILITIES MANAGEMENT & FLEET AND EQUIPMENT SERVICES

Total square footage maintained (millions)	1.7	2.4	2.7	2.8	2.9	4%	72%
Total vehicles and equipment	2,715	2,667	2,680	2,758	2,748	0%	1%
Percent of fleet using alternative fuels	9%	9%	35%	35%	40%	5%	31%

General Services advises that the Department changed its methodology in 2009-10.

 INFORMATION TECHNOLOGY DEPARTMENT							
Operating expenditures (\$millions):							
IT Infrastructure, Enterprise Systems and Solutions, and Tech Services	\$13.7	\$15.9	\$19.7	\$20.7	\$20.1	-3%	47%
Strategic Support	\$1.0	\$1.2	\$1.8	\$1.3	\$0.8	-38%	-20%
Total	\$14.6	\$17.0	\$21.5	\$21.9	\$20.9	-5%	43%
Authorized positions	101	131	157	149	136	-9%	34%

*The City's Customer Call Center moved to IT in 2007-08, which explains much of the increase in IT's staffing levels and expenditures.

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
FINANCE DEPARTMENT							
Operating expenditures (\$millions):							
Disbursements, Financial Reporting, Purchasing & Materials Management, Revenue Management, and Treasury Management	\$11.3	\$12.5	\$13.6	\$14.7	\$13.3	-9%	18%
Strategic Support	\$1.3	\$1.3	\$1.2	\$0.9	\$1.1	23%	-15%
Total	\$12.5	\$13.9	\$14.8	\$15.6	\$14.4	-8%	15%
Authorized positions	132	132	136	140	128	-9%	-3%
Total debt portfolio managed (\$billions)	\$4.56	\$4.69	\$5.62	\$5.72	\$5.79	1%	27%
City's General Obligation Bond rating							
Standard & Poor's	AA+	AA+	AAA	AAA	AAA	-	-
Fitch	AA+	AA+	AA+	AA+	AAA	-	-
Moody's	Aa1	Aa1	Aa1	Aa1	Aaa	-	-
Total City's investment portfolio (\$billions)	\$1.23	\$1.28	\$1.36	\$1.22	\$1.15	-6%	-7%
Average return on investments	3.9%	4.7%	4.1%	3.4%	2.1%	-1.3%	-1.9%

HUMAN RESOURCES DEPARTMENT							
Operating expenditures (\$millions):							
Employee Benefits, Employment Services, Risk Management, and Training and Development	\$6.1	\$6.9	\$7.7	\$8.4	\$8.7	3%	43%
Strategic Support	\$1.0	\$1.0	\$1.0	\$1.1	\$1.1	0%	5%
Total	\$7.1	\$7.9	\$8.7	\$9.4	\$9.7	3%	37%
Authorized positions	61	65	74	75	74	-1%	21%
Percent of employees contributing to Deferred Compensation	67%	67%	71%	72%	73%	1%	6%
Cost of benefits administration per FTE	\$157	\$259	\$236	\$310	\$396	28%	152%
Annual job turnover rate	6%	6%	6%	7%	9%	2%	3%
U.S. average turnover for government workers	18%	18%	17%	16%	17%	1%	-1%
Days for recruitments*	-	99	100	106	92	-13%	-
Number of training classes offered	160	160	95	175	177	1%	11%
Number of training attendees	1,222	1,222	1,543	2,969	2,313	-22%	89%

* In prior SEA Reports, days for recruitments were broken out between internal and external hires. The department discontinued tracking these separately.

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
RETIREMENT SERVICES DEPARTMENT							
Operating expenditures (\$millions):	\$2.5	\$2.8	\$3.1	\$3.4	\$3.6	6%	44%
Dollars by fund (\$millions):							
Federated Retirement Fund	\$1.3	\$1.4	\$1.5	\$1.6	\$1.8	13%	39%
Police and Fire Retirement Fund	\$1.3	\$1.4	\$1.5	\$1.8	\$1.8	0%	39%
Total	\$2.5	\$2.8	\$3.1	\$3.4	\$3.6	6%	44%
Authorized positions	27	28	28	29	33	15%	24%
Number of retirees and beneficiaries:							
Federated Retirement Fund	2,621	2,749	2,886	2,997	3,101	3%	18%
Police and Fire Retirement Fund	1,479	1,536	1,594	1,661	1,790	8%	21%
Annual contributions (\$millions):							
Federated Retirement Fund:							
Employee contribution	\$17.6	\$22.0	\$23.8	\$28.9	\$29.2	1%	66%
Employer contribution	\$47.2	\$61.7	\$66.5	\$73.4	\$71.6	-2%	52%
Police and Fire Retirement Fund:							
Employee contribution	\$22.2	\$24.0	\$28.4	\$29.5	\$30.7	4%	39%
Employer contribution	\$50.0	\$55.7	\$67.0	\$63.0	\$63.6	1%	27%
Return on plan assets:							
Federated Retirement Fund	10.8%	16.2%	-3.1%	-16.8%	15.9%	33%	5%
Police and Fire Retirement Fund	14.3%	19.3%	-5.1%	-18.0%	14.3%	32%	0%
Net assets (\$millions):							
Federated City Employees Retirement Plan	\$1,623	\$1,862	\$1,776	\$1,442	\$1,621	12%	0%
Police and Fire Department Retirement Plan	\$2,311	\$2,735	\$2,560	\$2,044	\$2,315	13%	0%
Funded ratios (net assets as a percentage of estimated liabilities)							
Federated City Employees Retirement Plan							
Actuarial value	-	82.8%	-	70.7%	-	-	-
Market value	-	90.0%	-	54.6%	-	-	-
Police and Fire Department Retirement Plan							
Actuarial value	-	99.7%	-	86.7%	-	-	-
Market value	-	113.2%	-	66.4%	-	-	-

