



City of San José
Service Efforts and Accomplishments Report 2013-14
Annual Report on City Government Performance

A Report from the City Auditor
Report #14-11
December 2014

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City of San José
Office of the City Auditor

Honorable City Council

City of San José Service Efforts and Accomplishments Report 2013-14

The Office of the City Auditor is pleased to present the seventh annual Service Efforts and Accomplishments (SEA) Report for the City of San José. This report summarizes and highlights performance results and compares those results over ten years. The report provides performance data on the cost, quantity, quality, timeliness, and public opinion of City services. It includes historical trends and comparisons to targets and other cities when appropriate and available. The report is intended to be informational and to provide the public with an independent, impartial assessment of the services the City provides with their tax dollars.

Overall Spending and Staffing

With a population of 1,000,536, 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 ethnically diverse populations in California—about one-third Asian, one-third Hispanic, and one-third white. In 2013-14, the City's departmental operating expenditures were about \$1.34 billion*, or about \$1,336 per resident including:

- \$305 for Police
- \$229 for Citywide, General Fund Capital, Transfers, and Reserves
- \$209 for Environmental Services
- \$162 for Fire
- \$ 86 for Public Works
- \$ 73 for Transportation
- \$ 57 for Parks, Recreation and Neighborhood Services (PRNS)
- \$54 for Airport
- \$42 for Finance, Retirement, Information Technology, and Human Resources
- \$37 for Mayor, City Council, and Council Appointees
- \$35 for Planning, Building, and Code Enforcement
- \$30 for Library
- \$10 for Economic Development
- \$ 7 for Housing

After nearly a decade of General Fund deficits, a moderate increase in revenues from a stronger economy allowed the City to provide limited service level enhancements and avoid service cuts in 2013-14. For example, the City added resources to meet the increased demand for development services and continued funding some services which had been funded on a one-time basis in the prior year.

However, significant work toward long-term fiscal reform remains, with the goal of returning services to January 1, 2011 levels. In recent years, the City was forced to reduce many City programs including a significant reduction in staff (18 percent over the last ten years). The City now employs about 5.7 people per 1,000 residents—fewer than any other large California city we surveyed and fewer than San Jose's 28-year average of 7.2. The City also faces an estimated \$1 billion in deferred maintenance and infrastructure backlog and a \$3.3 billion unfunded liability for pension and retiree health benefits.

* The City's Operating Budget totaled \$2.9 billion, which includes the above expenditures as well various non-General Fund operating and enterprise fund expenditures (e.g., capital expenditures, debt service, pass-through grant funds) and operating or other reserves.

Overall Resident Satisfaction

2014 marked San José's fourth year of participation in The National Citizen Survey.TM Respondents were selected at random. Participation was encouraged with multiple mailings and self-addressed, postage paid envelopes. Surveys were available in English, Spanish, and Vietnamese. Results were statistically re-weighted to reflect the actual demographic composition of the entire community. The survey and its results are included in the Appendix. Results of service-specific questions are also incorporated into the relevant departmental chapters.

Survey respondents reported mixed feelings about quality of life in San José. Just 59 percent of residents rated the overall quality of life in San José as good or excellent but 67 percent rated their own neighborhoods as good or excellent places to live and 70 percent of residents would recommend San José as a place to live. Residents expressed dissatisfaction with cost of living (only 11 percent thought the cost of living was good or excellent) but highly rated opportunities for employment, shopping, attending religious and cultural events as well as having a community that is open and accepting of people of all backgrounds.

Residents identified safety and economy as priorities for the San José community in the coming two years. Ninety-five percent of respondents felt it was essential or very important for San Jose to focus on the overall feeling of safety. Ninety-one percent thought it was essential that San José focus on the overall economic health of the City.

Major Service Results and Challenges in 2013-14

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

- The Police Department initiated or received about 1,000,000 calls for service, about 85,000 more than in the prior year. The average response time for Priority 1 calls was 6.7 minutes, the same as the prior year but above the target response time of 6 minutes or less. The response time for Priority 2 calls was 20.5 minutes, well above the target of 11 minutes or less, but also about the same as in the prior year. Over the past ten years, the Police department's sworn officers per 100,000 residents decreased from 146 to 111 authorized positions. San José's rate of major crimes per 100,000 residents decreased from 2012 (when it had surpassed national and state averages) and is again below those state and national averages. Major violent crimes decreased 9 percent from the prior year, including a 16 percent decrease in homicides. Major property crimes (including burglary, larceny, and vehicle theft) decreased by 10 percent.
- Less than half of survey respondents reported an overall excellent or good feeling of safety. The majority of residents, 83 percent, feel very or somewhat safe in their neighborhoods during the day but only 27 percent feel the same way in downtown at night – about a fifth of residents reported that they feel very unsafe downtown at night. Only 46 percent of residents rate the quality of Police services as good or excellent.
- The Fire Department responded to 79,000 emergency incidents in 2013-14. This included 49,000 medical incidents, 2,000 fires, and 28,000 other calls (such as rescues, Haz Mat incidents, and good intent responses). Following a review of emergency response data, the Department reported that it responded to 68 percent of Priority 1 incidents within 8 minutes. This is below the target of 80 percent compliance and less than the 72 percent compliance in 2012-13. The Department met its Priority 1 time target for dispatch time and nearly met its target for turnout time; however, it met its travel time standard for only 45 percent of Priority 1 incidents. No station met the Priority 1 response standard of 8 minutes for 80 percent of incidents in 2013-14. Seventy-five percent of residents rated fire services as good or excellent and 68 percent of residents rated emergency medical services as good or excellent.

- The City has 54 community centers; however, as in the prior year, it operated only 12 of those centers in 2013-14. The remaining facilities were operated through the City's facility re-use program by outside organizations and/or other City programs; three sites were closed. The City has 185 neighborhood parks, including the recently opened three-acre Commodore Park. Eighty-seven percent of residents reported having visited a park at least once in the last year. Fifty percent of residents rated services to seniors as good or excellent; only 45 percent rated services to youth as good or excellent. Estimated participation in City-run recreation programs totaled \$642,000.
- Open branch libraries hours have fallen to just 33 or 34 hours per week over four days of service (with the exception of Evergreen which was open for five days). This compares to 47 hours per week over six days from 2003-04 through 2009-10. Regular Sunday hours have not been offered at any branch since July 2010. The Dr. Martin Luther King, Jr. main library was open 77 hours per week during the academic year. Although total circulation remained high (10.5 million items, including eBooks), it was 28 percent less than ten years ago. Sixty-six percent of residents rated library services good or excellent.
- San José remains one of the least affordable cities in the country with four out of five residents rating the availability of affordable quality housing as only fair or poor. The City's 2013 Homeless Census identified 4,770 homeless individuals, roughly a third of whom were deemed chronically homeless. The Census also estimated there were 12,000 individuals who experienced at least one period of homelessness during the year.
- Garbage/recycling, sewer, and stormwater rates all remained unchanged from 2012-13 to 2013-14. Muni Water rates increased by 8 percent from the prior year and have increased by 79 percent over ten years. Although Muni Water rates remain below the average of other San José retail water providers, these other providers' rates have grown less dramatically over the past decade (seeing 50 percent increases). About 70 percent of San José residents rated garbage, recycling, and yard waste pick up as good or excellent.
- The City's "one-stop" Permit Center in City Hall served more than 30,000 customers. Activity has been on the rise as the Permit Center provided 58 percent more plan checks, 60 percent more building permits, and 153 percent more field inspections than five years ago. The value of new building projects has soared, more than doubling from 2012-13. Construction volume also grew from 11.5 million to 16.7 million square feet. While the number of building permits issued has returned to pre-recession levels, the number of development staff has not. The Permit Center only met their timeliness targets for four out of seven permit processes.
- Although the Airport saw an increase in passengers in 2013-14, the 9.1 million passengers served is down 15 percent from ten years ago. There were 91,000 passenger flights (takeoffs and landings), or about 250 per day. While the number of passengers in the region was greater in 2013-14 than in any of the prior 10 years, the Airport's market share has declined to 14 percent from the high of 19 percent in 2005-06. The Airport reduced operating expenditures 23 percent over the last five years, but annual debt service has increased greatly, reaching \$97.9 million, as a result of the completion of the Airport modernization and expansion. Seventy-four percent of residents rated the ease of use of the Airport as good or excellent.
- San José's street pavement condition was deemed only "fair" in 2013—rated at 62 on the Pavement Condition Index (PCI) scale out of a possible 100. This is down from the 2003 PCI rating of 67. A "fair" rating means that the City's streets are worn to the point where expensive repairs may be needed to prevent them from deteriorating rapidly. Because major repairs cost five to ten times more than routine maintenance, these streets are at an especially critical stage. San José's pavement condition rating ranked in the bottom third of 109 Bay Area jurisdictions. The Department of Transportation has continued to make corrective repairs, such as filling 10,000 potholes and patching damaged areas. Only 28 percent of residents rated street repair as good or excellent—the lowest rating of any City service.

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

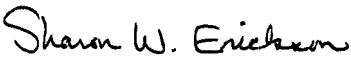
Conclusion

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

By reviewing this report, readers will better understand the City's operations. The report contains an Introduction which includes a community profile, information on the preparation of the report, and a discussion of service efforts and accomplishments reporting in general. The following section provides a summary of overall spending and staffing. The remainder of the report presents performance information for each department in alphabetical order—their missions, descriptions of services, workload and performance measures, and survey results.

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

Respectfully submitted,



Sharon Erickson
City Auditor

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INTRODUCTION

Background
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Scope & Methodology

INTRODUCTION

BACKGROUND

This is the seventh 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 City departments, programs, and services.

The report contains summary information including workload and performance results for the fiscal year ended June 30, 2014. We limited the number and scope of workload and performance indicators in this report to items we identified as the most useful, relevant, and accurate indicators of City government performance that would be of general interest to the public.

This report also includes the results of a resident survey, completed in November 2014, 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: historical trends, 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 City Auditor's Office published [Performance Management And Reporting In San José: A Proposal For Improvement](#), which included suggestions for improving quality and reliability of performance and cost data. Since issuing that report we have worked with the Budget Office to assist a number of City departments in improving their measures. We will continue to work with departments towards improving their data as requested.

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

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

COMMUNITY PROFILE

San José, with a population of 1,000,536 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 62nd in population density for large U.S. cities. The City covers approximately 179 square miles at the southern end of the San Francisco Bay. For comparison, San Francisco covers 47 square miles with a population of 836,620. Originally an agricultural community, San José 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

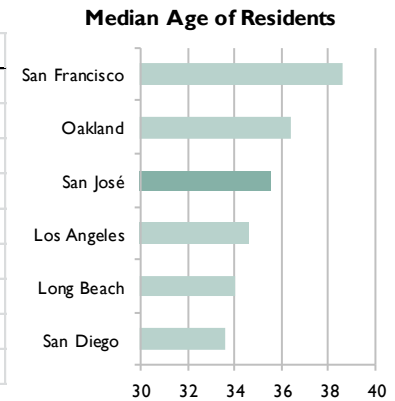
The City of San José serves one of the most ethnically diverse populations in California. The demographics of San José are important because they influence the type of services the City provides and residents demand.

According to the 2013 American Community Survey, the estimated ethnic break-down of residents was:

Ethnic Group	Estimated Total	% of Pop.
Asian	323,201	33%
Vietnamese	103,619	11%
Chinese	68,564	7%
Filipino	55,008	6%
Indian	51,568	5%
Other Asian	44,442	5%
Hispanic	328,168	33%
Non-hispanic white	272,532	28%
Black	29,830	3%
Other	30,044	3%

San José also has a high number of foreign born residents; over 39 percent of San José residents were foreign born. Of those identifying as foreign born, 61 percent were born in Asia and 31 percent were born in Latin America. About 17 percent of residents are not U.S. citizens. Approximately 57 percent of San José residents speak a language other than English at home, and 25 percent of the population identifies as speaking English less than “very well.” *

Resident Age	Estimated Total	% of Pop.
under 5 years	67,279	7%
5-19 years	193,776	20%
20-34 years	216,955	22%
35-44 years	151,486	15%
45-54 years	140,666	14%
55-64 years	106,504	11%
65-74 years	59,349	6%
75 or more years	47,760	5%
Median Age	36 years	



The largest occupation groups are manufacturing (19 percent), education and health services (18 percent), and scientific, professional, and managerial (16 percent).*

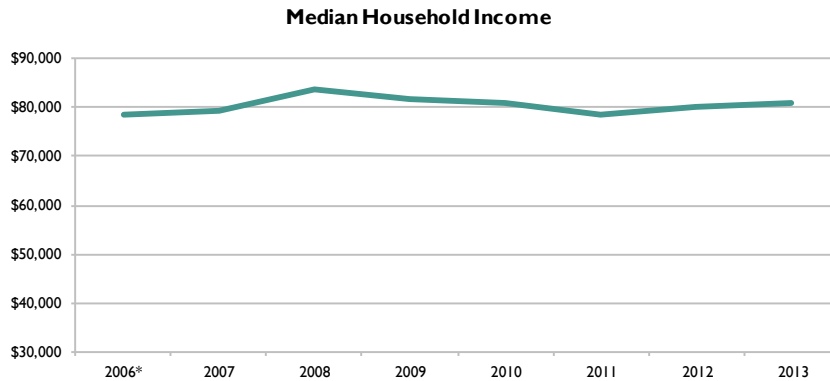
According to the county registrar, approximately 50 percent of the 800,000 registered voters in Santa Clara County voted in the last election (November 2014).

* Source: Census Bureau's [American Community Survey 2013](#).

INTRODUCTION

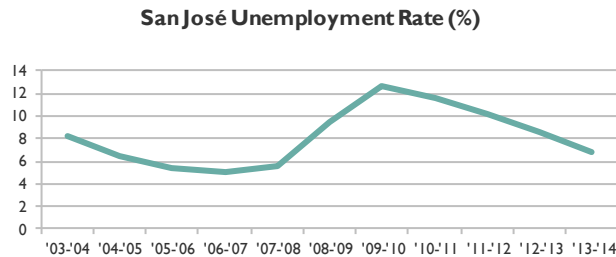
CITY DEMOGRAPHICS

Median household income reached almost \$81,000 in 2013. In the National Citizen Survey, about 37 percent of respondents thought that the economy would have a positive impact on their income over the next six months, while 50 percent of respondents did not anticipate any impact.



Source: Census Bureau's American Community Survey 2013.
* Median household income data is only available since 2006.

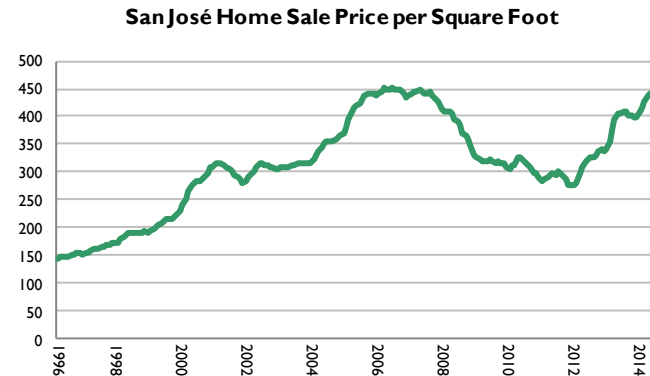
San José's unemployment rate has declined since reaching a high of about 12.6 percent in 2009-10. For 2013-14, it was approximately 6.8 percent.



Source: Bureau of Labor Statistics.

According to the Census Bureau, approximately 56 percent of the housing stock is owner-occupied and 44 percent is renter-occupied. These vary from the national averages: nationwide 64 percent of housing stock is owner-occupied and 36 percent is renter-occupied.

The U.S. Department of Housing and Urban Development defines housing affordability as housing stock which costs less than 30 percent of the occupant's gross income. Based on the 2013 American Community Survey, 36 percent of homeowners and 53 percent of renters report spending more than 30 percent of household income on housing costs.



Source: Zillow.com monthly data, March 1996 through June 2014.

The median home price in San José in 2013-14 was \$780,000 and average monthly rent was about \$2,200. This is up from \$576,000 and \$1,470, respectively from two years ago in 2011-12. This compares with a median existing home value of approximately \$210,000 nationally, according to the National Association of Realtors.

CITY GOVERNMENT

San José is a charter city, operating under a council/manager form of government. There is an 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 21 City departments and offices during fiscal year 2013-14. Five of the departments and offices are run by officials directly appointed by the City Council. Those officials are the City Manager, City Attorney, City Auditor, Independent Police Auditor, and City Clerk.

Each February the Mayor gives a State of the City address which sets priorities for the year. The priorities for 2014 were:

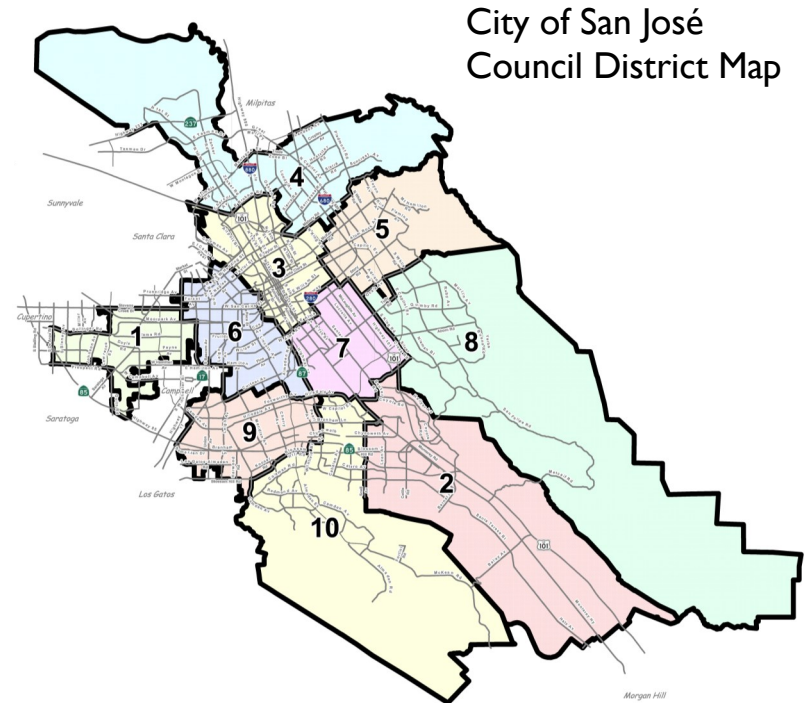
- Restore Police services
- Improve Fire Department response times
- Reduce homelessness
- Strengthen the City’s community partnerships

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

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:

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



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

INTRODUCTION

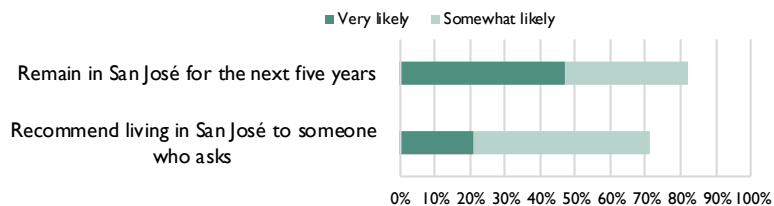
THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey was developed by NRC to provide a statistically valid sampling of resident opinions about community and services provided by local government. Respondents were selected at random and survey responses were tracked by each quadrant of the City. Participation was encouraged with multiple mailings; self-addressed, postage-paid envelopes; and three language choices—English, Spanish, and Vietnamese. Results were statistically re-weighted, as necessary, to reflect the actual demographic composition of the entire community.

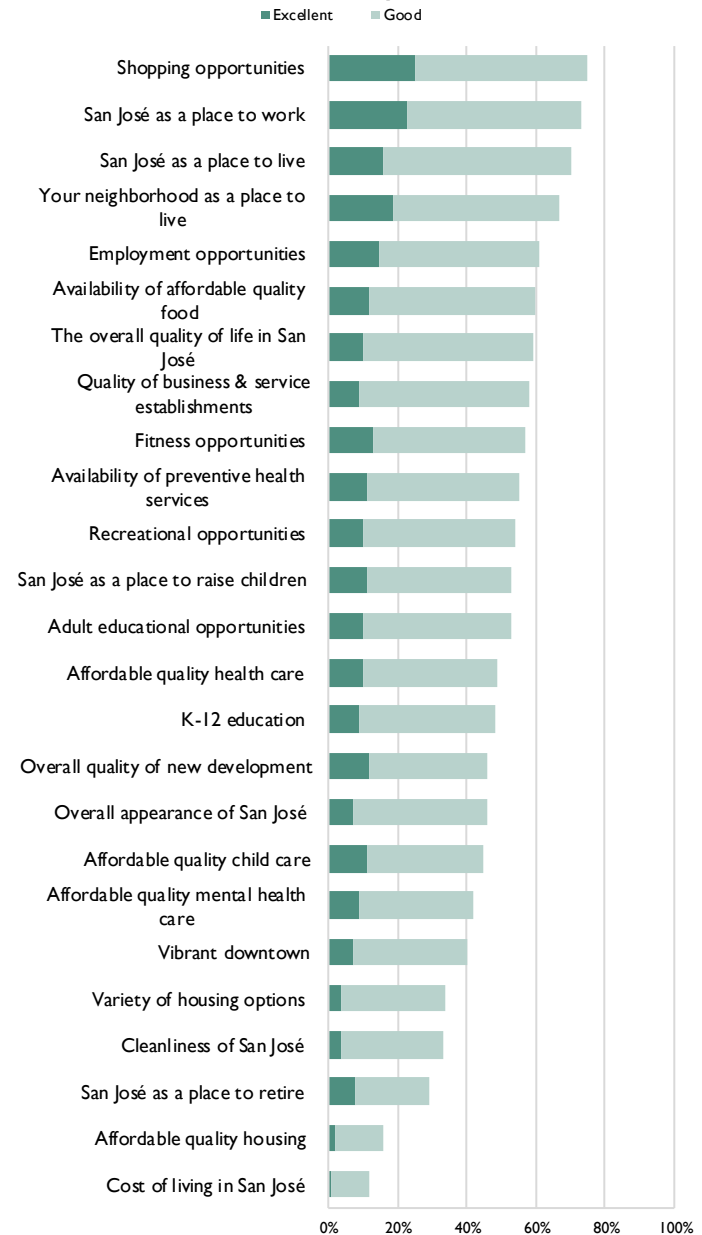
Surveys were mailed to a total of 3,000 San José households in September and October 2014. Completed surveys were received from 469 residents, for a response rate of 16 percent. Typical response rates obtained on citizen surveys range from 25 to 40 percent. It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95 percent. The margin of error around results for the City of San José Survey is plus or minus five percentage points. With this margin of error, one may conclude that when 60 percent of survey respondents report that a particular service is “excellent” or “good,” somewhere between 55 to 65 percent of all residents are likely to feel that way. Differences between years can be considered statistically significant if they are greater than eight percentage points.

The full survey results are posted online at sanjoseca.gov/sea.

Likelihood of Remaining in Community



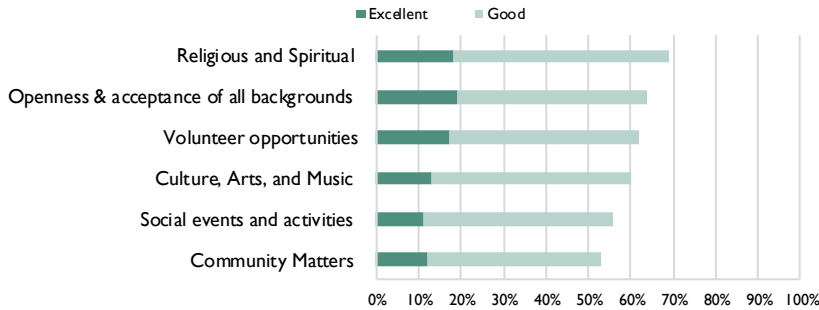
Overall Quality of Life



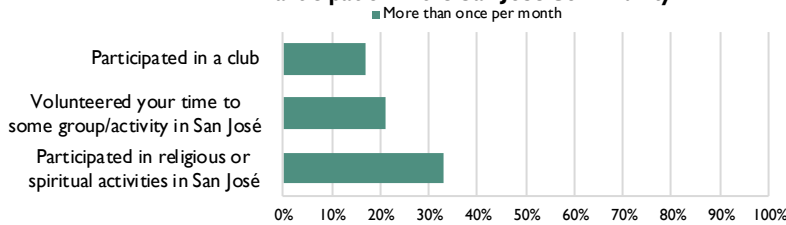
SENSE OF COMMUNITY

The charts below indicate how satisfied residents are with opportunities to engage with the community. Seventy-five percent of residents report that they think it is essential or very important for the San José community to focus on sense of community in the next two years.

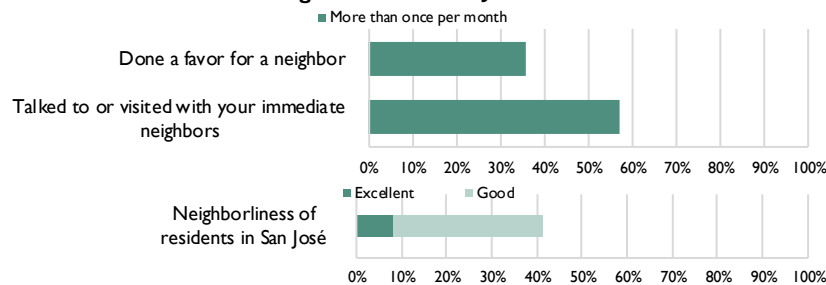
Satisfaction with Opportunities to Participate in the Community



Participation in the San José Community



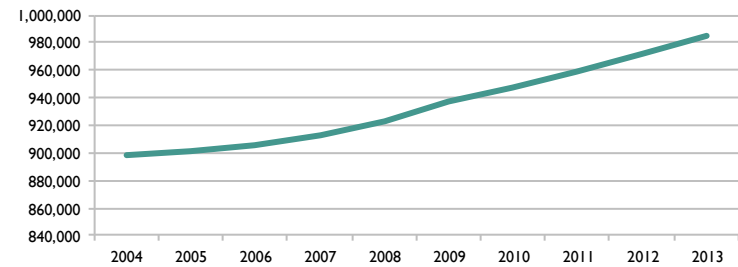
Neighborliness in San José



POPULATION

San José grew from a population of about 901,000 in 2005 to just over 1,000,000 in 2014, an approximately 11 percent increase in population over the last ten years. Unless otherwise indicated, this report uses population data from the California Department of Finance. In some cases we have presented per capita data in order to adjust for population growth.

Population Growth



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

INFLATION

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

Year	Index
2004-05	201.2
2013-14	253.3
% change in last 10 years	25.9%

Source: Bureau of Labor Statistics, based on June 2005 and June 2014.

INTRODUCTION

SCOPE & METHODOLOGY

The City Auditor's Office prepared this report in accordance with the City Auditor's FY 2014-15 Work Plan. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The workload and performance results that are outlined here reflect current City operations. The report is intended to be informational and does not fully analyze performance results. The independent auditors in the City Auditor's Office compiled and reviewed departmental performance data. We reviewed information for reasonableness and consistency. We questioned or researched data that needed additional explanation. We did not, however, audit the accuracy of source documents or the reliability of the data in computer-based systems. 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

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.

SELECTION OF INDICATORS

This 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 included ten years of historical data. We strove to maintain consistency with prior years' SEA reports, by including most of the same performance indicators, however, due to issues such as reporting and program updates, some indicators have changed.

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

ROUNDING

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

COMPARISONS TO OTHER CITIES

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

ACKNOWLEDGEMENTS

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

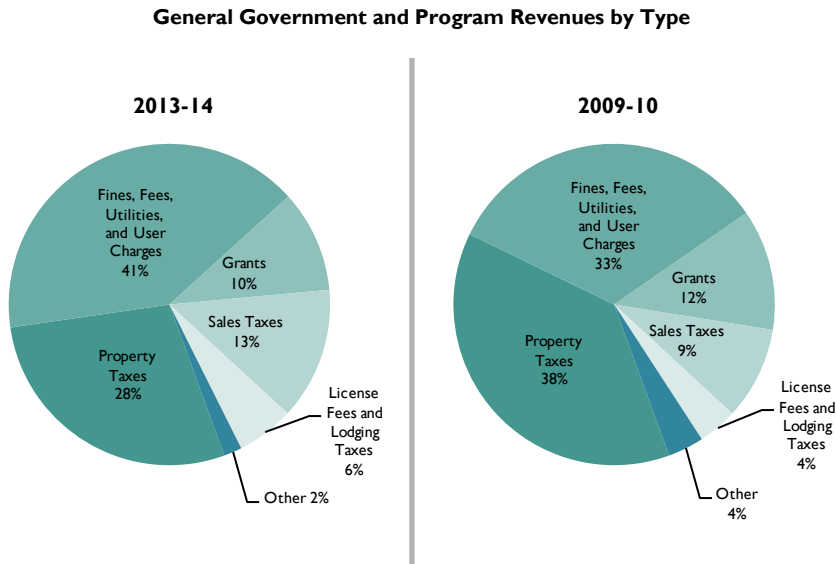
OVERALL REVENUES, SPENDING AND STAFFING

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

OVERALL REVENUES, SPENDING AND STAFFING

CITY REVENUES

The City relies on a number of funding sources to support its operations, including taxes, grants, fees, fines, and utility and user charges, as seen in the chart below.* The composition of general governmental revenues (i.e., excluding business-type activities such as the Airport) has changed dramatically over the past five years. For example, whereas property taxes accounted for 38 percent of general government revenues in 2009-10, they accounted for just 28 percent of the total in 2013-14. On the other hand, the portion of general government revenues coming from sales taxes grew from 9 percent to 13 percent over that time.

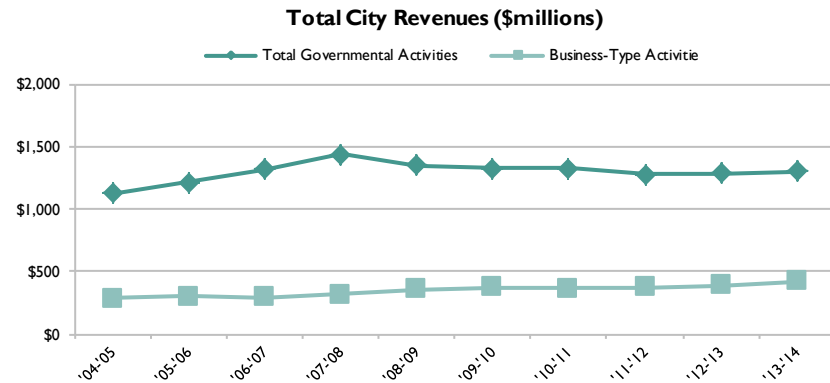


Source: 2009-10 and 2013-14 Comprehensive Annual Financial Report.

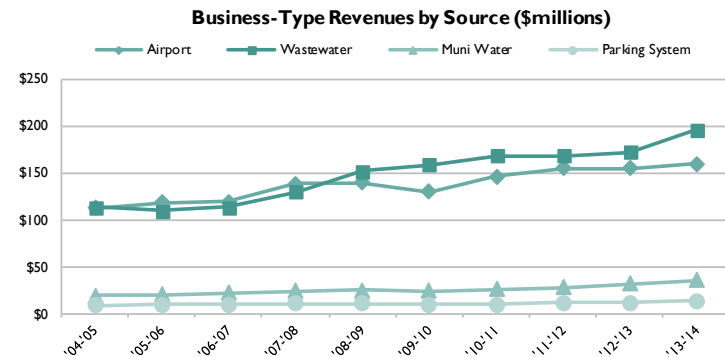
* The City's audited Comprehensive Annual Financial report (CAFR) differs from the City's annual adopted operating budget in the timing and treatment of some revenues and expenditures.

Overall governmental revenues on a financial statement basis increased slightly in 2013-14 to \$1.31 billion. Among business-type activities, all sources saw increases in revenues over the past ten years to \$420 million.

- Airport operating and non-operating revenues were up 42 percent
- Wastewater Treatment revenues were up 72 percent
- Muni Water revenues were up 85 percent
- Parking System revenues were up 44 percent



Source: 2013-14 Comprehensive Annual Financial Report.

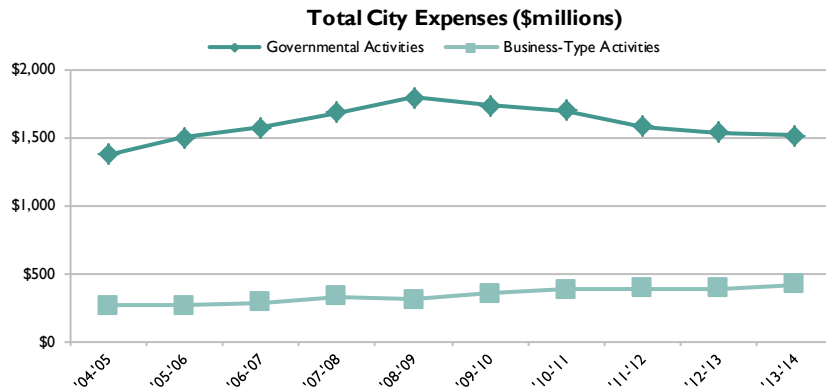


Source: 2013-14 Comprehensive Annual Financial Report.

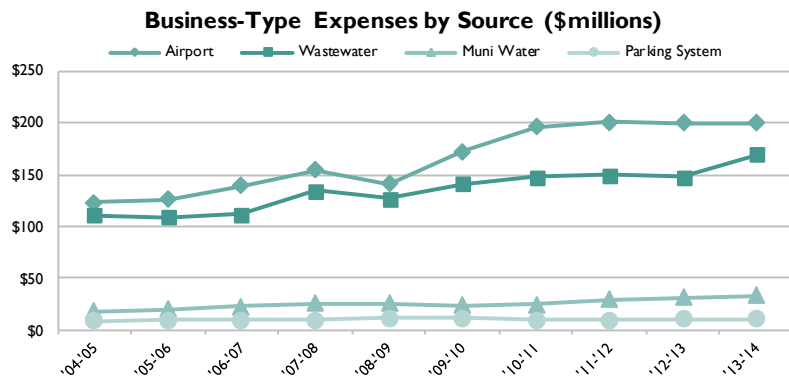
OVERALL REVENUES, SPENDING AND STAFFING

CITY EXPENDITURES

The City's total expenses on a financial statement basis peaked in 2008-09 at \$2.1 billion and have since fallen to \$1.92 billion in 2013-14. Note, this includes non-cash expenses such as depreciation on the City's capital assets. General government expenses increased 10 percent over the last ten years. Expenses from business-type activities also increased. Airport expenditures increased the most among business-type activities, due to an increase in debt service related to the Airport modernization and expansion program (see Airport chapter for more details).



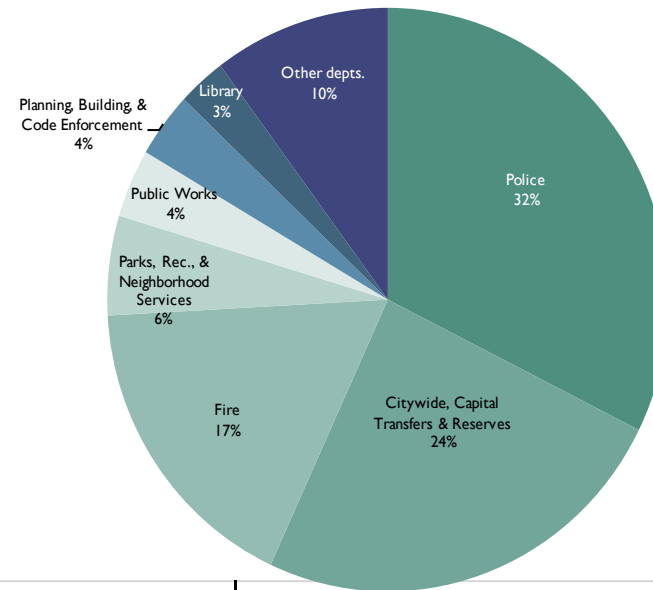
Source: 2013-14 Comprehensive Annual Financial Report.



Source: 2013-14 Comprehensive Annual Financial Report.

The General Fund is the primary operating fund used to account for the revenues and expenditures of the City which are not related to special or capital funds. Some of the General Fund's larger revenue sources include: property taxes, sales taxes, utility taxes, licenses and permits, and franchise fees. The General Fund is available to use for any purpose and much of its use is dedicated to paying for personnel. In 2013-14, General Fund expenditures totaled about \$935 million.

General Fund Expenditures, 2013-14



Other Departments	% of General Fund	Other Departments	% of General Fund
Transportation	2.7%	City Clerk	0.2%
Information Technology	1.3%	City Auditor	0.2%
Finance	1.3%	Independent Police Auditor	0.1%
City Attorney	1.3%	Environmental Services	0.1%
City Manager	1.0%	Housing	0.0%
Mayor and City Council	0.9%	Airport	0.0%
Human Resources	0.6%	Retirement	0.0%
Economic Development	0.4%		

Source: 2013-14 Adopted Operating Budget.

OVERALL REVENUES, SPENDING AND STAFFING

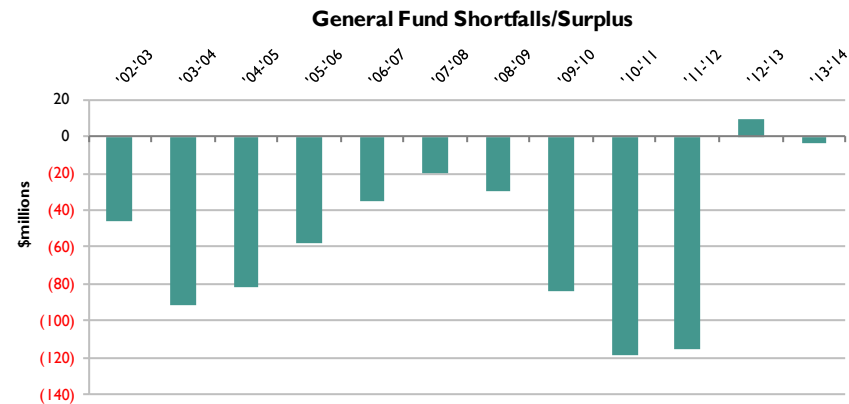
CITY OPERATING BUDGETS

Budgeted City expenditures totaled about \$2.9 billion in 2013-14. Of that, the City directly allocated* approximately \$1.34 billion to City departmental operations during 2013-14. This was 30 percent more than 10 years ago.

	'13-'14	10 year change
Airport	\$53,809,590	-21%
City Attorney	\$14,321,071	17%
City Auditor	\$1,905,811	-9%
City Clerk	\$1,945,607	-7%
City Manager	\$10,034,145	19%
Citywide Expenditures	\$196,578,935	144%
Economic Development	\$10,030,943	72%
Environmental Services	\$208,638,559	50%
Finance	\$14,375,972	46%
Fire	\$162,150,992	35%
General Fund Capital, Transfers, & Reserves	\$32,377,000	60%
Housing	\$7,137,024	-5%
Human Resources	\$7,381,076	2%
Independent Police Auditor	\$1,114,743	63%
Information Technology	\$15,891,839	1%
Library	\$30,140,840	13%
Mayor and City Council	\$8,504,920	42%
Parks, Recreation, and Neighborhood Services	\$57,014,757	-2%
Planning, Building, and Code Enforcement	\$35,056,698	6%
Police	\$305,296,726	33%
Public Works	\$86,392,881	11%
Retirement	\$4,076,752	100%
Transportation	\$72,870,812	18%
Total	\$1,337,047,693	30%

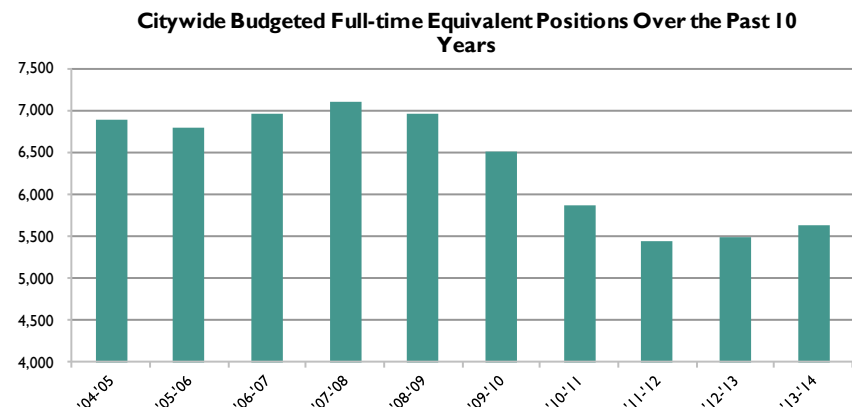
* Department operating expenditures include personal services for all funds, and non-personal/equipment expenditures for all funds with the exception of capital funds. Departmental operating budgets do not include all expenditures such as reserves, capital expenditures, debt service, and pass-through funding. Furthermore, other special funds are not always captured in departmental operation budgets. For example, the Airport's departmental expenditures totaled roughly \$54 million in 2013-14 (as we report in the chart above and in the Airport section), but the Airport had oversight over roughly \$253 million in other operating expenditures over the course of the year. The City's Operating and Capital Budgets are online at the [Budget Office website](#).

Since 2002-03, the City has experienced general fund shortfalls in all but one year.



CITY STAFFING

Much of the General Fund's expenses were allocated for personnel costs. When the City is forced to make major budget cuts, it has to cut staffing. Overall staffing levels decreased over the last ten fiscal years from about 7,200 to 5,650 positions.



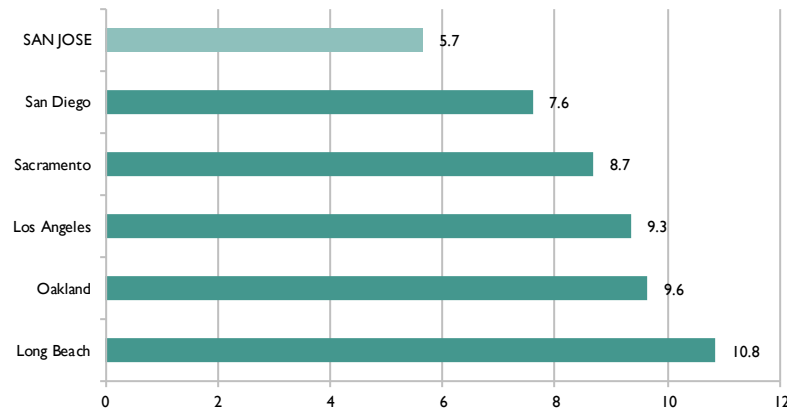
OVERALL REVENUES, SPENDING, AND STAFFING

CITY STAFFING (CONTINUED)

The City of San José employed fewer people per 1,000 residents in 2013-14 than many other large California cities.

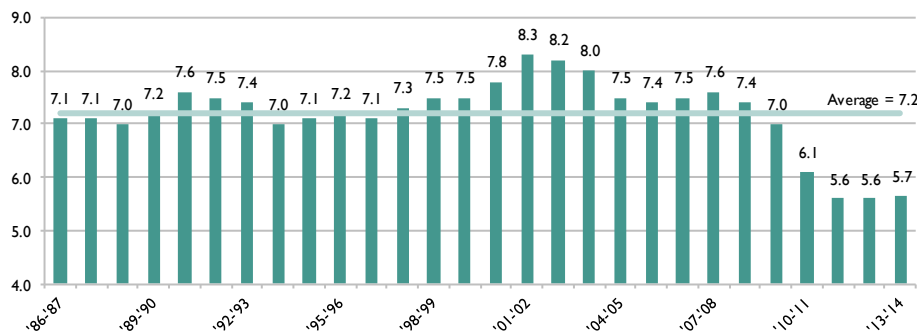
In 2013-14 there were 5,628* authorized full-time equivalent positions City-wide. On average, about 10 percent of full-time and part-time positions were vacant in 2013-14.

2013-14 Authorized Full-Time Positions per 1,000 Residents



San José employed 5.7 employees per 1,000 residents, much less than San José's average of 7.2 positions during the 28-year period from 1987-2014.

Full-Time Employees per 1,000 population
1987-2014



Source: 2011 Fiscal and Service Level Emergency Report, November 2011, San José 2012-13 and 2013-14 Operating Budgets.

Authorized Departmental Staffing	'13-'14	% Change over 10 years
Airport	187	-54%
City Attorney	72	-21%
City Auditor	15	-17%
City Clerk	15	25%
City Manager	62	-4%
Economic Development	53	-2%
Environmental Services	504	13%
Finance	115	8%
Fire	792	-3%
Housing	57	-15%
Human Resources	48	-22%
Independent Police Auditor	6	0%
Information Technology	91	-23%
Library	318	-4%
Parks, Recreation, and Neighborhood Services	494	-28%
Planning, Building, and Code Enforcement	260	-23%
Police	1,572	-13%
Public Works	525	-30%
Retirement	37	49%
Transportation	406	-15%
Total*	5,628	-18%

Source: San José 2014-15 Operating Budget

* This number does not include staff in the Mayor and Council offices, which in 2013-14 included the mayor, 10 city council members, and their policy teams. It also does not include their 16 administrative staff.

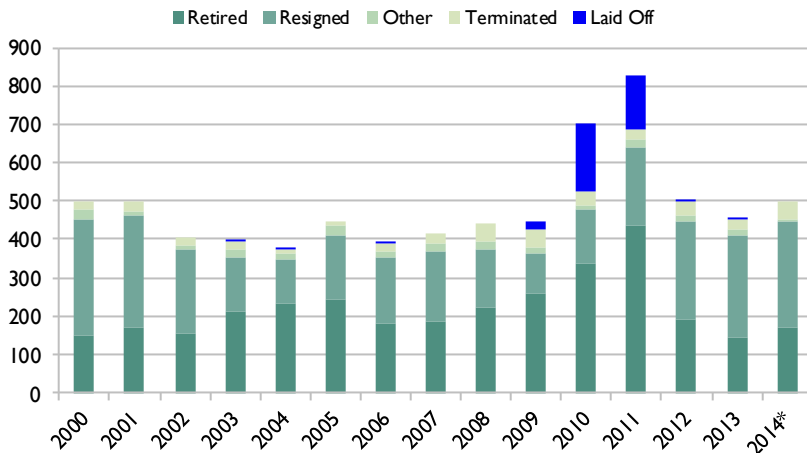
OVERALL REVENUES, SPENDING, AND STAFFING

CITY STAFFING (CONTINUED)

The number of fulltime employees leaving City service has come down from the high seen in 2011 when more than 800 employees left the City. In 2014, 497 individuals left City employment* (by comparison, there were 5,628 total positions within the City). Interestingly, 2012, 2013, and 2014 were the first years since 2002 where more staff resigned than retired.

Total employee compensation dropped from a high of approximately \$832 million in 2008-09, to \$772 million in 2013-14, despite the fact that retirement costs have increased dramatically. This is due to a combination of factors including staffing reductions as well as salary reductions that City employees took beginning in 2010-11. Retirement benefits as a share of total employee compensation have increased from 11 percent to 32 percent since 2003-04.

Number of Fulltime Employees Leaving City Service by Type of Departure

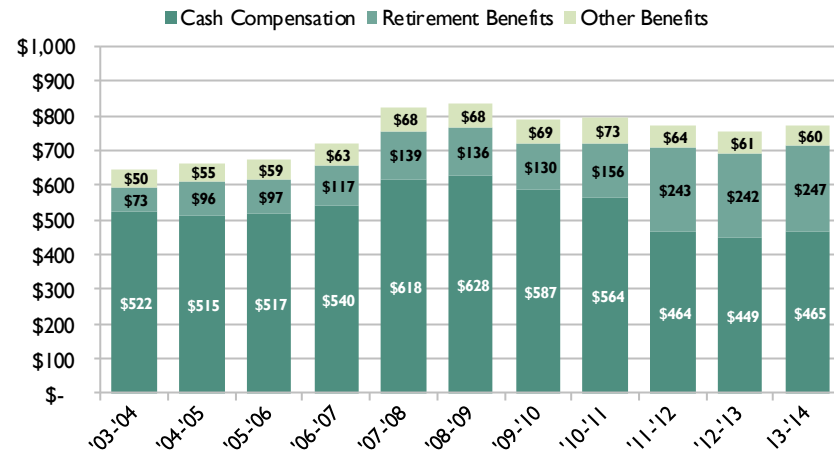


* 2014 data is projected using actual departures through November 6, 2014.

Source: Auditor analysis of PeopleSoft records

Note: As the city experienced significant staffing reductions between 2008-09 and 2010-11, bumping increased. Employee bumping is a process where a more senior employee displaces a less senior employee from a job.

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



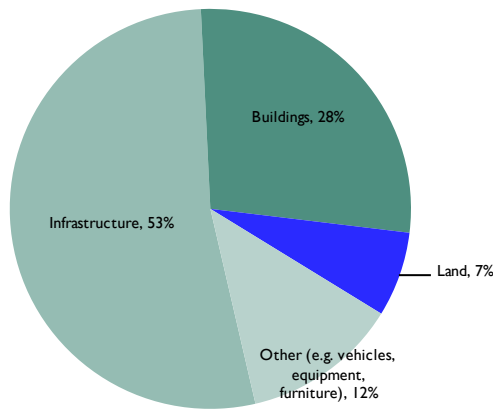
Source: Auditor analysis of PeopleSoft records

OVERALL REVENUE, SPENDING, AND STAFFING

CITY CAPITAL SPENDING

Capital assets refer to land, buildings, vehicles, equipment, infrastructure (e.g., roads, bridges, sewers), and other assets with a useful life beyond one year. Also included are construction projects currently being built but not yet completed (referred to as construction in progress).

Net Capital Asset Breakdown, June 30, 2014



Source: 2013-14 Comprehensive Annual Financial Report

At the end of fiscal year 2013-14 the City owned \$8 billion of capital assets. This figure represents the historical purchase or constructed cost less normal wear and tear from regular use (referred to as depreciation).

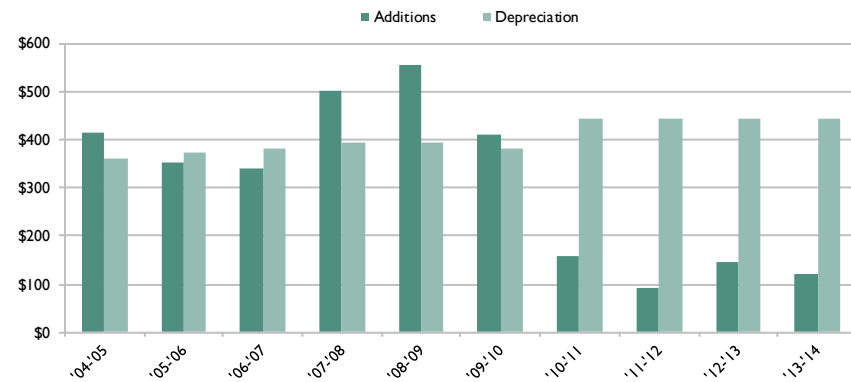
Capital assets used for normal government operations totaled \$5.9 billion and assets used in business-type activities such as the Airport, wastewater treatment, and other business-type activities totaled \$2.1 billion.

In 2013-14, the City added \$122 million in capital assets; however, these were offset by \$445 million in depreciation. Among the additions were multiple completed capital projects at the Airport (e.g., airfield improvements, taxi staging area) and within the Wastewater Treatment System.

The City faces an estimated \$1 billion deferred maintenance and infrastructure backlog, with an estimated additional \$176 million needed annually in order to maintain the City's infrastructure in a sustained functional condition. The transportation system (e.g., streets, street lighting) is most affected by the backlog.

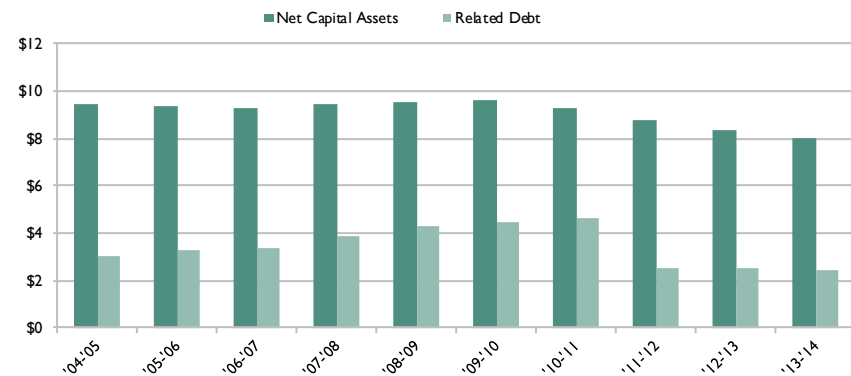
On June 30, 2014, capital asset-related debt totaled \$2.5 billion, about the same as the prior year.

Capital Asset Additions and Depreciation (\$millions)



Source: 2004-05 through 2013-14 CAFRs.

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



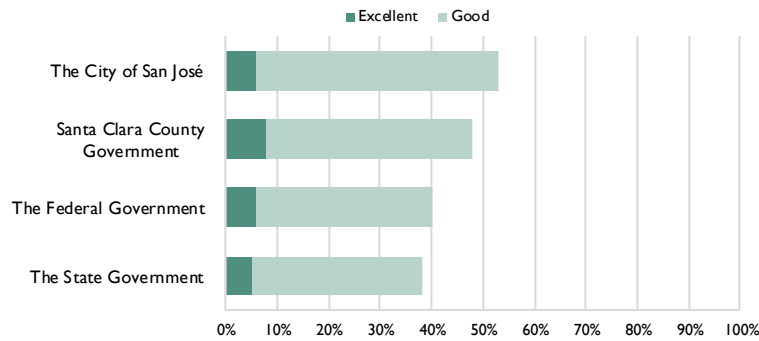
Source: 2004-05 through 2013-14 CAFRs

Note: Capital asset-related debt dropped nearly \$2 billion between 2010-11 and 2011-12 as a result of the transfer of former RDA debt to the SARA.

CITYWIDE QUALITY OF SERVICES

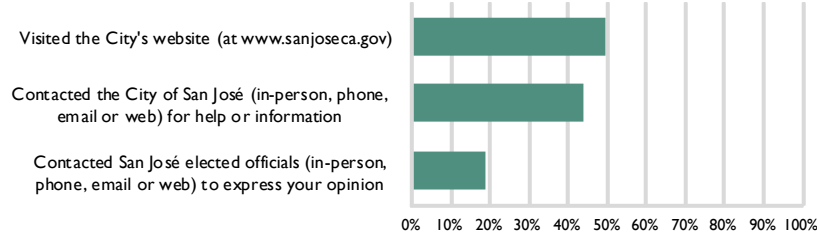
In the 2014 National Citizen Survey, more than half of surveyed residents rated the quality of City services “good” or “excellent.”

Satisfaction with Services Provided by Level of Government



About half of survey respondents report having visited the City’s website at least once in the last year and fewer still report having contact with City staff or elected officials. Fewer than half of respondents reported that overall customer service from San Jose employees was good or excellent.

Contact with City Governance

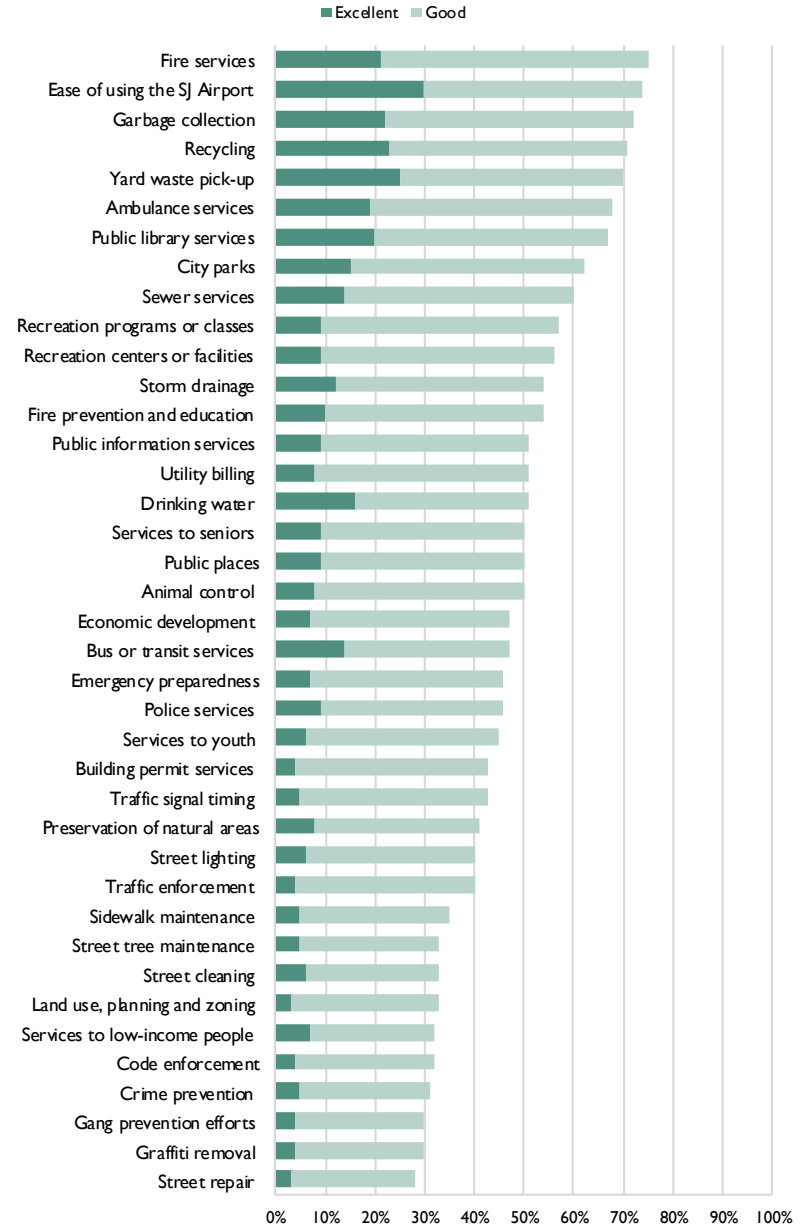


Satisfaction with Contact from City Staff



Satisfaction with specific government services ranges from a high of 75 percent of residents rating fire services as good or excellent to a low of 28 percent rating street repair efforts as good or excellent.

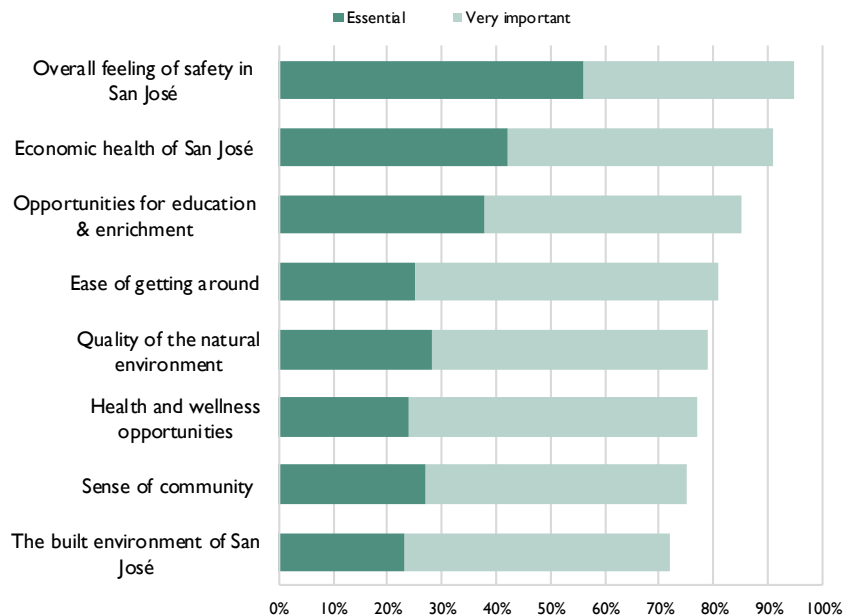
Quality of Government Services



OVERALL REVENUE, SPENDING, AND STAFFING

Residents were also asked to assess priorities for the San Jose community to focus on in the coming two years. Nearly all respondents felt that it was essential or very important to focus on the overall feeling of safety in San Jose and more than 9 in 10 residents also felt it was essential or very important to focus on economic health.

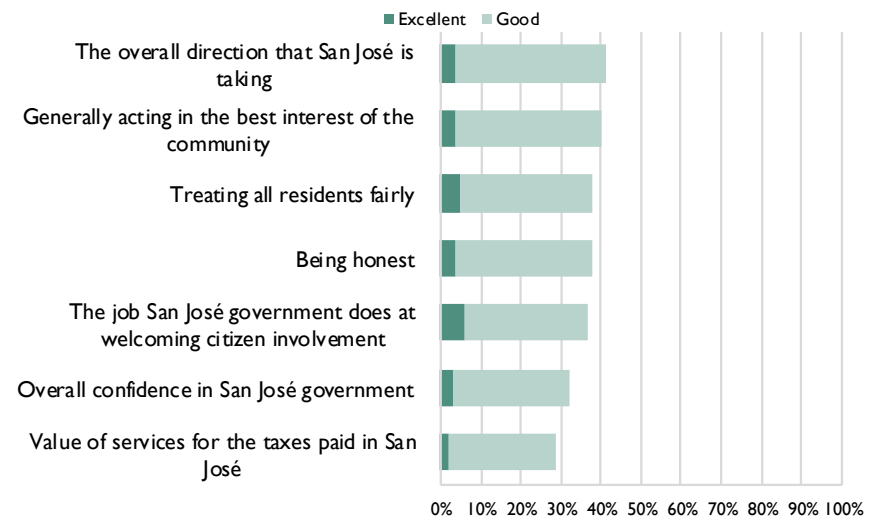
Resident Priority of Issues to Focus on in the Coming Two Years



CITYWIDE PUBLIC TRUST

In the 2014 National Citizen Survey, residents responded to a variety of questions about their confidence in San Jose's governance. A majority of respondents felt that the City was only fair or poor for all of the questions asked as shown in the chart below.

Public Trust and Confidence in Governance



AIRPORT

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

AIRPORT

The City operates Mineta San José International Airport (Airport), which provides nonstop air service to 26 U.S. destinations, including Atlanta, Boston, Chicago, New York, and four Hawaiian islands (Hawaii, Kauai, Maui, and Oahu). The Airport added Tokyo as a destination in 2013, and also serves Cabo San Lucas and Guadalajara in Mexico.

The Airport does not receive general fund dollars; Airport operational revenues come from rents, concession fees, parking, and landing fees. In 2013-14, operating revenues totaled \$125.7 million, an increase of 39 percent over 10 years ago.* Operating expenditures totaling \$53.8 million in 2013-14 were 1 percent more than last year and 23 percent less than five years ago.** However, total outstanding debt as of June 30, 2014 was \$1.4 billion and total debt service for the fiscal year was \$97.9 million, nearly three and five times more than the amounts from 10 years ago, respectively, due to the Airport's modernization and renovation begun in 2005.***

The Airport had 187 authorized positions in 2013-14, less than half as many as in 2007-08. Of the 200 positions eliminated due to budget cuts, 78 were from outsourcing custodial and curbside management services.

*The Airport reclassified certain revenues from operating to nonoperating for 2011-2014.

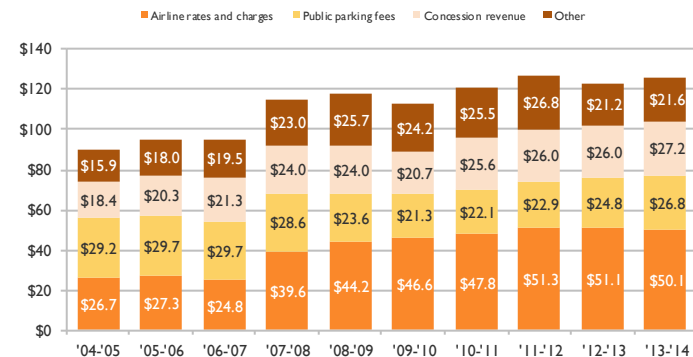
**Operating expenditures do not include police and fire services at the Airport, debt service, capital project expenditures, or reserves. Since 2010-11, the Airport has reduced the cost of police and fire services by 49 percent, from \$14.2 to \$7.2 million.

***Total debt service in 2013-14 was partly paid by passenger facility charges (\$25.7 million), customer facility charges (\$15.5 million), and unspent bond proceeds (\$11.1 million) that were available for payment of debt service, resulting in a net debt service of \$45.6 million paid by Airport operating revenues.

THE NATIONAL CITIZEN SURVEY™

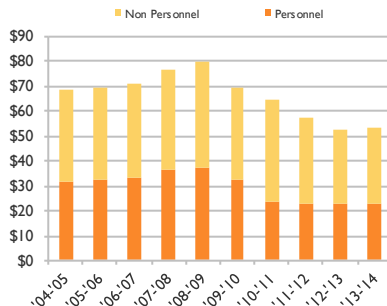
74% of San José residents surveyed rated the overall ease of using the Airport as "excellent" or "good"
70% rated the availability of flights at the Airport as "excellent" or "good"

Airport Operating Revenues (\$millions)

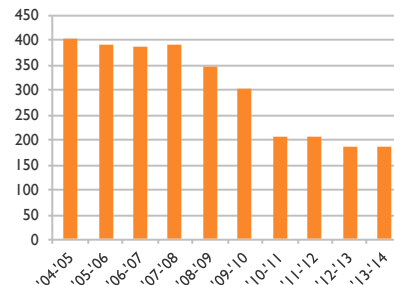


Note: Does not include passenger facility charges and other non-operating revenues
 Sources: Airport Comprehensive Annual Financial Reports, 2004-05 through 2013-14

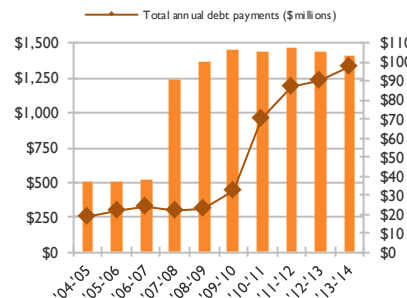
Airport Operating Expenditures (\$millions)



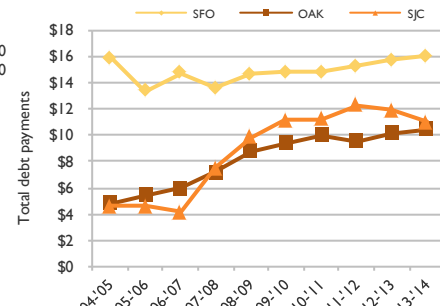
Airport Authorized Positions



Outstanding Debt and Annual Debt Payments (\$millions)



Regional Cost per Enplanement*



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

In 2013-14, the Airport served 9.1 million airline passengers, down 15 percent from 10 years ago but up 7 percent from last year. There were 91,056 passenger airline takeoffs and landings, or 249 per day. The total number of passengers in the region was greater in 2013-14 than in any of the prior 10 years, and the Airport's market share was 14 percent, its highest point since 2010-11 but down from 19 percent in 2005-06.

In 2013-14, the airline's cost per enplanement (CPE) was \$10.98, which was 8 percent less than 2012-13 principally due to increased enplaned passengers. CPE was 138 percent more than 10 years ago because of an increase in airline rates and charges (as a result of a change in the Airline Operating Agreement effective 2007-08 and the modernization and renovation) combined with a decrease in the number of passengers.

In 2013-14, the Airport handled 103.5 million pounds of cargo, freight, and mail, down 54 percent from 10 years ago but up 20 percent from last year. Regionally, the Airport's market share of cargo and freight rose to 5 percent, its highest point since 2008-09. According to the department, San José's traffic and noise curfew have limited cargo, freight, and mail capacity.

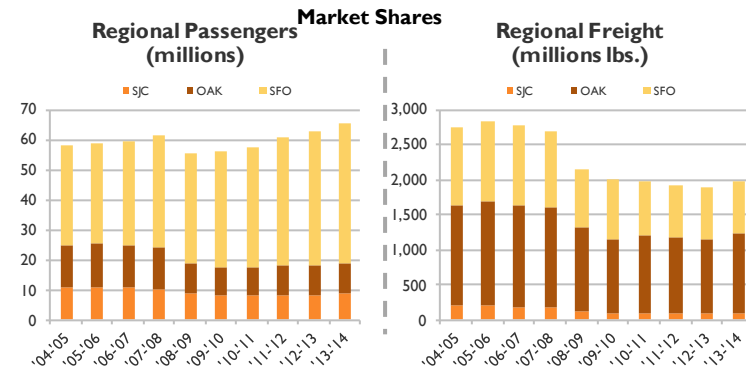
The Airport received 1,549 noise complaints in 2013-14, 53 of which concerned flights subject to the curfew program between 11:30 pm and 6:30 am. According to the department, 909 or 59 percent of the total complaints were made by 1 individual.

Regional Comparisons, 2013-14

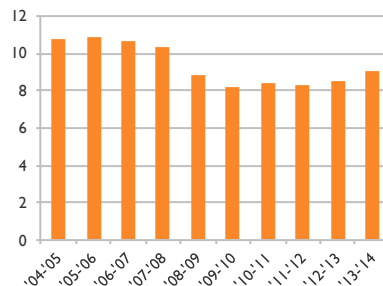
	SJC	OAK	SFO
Airlines	14*	13	48
Destinations	29	41	114
Domestic	26	36	78
International	3	5	36
Passengers (millions)	9.1	9.9	46.2
Passenger Flights/Day	249	250	1,135
On-Time Arrival Percentage	77%	74%	70%

Sources: Oakland: Airport Airlines and Cities Served & staff.; San Francisco: Fact Sheet & Analysis of Scheduled Airline Traffic

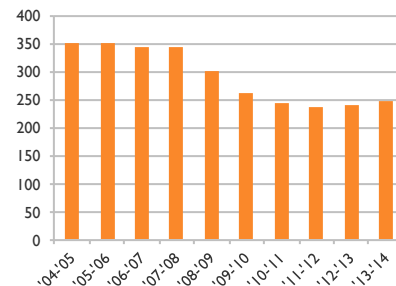
*In May 2014, Virgin America halted service from the Airport to Los Angeles.



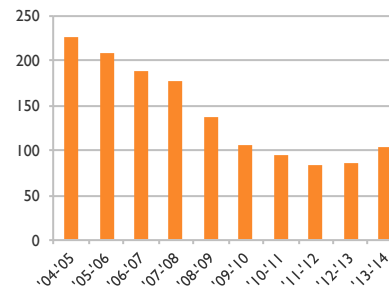
Annual Airport Passengers (millions)



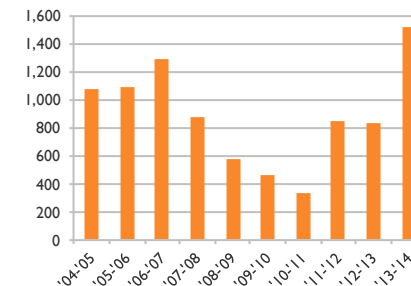
Passenger Flights Per Day (Takeoffs and Landings)



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



Environmental Noise Complaints



CITY ATTORNEY

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

CITY ATTORNEY

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

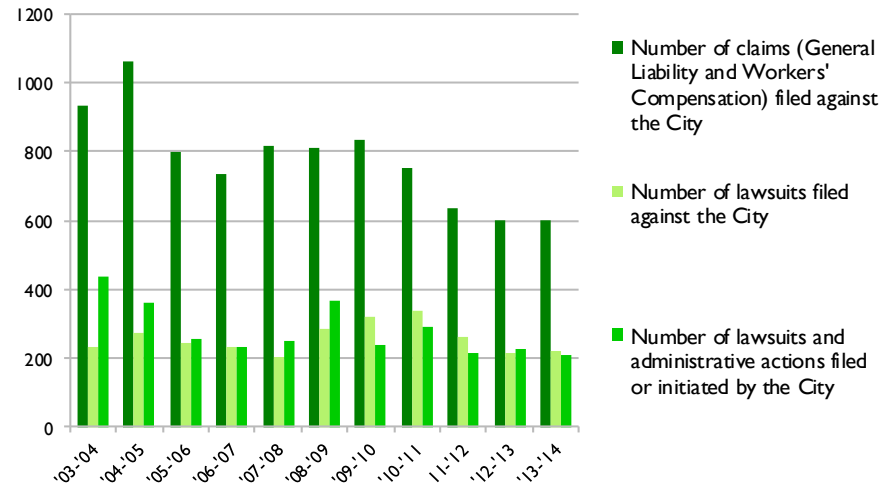
In 2013-14, operating expenditures for the City Attorney's Office increased 4 percent, from \$13.7 million to \$14.3 million compared to 2012-13. Compared to ten years prior, expenditures increased 17 percent.

Staffing remained at 72 positions from 2012-13 to 2013-14. Compared to ten years ago, the number of positions decreased 21 percent from 92 to 72.

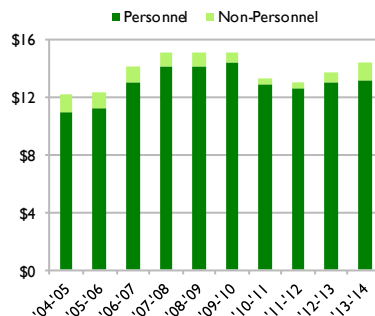
The City Attorney's Office handled 1,032 new litigation matters in 2013-14 and prepared or reviewed 4,249 legal transactions, documents or memoranda. In 2013-14, litigation-related collections, including tobacco settlement monies, totaled about \$9.8 million while general liability payments totaled about \$7.5 million.

*The City Attorney's Office also oversaw \$1.4 million in Citywide expenditures for Fiscal Reform Plan Outside Legal Counsel.

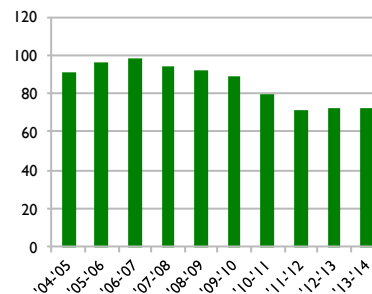
Claims and Lawsuits



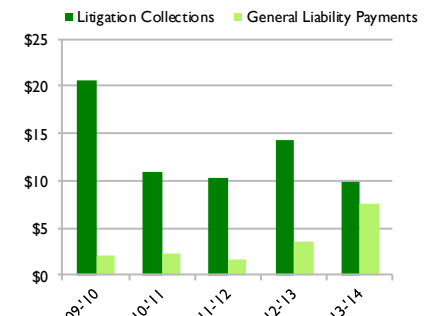
City Attorney Operating Expenditures (\$millions)



City Attorney Authorized Positions



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



CITY AUDITOR

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

CITY AUDITOR

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

The City Auditor's annual workplan is on the web at <http://www.sanjoseca.gov/index.aspx?nid=313>, along with copies of all issued audit reports and the semi-annual recommendation status reports.

In 2013-14, operating expenditures for the City Auditor's Office decreased by 2 percent from \$1.95 to \$1.91 million over the past year. Compared to ten years prior, expenditures decreased 9 percent from \$2.1 million. The number of authorized positions decreased 17 percent from 18 to 15 over the past ten years.

Although the Office was below its target of identified monetary benefits, the monetary benefit exceeded audit costs at a \$2.10 to \$1 ratio for 2013-14. This is an increase of 31 percent over 2012-13. Identified monetary benefits vary from year to year based on the types of audits that are conducted.

*The City Auditor's Office also oversaw \$370,000 in Citywide expenditures for the annual audit, bond project audits, and grant compliance single audit.

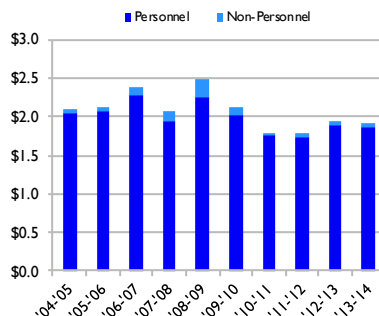
KEY FACTS (2013-14)

Number of audit reports issued	16
Number of audit recommendations adopted	75
Number of audit reports per auditor	1.6
Ratio of identified monetary benefits to audit cost	\$2.10 to \$1
Percent of audit recommendations implemented (cumulative over 10 years)	61%
Percent of approved workplan completed or substantially completed during the fiscal year	84%

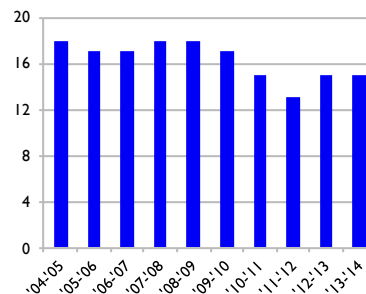
Subject area audits issued in 2013-14 include:

- Housing Loan Portfolio
- Senior Membership Fee Revenue
- Library Hours and Staffing
- City's Funding for the Children's Health Initiative
- Service Efforts and Accomplishments Report 2012-13
- Employee Travel Expenditures
- Code Enforcement
- Indirect Cost Allocation
- 2012-13 Annual Performance Audit of Team San Jose's Management of the City's Convention and Cultural Facilities
- Cities Association of Santa Clara County Expenditure Review

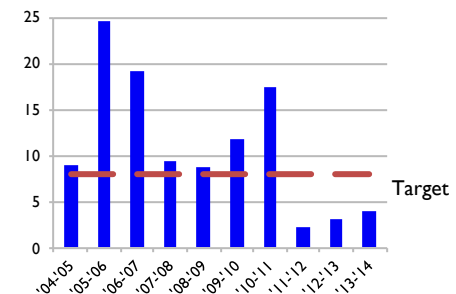
City Auditor Operating Expenditures (\$millions)



City Auditor Authorized Positions



Identified Monetary Benefits (\$millions)



CITY CLERK

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

CITY CLERK

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

Operating expenditures totaled \$1.9 million in 2013-14, an increase of 8 percent from 2012-13. Compared to ten years ago, 2013-14 expenditures were 7 percent lower.

Staffing in 2013-14 remained at 15 positions over the past year. Compared to ten years ago, staffing was 3 positions higher in 2013-14 .

In 2013-14 the City Clerk's Office conducted primary elections for Mayor & City Councilmembers and ballot measures in accordance with the City Charter and the State Elections Code. The Office maintained compliance with open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements.

In addition, the Clerk's Office facilitated the disbursement of over 700 grants for the Mayor and Council. The Office also facilitated recruitment of 10 full-time and 8 part-time staff, and the appointment of 43 interns for the Mayor and City Council Offices.

During the 2014 Boards and Commissions Spring Recruitment, the City Clerk's Office recruited for 42 appointed positions by screening and processing 135 online applications.

* The Clerk also oversaw \$1.8 million in Citywide expenditures, including \$1 million for Elections and Ballot measures.

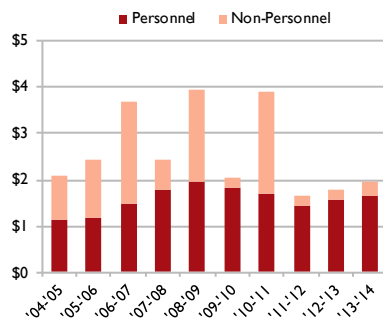
KEY FACTS (2013-14)

Number of ordinances processed	163
Number of resolutions processed	353
Number of Public Records Act requests processed	1,109
Number of Statements of Economic Interest and Family Gift Reports processed	2,312
Number of Lobbyist reports processed	275
Number of contracts processed	1,601
Number of meetings staffed	196

City Clerk's Office: Selected Activities in 2013-14

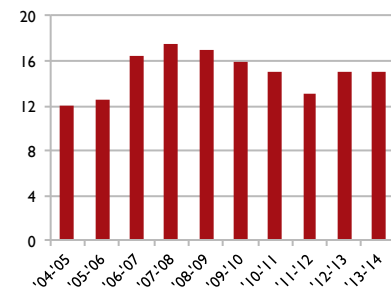
- Prepared and distributed Agenda packets, synopses, and action minutes of City Council and Rules and Open Government Committee meetings and posted them on the City's website. Prepared and distributed minutes for other City Council Committees. Both City Council and City Council Committee meetings were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

City Clerk Operating Expenditures (\$millions)



Note: Spikes in non-personnel expenditures were due to elections in those years. However, beginning in FY 2012-13, election expenditures are included in a separate appropriation and will no longer appear in non-personnel.

City Clerk Authorized Positions



CITY MANAGER

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

CITY MANAGER

The Office of the City Manager (CMO) develops public policy, leads the organization, and manages City-wide service delivery. A key focus of the City Manager's Office for the past year was providing leadership needed to support the organizational changes resulting from recent years' budget deficits. The administration managed the City's over 110 budgeted funds in 2013-14.

The CMO worked to engage members of the community by holding 11 meetings throughout the City to gather input for the development of the annual budget and 11 meetings of the Neighborhoods Commission. The CMO responded to or coordinated 525 public records requests, 78 percent of which received a response within 10 days (the initial time limit set by the California Public Records Act).

The CMO assists the City Council in the legislative process by developing the legislative agenda and providing staff reports. In 2013-14, the Office approved 575 staff reports for City Council consideration, assigned about 70 referrals from the City Council, and issued roughly 118 information memoranda.

Operating expenditures totaled \$10.0 million* in 2013-14, similar to 2012-13, but an increase of 19 percent from ten years ago. Staffing in 2013-14 totaled 62, up from 59 in 2012-13 but down from 64 ten years ago.

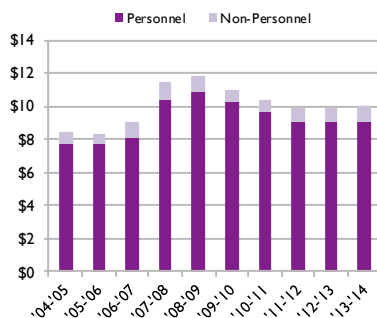
* The CMO also oversaw \$16.2 million in Citywide expenditures, including \$13 million for a Successor Agency legal obligation subsidy, and \$1.5 million for Public, Education, and Government (PEG) Access Facilities capital expenditures.

Functions of the City Manager's Office:

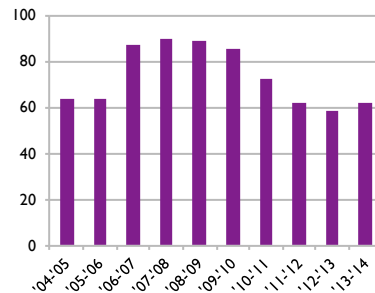
- **Budget** - Develops and monitors the operating and capital budgets for the City of San José, providing fiscal and operational analysis and ensuring the fiscal health of the organization. More than 10 major documents are produced annually related to these activities.
- **Employee Relations** - Negotiates labor contracts, encourages effective employee relations, and supports a positive, productive, and respectful work environment.
- **Policy Development** - Provides professional expertise and support to the City Council in the formulation, interpretation, and application of public policy.
- **Intergovernmental Relations** - Monitors, reviews, and analyzes state and federal activities with an actual or potential effect on the City; advocates on state and federal issues of concern to the City; and manages the sponsorship of and advocates for City-sponsored legislation.
- **Communications** - Provides point of contact with the media on Citywide issues, manages CivicCenterTV San Jose operations including videotaping of Council and Council Committee meetings, oversees the City's website, and coordinates the City public records program.
- **Agenda Services** - Works with the City Attorney's Office and the City Clerk's Office to develop weekly and special City Council/Rules and Open Government meeting agendas and oversees the development of agenda for other Council Committees to ensure compliance with the Brown Act and City open government policy.

*The Office of Economic Development is under the CMO department, but is shown in a different chapter.

City Manager Operating Expenditures (\$millions)



City Manager Authorized Positions



Note: the CMO began including Strong Neighborhood Initiative funds in FY 2007-08 and staff in FY 2006-07.

THE NATIONAL CITIZEN SURVEY™

12% of San José residents visited the City of San José website (at www.sanjoseca.gov) more often than twice a month

11% of San José residents used the City's website to conduct business or pay bills more often than twice a month

ECONOMIC DEVELOPMENT

The mission of the Office of Economic Development is to catalyze job creation, private investment, revenue generation, and talent development and attraction.