FIVE-YEAR TRENDS	2005-06	2006-07	2007-08	2008-09	2009-10	1-year change	5-year change
MAYOR AND CITY COUNCIL							
Allocated operating expenditures (actual in \$millions):	\$6.4	\$6.7	\$7.5	\$8.0	\$7.7	-3%	22%
CITY ATTORNEY'S OFFICE							
Operating Expenditures	\$12.3	\$14.1	\$15.1	\$15.1	\$15.1	0%	23%
Authorized positions	97	99	95	93	89	-4%	-8%
Number of legal transactions, documents, and memoranda prepared or reviewed	9,028	9,723	9,851	9,422	7,739	-18%	-14%
Number of new litigation matters	1,301	1,199	1,276	1,362	1,394	2%	7%
*In FY 2009-10, the City Attorney's Office revised its methodology for counting the number of new litigation matters to include employee disciplinary matters and other miscellaneous litigation matters. Data for prior years has been adjusted accordingly.							
CITY MANAGER'S OFFICE							
Operating Expenditures	\$8.4	\$9.1	\$11.5	\$11.9	\$11.0	-8%	31%
Authorized positions	64	87	90	89	86	-3%	34%
Estimated number of policy documents prepared or reviewed	2,000	2,000	1,700	2,000	1,800	-10%	-10%
Estimated number of City Council referrals assigned	129	129	150	150	121	-19%	-6%
*In 2006-07, Strong Neighborhoods Initiative staff were transferred from Citywide expenses to the CMO.							
CITY CLERK'S OFFICE							
Operating Expenditures	\$2.4	\$3.7	\$2.4	\$3.9	\$2.1	-48%	-15%
Authorized positions	13	17	18	18	16	-11%	23%
CITY AUDITOR'S OFFICE							
Operating Expenditures	\$2.1	\$2.4	\$2.1	\$2.5	\$2.1	-15%	0%
Authorized positions	17	17	18	18	17	-6%	0%
Number of reports issued	22	24	16	24	22	-8%	0%
General fund savings identified (\$millions)	\$25.0	\$19.1	\$9.5	\$8.8	\$11.7	33%	-53%
Ratio of Office benefit to cost	\$12 to \$1	\$8 to \$1	\$5 to \$1	\$4 to \$1	\$5 to \$1	25%	-67%

APPENDIX B: CITY-WIDE EXPENSES

CSA	Citywide Expenditures	2009-10 Actual
CED	Convention Center Lease Payment	\$14,665,381
CED	Comprehensive General Plan Update	\$2,467,669
CED	Convention and Visitors Bureau Marketing Program	\$1,708,296
CED	Technology Center Subsidy	\$1,300,000
CED	San José Historical Museum Subsidy	\$875,000
CED	Mexican Heritage Plaza Maintenance and Operations	\$809,307
CED	Arts Grants Multi-year Stabilization Fund	\$569,188
CED	Museum of Art Subsidy	\$500,000
Neighborhood Services	San José BEST	\$5,282,019
Neighborhood Services	Parks Maintenance Enhancement Strategy	\$1,029,747
Neighborhood Services	Worker's Compensation Claims- PRNS	\$957,955
Neighborhood Services	San Jose After School District Contracts Year 4	\$798,878
Neighborhood Services	Community Action and Pride Grant Program	\$711,185
Neighborhood Services	Strong Neighborhoods Initiative Program Expanded	\$684,518
Neighborhood Services	Summer Safety Initiative Program	\$610,651
Public Safety	Worker's Compensation Claims- Police	\$7,221,783
Public Safety	Worker's Compensation Claims- Fire	\$5,424,256
Public Safety	2008 Super Urban Area Security Initiative Grants- Police	\$1,472,970
Public Safety	2008 Urban Area Security Initiative Grants- Fire	\$744,834
Public Safety	2009 Cops Technology Program	\$613,618
Strategic Support	Sick Leave Payments Upon Retirement	\$14,612,684
Strategic Support	Property Tax Administration	\$2,366,100
Strategic Support	General Liability Claims	\$2,060,369
Strategic Support	Community Center Debt Service Payments	\$1,983,938
Strategic Support	Worker's Compensation Claims - Other	\$1,359,044
Strategic Support	Public, Educational and Government Access Facilities	\$1,235,787
Strategic Support	FMC Debt Service Payment- Airport	\$1,155,496
Strategic Support	Banking Services	\$1,023,324
Strategic Support	Revenue Enhancement Consulting Services	\$684,550
Strategic Support	FMC Debt Service Payment- General Fund	\$667,779
Strategic Support	General Liability Insurance	\$647,200
Strategic Support	Worker's Compensation State License	\$620,358
Transportation & Aviation	Parking Citations- Jail and Courthouse Fees	\$1,790,638
Transportation & Aviation	Processing of Parking Citations	\$878,882
Transportation & Aviation	Sidewalk Fund	\$571,686
Transportation & Aviation	Worker's Compensation Claims- Transportation Department	\$543,005
	All other expenditures (under \$500,000)	\$17,590,776
	Total	98,238,871