OFFICE OF ECONOMIC DEVELOPMENT

(includes the Office of Cultural Affairs, work2future, and the Convention & Cultural Facilities)

The City of San José's Office of Economic Development (OED) leads the City's economic strategy, provides assistance for business success, manages the City's real estate assets, helps connect employers with trained workers, and supports art and cultural amenities in the community.

OED also manages several incentive programs for businesses, among them the Foreign Trade Zone which eases duties and the Business Cooperation Program which refunds companies a portion of use taxes allocated to the City.

OED oversees the non-profit operator of the City's [Convention & Cultural Facilities](#) and agreements for other City and cultural facilities.

Operating expenditures for OED totaled \$10.0 million* in 2013-14. This was 20 percent less than in the year prior, primarily because some work2future services were transferred to the newly formed work2future Foundation. OED oversees various other funds in addition to its operating budget.

* OED was also responsible for \$5.8 million of Citywide expenses in 2013-14, including \$1.7 million in property leases where the City is the tenant, a \$1.0 million subsidy to the Tech Museum of Innovation, and \$784,000 for History San José. Also does not include all Workforce Investment Act, Business Improvement District, and Economic Development Enhancement funds and expenditures. The City supported the Convention & Cultural Facilities with \$8.5 million from hotel tax revenues.

KEY FACTS (2013-14)

Largest city in the Bay Area (3rd largest in California, 10th in the nation)
 Unemployment Rate 6.8%
 Median Household Income \$80,977

Sources: Bureau of Labor Statistics and 2013 [American Community Survey](#)

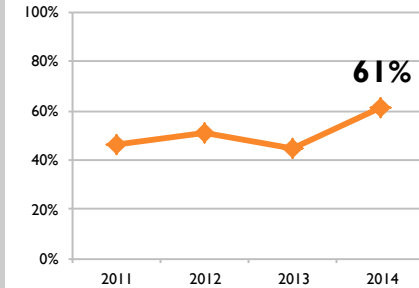
THE NATIONAL CITIZEN SURVEY™

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

Shopping opportunities	75%
San José as a place to work	73%
Opportunities to attend cultural/arts/music activities	60%
Overall quality of business and service establishments	58%
Quality of economic development	48%
Vibrant downtown/commercial area	40%

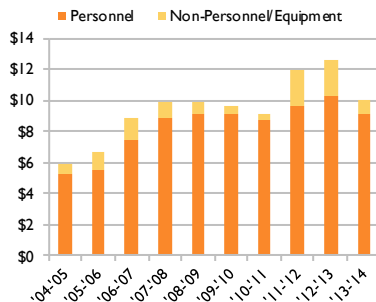
The National Citizen Survey™

% of San José residents rating employment opportunities as "excellent" or "good"



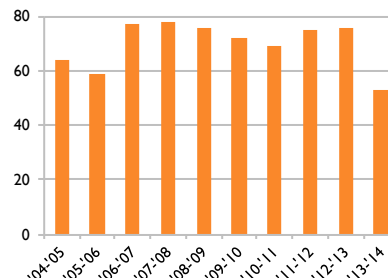
91% of San José residents found the overall economic health of San José "essential" or "very important"

OED Operating Expenditures (\$millions)



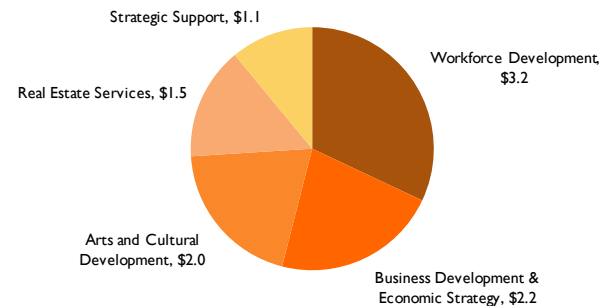
In '11-'12, Real Estate Services was added to OED.

OED Authorized Staffing



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

OED 2013-14 Expenditures by Service (\$millions)



BUSINESS DEVELOPMENT AND JOB CREATION

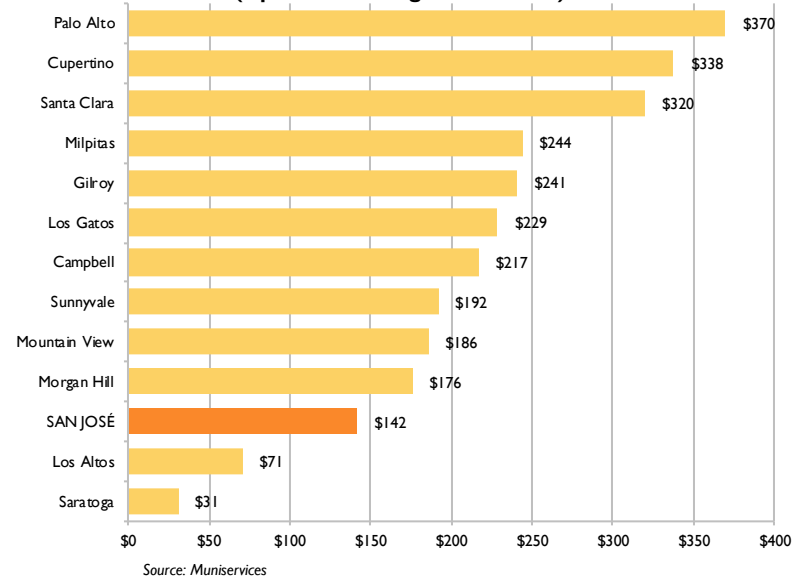
OED promotes business in the City of San José by providing assistance, information, access to services, and facilitation of the development permit process (also see *Development Services in the Planning, Building and Code Enforcement section*).

In 2013-14, OED provided development facilitation services to 38 businesses. It also coordinated the [Business Owner Space](#) small business network, through which an estimated 71,000 clients received information, technical/human resources support, or other services from partner organizations like SCORE, a mentoring and training provider to small businesses.*

Companies and businesses that received OED assistance created an estimated 1,000 jobs and retained about 5,000 jobs in 2013-14. Tax revenues (business and sales taxes) generated by OED-assisted companies were estimated at \$2.2 million in 2013-14. More than \$2 in tax revenue were generated for every \$1 of OED expenditure on business development.

San José received less sales tax revenue per capita than most of its neighboring cities, only \$142 in 2013-14. Furthermore, San José has less than one job per employed resident, a sign that its balance of jobs and housing is tilted towards housing. In contrast, Palo Alto received \$370 in sales taxes per capita and has a jobs-to-employed residents ratio of about 3 to 1.

**Sales Tax Revenue Per Capita
Comparison of cities in Santa Clara County
(April 2013 through March 2014)**

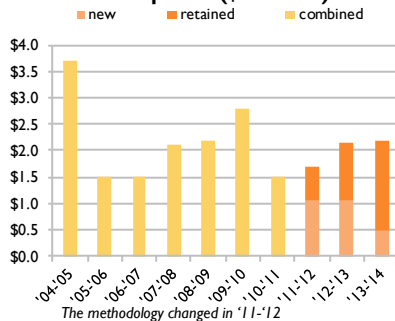


THE NATIONAL CITIZEN SURVEY™

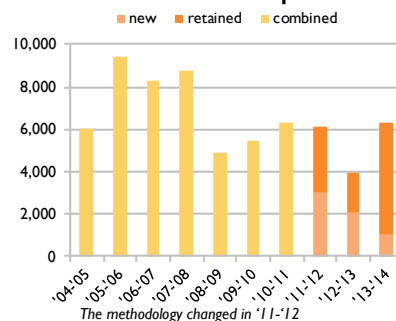
55% of San José residents work inside the boundaries of San José

* For more information on the small business network, see www.BusinessOwnerSpace.com

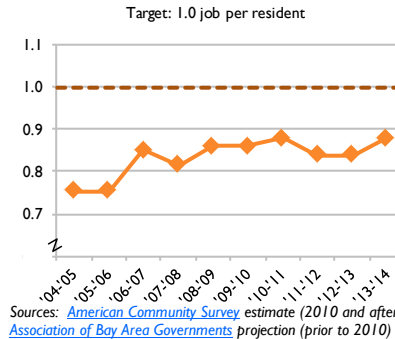
Estimated Tax Revenue Generated by OED-assisted Companies (\$millions)



Estimated Jobs Created or Retained by OED-assisted Companies



Jobs Per Employed Residents in San José



Facilitating Corporate & Retail Expansion
Successful efforts in 2013-14 to facilitate corporate and retail expansion/relocation included:

- Apigee
- Barracuda Networks
- Beshoff MotorCars
- Bestronics
- Edgewater Networks
- Loring Ward
- Qualcomm
- Super Micro Computer
- Trade Winds Aviation
- Vander-bend Manufacturing

Source: Office of Economic Development

ECONOMIC STRATEGY 18-MONTH WORKPLAN

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

STRATEGIC GOALS (Economic Strategy 2010-2015)	SAMPLE of MAJOR CITYWIDE ACCOMPLISHMENTS in 2013-14
#1 Encourage Companies and Sectors that Can Drive the San José/Silicon Valley Economy and Generate Revenue for City Services and Infrastructure	Recent business expansions included: Apigee, Edgewater Networks, Nimble Storage, Xicato, Continuum, Zoll Medical, and Extreme Networks.
#2 Develop Retail to Full Potential, Maximizing Revenue Impact and Neighborhood Vitality	Launched the San José Storefronts Initiative , providing grant funding to fill vacant storefronts. OED also worked with the Almaden Ranch retail power center through development permits.
#3 Preserve and Strengthen Manufacturing-Related Activity and Jobs	Partnered with Manex and local manufacturers to market National Manufacturing Day in October, which provided students, residents, and entrepreneurs the opportunity to tour manufacturing facilities.
#4 Nurture the Success of Local Small Businesses	OED continued improving the Business Coaching Center website after the launch. A new partnership with the Better Business Bureau provides additional resources on business trust and ethics.
#5 Increase San José's Influence in Regional, State, and National Forums in Order to Advance City Goals and Secure Resources	The City's partnership with Destination Home received a 2014 Award of Merit from the National Association of Housing and Redevelopment Officials for its continued efforts to address chronic homelessness in the City and the county.
#6 Improve the Speed, Consistency, and Predictability of the Development Review Process, and Reduce Costs of Operating a Business in San José	The Silicon Valley Leadership Group presented the City awards for turning "red tape into red carpet." City staff members were recognized for permitting the Samsung headquarters in 78 days.
#7 Prepare Residents to Participate in the Economy Through Training, Education, and Career Support	Work2future provided nearly 3,900 individuals with skill-building activities, including certificated workshops, for-credit college courses, and online classes, from training providers on the State's Eligible Training Provider List (ETPL).
#8 Advance the Diridon Station Area as Key Transportation Center for Northern California	The City Council approved the Environmental Impact Report and the Near Term Development Plan for Diridon Station in June 2014.
#9 Keep Developing a Competitive, World Class Airport, and Attract New Air Service	Alaska Airlines and Southwest Airlines expanded air service at Mineta San José International Airport. Construction of a new general aviation terminal has begun on the Airport's westside.
#10 Continue to Position Downtown as Silicon Valley's City Center	The U.S. Patent and Trademark Office signed a lease for office space at San José City Hall. Furthermore, two highrise residential towers are under construction in downtown.
#11 Create More Walkable, Vibrant, Mixed-Use Environments to Spur Interaction and Attract Talent	The City participated in a newly launched regional bicycle sharing program ; 15 stations with 150 bicycles are located throughout downtown San José. City staff also completed Urban Village Plans for Five Wounds, 24th and William, and Alum Rock.
#12 Develop a Distinctive Set of Sports, Arts, and Entertainment Offerings Aligned With San José's Diverse, Growing Population	Construction of the San José Earthquakes stadium is underway and will be completed for the 2015 Major League Soccer season.

Source: Office of Economic Development. More information about the full Economic Strategy, Workplan updates, and a list of major accomplishments are [online](#).

WORKFORCE DEVELOPMENT

Under the Workforce Investment Act (WIA), job-seeking clients receive customized services based on an individual needs assessment. The City’s [work2future](#) WIA programs serve adults, dislocated (laid-off) workers, and youth, providing job search assistance, occupational training, and skills enhancement workshops through one-stop centers*. Nearly 3,900 job seekers took advantage of skill upgrades and training programs throughout 2013-14. Work2future’s Business Services Unit served 557 business clients, including carrying out recruitments for large retailers like Target and small businesses. Work2future also hosted job fairs for a variety of companies and job seekers. In 2013-14, the City transitioned its service delivery to the newly formed work2future Foundation.

ARTS AND CULTURAL DEVELOPMENT

The Office of Cultural Affairs (OCA) promotes San José’s artistic and cultural vibrancy and supports opportunities for cultural participation and cultural literacy for residents, workers, and visitors. In 2013-14, OCA awarded 82 grants totaling \$2.5 million to San José organizations. Contributing to San José’s creative placemaking and high-quality design goals, the public art program maintains 259 permanent works throughout San José.

OCA helped facilitate 366 events in 2013-14 with an estimated attendance of 1.9 million. Large-scale events included the San José Jazz Summerfest, Italian Family Fest, Dancin’ on the Avenue, the Rock ‘n’ Roll Half Marathon, SubZERO Festival, the Veterans Day Parade, Christmas in the Park, Downtown Ice, and Winter Wonderland. OCA was instrumental in the attraction of signature events such as the Amgen Tour of California.

THE NATIONAL CITIZEN SURVEY™
40% of San José residents attended at least one City-sponsored event

REAL ESTATE SERVICES

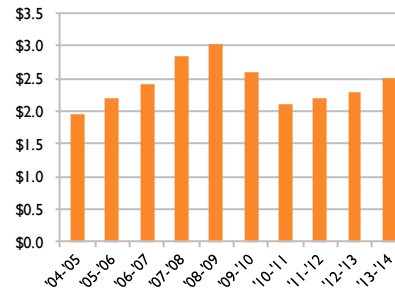
Real Estate Services and Asset Management (RESAM) manages the City’s real estate portfolio, provides real estate services to City departments, and represents the City in third-party transactions. RESAM’s areas of expertise include acquisition, disposition, surplus sales, leasing, relocation, valuation, telecommunications, and property management. RESAM generated nearly \$1.5 million in sales revenue and \$2.4 million in lease revenue in 2013-14.

Workforce Development Program Results

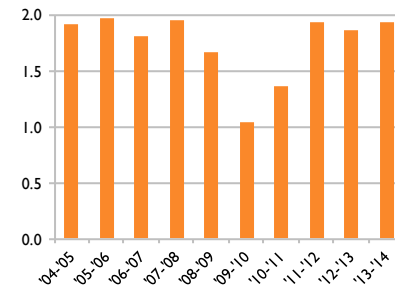
	Number of Participants July '13—June '14	Placed in Jobs Oct '12—Sept '13	Federal Goal	Employed 6 Months after Initial Placement Apr '12—Mar '13	Federal Goal
Adults	2,413	53%	51%	82%	79%
Dislocated Workers	1,555	61%	58%	85%	82%
Youth	311	65%	67%	not applicable	not applicable

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

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



Estimated Attendance at Outdoor Special Events (millions)



OCA manages operations and maintenance agreements with the following nonprofit operators of City-owned cultural facilities: Children’s Discovery Museum, History San Jose, San Jose Museum of Art, School of Arts and Culture at Mexican Heritage Plaza, and The Tech Museum of Innovation. OCA is also identifying new uses for the Hammer Theatre Center (formerly run by the Repertory Theatre).



Photo: Courtesy of San Jose Museum of Art

OFFICE OF ECONOMIC DEVELOPMENT

CONVENTION & CULTURAL FACILITIES

The City's [Convention Facilities](#) (San José McEnery Convention Center, Parkside Hall, South Hall) house exhibitions, trade shows, and conferences. The City's [Cultural Facilities](#) (City National Civic, Montgomery Theater, California Theatre, Center for the Performing Arts) are home to concerts, plays, and other performances. These facilities have been managed by Team San Jose, a non-profit, on behalf of the City since July 2004.

Operating revenues quadrupled compared to ten years ago, reaching \$28.5 million. Revenues have increased as a result of bringing new lines of business in-house, such as food and beverage services and event production services. With operating expenses of \$37.0 million, operating losses amounted to \$8.5 million in 2013-14. The facilities relied on support from transient occupancy (hotel) taxes to make up the difference.

In 2013-14, the facilities drew 1.3 million people to 384 events overall. The number of events increased by 22 percent compared to the prior year, but was still lower than before the economic downturn. Of those events, 184 were at the Convention Facilities, hosting 916,000 visitors. The Convention Center's occupancy rate (by square footage) was 53 percent, down 3 percentage points compared to the prior year.

98 percent of event coordinator clients rated overall service as "good," "very good," or "excellent," a result consistent with prior years.

Expansion and Renovation of McEnery Convention Center

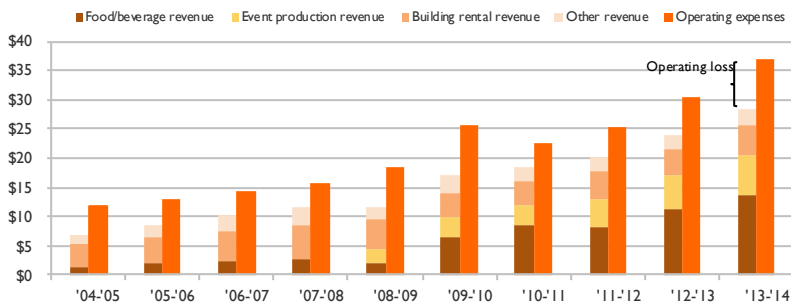
In the fall of 2013, the Convention Center celebrated its grand re-opening after adding 125,000 square feet of flexible ballroom and meeting room space, as well as renovating the existing 425,000 square feet of exhibit, ballroom, and meeting space. The cost of the expansion and renovation was \$130 million, financed mainly through hotel tax revenue bonds.

Expansion and renovation included the installation of a new central utility plant, a new fire alarm system, a direct digital control building management system, Americans with Disabilities Act improvements, and other upgrades. Construction had begun in the summer of 2011.



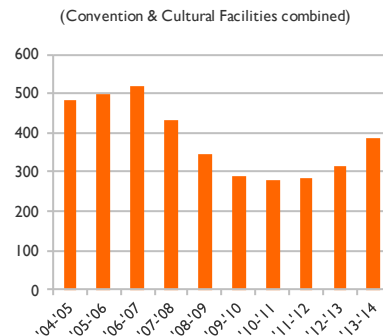
Photo: Courtesy of Team San Jose

Operating Revenues and Expenses (\$millions)

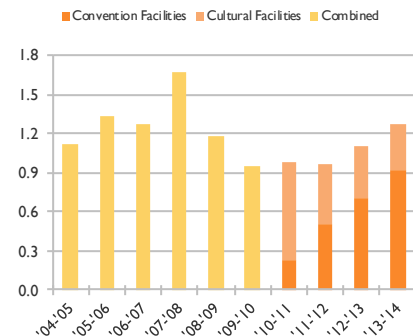


Source: [Audited financial statements](#)

Number of Events



Attendance (millions)



ENVIRONMENTAL SERVICES

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

ENVIRONMENTAL SERVICES

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

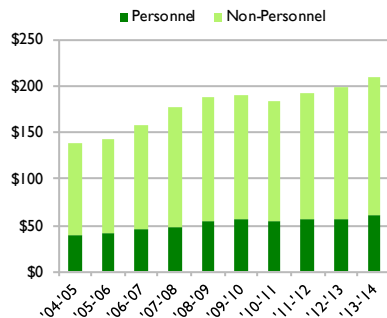
ESD also provides City-wide coordination of efforts to protect and conserve air, land, water, and energy resources through policy development, education, and grant-seeking. This work is guided by the City's Green Vision (see *last page of this section*) and regulatory requirements.

Most ESD revenue comes from various customer fees and charges; less than 1 percent of its budget comes from the General Fund (about \$705,000 in 2013-14, down from \$1.14 million ten years ago).

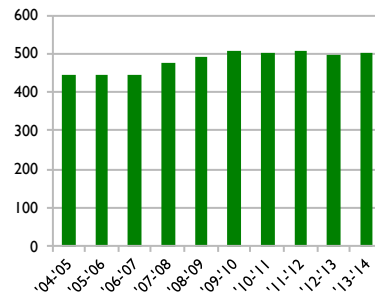
In 2013-14, ESD departmental operating expenditures totaled \$209 million*, 5 percent more than the previous year and up 50 percent from ten years ago. Staffing in 2013-14 included 504 full-time equivalent positions, up slightly from 2012-13, and up by 13 percent from ten years ago.

* In addition, ESD spent \$675,000 in Citywide expenses. Departmental expenditures also do not include capital expenditures, reserves, or some other program expenditures paid through ratepayer funds (including City overhead).

ESD Operating Expenditures (\$millions)



ESD Authorized Positions



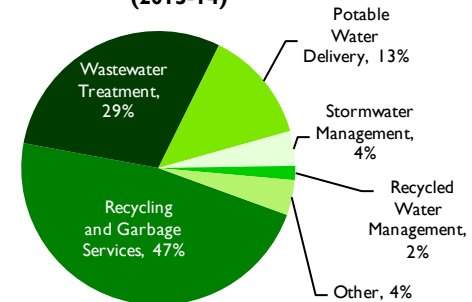
THE NATIONAL CITIZEN SURVEY™

% of San José residents rating of their local environment as "excellent" or "good"

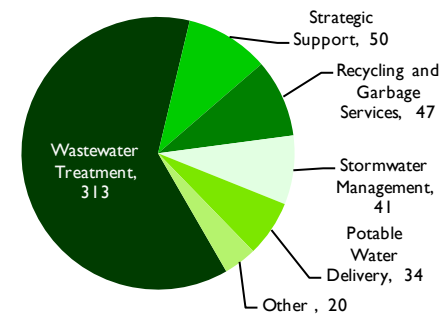
Cleanliness of San José	34%	Air quality	41%
Quality of overall natural environment in San José	50%	Preservation of natural areas such as open space, farmlands, and greenbelts	40%

85% of San José residents made efforts to make their home more energy efficient during the past 12 months

ESD Operating Expenditures Breakdown (2013-14)



ESD Staffing Breakdown by Positions per Service (2013-14)



ENVIRONMENTAL SERVICES

RECYCLING & GARBAGE SERVICES

ESD provides recycling and garbage services to more than 300,000 residential households in San José through contracted service providers, including California Waste Solutions, Garden City Sanitation Inc., Green Team of San José, and GreenWaste Recovery. Operating expenditures for recycling and garbage services have increased 59 percent over the past ten years, from \$62.2 million to \$98.8 million.

ESD also provides waste management programs and services for San José businesses, large events, public areas, and City facilities. The program manages a franchise agreement with Republic Services for commercial collection and recyclables processing, a contract for organics processing with Zero Waste Energy Development (ZWED) Company, and approximately 24 non-exclusive franchise agreements with haulers providing construction waste collection services in the City of San José. ESD also worked with ZWED to develop a dry fermentation anaerobic digestion facility, which opened in November 2013.

The State monitors each jurisdiction's "per capita disposal rate" and requires 50 percent of solid waste to be diverted* from landfills. According to ESD, the State is also implementing a goal of 75 percent "recycling" to be achieved by 2020. Since 2005, San José has diverted at least 60 percent of waste, including 73 percent in 2013.

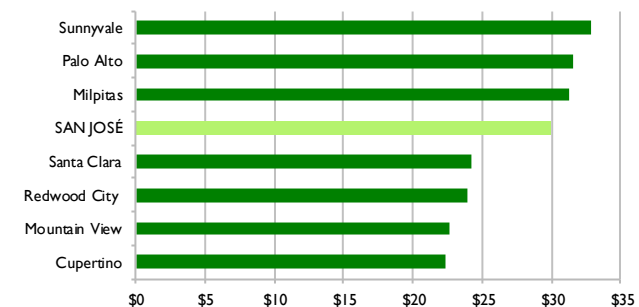
*"Diversion" refers to any combination of waste prevention, recycling, reuse, and composting activities that reduces waste disposed at landfills. (Source: CA Integrated Waste Management Board)

THE NATIONAL CITIZEN SURVEY™

% of San José residents rating of their utility service as "excellent" or "good"

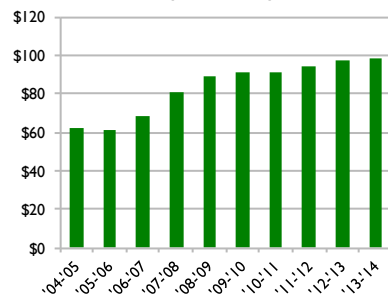
91% of San José residents surveyed reported recycling at home "usually" or "always"	Yard waste pick-up	70%
	Recycling	71%
	Garbage collection	71%
	Utility billing	50%

Comparison of Monthly Residential Garbage and Recycling Rates

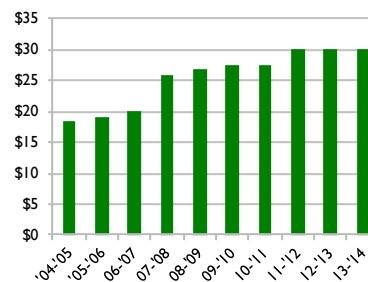


Sources: Rates listed on local government websites for those municipalities provided

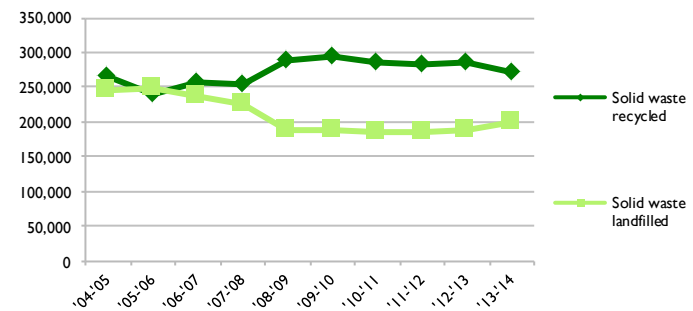
Operating Expenditures Recycling & Garbage Services (\$millions)



San José Garbage and Recycling Rates (32-gallon bin)



Tons of Residential Solid Waste Recycled vs. Landfilled



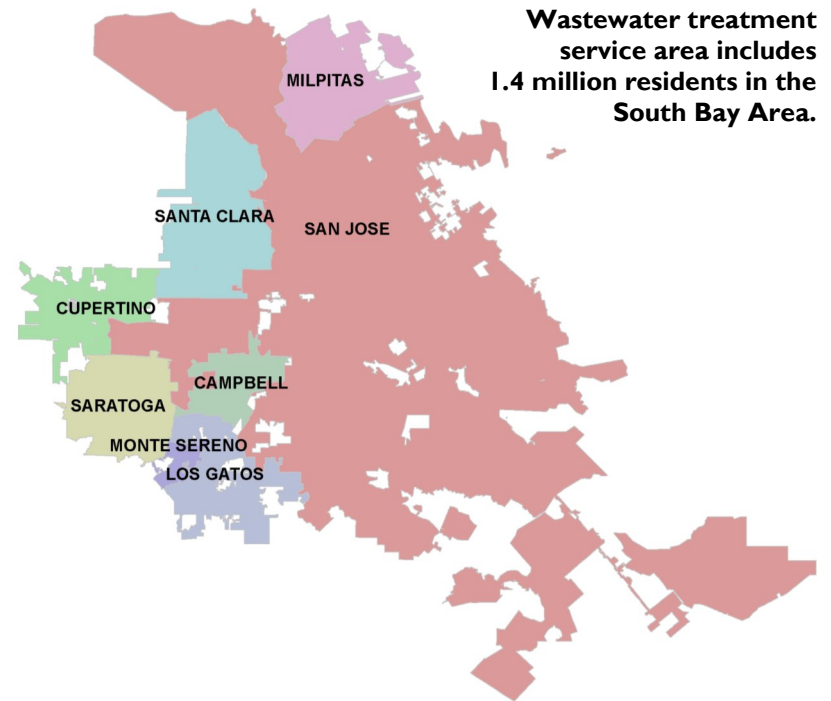
ENVIRONMENTAL SERVICES

WASTEWATER TREATMENT

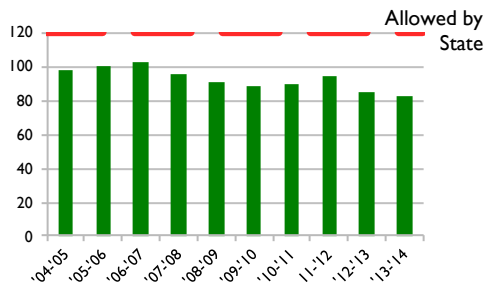
The City's Department of Transportation maintains the City's sanitary sewer system (see Transportation chapter) that flows to the San José-Santa Clara Regional Wastewater Facility. ESD staff at the Facility provide wastewater treatment for 1.4 million residents in San José, Santa Clara, Milpitas, Campbell, Cupertino, Los Gatos, Saratoga, and Monte Sereno. The Facility is co-owned with the City of Santa Clara; however, it is managed and operated by ESD. ESD also manages pretreatment programs to control for pollutants at their source. For 2013-14, operating and maintenance expenditures totaled nearly \$61 million. ESD wastewater treatment operations account for the largest share of ESD employees, 313 full time budgeted positions out of a total department of 504.

The Wastewater Facility continues to meet the Regional Water Quality Control Board's permit requirements for water discharged into the San Francisco Bay. In 2013-14, pollutant discharge requirements were met or surpassed 100 percent of the time.

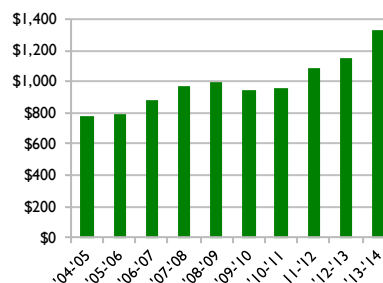
According to ESD, while there has been a decline in influent over the past several years, increasing maintenance and capital costs associated with aging infrastructure at the Facility have contributed to high operational costs (reaching \$1,324 per million gallons treated). ESD is moving forward with a Plant Master Plan, which includes \$2.2 billion in capital improvements, \$1.2 billion of which is slated for rehabilitation and repair project improvements. Additionally, ESD has made progress toward building the organizational structure needed to implement the master plan, most notably the retention of a program management consultant to oversee capital construction.



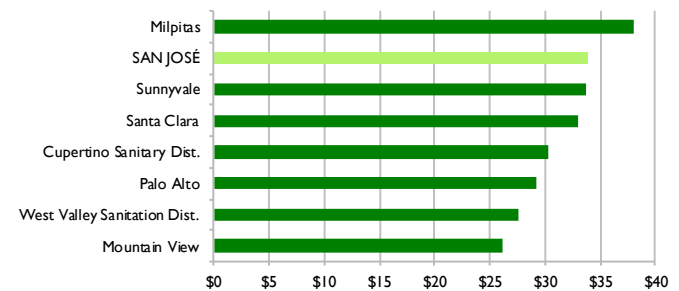
Millions of Gallons per Day Discharged to Bay During Average Dry Weather Season



Cost per Millions Gallons of Wastewater Treated



Comparison of Monthly Sewer Rates



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

RETAIL WATER DELIVERY

ESD operates and maintains the City of San José’s Municipal Water System (Muni Water) which serves about 26,850 customers in North San José, Alviso, Evergreen, Edenvale, and Coyote Valley. For 2013-14, operating expenditures totaled about \$28 million, up 76 percent over a ten-year period. According to ESD, this increase is primarily due to increases in wholesale water costs.

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

In 2013-14, Muni Water delivered 7,960 million gallons of water to its customers, up 3 percent from the prior year. According to ESD, water delivery levels are influenced by economic improvements and volume of local rainfall during winter months. Muni Water met federal water quality standards in 99.8 percent of water samples taken.

Muni Water rates increased by 8 percent in 2013-14, and have increased by 79 percent over ten years. Other San José retail water providers have increased their rates less dramatically (50 percent over ten years). Nevertheless, Muni Water rates are lower than the average of other water retailers serving San José (Great Oaks and San José Water Company).

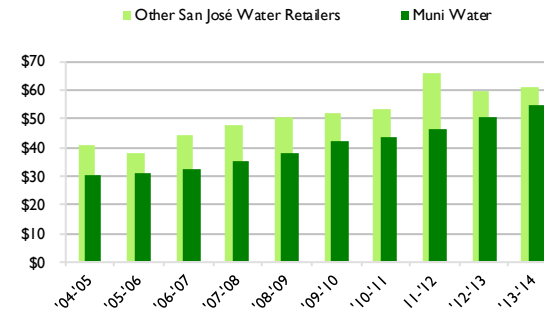
THE NATIONAL CITIZEN SURVEY™

97% of San José residents indicated they made efforts to conserve water during the past 12 months

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

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

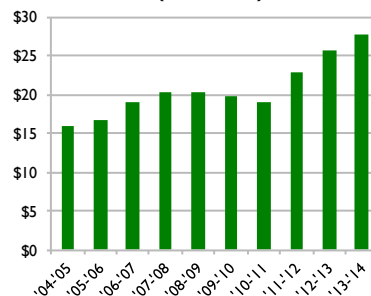
Comparison of Monthly Residential Water Bills



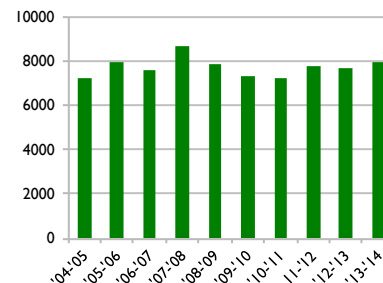
Source: ESD

Note: Monthly bill based on 15 HCF/month usage

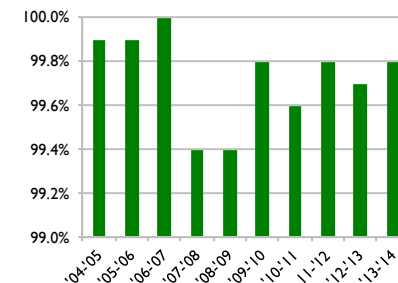
Operating Expenditures Retail Water Delivery (\$millions)



Millions of Gallons of Water Delivered to Muni Water Customers



% of Water Samples Meeting State and Federal Water Quality Standards



ENVIRONMENTAL SERVICES

STORMWATER MANAGEMENT

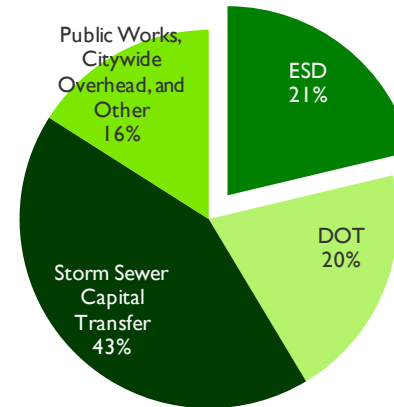
ESD, along with the Departments of Public Works and Transportation, manage the City's storm drains and storm sewer system, the purposes of which are to sustainably manage stormwater and prevent flooding of streets and neighborhoods by conveying rainwater into creeks, and eventually the South San Francisco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

Specifically, ESD manages regulatory programs, initiatives, and activities to prevent pollution from entering the storm sewer system and waterways. These efforts protect water quality and the health of the South Bay watershed and the San Francisco Bay. These programs and activities are largely directed by the City's National Pollutant Discharge Elimination System (NPDES) permit for municipal storm sewer systems. Included among these programs is the litter/creek clean up program. Overall, 187 creek clean-up events were held and approximately 734 tons of trash were removed in 2013-14. This significant increase over last year's performance is due, in large part, to additional homeless encampment clean-up events conducted by the City's Homeless Encampment Response Program.

The annual fee per residential unit in 2013-14 was \$94.44*, a 106 percent increase from ten years ago. According to ESD, the rate increases are a result of increased costs to support infrastructure maintenance, fund rehabilitation and replacement projects, and meet regulatory requirements.

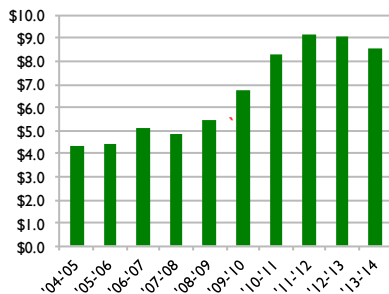
* This rate is for a single-family residence.

Breakdown of Storm Sewer Fund Budgeted Expenditures

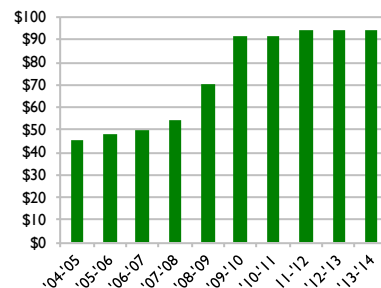


Source: 2014-15 Adopted Operating Budget

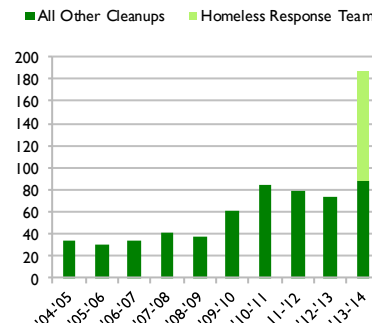
ESD Operating Expenditures Stormwater Management (\$millions)



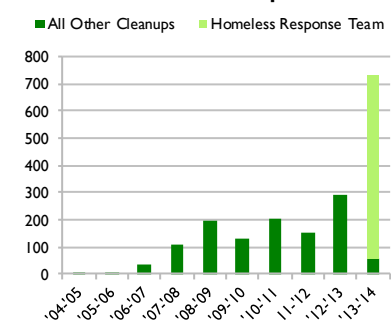
Annual Fee for Household Storm Sewer Service



Litter / Creek Clean-Ups



Tons of Litter Collected at Creek Clean-Ups



RECYCLED WATER

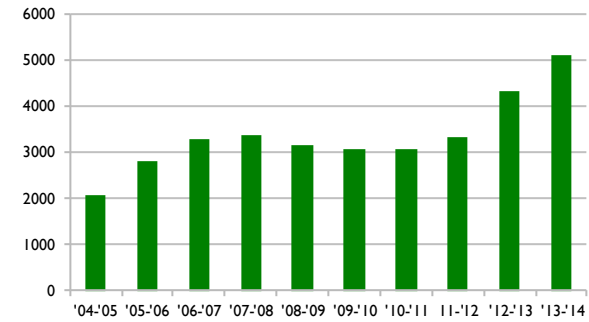
The City invests in South Bay Water Recycling (SBWR) in order to reduce wastewater effluent and protect the ecosystem of the South Bay, including the habitat of two federally endangered species, the Salt Marsh Harvest Mouse and the California Clapper Rail. SBWR serves the cities of Milpitas, Santa Clara,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

In 2013-14, SBWR delivered over 5,100 million gallons of recycled water to 759 customers, charging between \$1.13 to \$1.95* per hundred cubic feet of water depending on the use. SBWR customers used recycled water to irrigate parks, golf courses, schools, commercial landscape, and for cooling towers.

The cost per million gallons of recycled water delivered has decreased from a high of \$1,821 in 2010-11 to \$1,180 in 2013-14; it has decreased by 10 percent over a ten year period. According to ESD, the decrease is due to staffing and capital investment reductions and other cost control measures.

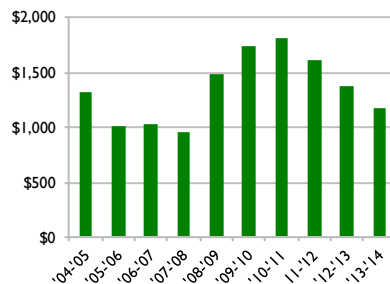
In 2013-14, 18 percent of wastewater influent was recycled for beneficial purposes during the dry weather period, an increase of 80 percent over ten years. SBWR met recycled water quality standards 100 percent of the time during the same period.

Millions of Gallons of Recycled Water Delivered Annually

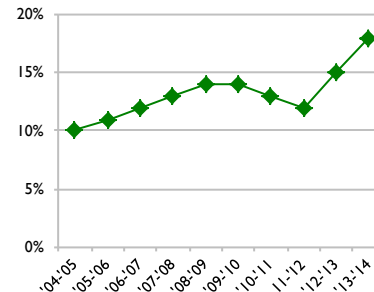


* This rate is for City of San José Municipal Water customers, other SBWR provider rates may vary.

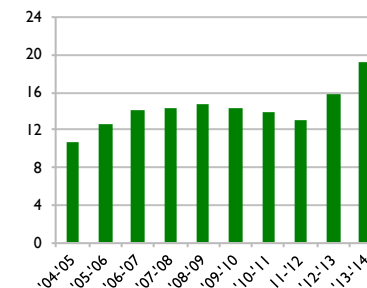
Cost per Million Gallons of Recycled Water Delivered



% of Wastewater Recycled for Beneficial Purposes During Dry Weather Periods



Millions of Gallons per Day Diverted During Dry Weather Periods



GREEN VISION

On October 30, 2007, the San José City Council adopted the Green Vision, a 15-year plan to transform San José 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.

The Green Vision lays out ten ambitious goals for the City, in partnership with residents and businesses, to achieve by 2022. To date, San José has received over \$170 million in grant funding related to Green Vision projects. Although substantive federal and state grants have been available in recent years, including federal stimulus dollars, most of these grants are nearing completion and staff is looking at other funding opportunities to advance Green Vision goals.

San José Green Vision Goals	Calendar Year 2013 Green Vision Key Achievements*
Create 25,000 clean tech jobs as the world center of clean tech innovation	1,712 new clean tech jobs in 2013 with more than 11,888 clean tech jobs in San José to date; nearly \$ 10.4 billion in total venture capital invested in Clean Tech companies in Silicon Valley, with \$2.4 billion invested in 2013 alone
Reduce per capita energy use by 50 percent	Completed 71 municipal energy efficiency projects funded by U.S. Department of Energy's Energy Efficiency and Conservation Block Grant, saving the City \$486,000 annually in energy costs
Receive 100 percent of its electrical power from clean renewable sources	Installed 11 solar photovoltaic (PV) systems on City facilities in 2013; to date, the City has installed 28 solar energy systems with a total generation capacity of 4.5 megawatts (MW) at City sites
Build or retrofit 50 million square feet of green buildings	Added nearly 2 million square feet of green building space in 2013, resulting in more than 8.3 million square feet of certified green buildings in San José to date, including 21 municipal buildings
Divert 100 percent of the waste from its landfill and convert waste to energy	In partnership with the City, Zero Waste Energy Development Company (ZWED) opened the world's largest dry fermentation anaerobic digestion facility to convert commercial organic waste into 1.6MW of renewable energy and 32,000 tons compost
Recycle or beneficially reuse 100 percent of its wastewater (100 million gallons per day)	749 customers used an average of 13.7 million gallons of recycled water per day, made possible by a 142-mile long network of recycled water pipelines, offsetting enough potable water to supply 29,444 average households
Adopt General Plan with measurable standards for sustainable development	Adopted Foam Food Container Phase-Out Ordinance, which will help reduce litter in waterways and minimize harm to fish and wildlife
Ensure that 100 percent of public fleet vehicles run on alternative fuels	Maintained 41 percent of the City's vehicle fleet to run on alternative fuel with a total of 974 alternative fuel vehicles
Plant 100,000 new trees and replace 100 percent of streetlights with smart, zero-emission lighting	Planted 2,082 new trees in 2013 in partnership with Our City Forest Converted nearly 900 streetlights to smart Light Emitting Diode (LED) streetlights in 2013; to date, approximately 3,400 LED streetlights have been installed in San José, saving over 1.16 million kWh of electricity
Create 100 miles of interconnected trails	Completed five miles of on-street bikeways in 2013 for a total of 221 miles of on-street bikeways and 55.3 miles of off-street trails to date Launched Bay Area Bike Share Program in 2013; 900 people traveled more than 13,000 miles on bicycle in the first four months of operation

*As reported in the 2013 Green Vision Annual Report (<http://www.sanjoseca.gov/DocumentCenter/View/127914>)

FINANCE

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

FINANCE DEPARTMENT

The Finance Department manages the City's debt, investments, disbursements, financial reporting, purchasing, insurance, and revenue collection. In 2013-14 the department had 115 authorized positions and its operating expenditures totaled \$14.4 million.*

The Accounting Division is responsible for timely payments to vendors and employees, and for providing relevant financial information to the public. During 2013-14, the Disbursements section processed 236,818 employee payments (e.g., wages).

The Purchasing Division is responsible ensuring procurement for quality products and services in a cost-effective manner, and ensuring adequate insurance coverage for the City's assets. In 2013-14, the department procured \$117.1 million dollars of products and services.

The Revenue Management Division is responsible for the City's business systems and processes that support timely billing and revenue collection efforts, reducing delinquent accounts receivable and enhancing revenue compliance. According to the Department, in 2013-14 the City collected \$12.9 million in delinquent accounts receivables.

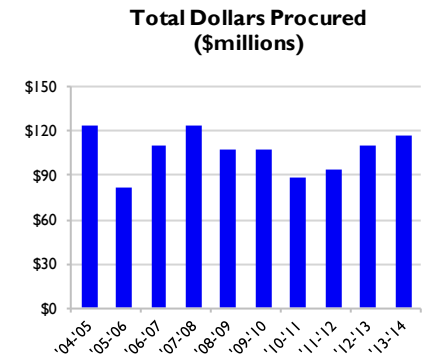
The Treasury Division manages the City's cash and investment portfolio; the three goals of the investment program are safety, liquidity, and yield. In 2013-14, the investment portfolio earned an average of 0.62 percent; the investment portfolio totaled \$1.27 billion, a 16 percent increase from last year. The Treasury Division also issues debt and administers the City's debt portfolio, which consisted of \$5.3 billion in outstanding bonds at the end of 2013-14.

KEY FACTS (2013-14)

Total investment portfolio (billions)	\$1.27
Total debt managed (billions)	\$5.3
Total dollars procured (millions)	\$117.1
Number of employee payments processed	236,818

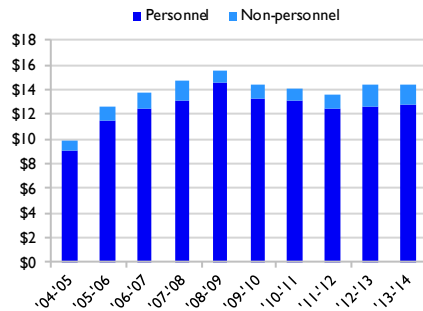
San José Credit Ratings

Moody's	Aa1
S&P	AA+
Fitch	AA+

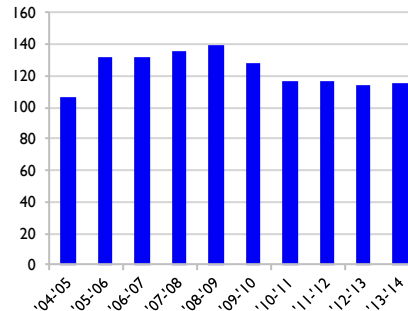


* The Finance Department was also responsible for \$131.7 million in Citywide expenses including \$101.5 million for debt service, \$15 million for Convention Center lease payments, and \$7.6 million for general liability claims.

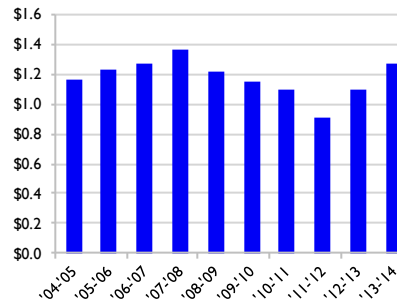
Finance Operating Expenditures (\$millions)



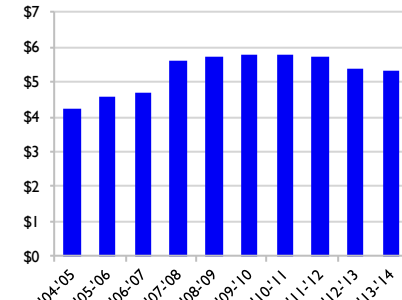
Finance Authorized Positions



Total Investment Portfolio (\$billions)



Total Debt Managed (\$billions)



FIRE DEPARTMENT

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

FIRE

The San José Fire Department provides fire suppression, emergency medical (EMS), prevention and disaster preparedness services to residents and visitors in San José's incorporated and the County of Santa Clara's unincorporated areas, totaling approximately 200 square miles. Other fire prevention services include regulatory enforcement of fire and hazardous materials codes through inspection activities and construction plan reviews for residents and businesses. The Office of Emergency Services engages in emergency planning, preparedness curriculum development and training, and maintains the City's Emergency Operations Center.

In 2013-14, the Fire Department's operating expenditures were \$162 million,* 6 percent more than 2012-13 and almost \$16 million above the average for the last ten years. There were 792 authorized positions in the Fire Department, which is below the average of 819 over the past ten years.

**Does not include \$7.9 million in Citywide expenses spent by the Fire Department (down from \$9.4 million in 2012-13), including \$6.9 million on workers' compensation claims.*

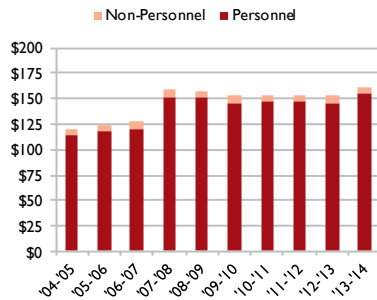
KEY FACTS (2013-14)

Fire stations	33
Engine companies	30
Truck companies	9
Urban search and rescue companies	1
San José Prepared! Graduates (Emergency Preparedness & Planning)	
2-hour Disaster Preparedness course graduates	588
20-hour Community Emergency Response Training (CERT) graduates	approx. 100
Initial Fire Inspections Performed	9,000

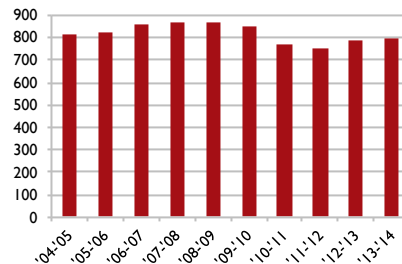
Emergency Medical Services (EMS)

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

Fire Department Budget (\$millions)

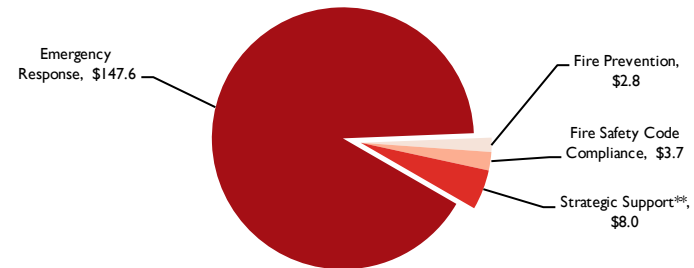


Fire Department Authorized Positions



NOTE: Beginning in 2009-10, the Office of Emergency Services consolidated into the Fire Department.

Fire Department 2013-14 Expenditures by Service (\$millions)



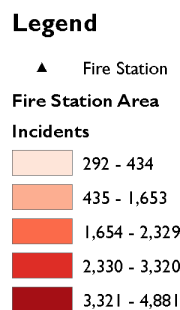
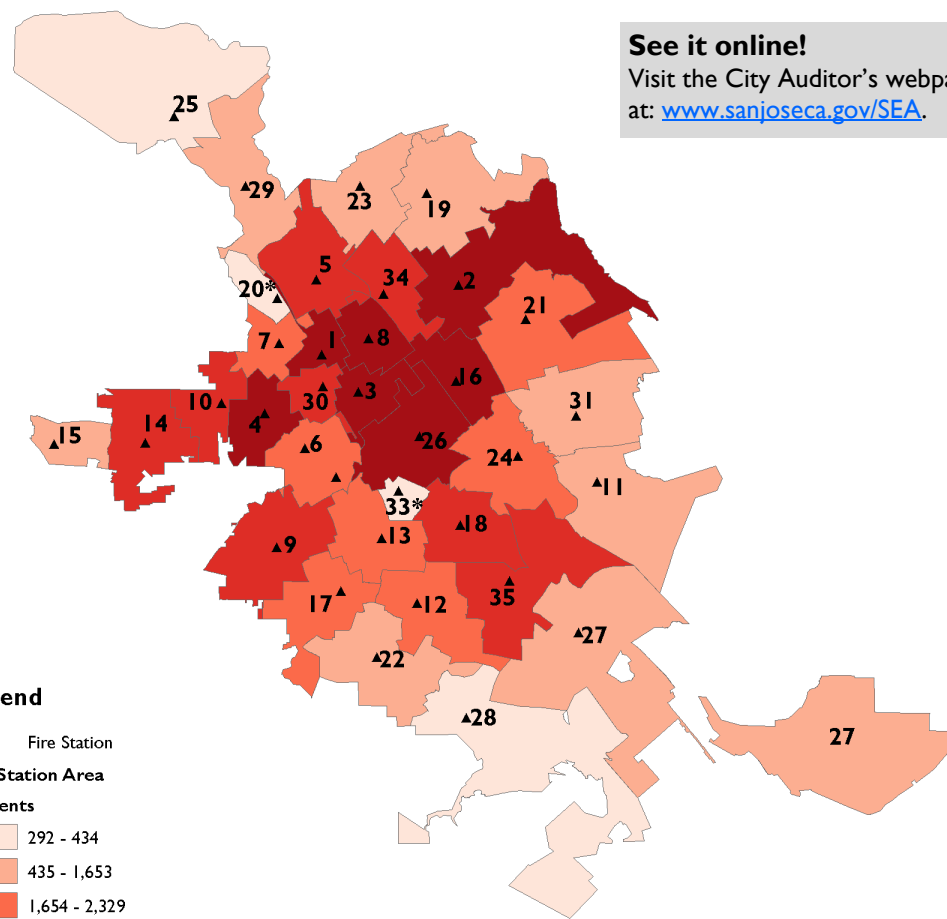
** As of 2012-13, Emergency Preparedness and Planning is included in the Strategic Support core service.

KEY FACTS (2013-14)

Emergency Incidents	79,000
Emergency Medical Incidents	49,300
Fires	2,000
Rescue, Haz Mat, USAR and non-fire hazards	6,300
Other (including service requests, false alarms, good intent responses, and canceled en route incidents)	21,300

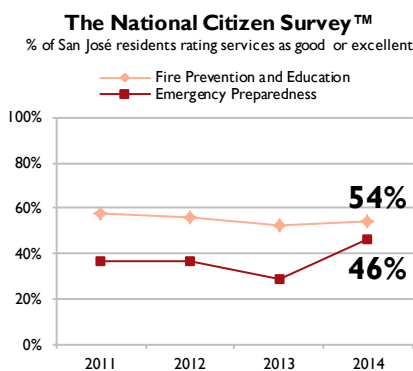
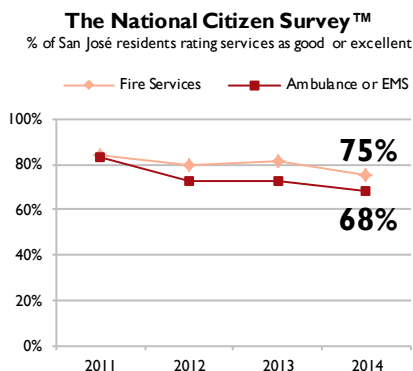
**Fire Stations and Number of 2013-14
Emergency Incidents by Station Areas**
(see following page for graph of data)

See it online!
Visit the City Auditor's webpage at: www.sanjoseca.gov/SEA.



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

* Fire Station #20 dedicated to Mineta San José International Airport. Fire Station #33 closed in August 2010. Incidents within the district of Station #33 handled by other stations. Fire Station #32 reserved for Coyote Valley, pending future development.



FIRE

EMERGENCY RESPONSE

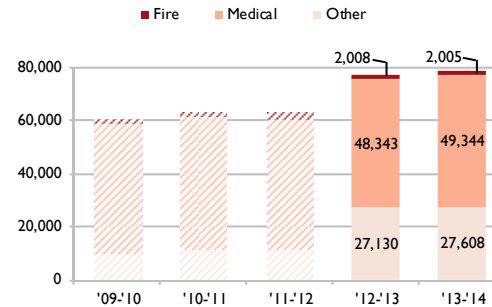
In 2013-14, the Fire Department responded to about 79,000 emergency incidents, including over 63,000 Priority 1 incidents (red lights and sirens) and over 15,000 Priority 2 incidents (no red lights or sirens). Sixty-two percent of incidents were medical emergencies (49,300). The Department responded to 2,000 fires in 2013-14, the same as 2012-13, but up 30 percent from five years ago. The Department responded to 28,000 other types of incidents, including good intent calls, rescues, and false alarms. A breakdown of all incidents by fire station is provided below.*

In 2013-14, the Department met its target of 90 percent of fires contained in the *structure* of origin (actual: 92 percent). The Department was able to contain 71 percent of fires to the *room* of origin; this continues to be below the containment target of 85 percent.

San José has experienced lower fire-related death and injury rates per million population than the national average over the past five years. There were 41 civilian fire injuries and 4 civilian fire deaths in 2013-14.

*Breakdowns of incidents and response times city-wide and by fire station are also available on the [SJFD Statistics website](#).

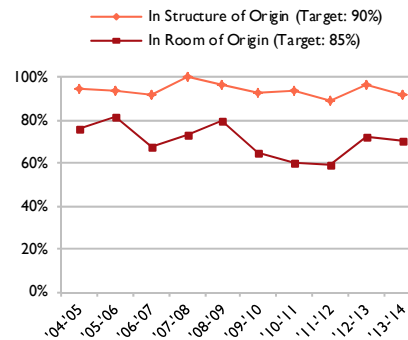
Emergency Incidents



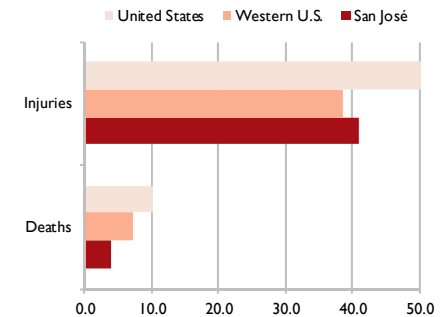
Emergency incidents are shown by type found on arrival. In 2012-13, the Department changed its methodology for classifying incidents, resulting in an increase in the number of incidents categorized as emergency incidents. In prior years, the Department's record management system excluded some incidents and classified some incidents as non-emergencies.

On this chart, data for years 2009-10 through 2011-12 in the "Other" category includes incidents categorized as non-emergencies (as well as emergencies other than fire or medical incidents, such as Haz Mat). Incidents that were excluded from data in those years are not shown.

Percent of Fires Contained

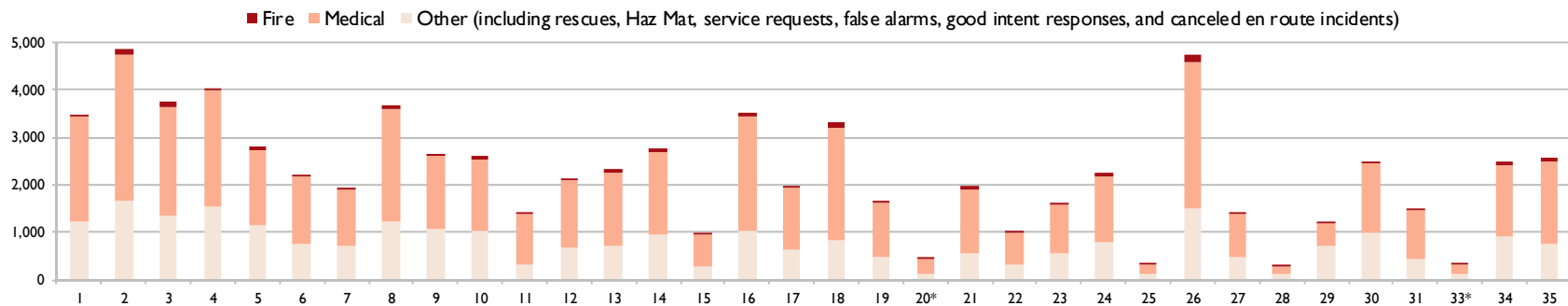


Civilian Fire Injuries and Deaths per Million Population (2013)**



Source: National Fire Protection Association, 2013 and SJFD data. **San José data is by fiscal year (shows FY 2013-14).

Emergency Incidents by Station Area (2013-14)



* Fire Station #20 dedicated to Mineta San José International Airport. Fire Station #33 closed in August 2010. Incidents within the district of Station #33 handled by other stations. Fire Station #32 reserved for Coyote Valley, pending future development.

EMERGENCY RESPONSE (continued)

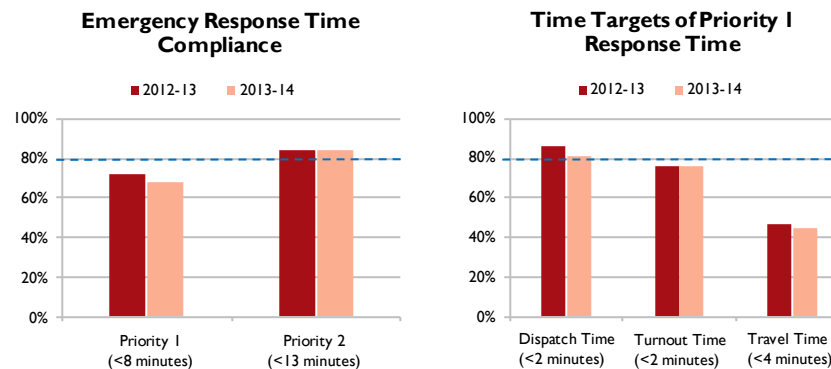
In 2013-14, the Department responded to 68 percent of Priority 1 incidents within the City’s time standard of 8 minutes.* This is significantly below the target of 80 percent compliance and less than the 72 percent compliance in 2012-13.

For Priority 2 responses, the Department’s target is to respond to 80 percent of incidents within 13 minutes. In 2013-14, the Department responded to 84 percent of Priority 2 incidents within the 13-minute standard. This is the same as in 2012-13.

The Department disaggregates Priority 1 response time by three time targets: dispatch time, turnout time, and travel time. In 2013-14, the Department met its target for dispatch time and nearly met its target for turnout time. However, the Department met its travel time standard for only 45 percent of Priority 1 incidents (target: 80 percent within 4 minutes).

A breakdown of Priority 1 response times by station is shown below. No station met the Priority 1 response standard of 8 minutes for 80 percent of incidents in 2013-14.

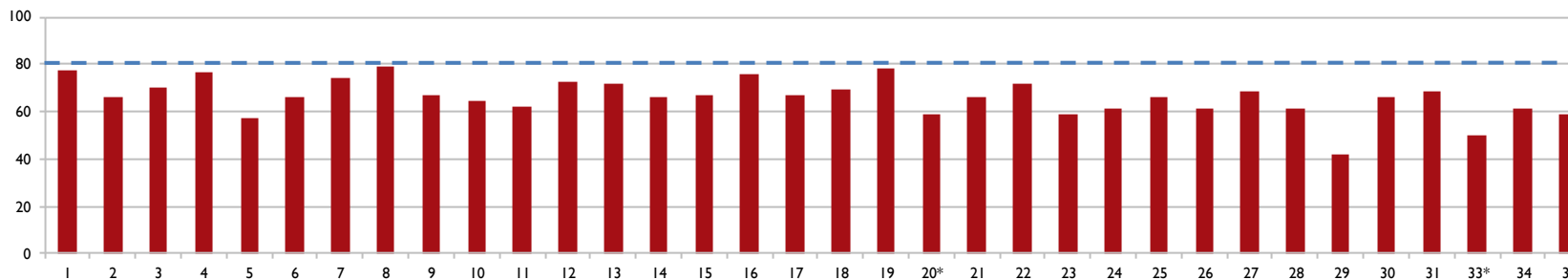
**The department met its contract compliance with Santa Clara County for 89 percent of qualifying EMS incidents in 2013-14 (target: 90 percent).*



Reporting of Emergency Response Data

In January 2013, the Fire Department reported inconsistencies in the tracking and reporting of emergency response performance measures. Since that time, the Department has worked to solve long-term underlying issues related to the collection of response time data and the tracking of emergency incidents. As part of this work, the Department has conducted reviews and validations of their emergency response data. These efforts resulted in updated performance measures and revised data for previous years.

Priority 1 Response Time Compliance by Station Area (2013-14)
 % of Time Initial Responding Unit Arrives within 8 Minutes



** Fire Station #20 dedicated to Mineta San José International Airport. Fire Station #33 closed in August 2010. Incidents within the district of Station #33 handled by other stations. Fire Station #32 reserved for Coyote Valley, pending future development.*

FIRE

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 2013-14, the Department performed over 9,000 initial fire inspections, about half of which were conducted by line firefighters. The remainder were conducted by fire prevention staff. The Department also performed about 3,000 follow-up inspections to re-check code violations.

Fire Prevention also conducts investigations based on complaints received about residents or businesses. In 2013-14, 66 complaints were investigated. In addition, the Department conducted 475 plan reviews for special events.

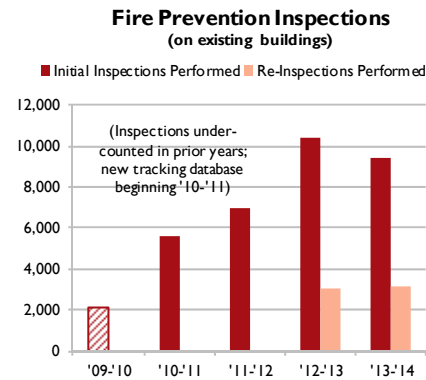
Fire investigators conducted 271 arson investigations in 2013-14; 125 of those investigations were determined to be arson. There were 65 arson fires in structures in 2013-14.

FIRE SAFETY CODE COMPLIANCE (DEVELOPMENT SERVICES)

Fire Safety Code Compliance enforces the City's Fire and Health and Safety Codes during the development plan review and inspection processes, in coordination with the Development Services partners in the Permit Center (see *Planning, Building & Code Enforcement Department*). In 2013-14, over 5,500 fire plan checks and 7,000 inspections were performed for Development Services customers. 100 percent of inspections in 2013-14 were completed within the 24-hour target.

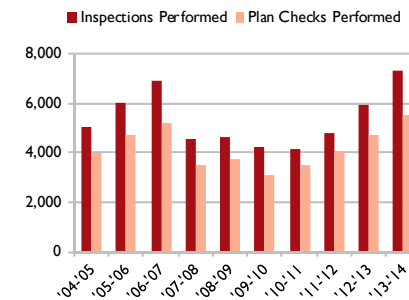
The **Development Services partners** in the Permit Center are:

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

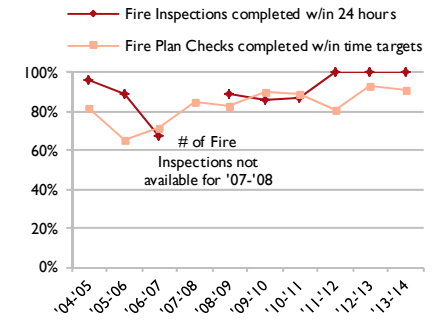


Source: San José Fire Department

Fire Safety Code Compliance - Workload (Development Services)



Timeliness - Code Compliance (Development Services)



HOUSING DEPARTMENT

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

HOUSING DEPARTMENT

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

- Administering a variety of single-family and multi-family lending programs
- Recommending housing-related policies
- Financing new affordable housing construction
- Extending the useful lives of existing housing through rehabilitation, and
- Addressing homelessness through a regional “housing first” model.

Additionally, the Department administers a number of federal and state grant programs, including the Community Development Block Grant (CDBG) program.

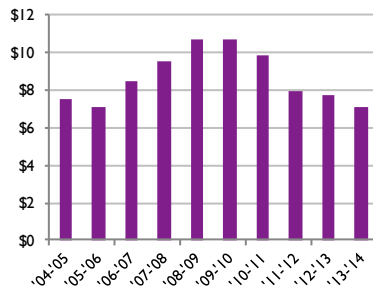
This chapter provides a snapshot of these efforts. The Housing Department’s allocated operating expenditures were \$7.1 million* in 2013-14, slightly less than the previous year. Nearly all its activities were funded with almost \$51 million in federal, state, and local funds as shown in the chart to the right. This funding included revenues (\$22.8 million) from the Department’s \$723 million loan portfolio which will continue to generate program income.

Previously, the former Redevelopment Agency’s tax increment financing made possible most of the multi-family affordable housing that the Department financed. In the last decade this provided roughly \$35 million per year of revenues for affordable housing (in some years reaching over \$40 million). In the absence of the Redevelopment Agency, which State law dissolved in 2012, the City has been advocating for new local and State funding to invest in new affordable housing developments.

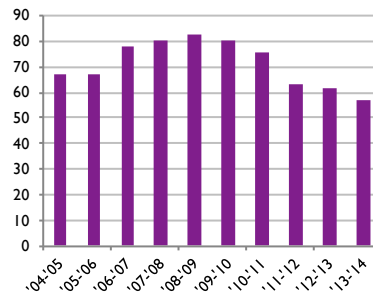
* This represents only operating expenditures and does not include all housing program fund expenditures, including those shown above.

2013-14 Housing Program Funds Received	
Loan Repayments and Interest Earnings	\$22,752,894
Community Development Block Grant	\$8,259,161
Neighborhood Stabilization Program	\$750,625
Capital Grant Program	\$4,758,868
BEGIN	\$424,327
CalHome	\$901,369
Housing Opportunities for People with AIDS (HOPWA)	\$711,372
Hazard Mitigation Grant Program	\$849,405
Emergency Shelter Grant	\$572,641
Tenant Based Rental Assistance	\$636,377
Rental Rights and Referrals Fee Program	\$517,511
Medical Respite Facility	\$125,402
HOPWA Special Projects	\$450,490
In-Lieu Fee Revenue	\$7,764,080
Fees	\$1,243,837
Total	\$50,718,359

Housing Department Operating Expenditures (\$ million)

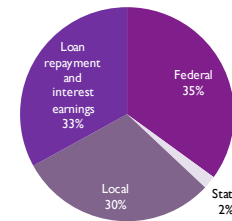


Housing Department Authorized Staffing



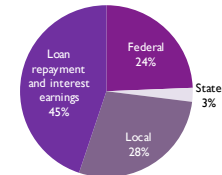
Comparison of Funding Sources

2012-13 Housing Funds (Actuals) by Source



Total: \$68,922,630

2013-14 Housing Funds (Actuals) by Source



Total: \$50,718,359

HOUSING DEVELOPMENT & PRESERVATION

Building New Affordable Housing

Since 1988, in its capacity as a public purpose lender, the Housing Department has been making loans to developers to increase the supply of affordable housing in San José. The availability of affordable housing has continued to be an area of concern for residents for a number of years. In 2014, only 15 percent considered availability to be “excellent” or “good.”

With the loss of Redevelopment funding, the Department has been advocating for new permanent funding sources, both State and local, to address the affordable housing-needs of the City’s neediest residents. The Department also receives developer negotiated payments and federal HOME Investment Partnership Program funds to help finance projects.

In 2013-14, developers completed 397 affordable housing units with City help, around 70 percent of their target. The City’s per-unit subsidy in 2013-14 was about \$52,000. According to the department, unit costs can vary widely depending upon a variety of factors, including tax credit financing and the population served by the facility (developments serving extremely low income households often receive less rental revenue each year and generally require more City assistance).

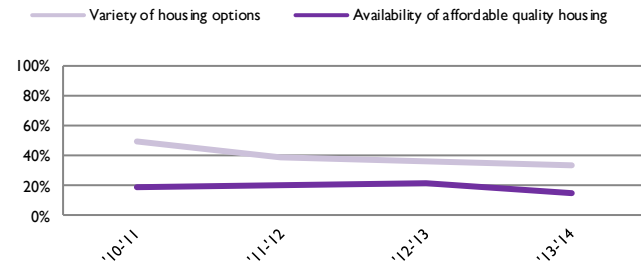
Rehabilitating Existing Housing

Low income homeowners whose homes are in need of repairs can qualify for City financial help to rehabilitate them, although, with the demise of Redevelopment, these programs have been dramatically reduced. The Department used local, state, and federal funds to help rehabilitate 43 single family homes and mobilehomes in 2013-14, and provided minor repairs for another 88 homes in partnership with Rebuilding Together Silicon Valley.

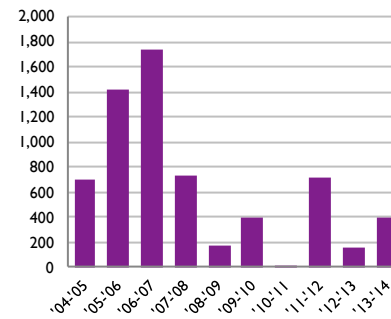
Financing Home Buying

People who want to buy homes in San José can receive financial help, including downpayment assistance, through various City programs, although these programs have also been reduced due to lack of funding. These programs made loans to 12 unduplicated households in 2013-14. The Department wrote off one percent of its homebuyer loan principal due to foreclosures and short sales in 2013-14.

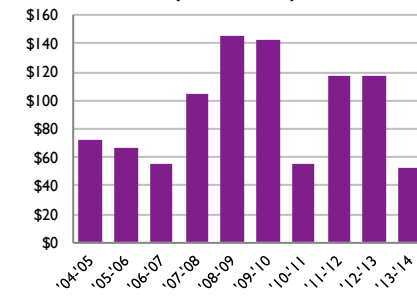
THE NATIONAL CITIZEN SURVEY™
San Jose Residents' Ratings of Housing



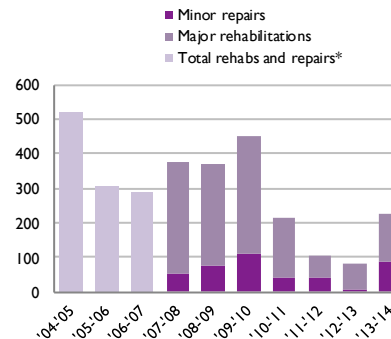
Number of affordable housing units completed in the fiscal year



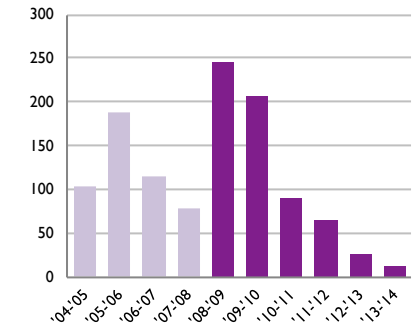
Average Per-Unit Subsidy for New Construction Projects (\$ thousand)



Rehabilitated Units*



Number of Homebuyers Assisted*



*Major and minor repairs and rehabilitations were not tracked separately until 2007-08.

*Methodology change in '08-'09

HOUSING DEPARTMENT

NEIGHBORHOOD DEVELOPMENT & STABILIZATION

The Department received \$8.3 million in new federal Community Development Block Grant (CDBG) program funds in 2013-14. CDBG funds are used for housing rehabilitation, fair housing, code enforcement, senior and homeless services, school readiness, foreclosure prevention, and economic development services. Starting in 2012, the City developed a new place-based program that focuses funds on three neighborhoods. The first neighborhoods chosen were Mayfair, Santee, and Five Wounds/Brookwood Terrace areas.

Since 2009, the City has used two federal stimulus grants to buy, rehabilitate, and sell vacant and foreclosed homes to low and moderate income homebuyers (the Neighborhood Stabilization Program). The City is currently wrapping up projects funded by the second of these grants (NSP2). In 2013-14, the City rehabilitated and sold five single-family homes. Housing anticipates that the NSP2 program will wrap-up in 2014-15 with a total of 41 foreclosed homes purchased, rehabilitated, and sold to low-income families and about 152 affordable multi-family units funded.

The City also continued to fund fair housing, foreclosure assistance, and rental rights and referrals services.

Homeless Services

According to the City's 2013 Homeless Census and Survey (conducted every two years), there were:

- An estimated 12,055 individuals who experienced at least one period of homelessness during the year
- 4,770 homeless individuals identified when the census was conducted, and
- Of the 4,770 homeless individuals identified, 32 percent were chronically homeless* (more than twice the national average), 77 percent were unsheltered (1,230 lived in homeless encampments), and 23 percent had temporary shelter.

The Department assists with permanent supportive housing resources and emergency services grants. The Department also participates in a countywide effort with *Destination: Home* and other local entities who are trying to eliminate chronic homelessness.

*Chronic homelessness is defined as having a disabling condition and being continually homeless for at least one year and/or having experienced four or more episodes of homelessness within the past three years.

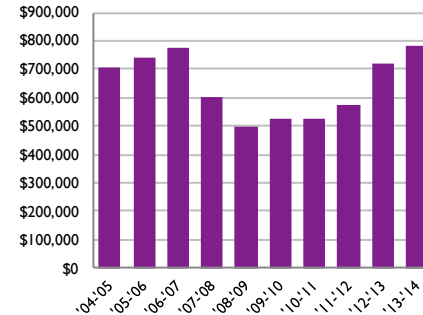
KEY FACTS

Median Household Income in San José** : \$80,977			
Average Monthly Rent in San José* :	\$2,169	Median Home Price in San José (single-family)*:	\$780,000
Percent of Renters whose Gross Rent is 30 percent or more of Household Income** :	53%	Percent of Owners whose Monthly Owner Costs is 30 percent or more of Household Income (with and without a mortgage)** :	36%

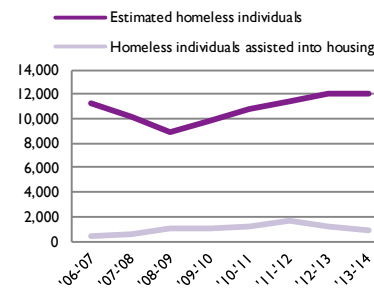
* RealFacts report for Second Quarter 2014 and SCCOAR Second Quarter 2014 report

** Source: U.S. Census - American Community Survey – 2013 one and three year estimates

Median Single Family Home Price

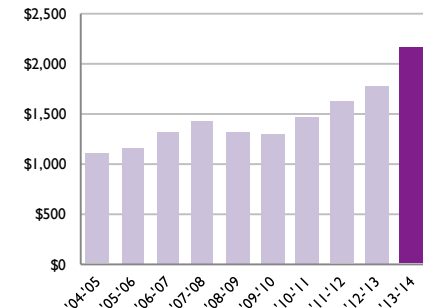


Estimated Number of Homeless Individuals and Those Helped into Housing*



*This reflects an annualized count of homeless individuals derived from a point-in-time survey conducted in San José once every two years. Number of homeless helped into housing according to countywide homeless services database.

Average Monthly Rent in San José



*2013-14 data is for average rent overall. Prior year data represents average rent for a one bedroom/one bath.

HUMAN RESOURCES DEPARTMENT

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

HUMAN RESOURCES DEPARTMENT

The Human Resources Department manages employee benefits, health and safety, and employment services. In 2013-14, operating expenditures were \$7.4 million, and the Department had 48 fulltime positions (compared to 74 in 2009-10.)

The Department posted 324 jobs and facilitated the hiring of 402 new full-time employees in 2013-14.

Health care premiums have significantly increased over the last ten years. In 2013-14, the City paid \$45.6 million for health benefits for active employees and their dependents. Since 2005, Kaiser monthly premium rates have more than doubled from \$791 to \$1,726 for family coverage.*

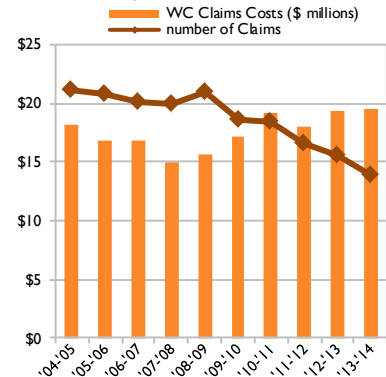
The Department also manages Workers' Compensation claims. In 2013-14, there were 832 new claims and 3,397 open claims. Workers' Compensation payments totaled \$19.5 million. In 2013-14, the Department began contracting with Athens Administrators, which now processes 40 to 50 percent of the Department's Workers' Compensation claims.

The Department also oversees contributions to deferred compensation. The percentage of contributing employees has remained steady at around 69 percent.

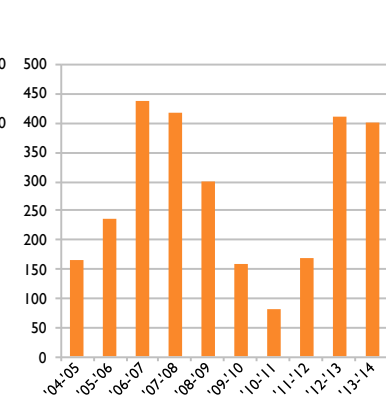
KEY FACTS (2013-14)

Number of City employees (budgeted)	5,628
Covered Lives (active employees and dependents)	10,685
Jobs Posted	324
Time to Hire (days)	95
New Hires (fulltime employees)	402
Percentage of Employees with Timely Performance Appraisals	75%
Turnover Rate	11.6%

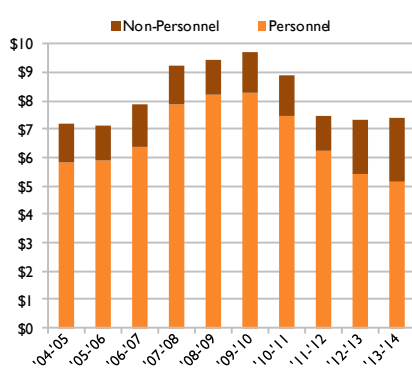
Workers' Compensation Payments & New Claims



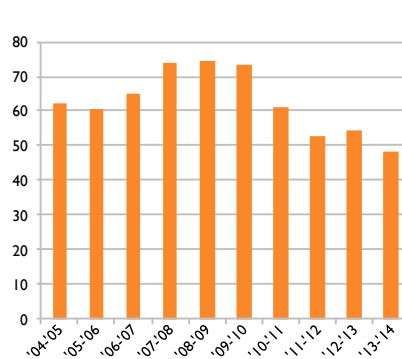
New Fulltime Hires



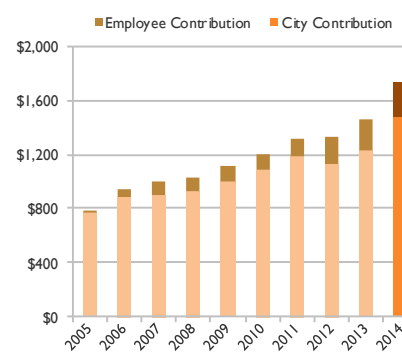
Operating Expenditures (\$ millions)



Human Resources Department Authorized Positions

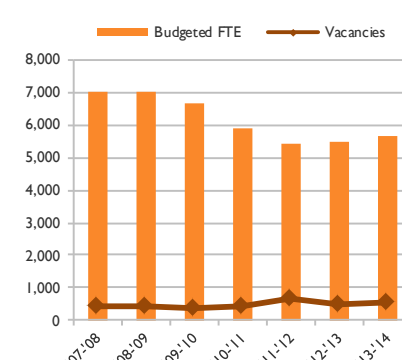


Kaiser Family Plan Premium Rates*



*In 2014, the City introduced a new family pricing structure.

Budgeted Staffing and Vacancies**



**Vacancies are a snapshot as of June of the fiscal year. 2010-11 data are as of May 2011.

INDEPENDENT POLICE AUDITOR

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

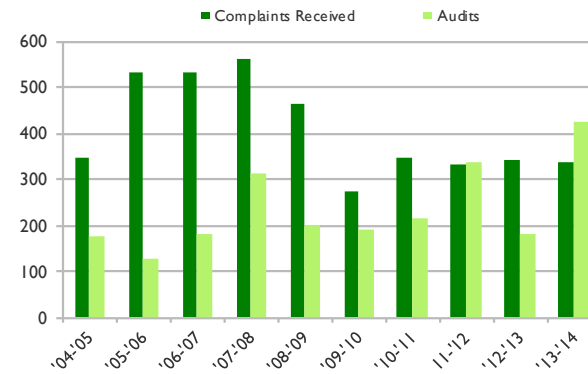
INDEPENDENT POLICE AUDITOR

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

In 2013-14, operating expenditures for the IPA totaled just over \$1.1 million, an increase of 12 percent compared to 2012-13 and 63 percent compared to ten years earlier. The IPA had 6 authorized positions in 2013-14, one fewer than in 2012-13.

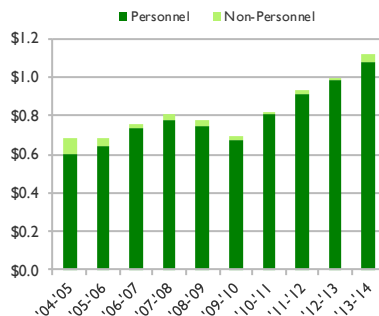
In 2013-14, the number of complaints received from the public regarding SJPD officers decreased 2 percent from 345 in 2012-13 to 339. Complaints were up 24 percent compared to five years earlier. The number of people receiving IPA outreach services at community events or meetings increased by 17 percent from 9,322 in 2012-13 to 10,861 in 2013-14. Over the past decade, the number of people attending outreach events has more than doubled.

Complaints Received and IPA Audits

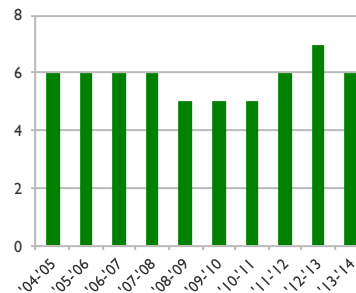


Note: The IPA audits only those complaints classified as “conduct complaints” or “policy complaints. In general, the SJPD must complete its complaint investigation within one year from the date that the complaint was received. Thus, complaints received in one fiscal year may not be closed and audited until the following fiscal year.

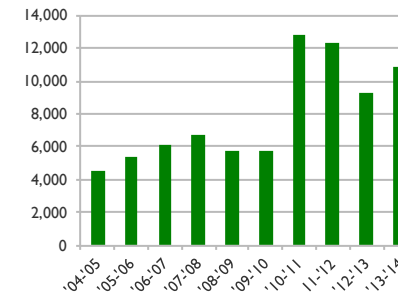
IPA Operating Expenditures (\$millions)



IPA Authorized Positions



Individuals Receiving Outreach Services at Community Events/Meetings



INFORMATION TECHNOLOGY DEPARTMENT

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

INFORMATION TECHNOLOGY DEPARTMENT

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

Departmental operating expenditures for ITD totaled \$16 million in 2013-14. Staffing totaled 90.5 fulltime equivalent positions, including 40 non-technical positions at the Customer Contact Center and Administration.

According to industry standards, information technology staffing should make up 3 to 5 percent of an organization's staffing; ITD's staffing levels are low (about 2 percent of Citywide staffing including call center staff). However, some information technology resources reside outside ITD. For example, large departments such as Airport, Police, and Fire have their own information technology staff. ITD is operating with a vacancy rate of over 20 percent for overall staffing and almost 30 percent for technical positions.

ITD completed deployment of hosted Voice Over Internet Protocol (VoIP) services to most remote sites with project completion anticipated for 2014-15. Phase 1 of 3 of cloud hosting was completed with the migration of City email to Office 365. Also underway is a high speed internet pilot project to entice businesses into downtown commercial properties.

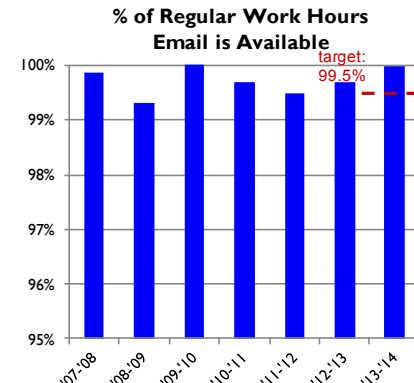
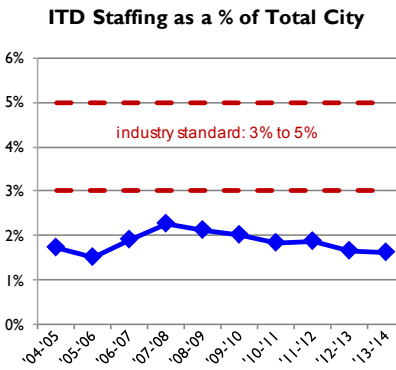
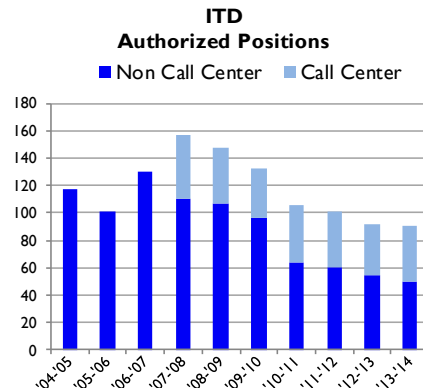
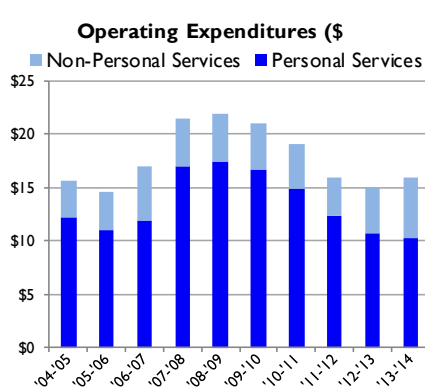
KEY FACTS (2013-14)

Customer Contact Calls	242,111
Service Desk Requests	23,898
Centralized Email Boxes	6,692
Network Outages	0
Desktop Computers	4,095
Enterprise Servers	215

Free High-Speed Wi-Fi
Downtown San Jose



In 2013-14, ITD completed expansion of WiFi to the Airport and San José Convention Center. This "Wickedly Fast Wi-Fi" network also benefits downtown parking infrastructure, primarily the pay-to-park meters, by improving the speed of time-sensitive transactions and creating a singular wireless network among those locations and WickedlyFastWiFi.



INFORMATION TECHNOLOGY DEPARTMENT

ITD aims to have network services available 24/7 at least 99.90 percent of the time for the City's converged network, telephones, active directory and enterprise servers. For the converged network and telephones, ITD met most of those targets in 2013-14. It fell slightly below its target for active directory at 99.60 percent.

In 2013-14, the City's email system was available 99.99 percent of the time during normal business hours. This exceeded ITD's target of 99.5 percent.

CUSTOMER CONTACT CENTER

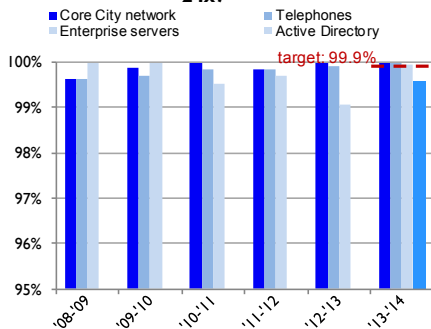
The City's Customer Contact Center (408/535-3500 or customerservice@sanjoseca.gov) handles inquiries related to utility billing and services, and is one of the primary points of City information for residents, businesses, and employees*. The Center is available to respond to resident queries during regular business hours and has an answering service respond to resident questions after hours. In addition to the Contact Center, various other departments also maintain customer contact centers to respond to resident concerns or questions.

In 2013-14, the Customer Contact Center answered 67 percent of calls received, slightly above the previous fiscal year, but below its target of 70 percent of calls. Customer call wait times decreased after a recently completed audit - [Customer Call Handling: Resident Access to City Services Needs to be Modernized and Improved](#). The average wait time was 6 minutes, down from 6.75 minutes in 2012-13.

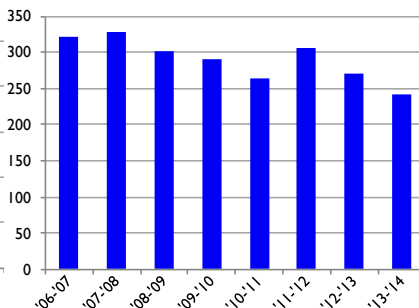
Citywide Contact Center Numbers

Department/Division	Contact Number
Customer Contact Center	408-535-3500
Development Services	408-535-3555
Animal Care and Services	408-794-7297
Revenue Management	408-535-7055
Transportation (Tree and Sidewalk)	408-794-1901
Transportation (Dispatch)	408-794-1900
Transportation (Vehicle Abatement)	408-277-5305
Code Enforcement	408-535-7770

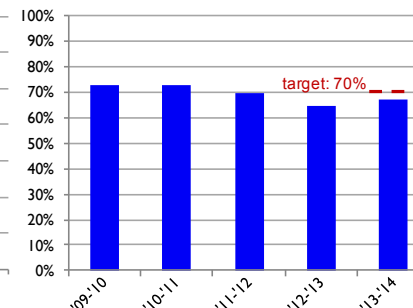
% of Network Services Available 24x7



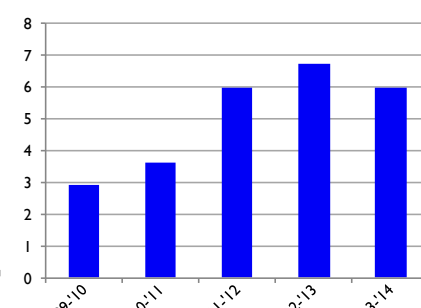
Customer Contact Center Calls (thousands)



% of Customer Contact Center Calls Answered



Customer Contact Center Average Wait Time (minutes)



LIBRARY

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

LIBRARY

The San José Public Library consists of 23 libraries, including the main Dr. Martin Luther King, Jr. Library downtown and branches across the City. One additional library, the Southeast Branch Library, is currently under construction and is expected to open in 2016. The Library offered materials in various formats including books, CDs, DVDs, eBooks, and online database services. The Library also provided programs such as summer reading, literacy assistance, and story times.

In 2013-14, the Library's operating expenditures totaled \$30.1 million, an increase of 9 percent from a year ago and an increase of 13 percent from ten years ago. Staffing totaled 318 authorized positions, 1 percent more than a year ago, but 4 percent less than ten years ago.

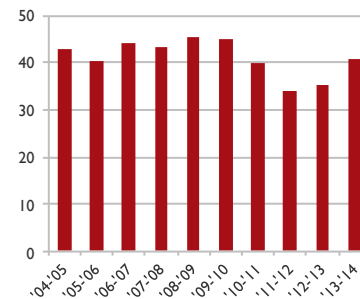
The annual hours open totaled 40,741, an increase of 15 percent from the prior year as a result of Bascom, Educational Park, Calabazas and Seven Trees libraries being opened the entire year. Although there are more annual hours since FY 2012-13, it is a five percent decrease from ten years ago.

Of San José respondents to The National Citizen Survey™, 66 percent rated the quality of public library services as good or excellent, 30 percent rated services fair, and 4 percent rated services poor. Sixty-three percent of respondents indicated they, or someone in their household, used San José libraries at least once in the last twelve months.

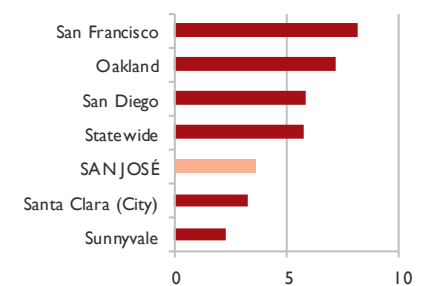
KEY FACTS (2013-14)

Libraries open	23
Libraries in construction phase	1
Weekly library visitors	122,673
Total library materials	2,170,599
Number of eBooks	66,818
Number of items checked out (including eBooks)	10,491,139
Number of registered borrowers	542,606

Total Hours Open Annually (thousands)

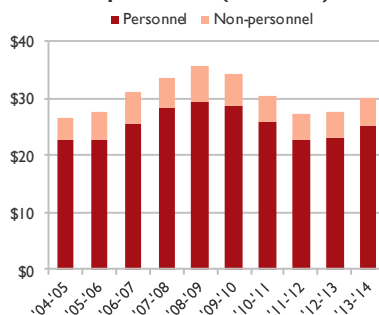


Hours Open Per 100 People (2012-13)

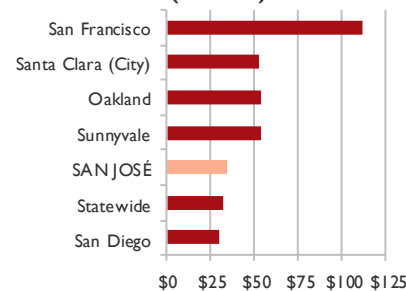


Source: California State Library, Public Library Survey Data 2012-13

Library Operating Expenditures (\$millions)

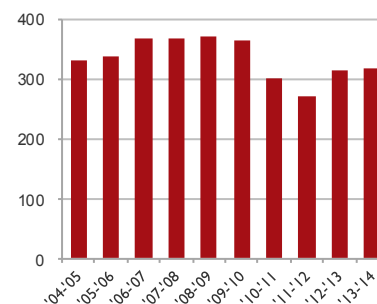


Expenditures Per Capita (2012-13)

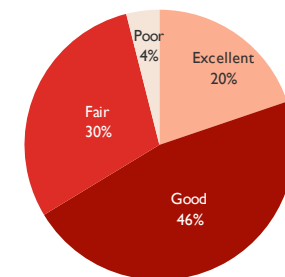


Source: California State Library, Public Library Survey Data 2012-13

Library Staffing



How would you rate the quality of public library services in San José?



Source: The National Citizen Survey™
City of San Jose - 2013-14 Service Efforts and Accomplishments Report

LIBRARY COLLECTION AND CIRCULATION

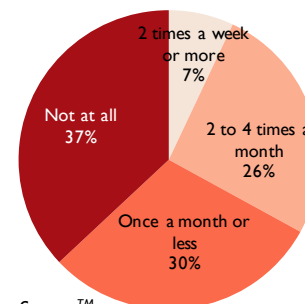
In 2013-14, the Library’s collection totaled about 2.17 million items, an 8 percent increase from ten years ago.

Although eBooks remain a small portion of the total collection, their number increased from about 3,000 to 67,000 over the last 8 years. The Library circulated 398,461 eBooks in 2013-14, a 12 percent decline over the prior year, but a dramatic increase from ten years ago when eBook circulation totaled about 36,000.

Total circulation in 2013-14 (including eBooks) was 10.5 million, a 2 percent decrease over one year ago and a 28 percent decrease compared to ten years ago. According to the Department, the reduction in library hours and a decrease in media circulation (music and DVDs) are key reasons for this decline. Library borrowers placed about 415,000 online holds to reserve materials.

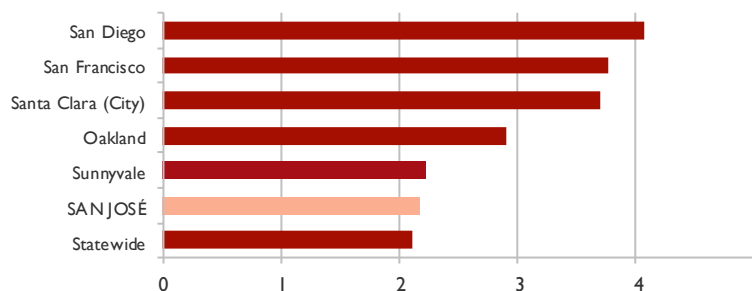
In 2013-14, circulation per capita (including eBooks) was 10.5, a 4 percent decrease from the prior year and a 32 percent decrease from ten years ago. The graph below uses statistics reported by the California State Library, which reports on a one-year lag. It shows San José’s circulation per capita (excluding eBooks) was lower than that of Santa Clara, Sunnyvale, and San Francisco in 2012-13 but higher than San Diego, Oakland, and the statewide mean.

In the last 12 months, about how many times, if at all, have you or other household members used San Jose public libraries or their services?



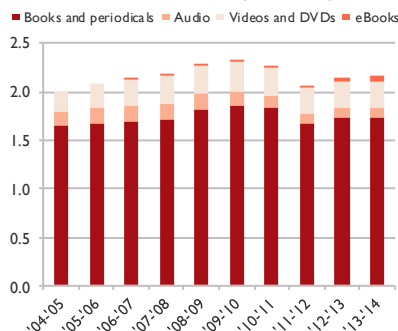
Source: The National Citizen Survey™

Materials Per Capita (2012-13)

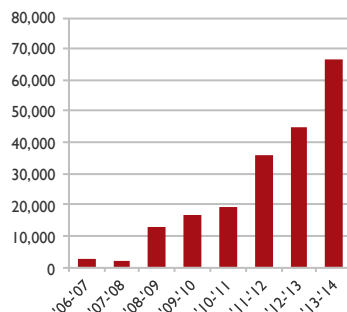


Source: California State Library, Public Library Survey Data 2012-13

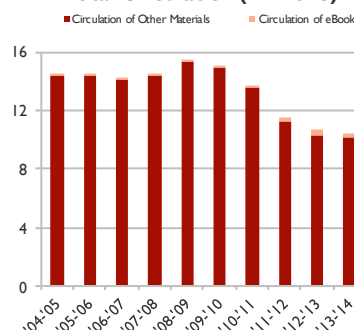
Total Collection (millions)



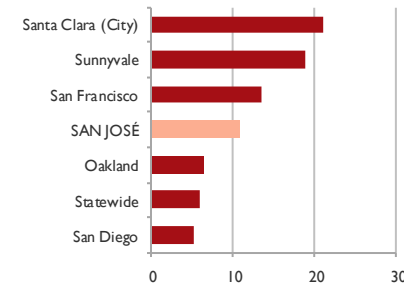
Collection of eBooks



Total Circulation (millions)



Circulation Per Capita (2012-13)



Source: California State Library, Public Library Survey Data 2012-13 (does not include eBooks)

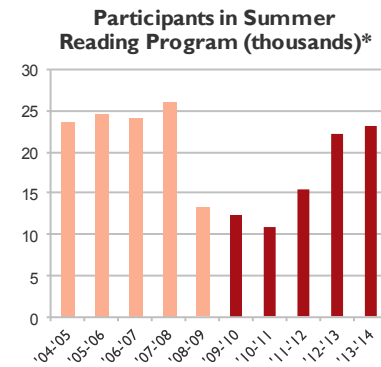
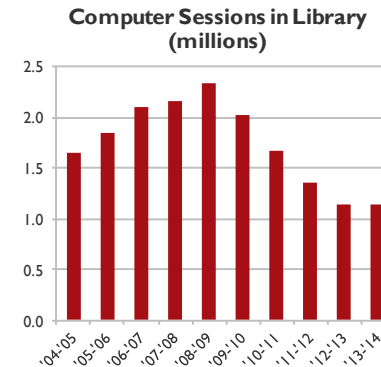
LIBRARY

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.

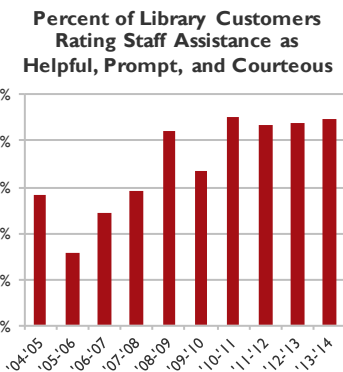
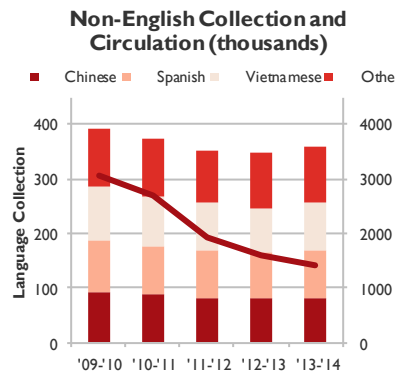
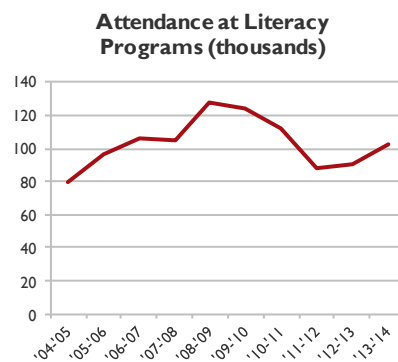
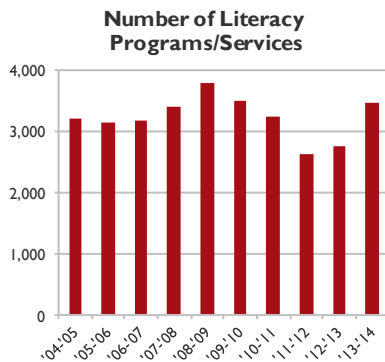
In 2013-14, City libraries offered 3,490 literacy programs or services with attendance totaling 102,201. Total attendance increased 14 percent from the prior year and 28 percent compared to ten years ago. In 2013-14, there were 23,188 participants in the summer reading program, 5 percent more than one year ago.

In 2013-14, the number of computer sessions on library computers totaled about 1.1 million, a 31 percent decrease from ten years ago, and a 51 percent decrease from its height in 2008-09. However, City libraries began offering wireless internet to patrons in 2009-10. This, coupled with the drop in library hours from 2009-10, may explain the decline in the number of computer sessions.

Approximately 17 percent of the Library's collection includes materials in languages other than English, such as Chinese, Spanish, and Vietnamese. In 2013-14, its non-English language collection totaled 357,699 materials (including eBooks), a 2 percent increase from the previous year, but a 9 percent decrease from five years ago. Circulation for its non-English language materials for 2013-14 was 1.4 million, a decrease of 11 percent from the previous year and 54 percent compared to five years ago.



*In 2008-09, the methodology for calculating Summer Reading participation changed. Data prior to that year may not be comparable.



Source: Library customer surveys

SAN JOSÉ BRANCH LIBRARIES

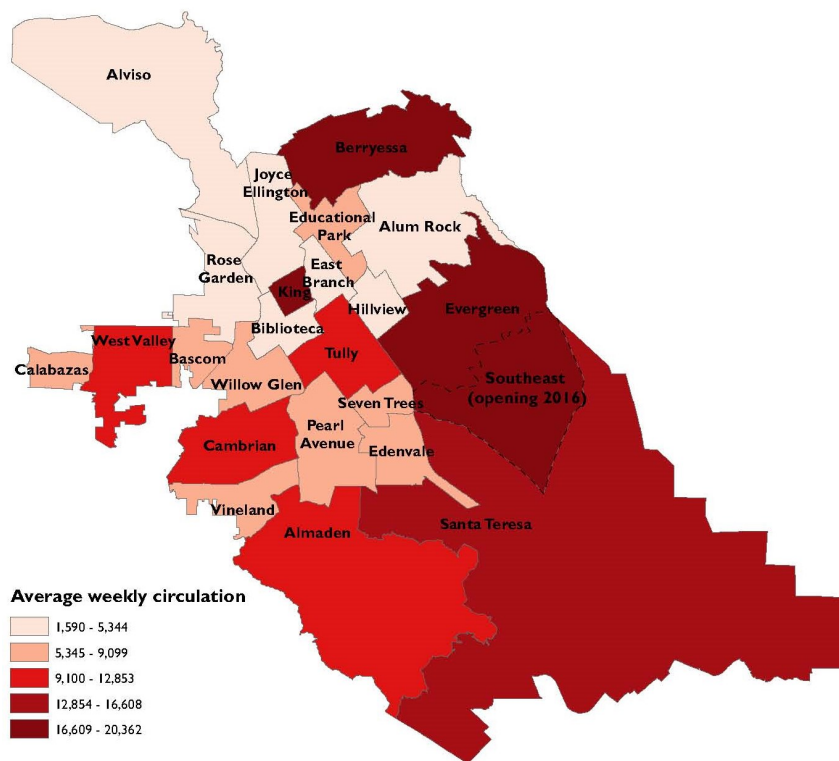
In November 2000, voters approved a Branch Library Bond Measure, dedicating \$212 million over ten years for the construction of six new and 14 expanded branch libraries in San José. In 2013-14, all new and renovated branch libraries were open, with the exception of one—the Southeast Branch, which is currently under construction. It is expected to open in 2016.

The main library (Dr. Martin Luther King, Jr.) was open 77 hours per week in 2013-14 (compared to 81 hours in 2009-10). Branch open hours fell from 47 hours per week in 2009-10 to 39 hours per week in 2010-11, and then again in 2011-12. The latest reduction left all branches (except Evergreen) with 33 or 34 open hours on four days of service (Wednesdays to Saturdays or Mondays to Thursdays). Evergreen was open 42 hours per week from Mondays to Thursdays and Saturdays. Only about half of the branches were open on Saturday, and regular Sunday hours have not been offered at any branch since July 2010.

Circulation in 2013-14 varied significantly across locations. The main library and Evergreen branch had the highest circulation (1.1 and 1 million, respectively). Other high circulation branches included Berryessa (915,799), Santa Teresa (674,638), Almaden (638,430), and West Valley (614,137).

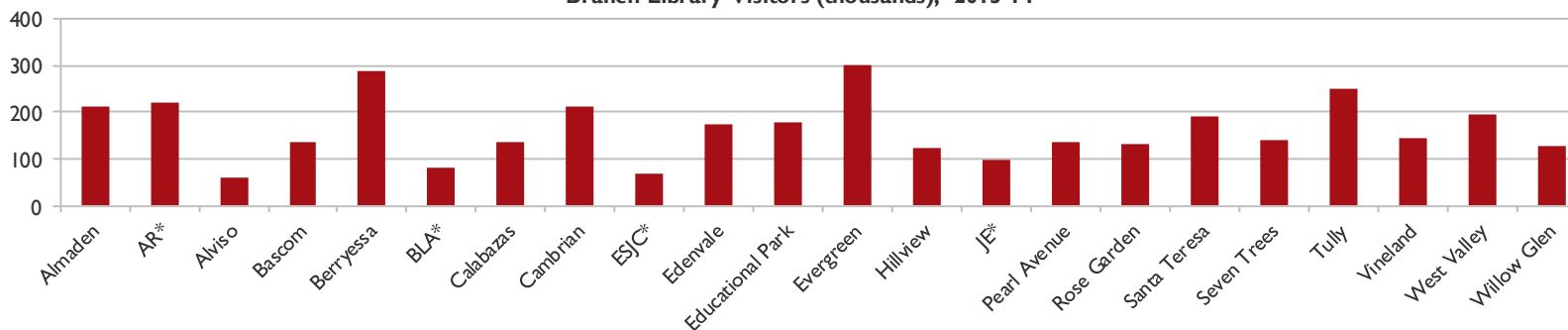
In 2013-14, City libraries received approximately 6.4 million visitors, up 9 percent from last year, but a decline of 17 percent from 2009-10 when branches were open 47 hours per week. The main library received about 40 percent (2.8 million) of all visitors. Evergreen and Berryessa were also high, with 300,000 and 290,000 visitors, respectively.

Average Weekly Circulation by Branch Service Area, 2013-14



Note: Library service areas determined by census tracts.
Source: City Auditor analysis of Library circulation data.

Branch Library Visitors (thousands), 2013-14



* AR = Dr. Roberto Cruz Alum Rock; BLA = Biblioteca Latinoamericana; ESJC = East San José Carnegie; JE = Joyce Ellington; Dr. Martin Luther King, Jr. Library not listed.

PARKS, RECREATION AND NEIGHBORHOOD SERVICES

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

PARKS, RECREATION AND NEIGHBORHOOD SERVICES

The Parks, Recreation and Neighborhood Services Department (PRNS) operates the City's regional and neighborhood parks, as well as special facilities such as Happy Hollow Park & Zoo. According to the department, Happy Hollow Park and Zoo is one of the City's more popular facilities serving over 460,000 visitors and generating \$7.2 million in revenues in 2013-14.

PRNS also operates community and recreation centers and provides various recreation, community service, and other programs for the City's residents. In 2013-14, PRNS' departmental operating expenditures totaled \$57 million*. Staffing totaled 494 authorized positions, 14 more positions than 2012-13. This includes additional funding for Park Ranger positions, increased funding for the B.E.S.T program and increased funding for the graffiti program to expand the volunteer base for the 24-hour graffiti areas. Nonetheless, PRNS staffing is down by a third since 2008-09.

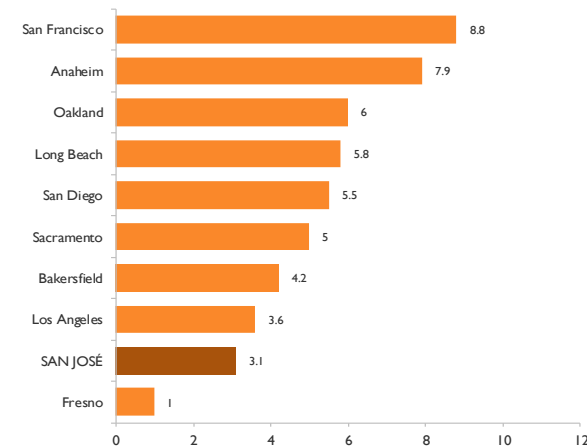
PRNS has a goal of recovering 40 percent of its direct program costs through collected revenues (e.g., fees, charges, leases, grants). For 2013-14, PRNS reported its direct program cost recovery rate was 40 percent, up from 28 percent five years ago. Program fees accounted for approximately 70 percent of collected revenues.**

* PRNS was also responsible for \$8.1 million in Citywide expenses. Significant Citywide expenses included \$4.7 million for San José B.E.S.T., \$1.1 million for the Children's Health Initiative, \$950,000 million for workers' compensation claims, and \$575,000 for after school education and safety programs. Departmental operating expenditures also do not include certain capital expenditures, reserves, or pass through items such as federal Community Development Block Grant funds.

THE NATIONAL CITIZEN SURVEY™

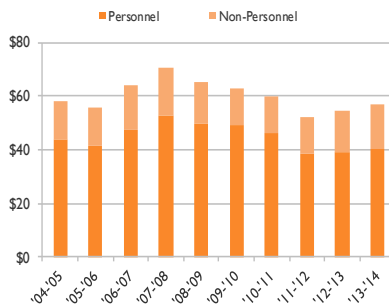
54% of San José residents surveyed rated San José's recreational opportunities as "excellent" or "good"

Parks and Recreation Employees per 10,000 Residents

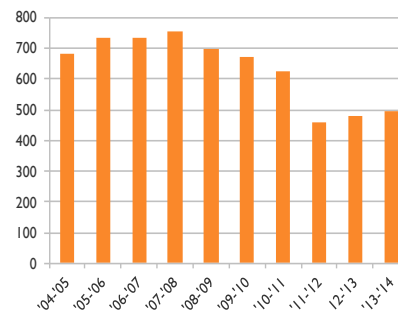


Source: 2014 City Park Facts

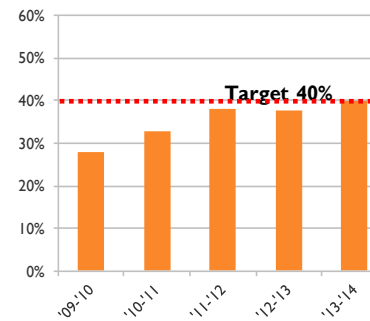
PRNS Operating Expenditures (\$millions)



PRNS Authorized Positions

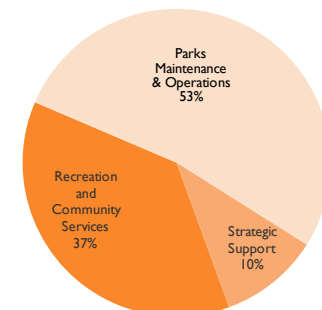


5-Year Program Cost Recovery**



**This program is currently under review by the City Auditor's Office.

PRNS Operating Expenditures Breakdown



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

PARKS

In 2013-14, the City maintained 185 neighborhood parks, 9 regional parks as well as other facilities, such as community gardens, trails, and skate parks. Excluding golf courses, the developed portion of these facilities covered 1,717 acres. There were an additional 1,419 acres of open space and undeveloped land. The City has added 16.1 acres of new developed parkland since 2009 (see box below for a list of park additions).

The cost to the City's General Fund to maintain the developed facilities was \$9,414 per acre down from a high of \$12,000 in 2008-09 but slightly higher than the previous year.

The City's Envision 2040 General Plan includes goals for park acreage per resident of 3.5 acres of neighborhood/community serving parkland per 1,000 residents. (1.5 acres of public parkland and 2.0 acres of recreational school grounds). It also has a goal of 7.5 acres per 1,000 residents of Citywide/regional park or open space lands through a combination of facilities owned by the City and other public agencies.

The City's adopted Green Vision sets forth a goal of 100 miles of interconnected trails by 2022. As of June 2014, there were 55 miles of trails (approximately 30 miles of which have been completed since 2000). An additional 75 miles have been identified or are being studied for further development, or are in the planning or construction phases of development.

THE NATIONAL CITIZEN SURVEY™

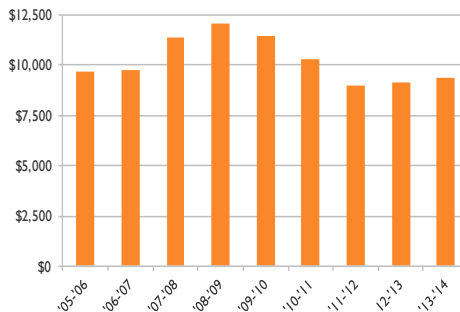
61% of San José residents surveyed rated San José's parks services as "excellent" or "good"
87% reported having visited a park at least once in the past year

KEY FACTS (2013-14)

Neighborhood Parks (185 parks)	1,194 acres
Regional Parks (9 parks)	524 acres
Golf Courses (3 courses)	321 acres**
Open space and undeveloped land	<u>1,419 acres</u>
Total*	3,458 acres

* State, county, or other public lands within San José's boundaries are not included in the above figures.
 ** Does not include 50 acres open space.

Cost per Acre to Maintain Parks and Other Facilities



Note: General Fund only. Does not include golf courses.

Developed Neighborhood Parkland Added Since 2009

- Fleming Park (0.5 acres)
- Jackson/Madden Park (0.3 acres)
- Carolyn Norris Park (1.3 acres)
- Luna Park (1.3 acres)
- Piercy Park (0.8 acres)
- St. Elizabeth Park (0.9 acres)
- Nisich Park (1.3 acres)
- Newhall Park (1.5 acres)
- River Oaks Park (5 acres)
- <NEW> Commodore Park (3.2 acres)

Commodore Park



PARKS, RECREATION AND NEIGHBORHOOD SERVICES

RECREATION PROGRAMS AND COMMUNITY CENTERS

PRNS program offerings include (but are not limited to) after-school programs, aquatic programs, arts and crafts, dance, educational programs, health and fitness programs, sports, therapeutic classes designed for persons with disabilities, and programs for seniors. For a list of all programs and classes, see [PRNS Programs & Activities](#).

In 2013-14, the City operated 10 hub community centers (one in each of the City's Council Districts). In addition to the 10 hub community centers, the City operated the Grace Community Center which is a therapeutic recreation center, and the Bascom Community Center/Library which opened in 2012-13.

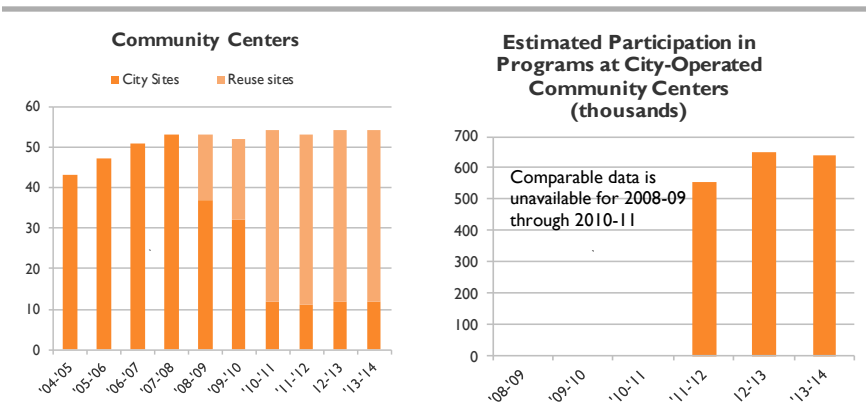
The City's 10 hub community centers and the Bascom Community Center were open on average 59 hour per week which is unchanged from the previous year. These City-operated community centers were open from 43 hours to 72 hours per week, with limited hours on Fridays and Saturdays. No City run centers had regularly scheduled Sunday hours.

KEY FACTS (2013-14)

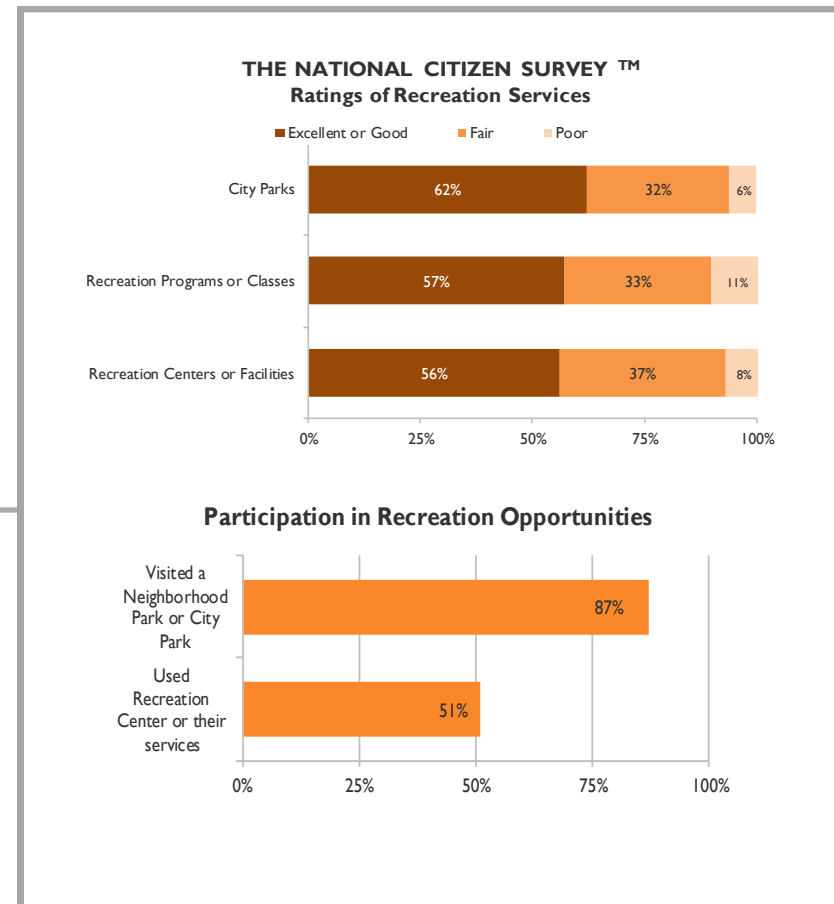
Community centers (including reuse sites)	54
Community center square footage	579,543 sq. ft.
Average weekly hours open (hub community centers)*	59
Estimated recreation program participation at City run programs**	641,600

*Includes Bascom Community Center.

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



Data is tracked through a registration system and does not include drop-in clientele, senior nutrition participants, or therapeutic clientele at the Grace Community Center.

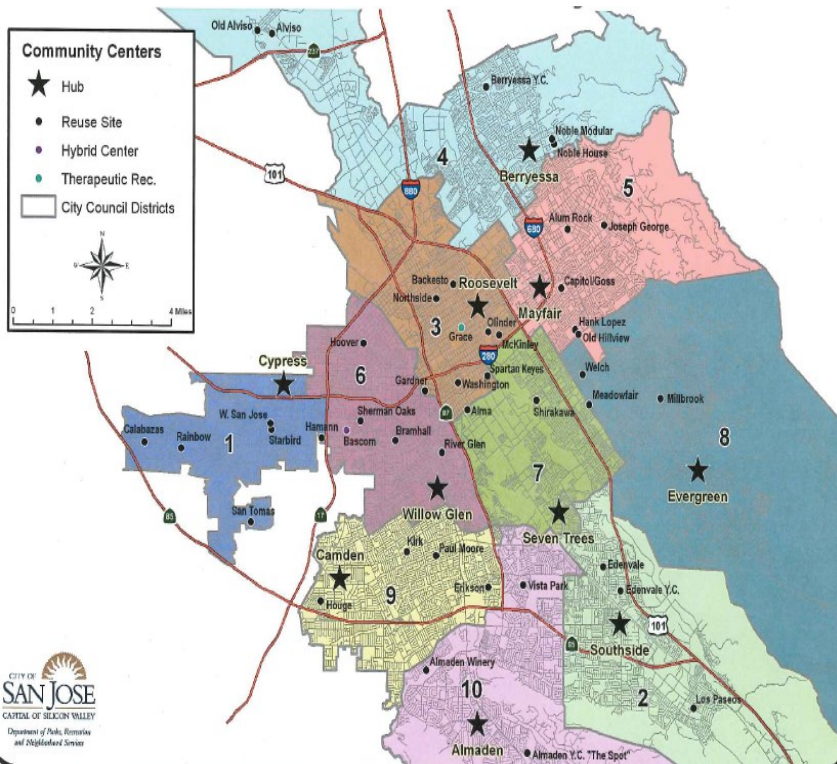


PARKS, RECREATION AND NEIGHBORHOOD SERVICES

RECREATION PROGRAMS AND COMMUNITY CENTERS (continued)

In 2004-05, PRNS began a facility re-use program with the intention of reducing operating costs while allowing smaller community centers to remain open. In 2013-14 of the 42 re-use sites, outside non-profits/ organizations operated 27 sites, 12 sites were operated by other City programs and/or outside organizations, and three sites were closed.

City of San José Community Centers Map



Community Centers

- ***Alma Community Center
- Almaden Community Center (hub)**
- **Almaden Winery Community Center
- * Almaden Youth Center
- **Alum Rock Youth Center
- * Alviso Youth Center
- * Backesto Community Center
- Bascom Community Center (hybrid)**
- Berryessa Community Center (hub)**
- * Berryessa Youth Center
- **Bramhall Neighborhood Center
- **Calabazas Community Center
- Camden Community Center (hub)**
- * Capitol Park/Goss Community Center
- Cypress Senior Center (hub)**
- * Edenvale Community Center
- * Edenvale Youth Center
- *Erickson Community Center
- Evergreen Community Center (hub)**
- **Gardner Community Center
- Grace Community Center**
- **Hamann Park Community Center
- **Hank Lopez Community Center
- * Hoover Community Center
- * Hogue Park Community Center
- * Joseph George Community Center
- **Kirk Community Center
- * Los Paseos Community Center
- Mayfair Community Center (hub)**
- * McKinley Community Center
- * Meadowfair Community Center
- **Millbrook Community Center
- * Noble House Community Center
- * Noble Modular Community Center
- * Northside Community Center
- Old Alviso Community Center (Closed)
- Old Hillview Library (Closed)
- * Olinder Community Center
- * Paul Moore Community Center
- * Rainbow Community Center
- *River Glen Park Community Center (Closed)
- Roosevelt Community Center (hub)**
- * San Tomas Community Center
- Seven Trees Community Center (hub)**
- * Sherman Oaks Community Center
- **Shirakawa Community Center
- Southside Community Center (hub)**
- **Spartan Keyes Neighborhood Center
- * Starbird Community Center
- **Vista Park Community Center
- * Washington Community Center
- * Welch Park Community Center
- * West San José Community Center
- Willow Glen Community Center (hub)**

Facilities in bold are community centers operated by the City .
 *Denotes re-use sites which are operated by non-profit organizations, neighborhood associations, schools and other government agencies to offer services that primarily serve city residents.
 **Denotes re-use sites occupied by City departments or programs, sometimes in combination with outside organizations.
 ***Denotes City facilities operated by multiple agencies including the City.

PARKS, RECREATION AND NEIGHBORHOOD SERVICES

COMMUNITY SERVICES

PRNS provides a number of community services including anti-graffiti and anti-litter programs, gang prevention and intervention programs, the Safe Schools Campus Initiative (SSCI)*, the senior nutrition program, and others. In 2013-14, the SSCI team responded to 415 incidents on SSCI campuses, an increase from the prior year. For 2013-14, the number of participating schools increased to 58 schools.

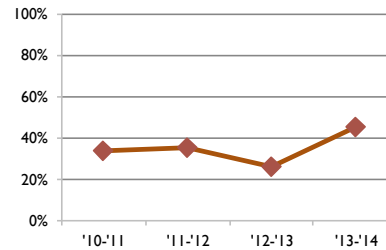
The Mayor's Gang Prevention Task Force (MGPTF) has a service component titled Bringing Everyone's Strengths Together (the B.E.S.T. program). This program provides services to at-risk youth and their families. B.E.S.T. funding for 2013-14 increased by nine percent (from \$3.8 million in 2012-13 to \$4.2 million in 2013-14). Program participation on the other hand decreased from 4,981 in 2012-13 to 3,829 in 2013-14. According to PRNS, this decrease is a result of a service-delivery shift to provide more individualized case management services, and to give each program participant more services and/or for a longer duration.

In 2011-12, the City contracted out graffiti abatement**. In 2013-14, the contractor completed about 45,000 graffiti removal workorders. The National Citizen Survey reports that 30 percent of residents viewed graffiti removal services as good or excellent. Survey responses were likely based on respondents' overall perception of graffiti removal, including graffiti on highways, expressways, and railroads that are the responsibility of others.

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

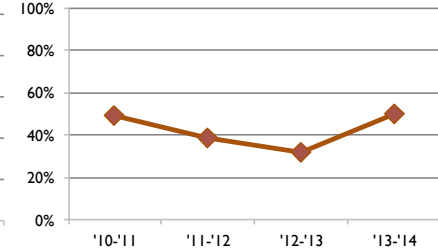
THE NATIONAL CITIZEN SURVEY™

% of San José residents rating services to youth as "excellent or "good"

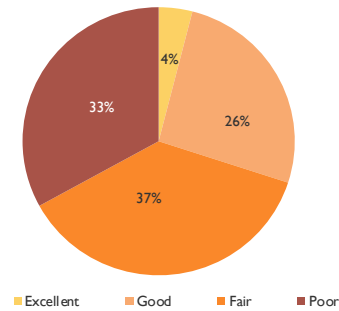


THE NATIONAL CITIZEN SURVEY™

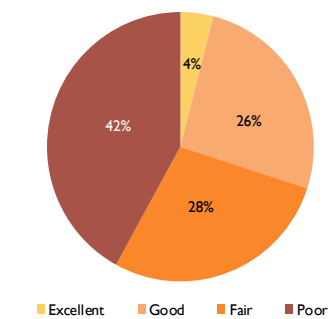
% of San José residents rating services to seniors as "excellent or "good"



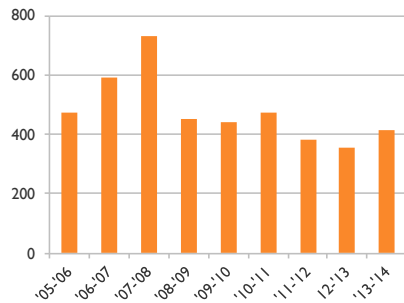
THE NATIONAL CITIZEN SURVEY™
Resident Ratings of Graffiti Removal



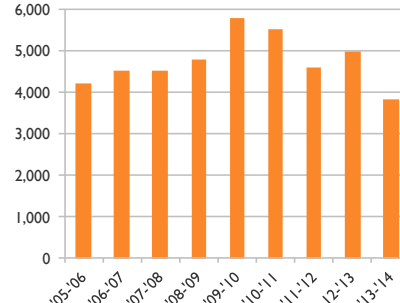
THE NATIONAL CITIZEN SURVEY™
Resident Ratings of Gang Prevention Efforts



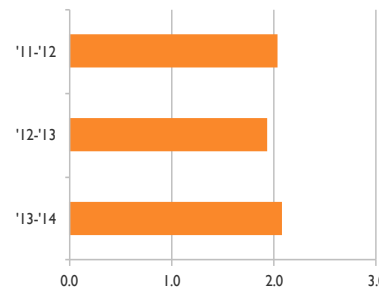
Incidents on Safe School Campus Sites Responded To



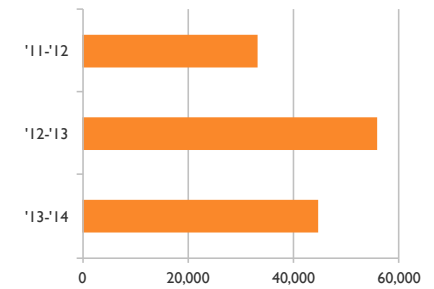
Participants in B.E.S.T. Youth Service Program



Estimated Sq/Ft. of Graffiti Eradicated (millions)



Graffiti Workorders Completed



**For more information about this program see the June 2013 audit – [Graffiti Abatement: Implementing a Coordinated Approach.](#)

PLANNING, BUILDING AND CODE ENFORCEMENT

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

PLANNING, BUILDING AND CODE ENFORCEMENT

The Planning, Building and Code Enforcement (PBCE) Department guides the physical development of San José. Through its three divisions, it reviews construction applications and issues permits consistent with law and policy.

In 2013-14, the Department's operating expenditures totaled \$35.1 million. This budget followed two years of increases. The 2013-14 budget was just shy of the \$37.6 million peak of 2007-08. However, in 2013-14, the Department's staffing, at 260 authorized positions, remained 28 percent lower than it was in 2007-08, when it had 363 authorized positions.

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

PLANNING

PBCE's Planning Division administers the City's long-range planning projects, and processes land development applications to match the City's planning goals. The recent [Envision San José 2040 General Plan](#) identified twelve major strategies, which promote active, walkable, bicycle-friendly, transit-oriented, mixed use urban settings for new housing and job growth. See the *Development Services pages of this chapter for more on Planning's work*. Also see [Planning in San José: A Community Guide](#) available online.

THE NATIONAL CITIZEN SURVEY™

46% of residents surveyed rated the overall quality of new development in San José as "excellent" or "good"

34% of residents surveyed rated land use, planning and zoning in San José as "excellent" or "good"

32% of residents surveyed rated code enforcement (weeds, abandoned buildings, etc.) as "excellent" or "good"

Examples of Planning Timelines

≤ 30 days: single family house permit, dead tree removal, sign permit

≤ 60 days: retail site modifications, residential addition

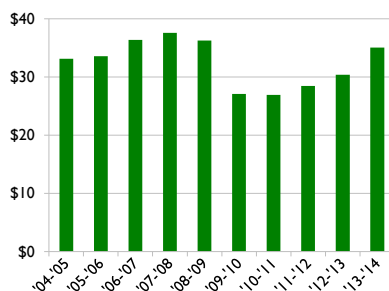
≤ 90 days: church, school, child care conversions; some commercial & industrial sites

≤ 120 days: gas stations, nightclubs

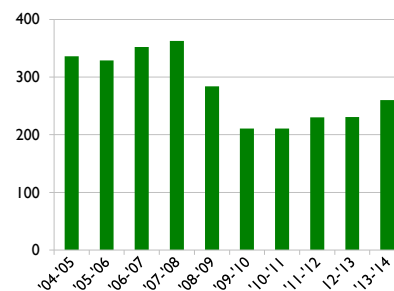
≤ 180 days: high density residential permit (> 3 stories), large hotels/motels

≥ 180 days: project requiring an Environmental Impact Report, large public/quasi-public uses

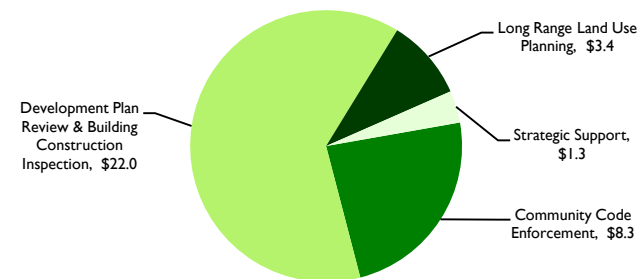
PBCE Operating Expenditures (\$millions)



PBCE Authorized Positions (Fulltime Equivalents)



PBCE 2013-14 Expenditures by Service (\$millions)



PLANNING, BUILDING AND CODE ENFORCEMENT

COMMUNITY CODE ENFORCEMENT

PBCE’s Code Enforcement Division enforces laws that promote the health, safety, and appearance of existing buildings and neighborhoods.

In 2013-14, PBCE opened 4,800 general code enforcement cases. It responded to all 45 emergency complaints within 24 hours, and 68 percent of 1,200 priority complaints within 72 hours.* However, in response to budget and staffing shortages, staff now send letters in response to other types of complaints and only respond personally on an as-available basis.**

PBCE provides routine inspections on a 6-year cycle of multiple unit housing properties and charges an annual Residential Occupancy Permit Fee for those inspections. In 2013-14, PBCE inspected 15,000 of the 90,000 units that qualify for the Residential Occupancy Permit Program.

PBCE also inspects businesses selling alcohol or tobacco; the property or business owners fund these inspections with fees.

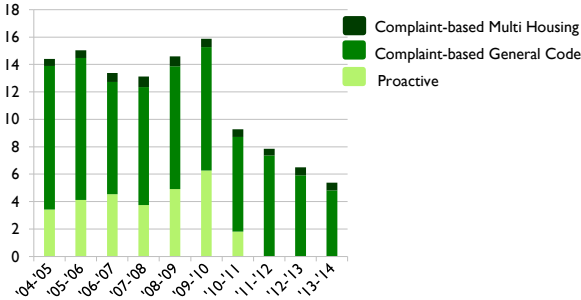
BUILDING

PBCE’s Building Division reviews new construction projects within the City, making sure they meet health and safety codes, and City zoning requirements. It is the largest Development Services program, processing over 33,000 building permits in 2013-14, and seeing gains in construction volume and value for three consecutive years. This increased workload, and staffing challenges in the department, may have contributed to the Building Division falling short of its timeliness targets. It achieved 84 percent of plan checks within cycle times and 46 percent of building inspections within its goal of 24 hours. See *Development Services on the next page for more on Building’s work.*

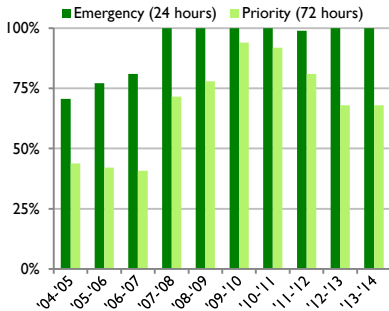
*Emergency complaints involve an immediate threat to life or property, such as unsecured pool fence. Priority complaints involve possible threats to life or property, such as unpermitted construction.

**Also see the November 2013 audit report: [“Code Enforcement: Improvements are Possible, But Resources are Significantly Constrained.”](#)

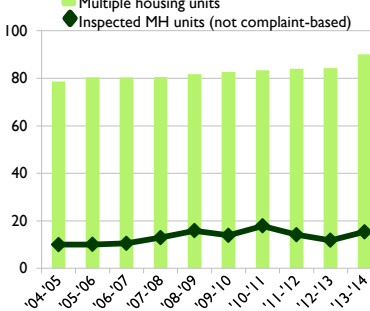
Code Enforcement Cases Opened (thousands)



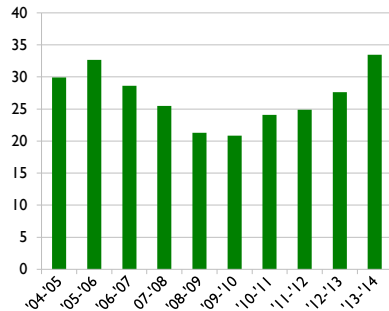
Response Timeliness for General Code Cases



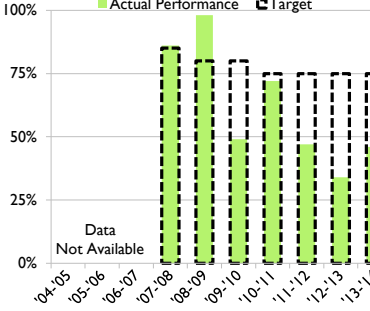
Multiple Housing Units and Inspections (thousands)



Building Permits (thousands)



% of Building Inspections Completed Within 24 Hours



DEVELOPMENT SERVICES

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

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

- Building Division
- Public Works Department (*also see Public Works section*)
- Fire Department (*also see Fire section*)
- Planning Division

In 2013-14, Development Services:

- issued over 33,000 building permits,
- served over 30,500 Permit Center customers, and
- processed over 2,500 planning applications and adjustments.

Planning applications, plan checks, field inspections, and building permits all bottomed out in 2009-10, but have since been on the rise. The City provided 58 percent more plan checks, 153 percent more field inspections, and 60 percent more building permits in 2013-14 than five years ago. Also, a growing number of large, complex projects have led to a 46 percent increase in construction volume — 16.7 million square feet from 11.5 million a year ago. The value of building projects has grown even more dramatically, with the value of new building projects more than doubling to \$1.2 billion from \$545 million in 2012-13.

The Permit Center located in City Hall

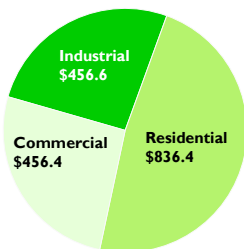


Development Services 2013-14 Summary

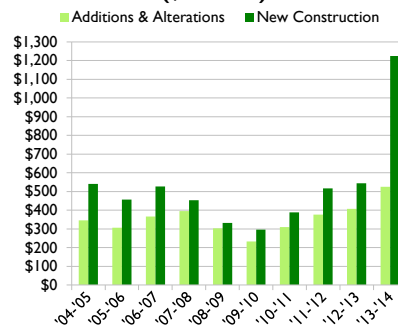
Partner	Revenue (\$millions)	Positions (rounded)
Building	\$32.5	150
Public Works	\$6.6	37
Fire	\$7.1	30
Planning	\$4.7	18
TOTAL	\$50.9	235

Source: Development Services partners' financial tracking reports

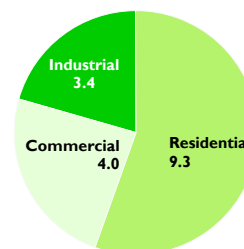
Value of 2013-14 Building Activity (\$millions)



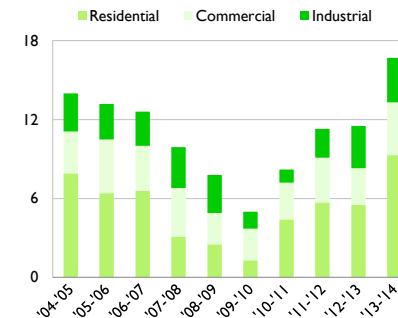
Value of Construction (\$millions)



Volume of 2013-14 Building Activity (millions of square feet)



Volume of Construction (millions of square feet)

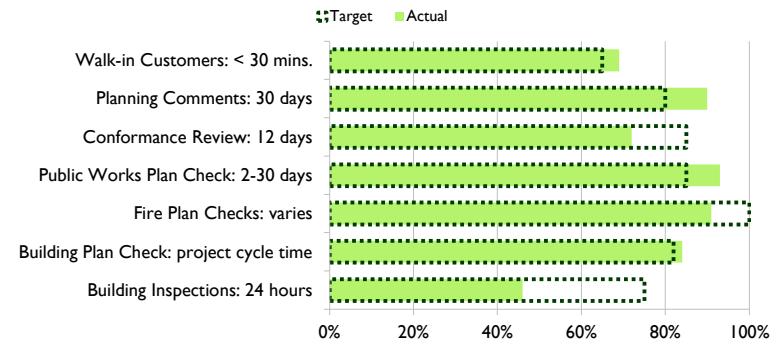


Across all the partner departments, Development Services was a \$51 million business of the City of San José in 2013-14, with revenues up 20 percent over the previous year, and 34 percent from 2011-12.

The City offers a number of programs to expedite project delivery for companies, small businesses, and homeowners. However, turnaround times continue to be a primary concern. In some cases, significant time goes by before City staff can review applications. Other causes of delays include unavailable appointments, and multiple plan submittals. These issues and others are discussed in a September 2014 audit report, [“Development Services: Improving the Experience for Homeowners.”](#)

Development Services projects vary broadly, from replacing a residential water heater to large, mixed-use developments of many thousands of square feet. One project may require multiple permits and inspections. Some development projects require approval through a public hearing, but most (an estimated 82 percent), require only administrative approval. Projects only go through Public Works or the Fire Department when they have impacts on public facilities (e.g. traffic, streets, sewers, utilities, flood hazard zone) or fire-related issues (e.g. need for fire sprinkler systems or fire alarm systems), respectively.

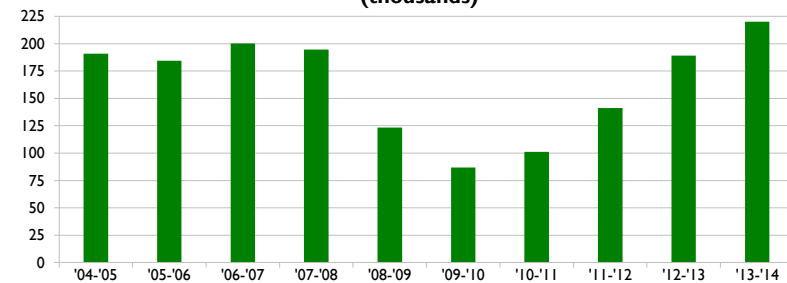
Timeliness of Development Services*



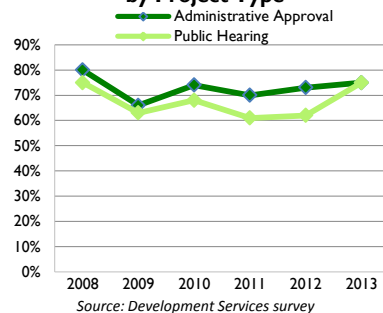
Source: PBCE from the City's Permits Database

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

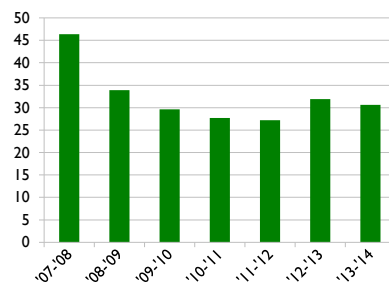
Field Inspections (thousands)



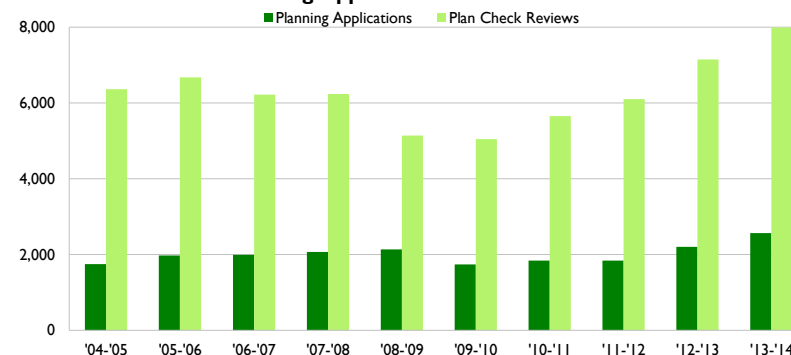
Development Services Overall Customer Satisfaction by Project Type



Permit Center Customers (thousands)



Planning Applications and Plan Checks



POLICE DEPARTMENT

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

POLICE

In 2013-14, San José Police Department (SJPD) operating expenditures totaled \$305.3 million,* 6 percent higher than the prior year and 33 percent higher than ten years ago.

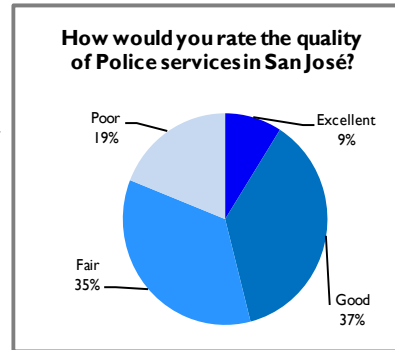
In 2013-14, there were 1,572 authorized positions in the SJPD, slightly more than the prior year. Sworn positions totaled 1,109. Of the 1,109 authorized positions, 892 were actual full duty, street-ready (this excludes vacancies, officers in training, or those on modified duty or disability/other leave) as of October 2014. The number of sworn, authorized positions per 100,000 residents decreased from 146 in 2004 to 111 in 2013.

Forty-six percent of San José respondents to The National Citizen Survey™ rated the quality of Police services in San José as good or excellent.

*The Police Department was also responsible for \$10.7 million in Citywide expenditures, including \$8.4 million for workers' compensation claims (up from \$8 million in 2012-13). Departmental operating expenditures do not include capital expenditures, federal and state drug forfeiture funds, or various grants.

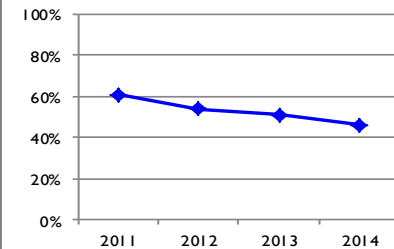
KEY FACTS (2013-14)

Police stations	1
Community policing centers (in addition, South San José Police Substation is fully constructed but opening was deferred due to budget reductions)	3
Sworn police employees	1,109
Total authorized positions	1,572
Total emergency calls	551,000

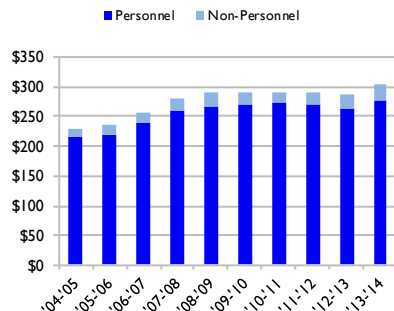


Source: The National Citizen Survey™

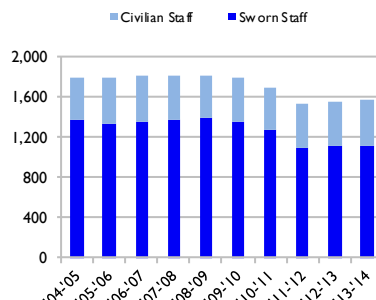
The National Citizen Survey™
% of San José residents rating police services as "excellent" or "good"



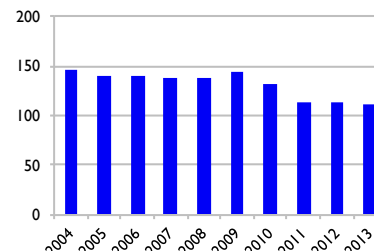
Police Department Operating Expenditures (\$millions)



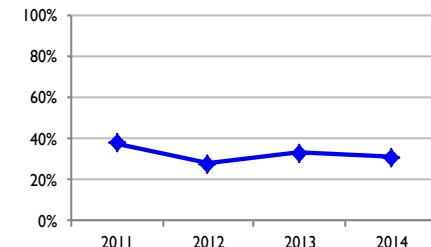
Police Department Authorized Positions



San José Sworn Staff Per 100,000 Residents



The National Citizen Survey™
% of San José residents rating crime prevention "excellent" or "good"



CRIME IN SAN JOSÉ

In 2013, there were 28,725 major crimes in San José, a 10 percent decrease from 2012 but 12 percent more than ten years ago. Major crimes include violent crimes (homicide, rape, robbery, aggravated assault) and property crimes (burglary, larceny, and vehicle theft). In 2013, there were 38 homicides in San José. This was 7 fewer than in 2012 but more than the ten year average of 31 homicides per year.

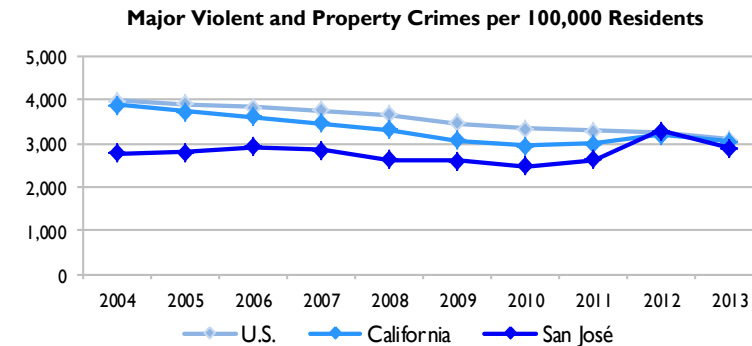
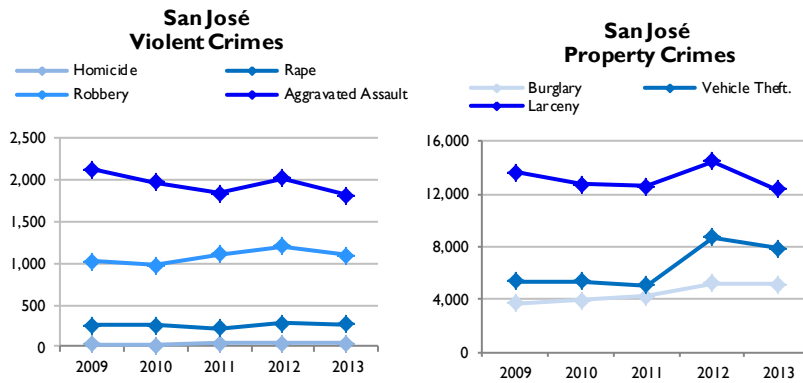
The rate of major crimes per 100,000 residents in San José has historically been below the national and state averages. In 2012, San José's rate surpassed those averages, including a 30 percent increase in property crimes and an 11 percent increase in violent crimes. However, in 2013, crime decreased and was again below the national and state averages. The decreases included a 14 percent decrease in larceny, a 10 percent decrease in both vehicle thefts and aggravated assaults, and a 16 percent decrease in homicides.

In 2013, the rate of major crimes was 2,895* per 100,000 residents, compared to 3,054 and 3,099 crimes for California and the U.S., respectively. Comparisons to other major California cities are shown in the graph below.

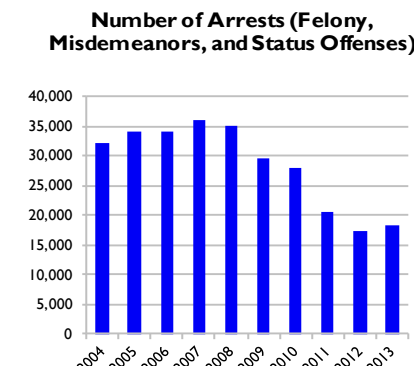
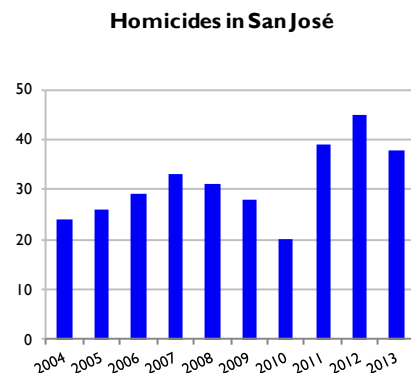
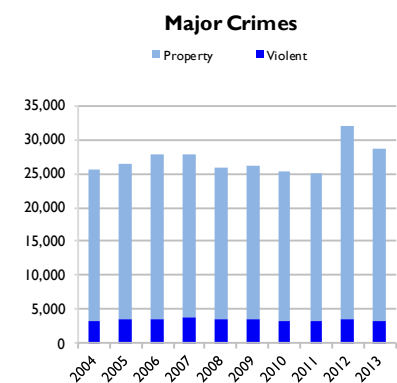
There were 334 gang-related incidents in 2013-14, of which 217 (or 65 percent) were classified as violent by the SJPD.**

* Calculated using FBI population estimate. Using California Department of Finance population estimate, the San José rate was 2,918 crimes per 100,000 residents.

** In June 2013, the SJPD modified the classification of gang-related homicide. The new classification is based on California Penal Code Section 186.22, which provides guidance to investigators regarding how to determine if a homicide was gang-related.



Sources: SJPD, CA Department of Justice, FBI
For national crime data visit the [FBI](#) web page.



* Calculated using FBI population estimates

POLICE

CALLS FOR SERVICE

The SJPD responds to emergency and non-emergency calls. In 2013-14, there were about 1,000,000 total calls for service or “field events” initiated by officers. This was about 85,000 more calls and field events than during the previous year (see graph on next page).

The number of 9-1-1 and other emergency calls increased by 21 percent (totaling about 551,000 or 53 percent of all calls). Over the last 10 years, the number of wireless 9-1-1 calls has increased from about 30,000 to about 354,000 (about 64 percent of all emergency calls).

In 2013-14, the number of non-emergency calls (e.g. 3-1-1 calls and online reports) totaled about 363,000 (about 35 percent of total calls). This was 9 percent lower than in the previous year.

Field events (e.g., car and pedestrian stops or officer-initiated calls) accounted for the remaining 11 percent of calls. In 2013-14, total field events were 10 percent more than the previous year but about 39 percent fewer than the total of 2009-10.

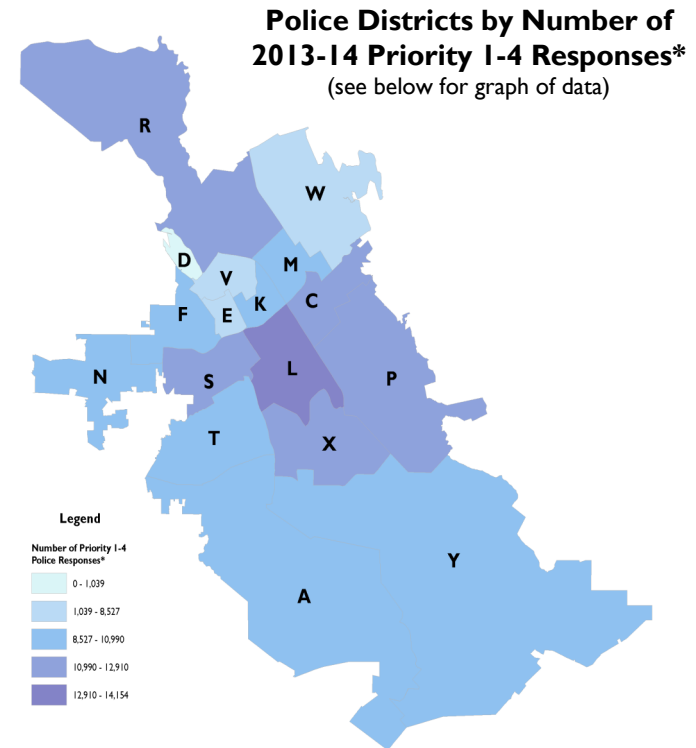
PRIORITIZATION OF POLICE CALLS

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

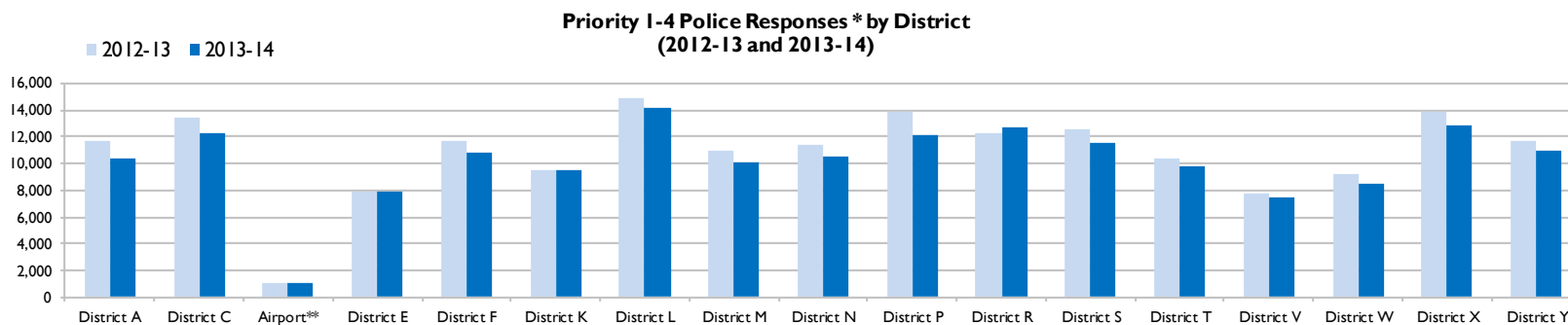
Priority 2 calls: Injury or property damage or potential for either to occur or the suspect is still present in the area. Includes all missing person reports for children under the age of 12, or at risk missing persons, including mentally handicapped or disoriented adults.

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

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



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



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

** Airport is District D.

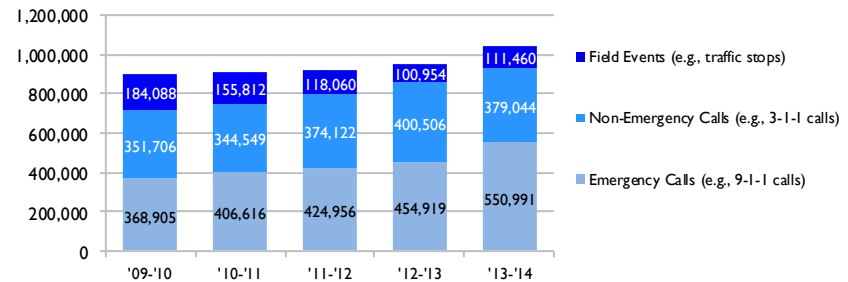
POLICE RESPONSE TIMES

In 2013-14, the Citywide average response time for Priority 1 calls was 6.7 minutes, which is higher than the target response time of six minutes but is the same response time as in 2012-13.

The Citywide average response time for Priority 2 calls was 20.5 minutes, well above the target of 11 minutes, but similar to the 2012-13 response time of 20.3 minutes. As staffing reductions have affected the SJPD, the Department has focused on maintaining the Priority 1 response times close to the target as these are calls involving present or imminent danger to life or major property loss. Priority 2 calls are those which involve either injury or property damage, or the potential for either to occur.

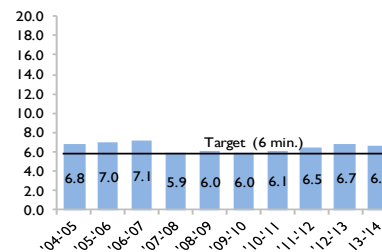
Compared to 2012-13, Priority 1 average response times by police district in 2013-14 increased in 5 of the 16 regular districts and remained about the same in two of the districts (excluding the Airport). Response time may vary across districts because of the size or physical characteristics of an area, whether there are adjacent police service areas, population density, traffic conditions, officer staffing levels, or call-taker and dispatching levels. Priority 1 average response times exceeded the 6 minute target in 14 of the 16 regular districts.

Breakdown of All Calls for Service*

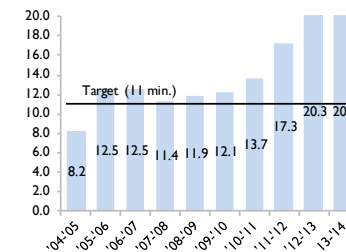


* All calls for service received, including duplicates, online reporting, and calls that did not require a police response.

Average Priority 1 Police Response Time*



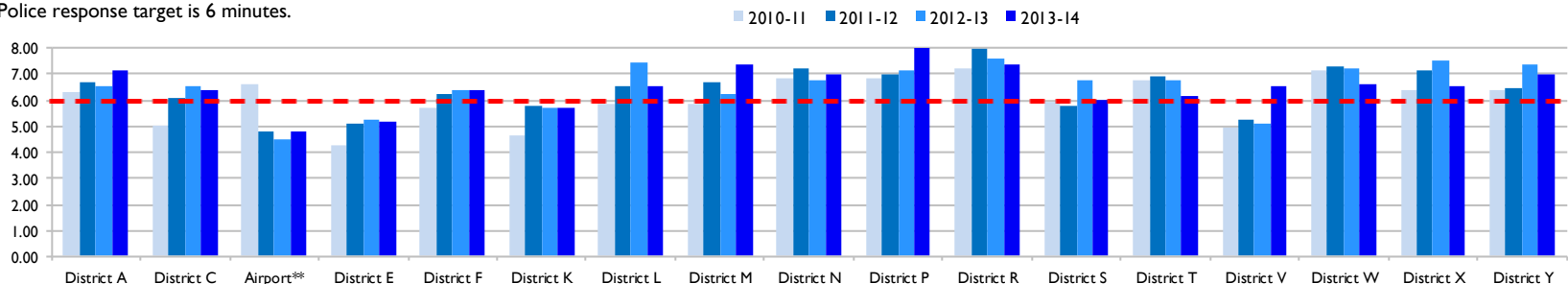
Average Priority 2 Police Response Time*



* The Police Department calculates average annual response time by averaging the quarterly average response times.

Priority 1 Average Police Response Times* (in minutes: target is 6 minutes)

Police response target is 6 minutes.



* Includes only Priority 1 calls to which the Department responded. Response time is measured from when a 9-1-1 call is received at dispatch to when the first car arrives on the scene.

** Airport is District D.

POLICE

PERCEPTIONS OF SAFETY IN SAN JOSÉ

The National Citizen Survey™ asked San José residents a variety of questions about how safe they feel in the City. Forty-six percent of respondents said they feel “good” or “excellent” regarding their overall feeling of safety in San José.

Respondents were asked how safe they feel in their own neighborhoods as well as in downtown San José, both during the day and after dark. Eighty-three percent of respondents said they feel “very” or “somewhat” safe in their neighborhoods during the day and 66 percent said they feel “very” or “somewhat” safe at night in their neighborhood. Twenty-seven percent feel “very” or “somewhat” safe in San José’s downtown after dark, while 30 percent felt somewhat unsafe and 19 percent felt very unsafe in downtown after dark.

Respondents were asked how safe they feel from violent and property crimes in San José. Fifty-three percent reported that they feel “very” or “somewhat” safe from violent crime in San José. Forty-one percent reported feeling “very” or “somewhat” safe from property crimes.

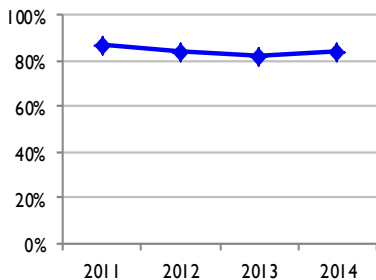
In 2014, 19 percent of San José residents surveyed said they or someone in their household had been a victim of a crime in the last 12 months. In the prior year survey of 2013, 27 percent of respondents said they or someone in their household had been a victim of a crime.

The National Citizen Survey™
95% of respondents said it was “essential” or “very important” for the community to focus on an overall feeling of safety in the next two years.

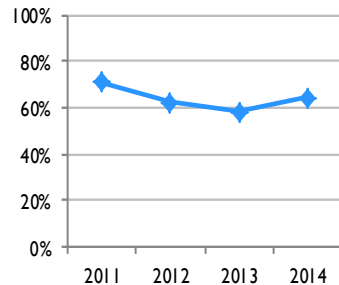
The National Citizen Survey™
 % of respondents who feel “very” or “somewhat” safe from violent and property crimes



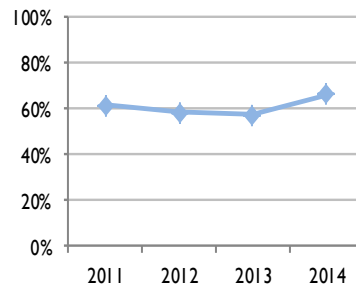
The National Citizen Survey™
 % of respondents who feel “very” or “somewhat” safe in their neighborhood during the day



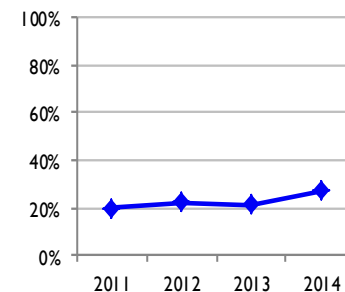
The National Citizen Survey™
 % of respondents who feel “very” or “somewhat” safe in San José’s downtown during the day



The National Citizen Survey™
 % of respondents who feel “very” or “somewhat” safe in their neighborhood after dark



The National Citizen Survey™
 % of respondents who feel “very” or “somewhat” safe in San José’s downtown after dark

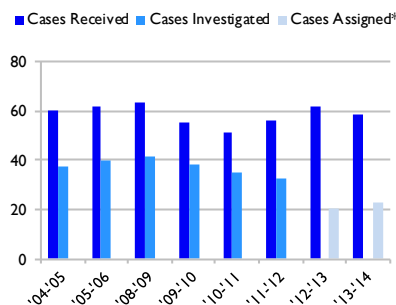


INVESTIGATIVE SERVICES

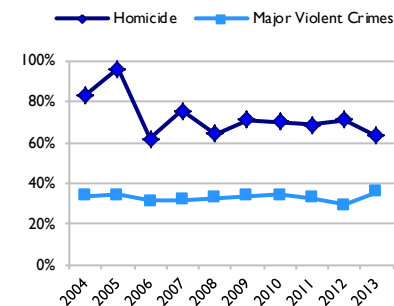
The SJPD investigates crimes and events by collecting evidence, interviewing witnesses, interrogating suspects, and other activities. In 2013-14, the SJPD received 58,941 cases, 4 percent fewer than in 2012-13. Of these cases, 23,135 were assigned for investigation. A case may be unassigned because of a lack of resources or because 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. In 2013, the clearance rate in San José for major violent crimes was 36 percent, compared to 48 percent and 46 percent for the U.S. and California respectively. In 2013 the clearance rate for homicides in San José was 63 percent, compared to 64 percent and 66 percent for the U.S. and California respectively.

Total Cases (thousands)



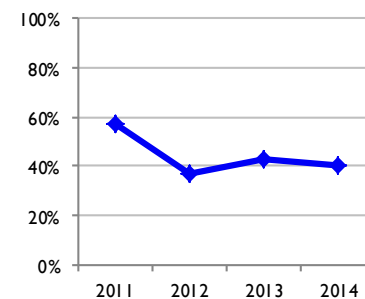
Clearance Rates



* In 2012-13, the Police Department changed the performance measure from recording cases investigated to cases assigned to reflect the record management system classification. Cases are assigned when there is a solvability factor present.

The National Citizen Survey™

% of respondents rating traffic enforcement as "good" or "excellent"



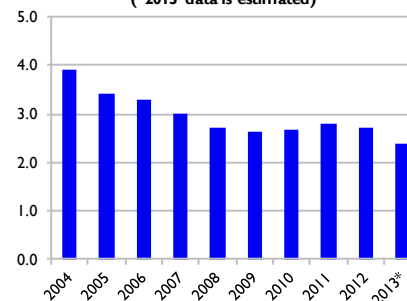
TRAFFIC SAFETY

The SJPD provides for the safe and free flow of traffic through enforcement, education, investigation, and traffic control. In 2013-14, the SJPD's Traffic Enforcement Unit issued about 16,000 citations, down about 30 percent from the approximately 23,000 citations issued in 2012-13. Forty percent of San José respondents to The National Citizen Survey™ rated traffic enforcement good or excellent.

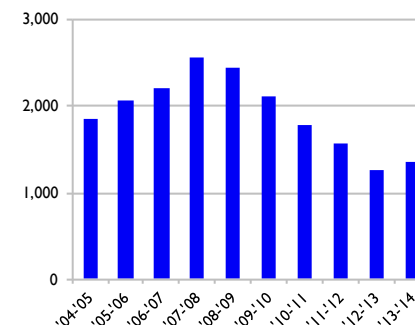
For calendar 2013, San José's rate of fatal and injury crashes was estimated at 2.4 injury per 1,000 residents. This is lower than San José's rate of 2.7 in 2012 and lower than the national average of 5.3 in 2012.

There were 1,359 DUIs, 8 percent more than the previous year but 36 percent fewer than five years ago.

City of San José - Fatal and Injury Crash Rate per 1,000 Residents (*2013 data is estimated)



DUIs



PUBLIC WORKS

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

PUBLIC WORKS

The Public Works Department oversees the City's capital projects, maintains the City's facilities, equipment, and vehicles, provides plan review services for development projects, and provides animal care and services.

In 2013-14, operating expenditures allocated to Public Works totaled about \$86.4 million,* 7 percent more than in the previous fiscal year and about 11 percent more than ten years ago.

The Department added 37 authorized positions in 2013-14, primarily in the Capital Project Services and Facilities Management divisions. However, staffing has decreased by 30 percent (or 220 authorized positions) compared to ten years ago. According to the Department, this is mainly attributable to less development activity, contracting out of services, decline of the capital bond program, reliance on consultants for professional services, and efficiencies gained through department consolidation.

According to the Department, major achievements in 2013-14 include:

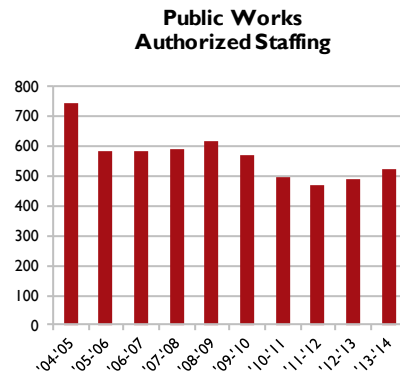
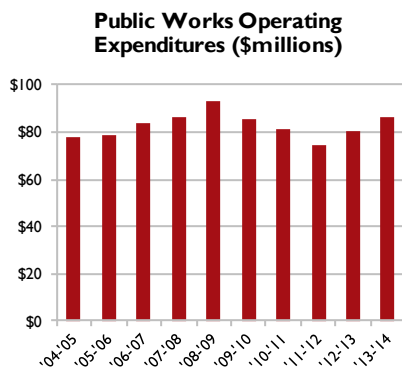
- Completing the Environmental Innovation Center
- Selecting a design/build firm for the United States Patent and Trademark Office's move to City Hall
- Finalizing an agreement with Chevron Energy Solutions to innovate and improve the City's energy usage
- Implementing a Citywide Minimum Wage plan

* Does not include \$2.3 million that Public Works spent in Citywide expenses, including \$480,000 in maintenance & operations funds for the Mexican Heritage Plaza and \$519,000 in workers' compensation claims. Also does not include capital improvement, program support, and maintenance-related expenditures.

San José McEnergy Convention Center Expansion and Renovation Project

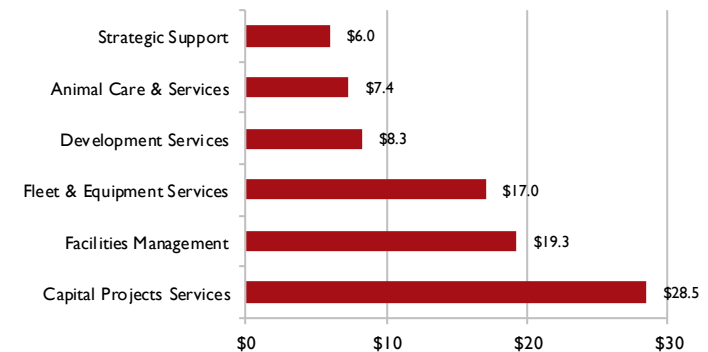


Photo courtesy of Team San Jose



Note: In 2008-09, Animal Care Services was transferred to General Services, and in 2010-11, General Services was moved to Public Works. Prior to its transfer, Animal Care Services was not designated a Core Service Area and as a result its budget is not reflected until 2008-09.

Public Works 2013-14 Expenditures by Service (\$millions)



CAPITAL PROJECT SERVICES

The Capital Services Division of Public Works oversees the planning, design, and construction of public facilities and infrastructure. The Departments of Airport, Transportation, and Environmental Services also manage some capital projects in their divisions.

In 2013-14, the Department completed 34 construction projects, 30 of which were completed on budget (88 percent compared to the 90 percent target). Construction costs for completed projects that year totaled \$168.9 million, four times more than last year due to the Convention Center Expansion and Renovation project.

Of the projects intended for beneficial use in 2013-14, 27 of 34 projects were on schedule (79 percent compared to the 85 percent target). A project is 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.

The Department uses industry benchmarks to measure project delivery costs. This figure calculates the percentage of overhead or “soft” costs relative to material or “hard” costs. In 2013-14, twelve projects were \$500,000 or over and had a delivery cost of 36 percent (industry benchmark: <43 percent). Five projects in 2013-14 were less than \$500,000 and had a delivery cost of 67 percent (industry benchmark: <76 percent). In both cases, the delivery costs were below the industry benchmarks and therefore the Department targets were met.

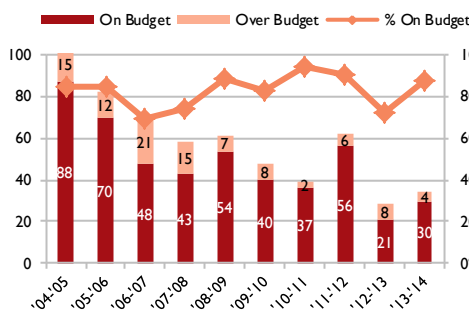
KEY FACTS (2013-14)

Operating Expenditures	\$28.5 million
Total Construction Costs of Projects	\$168.9 million
Completed Projects	34
On budget	30
On schedule	27

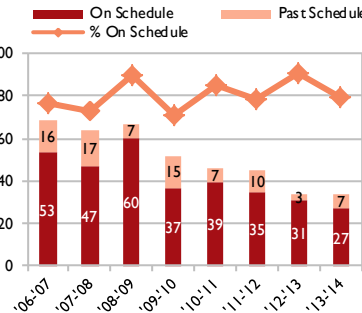
Examples of Public Construction Projects

- | | |
|------------------------------|-----------------|
| Libraries | Bikeways |
| Fire stations | Trails |
| Police stations | Parks |
| Community centers | Storm drains |
| Sanitary sewers | Airport |
| Roadways | Street lighting |
| Regional Wastewater Facility | Traffic signs |

"On Budget" Construction Projects - Completed within Baseline Budget



Projects Completed On Schedule



On Budget Performance, 2013-14



Buena Vista Park Expansion

On Schedule Performance, 2013-14



Commodore Park

PUBLIC WORKS

PUBLIC WORKS—DEVELOPMENT SERVICES

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

The Department manages two fee-based cost-recovery programs: the Development Fee Program (for private developers) and the Utility Fee Program (for utility companies). In 2013-14, the development program totaled \$6.6 million in revenue and \$6.2 million in expenses; the utility program totaled \$3.0 million in revenue and \$2.1 million in expenses. During 2013-14, the Department received 494 development permits and 3,280 utility permits, exceeding prerecession levels for a second year. The Department's target is to turn around 85 percent of planning and public improvement permits within designated timelines. As a result of increased staffing, the Department met 93 percent of planning and 82 percent of public improvement permit timelines. In mid 2013-14, four FTE positions were added to address increased activity.

Private development projects add public infrastructure (streets, traffic lights, water, sewer, etc.) to the city's asset base. Projects permitted in 2013-14 are expected to add \$39.7 million in public infrastructure upon completion. Projects completed in 2013-14 added \$16.3 million in value to the city's asset base. (See table for examples)

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

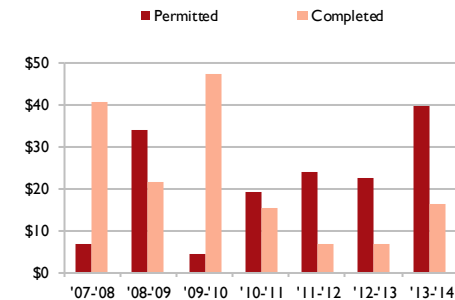
- Planning, Building & Code Enforcement Department (see *PBCE* section)
- Fire Department (see *Fire* section)
- Public Works Department

Major Projects & their Public Improvement Values, 2013-14

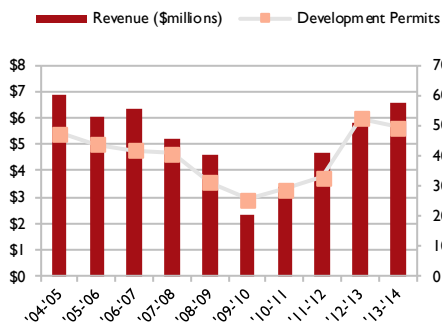
Permitted		Completed	
Market Place Phase I – Flea Market Development (242 residential units)	\$13.5 million*	Crescent Village (1,750 residential units, 11,940 sq. ft. commercial, 5 acre public park)	\$11.6 million
Almaden Ranch (400,000 sq. ft. of commercial space)	\$4.8 million	San José Regional Medical Center (161,000 sq. ft. medical office expansion)	\$755,000
Riverview Apartments (239 multi-family attached residences)	\$4.3 million	The Gardens (44 single-family residences)	\$601,000
Avenue One – Lennar Homes (836 residential homes)	\$3.3 million	Parkview (14 single-family residences)	\$579,000

* Public improvement value will support future projects

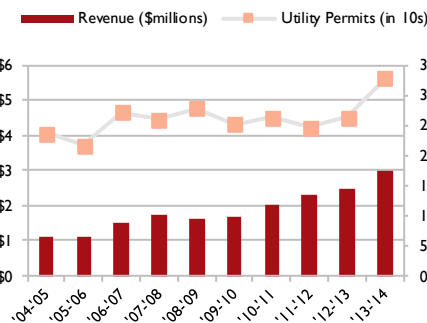
Value of Public Improvements (\$millions)



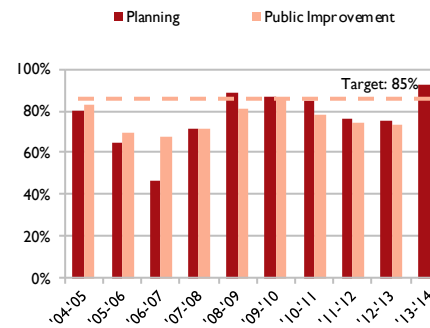
Development Revenues and Permits



Utility Revenues and Permits



Permitting Timeliness Target



Examples of Permitting Timelines*

Planning	20 days
Public Improvement	20/30 days**
Private Street	30 days
Lateral	5 days
Grading	20 days

* Working days
** Depends on scope

FLEET & EQUIPMENT SERVICES

Public Works manages procurement and maintenance to provide a safe and reliable fleet of 2,650 City vehicles and pieces of equipment. The Department completed 22,064 repairs and preventive work orders in 2013-14, 3 percent less than a year ago. Emergency vehicles were available for use when needed 100 percent of the time in 2013-14; similarly, the City’s general fleet was available when needed 96 percent of the time.

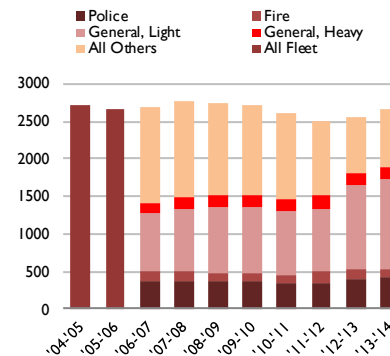
The City’s Green Vision plan set a goal that all City vehicles run on alternative fuels by 2022-23. In 2013-14, 41 percent of City vehicles ran on alternative fuels, including compressed natural gas, propane, electricity, and biodiesel.

As of April 2014, the Department estimated a vehicle and equipment deferred maintenance and infrastructure backlog of \$8.8 million in one-time costs, a decrease from last year’s \$9.7 million.

KEY FACTS (2013-14)

Operating Expenditures	\$17,045,077
Total number of vehicles & equipment	2,650
Completed repairs and preventive work orders	22,064
% of fleet running on alternative fuel	41%

City Vehicles and Equipment



Equipment Class	2013-14 Cost/Mile
Police	\$0.38
Fire	\$1.66
General, Light (sedans, vans)	\$0.37
General, Heavy (tractors, loaders)	\$1.56

FACILITIES MANAGEMENT

The Department provides maintenance to a total of 2.8 million square feet in 213 City facilities, including City Hall (over 500,000 square feet, including the Tower, Rotunda, and Council Wing). Services include maintenance, improvements, special event support, and property management.

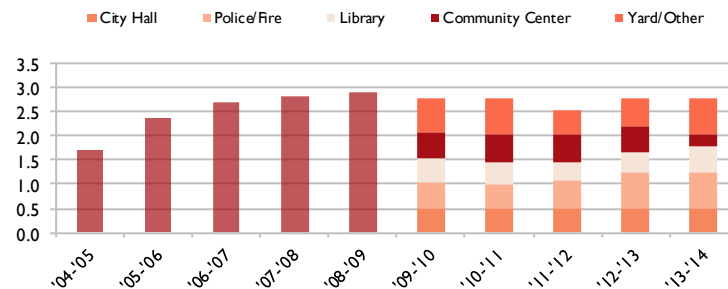
The Department completed 21,597 corrective and preventive work orders in 2013-14, 20 percent more than a year ago as a result of continued increases in funding. Out of 14,303 preventive maintenance work orders, 85 percent were completed and closed during the year.

As of April 2014, the Department estimated a facilities maintenance backlog for City-owned and operated facilities of over \$120.5 million in one-time costs, as well as \$4.6 million in annual unfunded costs. In addition, the Department’s estimated one-time maintenance backlog for City facilities operated by others, including the Convention Center and other cultural facilities, remained steady from last year’s estimate at \$25.5 million in one-time costs. Read more about the division in our recently issued audit report, titled [Facilities Maintenance: Process Improvements Are Possible, But A Large Deferred Maintenance Backlog Remains](#).

KEY FACTS (2013-14)

Operating Expenditures	\$19,255,093
Total number of City facilities	213
Square footage	2.8 million
Corrective and preventive work orders completed and closed	21,597

Facilities Managed, by Millions of Square Feet



PUBLIC WORKS

ANIMAL CARE SERVICES

The City provides animal licensing programs, patrol services, adoption/rescue programs, spay/neuter programs, and medical services for homeless animals through its Animal Care Center (Center). The Center, which opened during October 2004, serves San José, Cupertino, Los Gatos, Milpitas, and Saratoga.

As of July 2, 2014, there were 62,525 licensed animals in the Center's service area, a 3 percent decrease from the previous year. Of licensed animals, 76 percent were dogs and 24 percent were cats. The Center continues to provide low-cost spay/neuter surgeries to the public, which increased this year by 2 percent to 6,313.

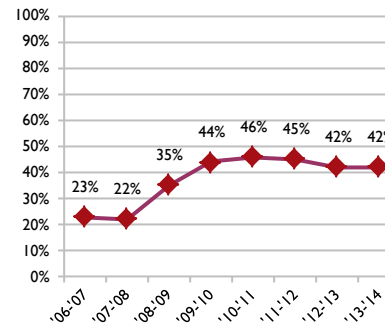
In 2013-14, the Center sheltered 16,643 domestic and 955 wild animals. Among incoming animals, 73 percent of dogs and 73 percent of cats were adopted, rescued, returned to their owner, or transferred. According to the division, the number of incoming cats has decreased as a result of the Shelter Neuter Return program, where healthy feral cats are spayed, neutered, and returned to their neighborhood instead of euthanized. The Center's overall live release rate (i.e., percentage of all animals leaving the Center alive) was 79 percent, the highest since Animal Care Services' inception in 2001.

In 2013-14, animal service officers responded to 24,710 service calls, a 4 percent increase from the previous year. 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 2013-14, the Center met this target 96 percent of the time, the same rate as the year before.

KEY FACTS (2013-14)

Operating Expenditures	\$7,354,084
Location of Animal Care Center	2750 Monterey Road
Licensing Costs (dog / cat)	Starts at \$20 / \$10
Animal licenses in service area (as of July 2, 2014)	62,525
Incoming animals to Center	16,643
Live Release Rate	79%
Calls for service completed	24,710
Spay/neuter surgeries	6,313

Cost Recovery

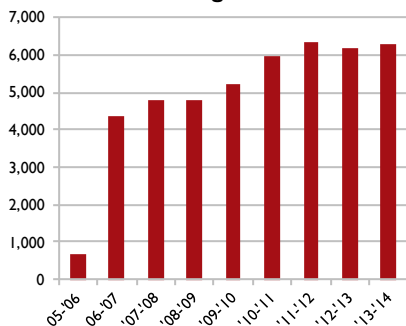


* Based on Animal Care and Services Division revenues and expenses

NATIONAL CITIZEN SURVEY™

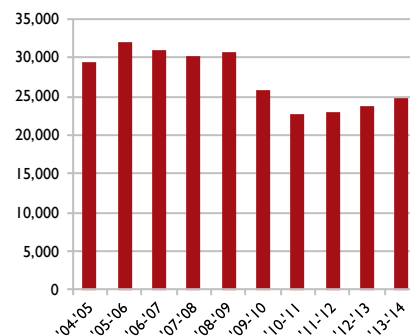
49% of residents surveyed rated San José's animal control services as "excellent" or "good".

Low-Cost Spay/Neuter Surgeries*



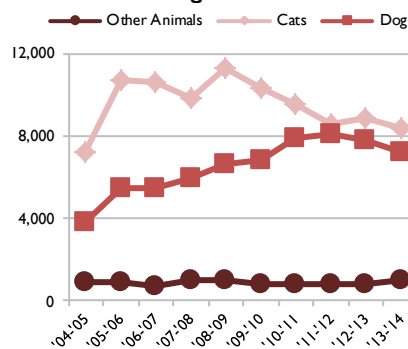
* Low-cost spay/neuter surgeries began in March 2006.

Calls for Service**

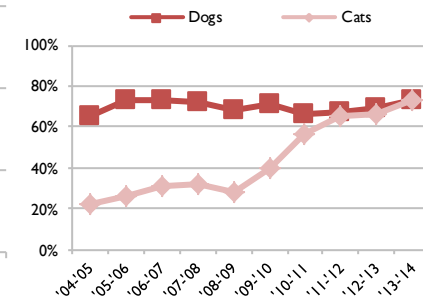


** Five major categories of calls (dead animal removal, humane investigations, stray animals, confined stray animals, and animal bite investigations) accounted for nearly two-thirds of all calls.

Incoming Shelter Animals



Percent Adopted, Rescued, Returned to Owner, or Transferred



RETIREMENT SERVICES

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

RETIREMENT SERVICES

The Retirement Services Department administers two pension plans (the Federated City Employees' Retirement System and the Police and Fire Department Retirement Plan) and retirement benefit programs for City employees. In 2013-14, Department operating expenditures for personnel totaled \$4.1 million* and staff included 37 authorized positions (up from \$2 million and 25 positions ten years ago).

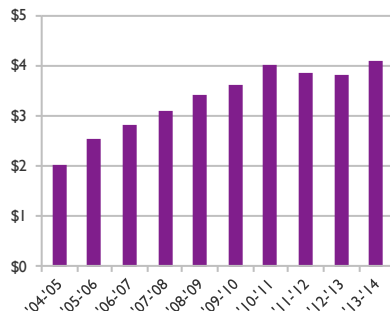
In 2013-14, the City and its employees contributed 100 percent of its Annual Required Contribution (ARC) to the retirement funds for pension benefits; and 53 percent and 37 percent of the ARC for Police and Fire and Federated retiree health and dental benefits.** The City's total contributions were more than two and a half times what they were ten years ago; for employees, the contributions were more than one and a half times greater. The City's contributions were \$267.7 million in 2013-14, but are projected to be \$295.6 million in 2014-15.

In June 2012, San José voters approved a comprehensive pension reform measure (Measure B) that established parameters for a new pension benefit structure for new City employees ("Tier 2"), established higher employee retirement contributions for current City employees who choose to stay in the existing plan ("Tier 1"), and provided current City employees the choice to opt in to a lower cost retirement plan with a reduced benefit structure. Significant portions of Measure B are currently subject to legal challenges. As of June 30, 2014, there were 528 active Federated members and 67 active Police members in the plans' respective tier 2s.

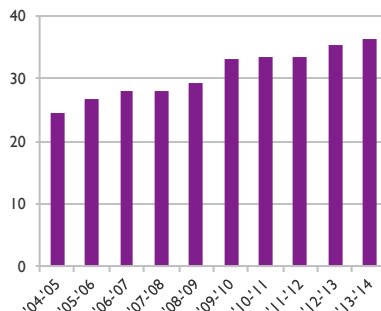
* Additional administrative costs totaling about \$3 million were paid out of the retirement funds, including \$1.9 million for professional services. Retirement Services also spent \$203,000 of Citywide expenses.

** The Annual Required Contribution is an amount that actuaries calculate is necessary to be contributed to a retirement plan during the current year for the benefits to be fully funded over time.

Retirement Services Operating Expenditures (\$millions)



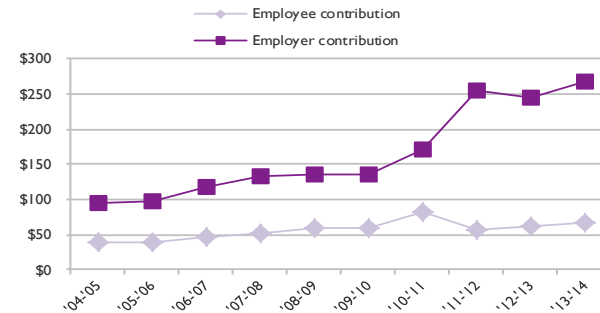
Retirement Services Authorized Positions



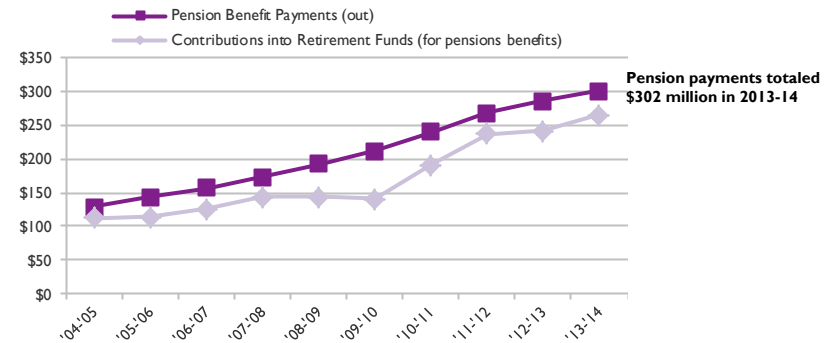
KEY FACTS (2013-14)

Pension plan net assets (\$billions):	
Federated City Employees' Retirement System	\$2.18
Police and Fire Department Retirement Plan	<u>\$3.27</u>
Total	\$5.45
Total retirees and beneficiaries:	
Federated City Employees' Retirement System	3,800
Police and Fire Department Retirement Plan	<u>2,034</u>
Total	5,834
Pension and retiree health and dental contributions (\$millions):	
City	\$267.7
Employees	\$67.9

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



Pension Benefit Payments and Contributions (\$millions)



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

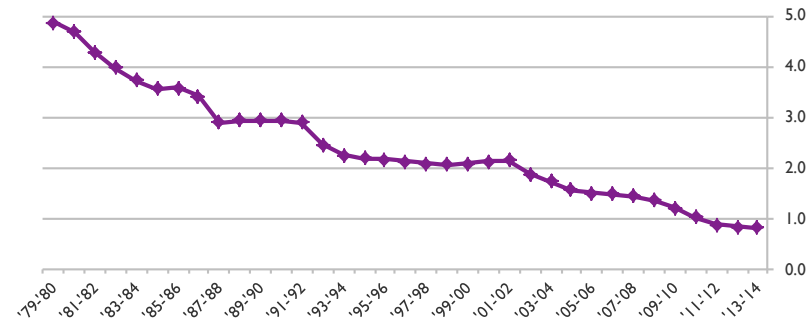
RETIREMENT SERVICES

As of June 30, 2014, there were 5,834 beneficiaries of the plans, up from 3,930 ten years ago. Over that period, the ratio of active members (i.e., current employees contributing to the plans) to beneficiaries has declined from 1.6:1 to less than 1:1. In 1980, the ratio was nearly 5:1.

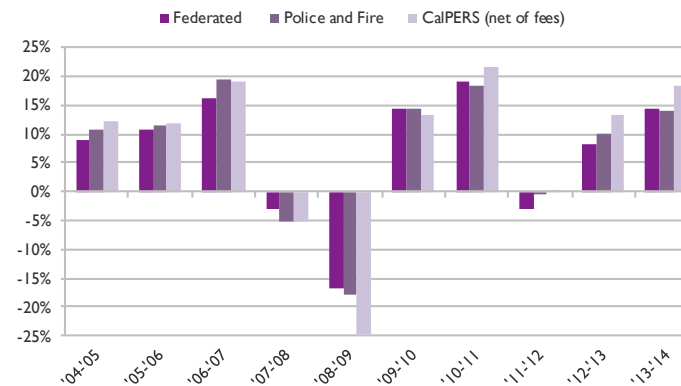
During 2013-14, both plans had positive rates of return on plan assets. Federated's gross rate of return was 14.3 percent and Police and Fire's return was 13.9 percent. Over the past ten years, the Federated and Police and Fire annualized gross returns have been 6.2 and 6.9 percent, respectively. As a result of the positive investment returns, total plan assets increased from \$4.8 billion to \$5.4 billion from the prior year.

As of June 30, 2013, the Federated and Police and Fire independent actuaries determined that both of the City's retirement plans had funded ratios below 100 percent (i.e., pension liabilities were greater than plan assets). The Federated plan's funded ratio was 59 percent and the Police and Fire plan's ratio was 78 percent on an actuarial basis.* The independent actuaries determined that the defined benefit pension and postemployment health care plans' actuarial accrued liabilities exceeded the actuarial value of assets by \$1.4 billion and \$1.9 billion respectively. These unfunded liabilities totaled more than \$240,000 per Federated member and more than \$350,000 per Police and Fire member.

Ratio of Active Members to Retirees and Beneficiaries



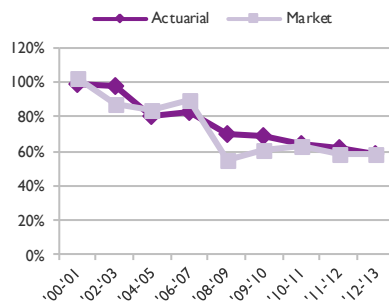
Gross Rate of Return on Plan Assets



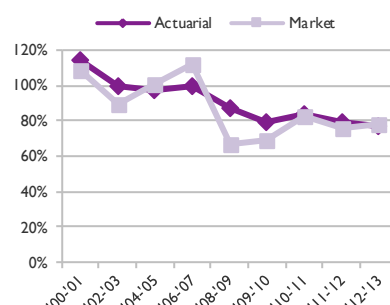
Note: As of June 30, 2013, the actuarial assumed or expected rates of returns for the Federated and Police and Fire plans were 7.25 and 7.125 percent respectively.

Sources for above charts: Police and Fire Department Retirement Plan and Federated City Employees' Retirement System Comprehensive Financial Reports and Actuarial Valuations; CalPERS Annual Investment Reports, CalPERS Facts at a Glance from the CalPERS website

Federated Funded Status (Pension only)



Police and Fire Funded Status (Pension only)



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

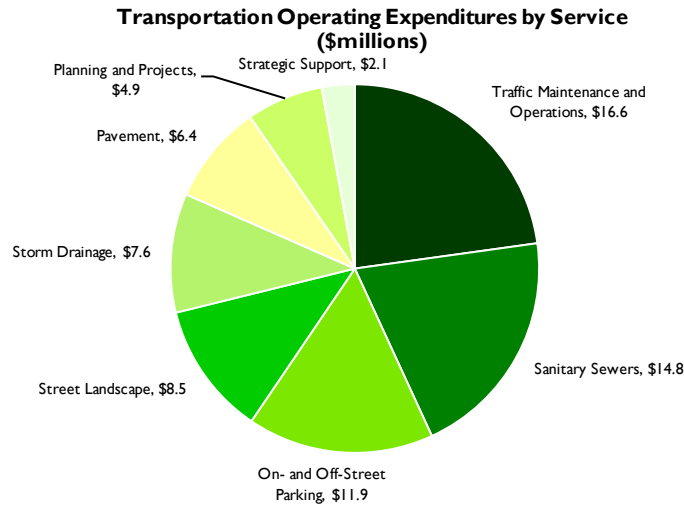
* The funded ratio using the actuarial value of assets differs from that calculated using the market value because, for actuarial purposes, market gains/losses are recognized over five years to minimize the effect of market volatility on contribution rates. The reason the two plans funded ratios are below 100 percent is because of the large investment losses from the economic downturn in the late 2000s, past retroactive benefit enhancements, and expectations about future events such as investment returns, member mortality and retirement rates, salary increases, and others which differed from actual experience. The funded ratios are expected to remain below 100 percent for the near future because of the size of the past investment losses as well as the other factors noted above.

TRANSPORTATION DEPARTMENT

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

TRANSPORTATION DEPARTMENT

In 2013-14, the Transportation Department's (DOT) operating expenditures totaled nearly \$73 million,* about 18 percent more than in 2004-05. DOT had 406 authorized positions, the first slight staffing increase after six years of reductions, but staffing was still 15 percent lower than 10 years ago.



* DOT was also responsible for approximately \$5.8 million of Citywide expenses in 2013-14, including about \$2.1 million in parking citations/jail courthouse fees, and \$1.3 million for sidewalk repairs. DOT also had authority over approximately \$178 million in special funding and capital improvement programs for parking and traffic.

KEY FACTS (2013-14)

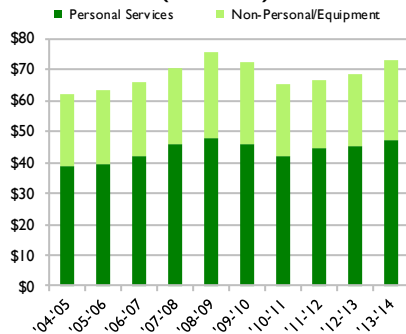
Planned capital improvement spending	\$178 million
Streets	approx. 2,410 miles
Traffic Signal Intersections	918
Streetlights	63,000
- LED Streetlights	4,200 (estimate)
On-Street Bicycle Lanes	234 miles
Sanitary Sewers	2,294 miles
Landscape Abutments in Public Right-of-Ways	566 acres
- Maintained by Special Districts	329 acres
Street Trees	244,000
Parking Lots and Garages	18
- Total Spaces	7,900
Parking Meters	approx. 2,600

THE NATIONAL CITIZEN SURVEY™

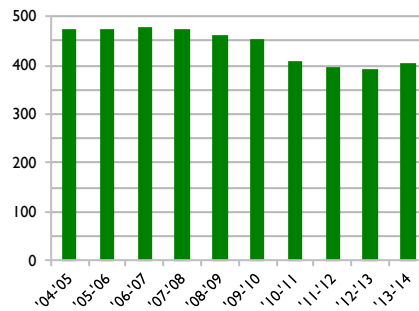
% of San José residents who found the following "excellent" or "good"

Overall ease of getting to places they usually have to visit	53%
Ease of walking in San José	52%
Ease of car travel in San José	48%
Ease of bicycle travel in San José	44%
Ease of travel by public transportation in San José	38%

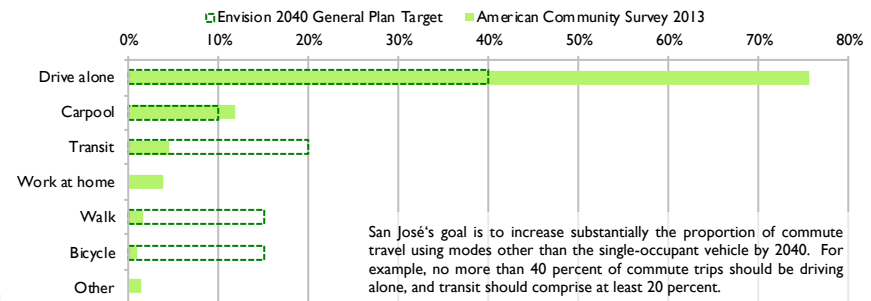
DOT Operating Expenditures (\$millions)



DOT Authorized Positions



San José Residents' Mode of Commuting to Work



2013 American Community Survey, 1-year estimates, table B08006

TRANSPORTATION OPERATIONS

Transportation Operations focuses on safe and efficient operations through various traffic safety programs.

San José’s rate of fatal and injury crashes per 1,000 residents was estimated at 2.4 in calendar year 2013. For comparison, the national average was 5.3 fatal and injury crashes per 1,000 residents in 2012.

DOT provides safety education to help change motorists’, bicyclists’, and pedestrians’ behaviors. 24,646 school children, 2,155 seniors, and 1,315 school parents/other adults received traffic safety education in 2013-14.

To enhance pedestrian crossings on major roads, DOT installed flashing beacons, median islands, or curb ramps at 22 crosswalks in the last two years.

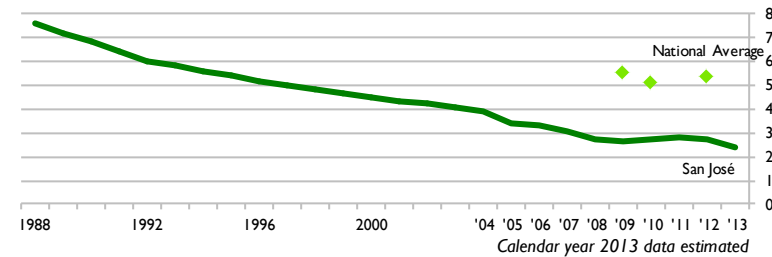
To improve traffic flow, DOT used grant funding to retime 265 traffic signals for weekend peak periods around major commercial and retail centers, as well as along new bicycle corridors.

THE NATIONAL CITIZEN SURVEY™

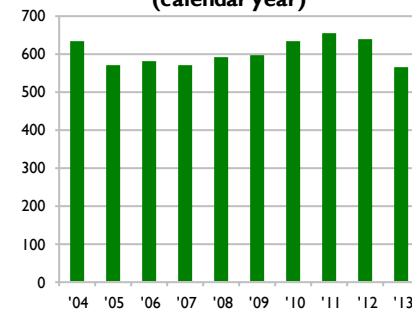
43% of San José residents rated traffic signal timing as “excellent” or “good”

32% of residents rated the traffic flow on major streets as “excellent” or “good”

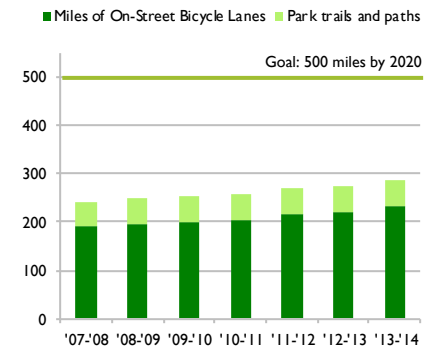
San José Fatal and Injury Crash Rate (Per 1,000 Residents)



Pedestrian and Bicycle Injury Crashes (calendar year)



Miles of Bicycle Lanes and Trails

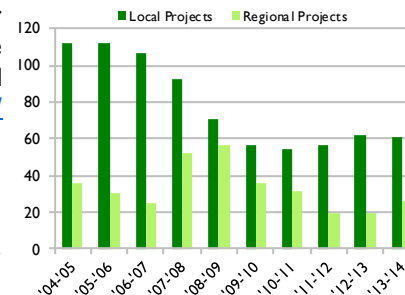


TRANSPORTATION PLANNING & PROJECT DELIVERY

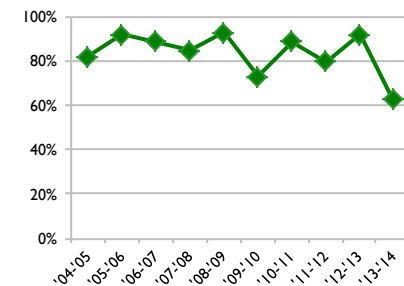
Transportation Planning supports the development of San José’s transportation infrastructure. This includes coordinating transportation and land use planning studies, managing the Capital Improvement Program (CIP), and working with regional transportation agencies such as VTA, BART, and Caltrans. In 2013-14, 63 percent of projects were completed on schedule or within two months of the baseline schedule. Local projects include the Autumn Street Extension, The Alameda—“A Plan for the Beautiful Way,” and Montague Expressway Improvements. Regional projects include [Route 101/ Capitol](#), [Route 280/880/Stevens Creek](#), and the [BART extension to San José](#).

San José currently has 289 miles of existing bikeways: As of 2013-14, DOT had installed 234 miles of on-street bicycle lanes and routes, while the Parks, Recreation and Neighborhood Services Department had installed 55 miles of trails and paths.

Transportation Projects in Process



Transportation Projects Delivered On Schedule (available for intended use)



TRANSPORTATION DEPARTMENT

STREETS

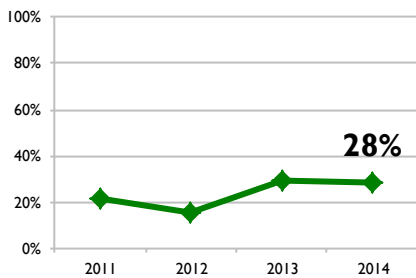
DOT's Pavement Maintenance Division is responsible for the maintenance and repair of about 2,410 miles of City street pavement. For many years, pavement maintenance has been under-funded. Thus, DOT's maintenance strategy has focused on 400 miles of designated priority streets. The City only resealed 23 miles and resurfaced 6 miles of streets in 2013-14.

The street pavement condition was deemed only "fair" in 2013—rated at 62 on the Pavement Condition Index (PCI) scale out of 100. This is down from the 2003 PCI rating of 67. A "fair" rating means that streets are worn to the point where expensive repairs may be needed to prevent them from deteriorating rapidly. Because major repairs cost five to ten times more than routine maintenance, these streets are at an especially critical stage.



Source: Department of Transportation

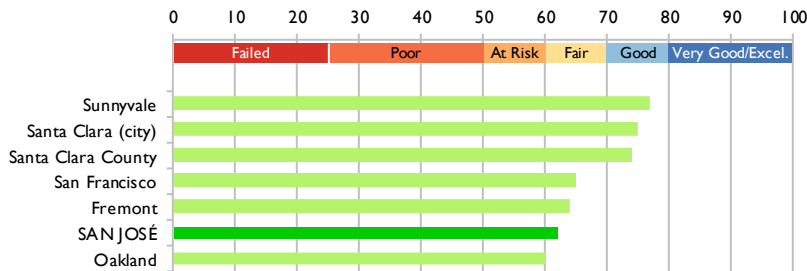
The National Citizen Survey™
% of San José residents rating street repair as "excellent" or "good"



San José's pavement condition ranked in the bottom third of [109 Bay Area jurisdictions](#). Just 28 percent of residents surveyed in the fall of 2014 reported that they felt street repair was "excellent" or "good."

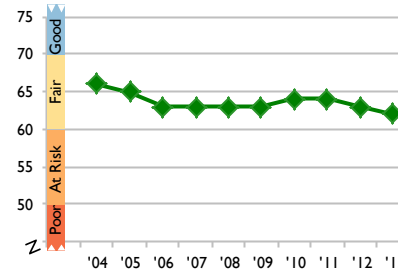
DOT continued to make safety-related corrective repairs, such as filling potholes and patching damaged areas. In 2013-14, DOT crews repaired 10,000 potholes.

2013 Pavement Condition Index Selected Bay Area Comparisons*

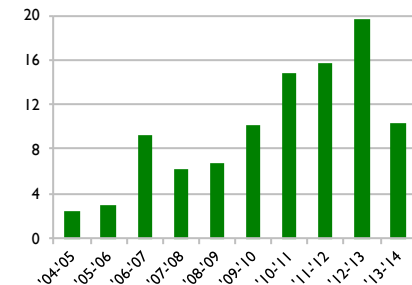


* 3-year moving average, calendar year basis
Source: [Metropolitan Transportation Commission](#)

Pavement Condition Index San José*

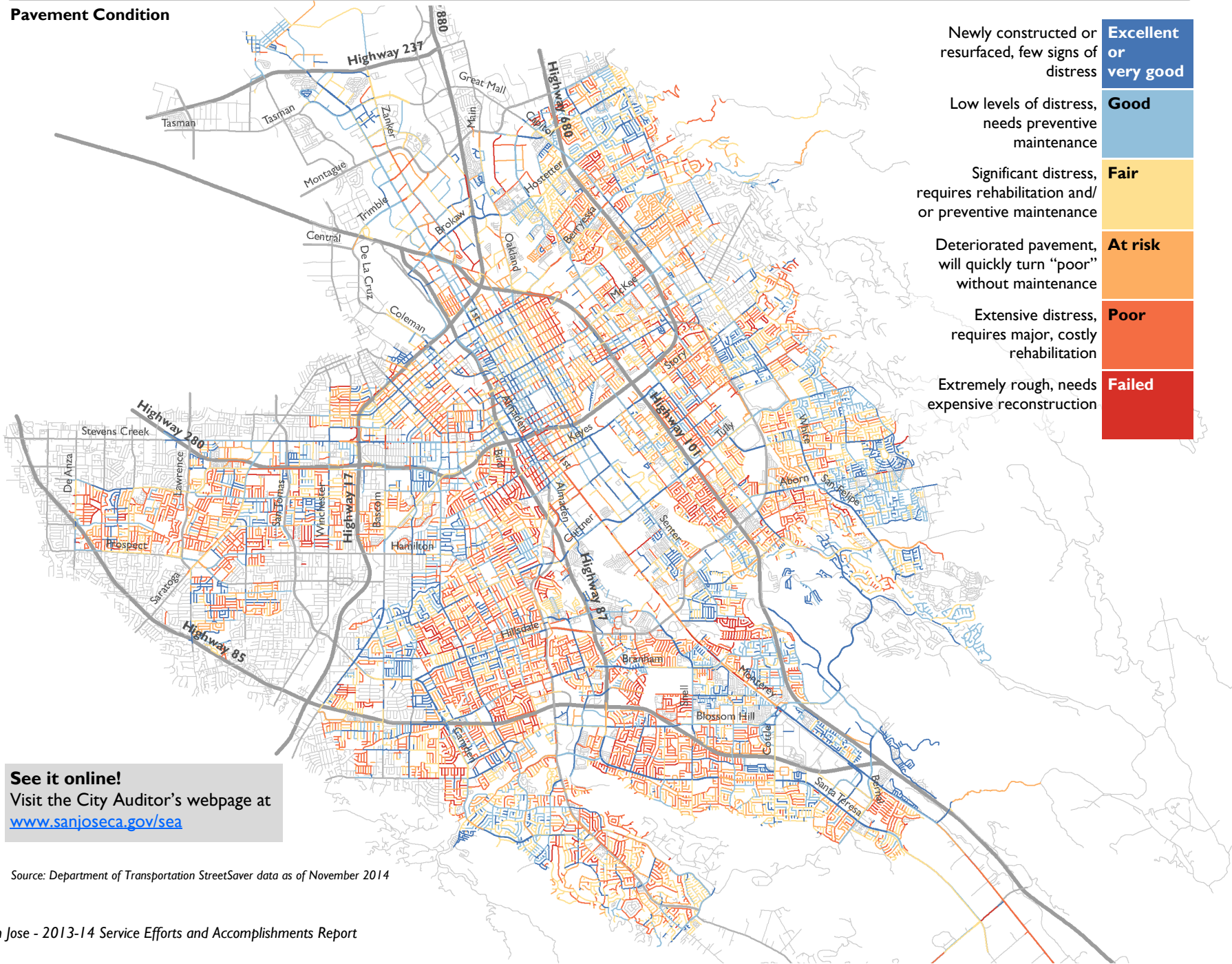


Number of Potholes Filled (thousands)



TRANSPORTATION DEPARTMENT

Pavement Condition



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

See it online!
 Visit the City Auditor's webpage at www.sanjosca.gov/sea

Source: Department of Transportation StreetSaver data as of November 2014

TRANSPORTATION DEPARTMENT

TRAFFIC MAINTENANCE

The Traffic Maintenance Division is responsible for maintaining the City's traffic signals, traffic signs, roadway markings, and streetlights. In 2013-14, DOT made 1,945 repairs to traffic signals. DOT responded to signal malfunctions within 30 minutes 60 percent of the time, down by 5 percentage points since the year prior.

DOT's response to traffic and street name sign service requests fell within established priority guidelines 96 percent* of the time in 2013-14. 5,741 signs were preventively maintained, ending a 7-year preventive maintenance program.

Roadway marking services were completed within established priority guidelines 99 percent* of the time in 2013-14. 49 percent of roadway markings met visibility and operational guidelines. This is down from 80 percent in 2007-08, when the City had identified the visibility of roadway markings as a priority and set aside one-time funding for markings.

97 percent of San José's 63,000 streetlights were operational. 41 percent of malfunctions were repaired within seven days, compared to 87 percent five years ago. The Department reported that copper wire theft continued to be a concern and contributed to the repair backlog: More than 3,000 streetlight outages were caused by stolen or cut wire in 2013-14.

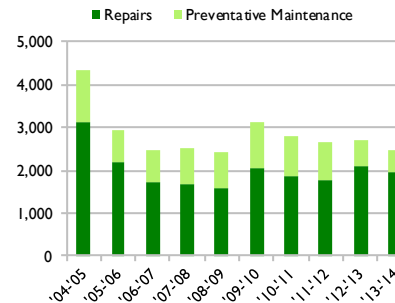
THE NATIONAL CITIZEN SURVEY™

40% of San José residents rated street lighting as "excellent" or "good"

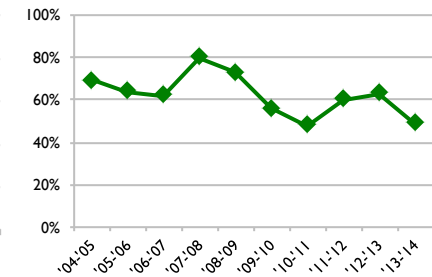


Source: Auditor photograph

Number of Traffic Signal Maintenance Activities



Percent of Roadway Markings Meeting Visibility and Operational Guidelines



Traffic Signals

918 traffic signal intersections in San José

1,945 repairs and **517** preventive maintenance activities completed

60% of malfunctions responded to within 30 minutes

Traffic and Street Name Signs

113,000 traffic control and street name signs in San José (estimate)

1,442 repairs and **5,741** preventive maintenance activities completed

96% service requests completed within established guidelines*

79% of signs in good condition

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

Roadway Markings

5.5 million square feet of roadway markings

474 maintenance requests completed

99% of service requests completed within prioritized operational guidelines*

49% of markings met visibility and operational guidelines

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

Streetlights

63,000 streetlights in San José
4,200 LED streetlights (estimate)

16,056 repairs completed

41% of malfunctions repaired within 7 days

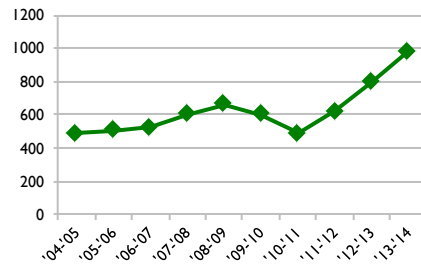
97% of streetlights in operational condition

SANITARY SEWERS

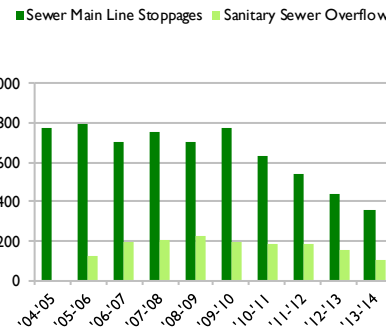
DOT maintains 2,294 miles of sanitary sewers and 21 sewer pump stations. DOT is responsible for maintaining uninterrupted sewer flow to the San José-Santa Clara Regional Wastewater Facility.* To reduce stoppages and overflows, DOT has increased its proactive cleaning in recent years. 984 miles were cleaned in 2013-14, twice as many as 10 years ago. DOT responded to 101 sewer overflows in 2013-14, while the number of main line stoppages fell to 355.

* The Facility, formerly known as the Water Pollution Control Plant (WPCP), is operated by the Environmental Services Department (for more information see the ESD chapter).

Sewer Miles Cleaned

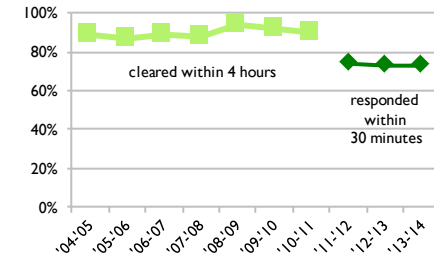


Sewer Stoppages and Overflows



Sanitary sewer overflow data for '04-'05 unavailable.

Timeliness of Sewer Overflow Response



STORM DRAINAGE

The Department cleans the storm drain system so that rain and water runoff properly flow into the San Francisco Bay. Proactive cleaning of storm drains prevents harmful pollutants and debris from entering the Bay and reduces the number of blockages during storms. DOT annually cleans approximately 30,000 storm drain inlets. In 2013-14, 476 storm drain inlet stoppages were identified and cleared — the number depends on the severity of the storm season. DOT also maintains 28 storm water pump stations and cleans the wet-wells during the dry season.

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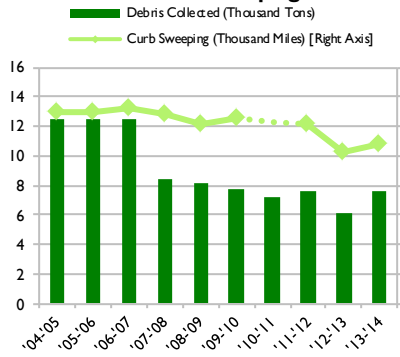
% of San José residents who found the following "excellent" or "good"

Sewer services	59%
Storm drainage services	53%
Street cleaning	34%

KEY FACTS (2013-14)

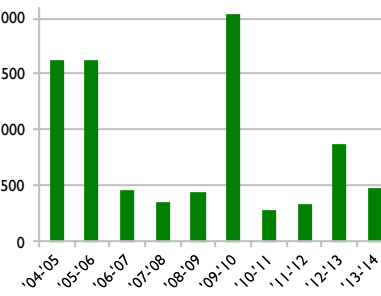
Sanitary Sewers	2,294 miles
Combo Cleaning Trucks	16
Storm Drain System	1,250 miles
Storm Water Pump Stations	28
Curb Sweeping (by the City and by Contractors)	54,000 miles

Street Sweeping



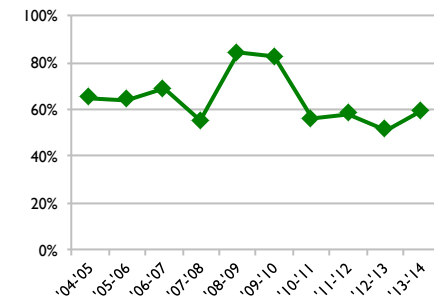
According to DOT, staffing fluctuations led to a decrease in miles swept by City crews.

Storm Drain Inlet Stoppages Identified and Cleared



2008-09 estimated. 2009-10 was an above-normal storm year.

Percentage of High Priority Storm Drain Requests Addressed Within 4 Hours



TRANSPORTATION DEPARTMENT

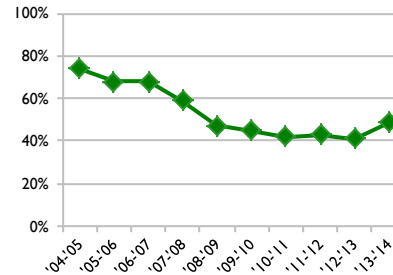
STREET LANDSCAPE MAINTENANCE

DOT's Landscape Services Division maintains median islands and undeveloped rights-of-way, and ensures the repair of sidewalks and the maintenance of street trees. In 2013-14, DOT maintenance staff provided basic safety-related and complaint-driven activities to keep an estimated 49 percent of street landscapes in good condition, down from 74 percent 10 years ago.

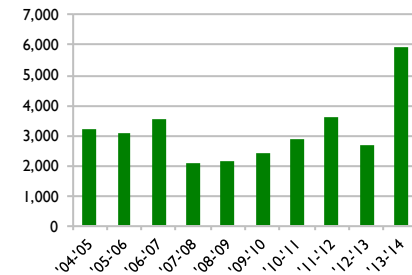
There are an estimated 244,000 street trees in the City.* DOT responded to 155 emergencies for street tree maintenance in 2013-14, the lowest workload in 10 years. DOT indicated that emergency street tree repairs were largely a result of stormy weather and extremely hot or windy days and that 2013-14 was a mild year. The City initiated 6,000 sidewalk repairs in 2013-14, 84 percent more than 10 years ago. With two additional staff members in 2013-14, DOT was able to get more sidewalks repaired.

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

Percent of Street Landscapes in Good Condition



Sidewalk Repairs Completed



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

Sidewalk maintenance **35%**

Street tree maintenance **34%**

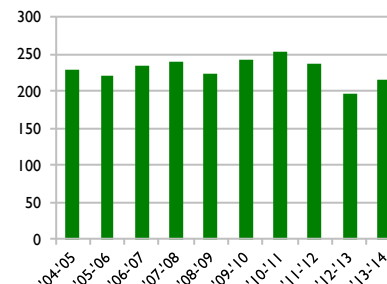
Ease of public parking **38%**

ON- AND OFF-STREET PARKING

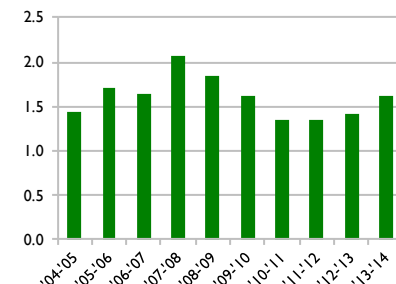
Parking Services is responsible for managing on-street and off-street parking, implementing parking policies and regulations, and supporting street sweeping, construction, and maintenance activities. Monthly parking in 2013-14 reached approximately 89,000 monthly customers in City facilities, up 79 percent compared to 10 years ago. About 1.6 million downtown customers used [City parking facilities](#) in 2013-14, up 13 percent compared to the prior year.

The Department issued about 215,000 parking citations in 2013-14. 92 percent of [abandoned vehicles](#) were moved by the owner or otherwise in compliance by DOT's second visit.

Parking Citations Issued (thousands)



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



APPENDIX: THE NATIONAL CITIZEN SURVEY™

THE NCS™

The National Citizen Survey™

San José, CA

Community Livability Report

2014



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About

The National Citizen Survey™ (The NCS) report is about the “livability” of San José. The phrase “livable community” is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

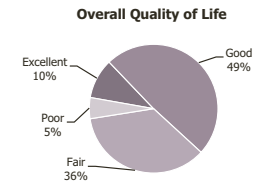
Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).

The Community Livability Report provides the opinions of a representative sample of 469 residents of the City of San José. The margin of error around any reported percentage is 5% for the entire sample. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.



Quality of Life in San José

A majority of residents rated the quality of life in San José as excellent or good. This rating was lower when compared to jurisdictions across the nation (see Appendix B of the *Technical Appendices* provided under separate cover).



Shown below are the eight facets of community. The color of each community facet summarizes how residents rated it across the three sections of the survey that represent the pillars of a community – Community Characteristics, Governance and Participation. When most ratings across the three pillars were higher than the benchmark, the color for that facet is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

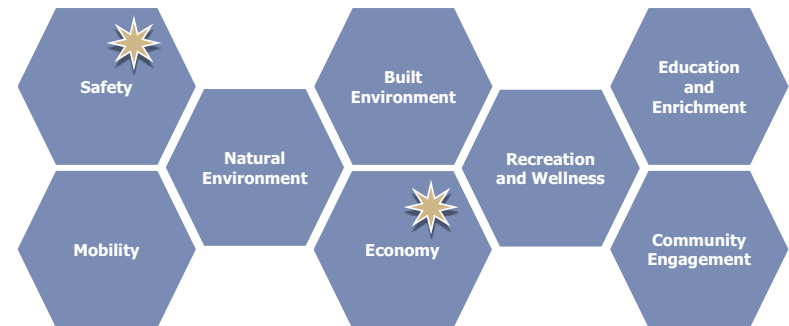
In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Safety and Economy as priorities for the San José community in the coming two years. It is noteworthy that San José residents gave favorable ratings to both of these facets of community. Ratings for the remaining facets were positive and similar to other communities. This overview of the key aspects of community quality provides a quick summary of where residents see exceptionally strong performance and where performance offers the greatest opportunity for improvement. Linking quality to importance offers community members and leaders a view into the characteristics of the community that matter most and that seem to be working best.

Details that support these findings are contained in the remainder of this Livability Report, starting with the ratings for Community C Characteristics, Governance and Participation and ending with results for San José’s unique questions.

Legend

- Higher than national benchmark
- Similar to national benchmark
- Lower than national benchmark

★ Most important



Community Characteristics

What makes a community livable, attractive and a place where people want to be?

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. In the case of San José, 70% rated the City as an excellent or good place to live. Respondents' ratings of San José as a place to live were lower than ratings in other communities across the nation.

In addition to rating the City as a place to live, respondents rated several aspects of community quality including San José as a place to raise children and to retire, their neighborhood as a place to live, the overall image or reputation of San José and its overall appearance. About two-thirds of respondents gave positive ratings for their neighborhoods and about half of respondents thought San José was an excellent or good place to raise children and that the overall image was excellent or good. Less than half of participants gave positive ratings for the overall appearance of San José and less than one-third thought San José was an excellent or good place to retire.

Delving deeper into Community Characteristics, survey respondents rated over 40 features of the community within the eight facets of Community Livability. Most ratings were similar to the national benchmark, however 14 were lower and two were higher than the benchmark. A majority of participants gave positive ratings to most features within the facets of Recreation and Wellness, Education and Enrichment and Community Engagement. Most features within these three facets were also rated similar to the benchmark. Economy ratings varied widely; for example, only 11% of respondents rated cost of living positively, but 75% of respondents gave positive ratings for shopping opportunities. Shopping opportunities and employment opportunities were rated more positively in San José than in other jurisdictions. However, cost of living and San José as a place to visit were rated lower than other jurisdictions; all other features of Economy were similar to the benchmark. Mobility and Built Environment ratings varied and a majority of features within these facets were rated similar to the benchmark. Several Mobility ratings improved when compared to 2013 including traffic flow, travel by car, travel by bicycle and ease of walking (see *The NCS Trends over Time-San José 2014* report provided under separate cover). A majority of Safety ratings and all Natural Environment ratings were rated lower than the benchmark.

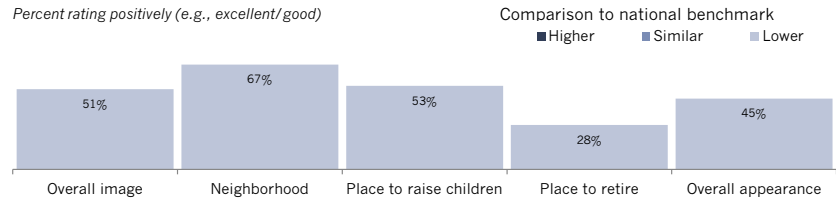
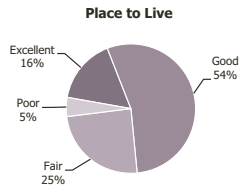
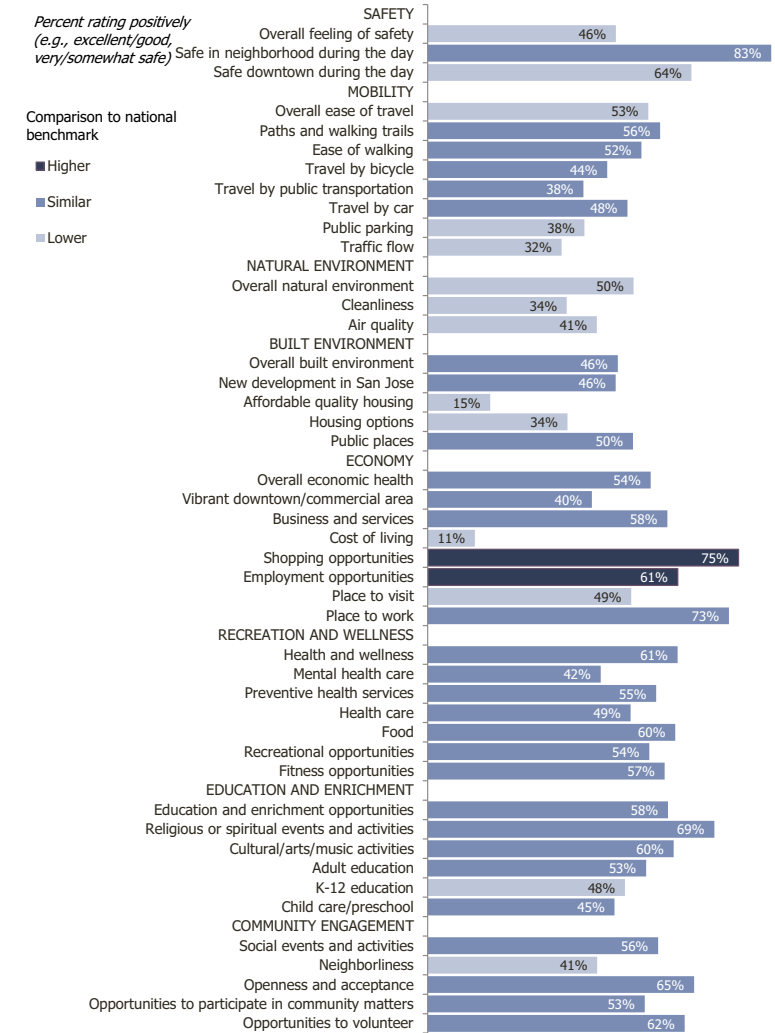


Figure 1: Aspects of Community Characteristics



Governance

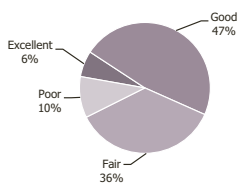
How well does the government of San José meet the needs and expectations of its residents?

The overall quality of the services provided by San José as well as the manner in which these services are provided are a key component of how residents rate their quality of life. About half of participants gave positive ratings for the quality of City services, while 40% gave positive ratings for the quality of services provided by the Federal Government.

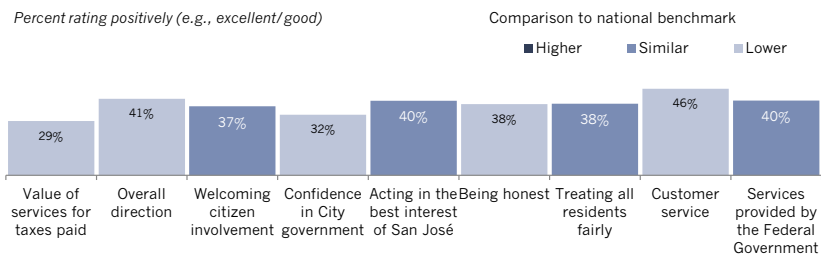
Survey respondents also rated various aspects of San José's leadership and governance. Welcoming citizen involvement, acting in the best interest of San José and treating all residents fairly received ratings similar to other jurisdictions in the nation. Ratings for the value of services, overall direction, confidence in City government, being honest and customer service were lower than the national benchmark.

Respondents evaluated over 30 individual services and amenities available in San José. Within Natural Environment, Built Environment, Economy and Community Engagement most features were rated positively by a majority of participants and were similar to the national benchmark. Safety ratings varied; less than half of participants gave positive ratings for police services, crime prevention, animal control and emergency preparedness, while a majority of participants gave positive ratings for fire services, ambulance/EMS and fire prevention. All services within Mobility were rated positively by less than half of respondents and a majority of Mobility services were rated lower than what's seen in other communities. A majority of respondents rated Recreation and Wellness and Education and Enrichment features positively, but these ratings were lower than the benchmark.

Overall Quality of City Services



Percent rating positively (e.g., excellent/good)



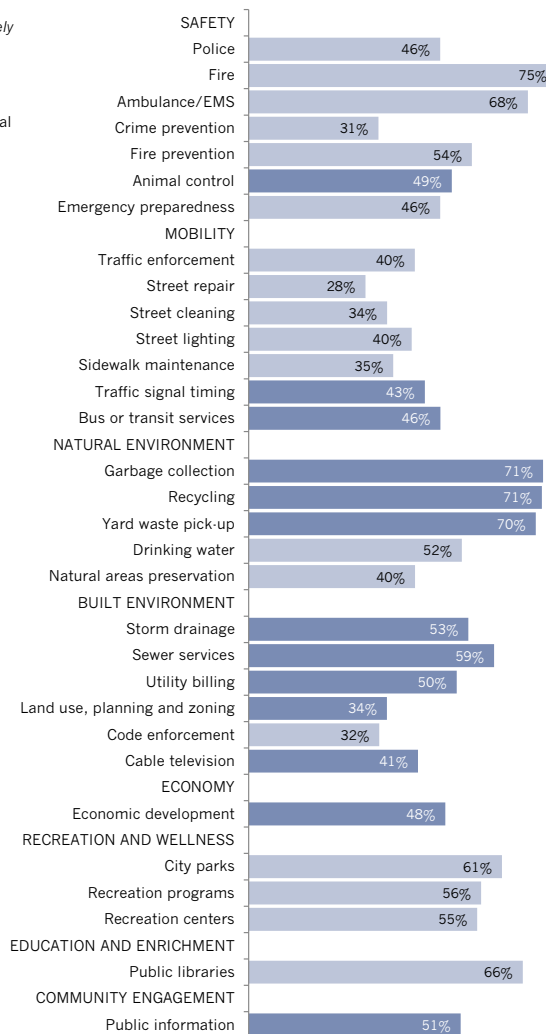
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Figure 2: Aspects of Governance

Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

- Higher
- Similar
- Lower

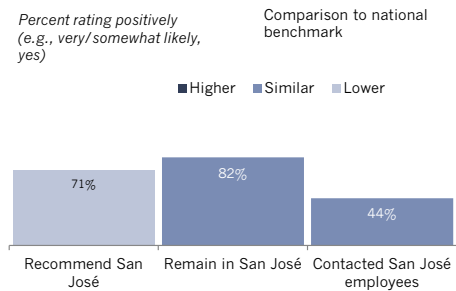
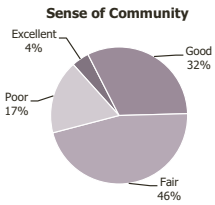


Participation

Are the residents of San José connected to the community and each other?

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community; a shared sense of membership, belonging and history. About one-third of participants rated the overall sense of community positively, a rating that was lower than the benchmark. Most participants plan on staying in San José and almost three-quarters would recommend San José to others. Less than half of participants had contacted San José employees, which is similar to what's experienced elsewhere in the nation.

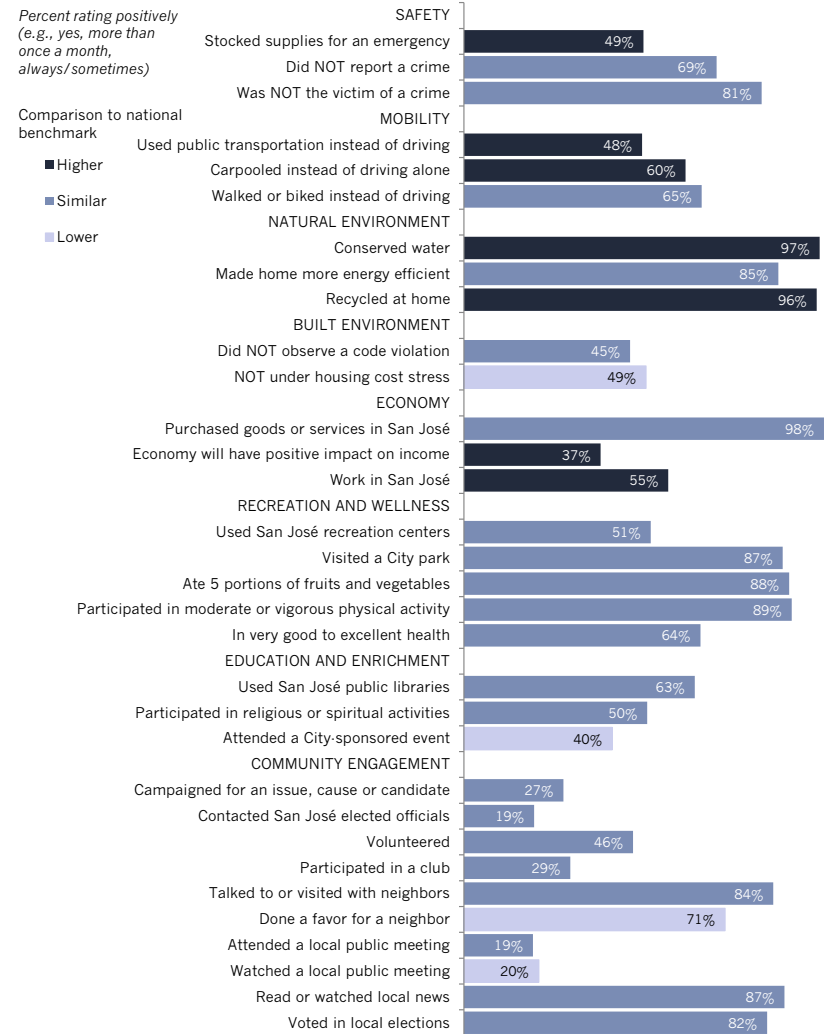
The survey included over 30 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. Out of these 32 activities, rates of participation when compared to other communities were higher for seven activities, similar for 21 and lower for four. The highest rates of participation were found for Natural Environment, where almost all respondents participated in these activities. Recycling and water conservation were higher in San José than in other communities. Within Safety, more participants than elsewhere in the nation stocked supplies for emergencies and a similar number of participants compared to other communities were victims of crime or had reported a crime. Two of the three features within Mobility and Economy had higher rates of participation when compared to other communities. Ratings for Recreation and Wellness were similar to the benchmark; a majority of participants had used a recreation center and reported being in good health and almost all participants reported visiting a park, eating at least 5 portions of fruits and vegetables and exercising. Ratings within Education and Enrichment and Community Engagement varied, but most features within these facets were rated positively by a majority of participants and were similar to the benchmark.



7

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Figure 3: Aspects of Participation



8

Additional Questions

The City of San José included several questions of special interest on The NCS. Participants were asked to rate how safe they felt after dark as well as from violent and property crimes. About two-thirds of respondents felt very or somewhat safe in their neighborhood after dark, while less than one-third felt safe in San José's downtown after dark. A majority of participants felt very or somewhat safe from violent crime. About 4 in 10 participants felt safe from property crimes.

Figure 4: Safety after Dark
Please rate how safe or unsafe you feel:

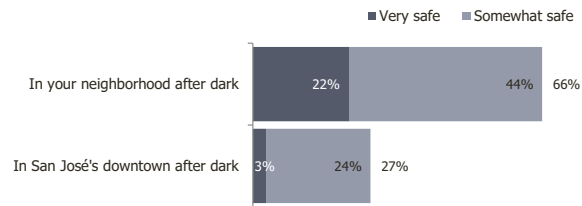
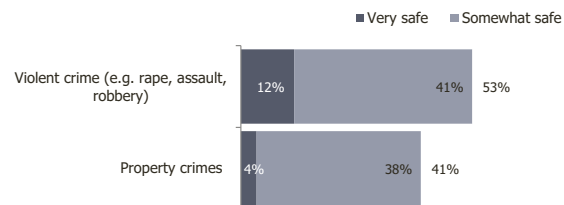


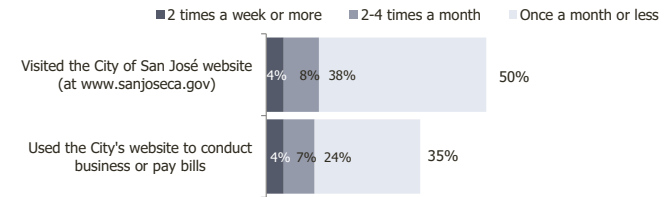
Figure 5: Safe from Violent or Property Crimes
Please rate how safe or unsafe you feel from the following:



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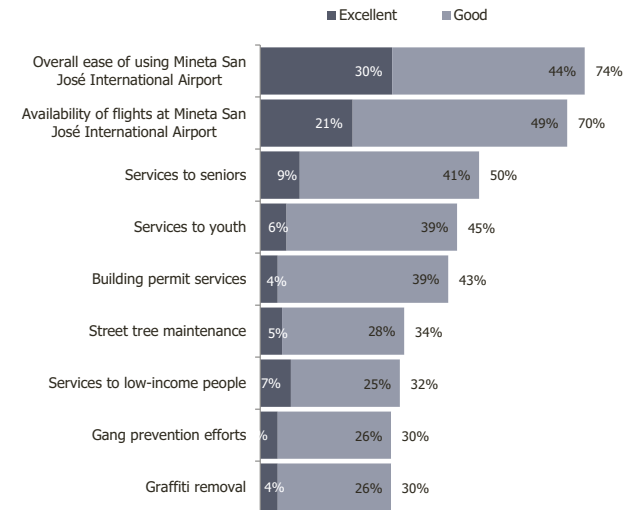
When asked about using the City's website, half of the participants reported that they had visited the City of San José website at least once a month. Around a third of participants had used the City's website to conduct business or pay bills.

Figure 6: City Website Use
In the last 12 months, about how many times, if at all, have you or other household members done each of the following in San José:



Participants were asked to rate a variety of City services unique to San José. The most highly rated unique service was the Mineta San José International Airport; both ease of using and the availability of flights at the Mineta San José airport were rated positively by a majority of respondents. At least 4 in 10 respondents rated services to seniors, services to youth and building permit services positively. About one-third of participants positively rated the remaining services of street tree maintenance, services to low-income people, gang prevention efforts and graffiti removal.

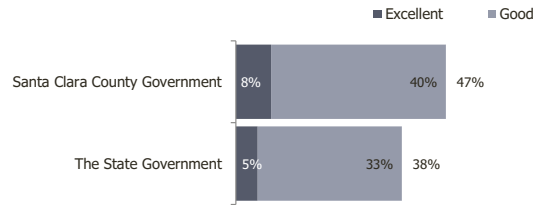
Figure 7: Additional City Services
Please rate the quality of each of the following services in San José:



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A little less than half of participants gave positive ratings for the Santa Clara County Government, whereas a majority of participants rated the City of San José government positively. Over one-third gave positive ratings for the State Government.

Figure 8: State and County Government
Overall, how would you rate the quality of the services provided by each of the following?



Conclusions

Safety is a priority for the community.

Participants indicated that Safety is an essential or very important focus area for San José over the next two years. Almost all participants feel safe in their neighborhood, but only about two-thirds felt safe downtown and less than half felt safe overall in San José. A majority of participants felt safe from violent crime, but less than half felt safe from property crimes. Safety services (such as police, fire, etc.) tended to be rated lower in comparison to other communities across the nation. The number of participants reporting crimes or being a victim of a crime is similar to other communities and more respondents in San José than elsewhere stocked supplies for an emergency.

Residents value Economy and emphasize its importance.

Participants indicated that the Economy was an important focus area and economic ratings tended to be similar compared to other communities. Ratings have improved for several Economic features in San José such as employment opportunities (which was rated higher than the benchmark) and economic development and the number of participants who believe the economy will have a positive impact on their income has risen. While cost of living and San José as a place to visit were rated lower than other communities, shopping opportunities was rated higher and a variety of other Economy ratings were similar to other communities.

Residents are traveling easier, but room for improvement in Mobility remains.

Participants ratings for community characteristics related to Mobility (such as traffic flow, travel by car or bicycle and ease of walking) have increased compared to the previous survey, but these features still tend to be rated positively by less than half of participants. More participants in San José than elsewhere carpool and use public transportation. Less than half of participants gave positive ratings for Mobility services and the ratings for the mobility services of street cleaning and bus or transit services declined compared to 2013.



THE NCS™
The National Citizen Survey™

San José, CA

Technical Appendices

2014



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Appendix A: Complete Survey Responses

Responses excluding "don't know"

The following pages contain a complete set of responses to each question on the survey, excluding the "don't know" responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with "N=").

Table 1: Question 1

Please rate each of the following aspects of quality of life in San José:	Excellent	Good	Fair	Poor	Total
San José as a place to live	16% N=75	54% N=252	25% N=114	5% N=22	100% N=463
Your neighborhood as a place to live	19% N=90	48% N=221	26% N=121	7% N=32	100% N=464
San José as a place to raise children	11% N=48	42% N=176	34% N=141	13% N=54	100% N=419
San José as a place to work	23% N=101	50% N=217	23% N=98	4% N=19	100% N=435
San José as a place to visit	14% N=61	36% N=159	33% N=146	18% N=80	100% N=447
San José as a place to retire	8% N=33	21% N=86	32% N=135	39% N=165	100% N=418
The overall quality of life in San José	10% N=46	49% N=224	36% N=163	5% N=24	100% N=458

Table 2: Question 2

Please rate each of the following characteristics as they relate to San José as a whole:	Excellent	Good	Fair	Poor	Total
Overall feeling of safety in San José	7% N=32	39% N=180	39% N=181	16% N=73	100% N=466
Overall ease of getting to the places you usually have to visit	7% N=35	46% N=213	37% N=173	9% N=43	100% N=464
Quality of overall natural environment in San José	7% N=31	43% N=199	39% N=182	11% N=49	100% N=461
Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	7% N=30	40% N=181	44% N=200	10% N=47	100% N=456
Health and wellness opportunities in San José	10% N=44	50% N=212	31% N=131	9% N=36	100% N=423
Overall opportunities for education and enrichment	13% N=59	45% N=197	35% N=154	7% N=30	100% N=439
Overall economic health of San José	10% N=46	44% N=199	33% N=149	13% N=59	100% N=452
Sense of community	4% N=19	32% N=144	46% N=208	17% N=78	100% N=449
Overall image or reputation of San José	7% N=30	45% N=203	38% N=173	11% N=48	100% N=454

Table 3: Question 3

Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in San José to someone who asks	21% N=94	50% N=228	21% N=97	8% N=37	100% N=456
Remain in San José for the next five years	47% N=205	35% N=152	12% N=51	7% N=28	100% N=436

Table 4: Question 4

Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	47% N=217	37% N=172	9% N=44	6% N=28	1% N=7	100% N=467
In San José's downtown during the day	20% N=88	44% N=189	19% N=81	14% N=59	4% N=16	100% N=433
In your neighborhood after dark	22% N=102	44% N=202	12% N=54	17% N=79	6% N=27	100% N=464
In San José's downtown after dark	3% N=12	24% N=103	25% N=105	30% N=127	19% N=80	100% N=426

Table 5: Question 5

Please rate each of the following characteristics as they relate to San José as a whole:	Excellent	Good	Fair	Poor	Total
Traffic flow on major streets	2% N=11	30% N=140	40% N=187	27% N=126	100% N=463
Ease of public parking	6% N=29	32% N=146	39% N=179	23% N=106	100% N=460
Ease of travel by car in San José	5% N=24	43% N=196	40% N=182	11% N=52	100% N=454
Ease of travel by public transportation in San José	8% N=28	30% N=108	39% N=141	23% N=83	100% N=360
Ease of travel by bicycle in San José	10% N=35	33% N=111	43% N=143	14% N=46	100% N=335
Ease of walking in San José	10% N=43	42% N=182	38% N=165	10% N=45	100% N=434
Availability of paths and walking trails	12% N=49	45% N=190	35% N=149	8% N=36	100% N=424
Air quality	6% N=28	35% N=161	47% N=218	12% N=55	100% N=462
Cleanliness of San José	4% N=20	29% N=136	48% N=222	18% N=86	100% N=464
Overall appearance of San José	7% N=31	39% N=178	47% N=217	8% N=35	100% N=460
Public places where people want to spend time	9% N=40	41% N=180	42% N=185	8% N=37	100% N=442
Variety of housing options	4% N=18	30% N=129	41% N=180	25% N=107	100% N=434
Availability of affordable quality housing	2% N=6	14% N=58	35% N=150	50% N=213	100% N=427
Fitness opportunities (including exercise classes and paths or trails, etc.)	13% N=55	44% N=187	35% N=150	7% N=30	100% N=423
Recreational opportunities	10% N=41	44% N=186	37% N=156	9% N=40	100% N=424
Availability of affordable quality food	12% N=52	48% N=217	35% N=156	5% N=24	100% N=449
Availability of affordable quality health care	10% N=41	39% N=163	39% N=161	12% N=50	100% N=415
Availability of preventive health services	11% N=44	44% N=173	34% N=135	10% N=40	100% N=393
Availability of affordable quality mental health care	9% N=25	33% N=88	39% N=105	19% N=51	100% N=269

Table 6: Question 6

Please rate each of the following characteristics as they relate to San José as a whole:	Excellent	Good	Fair	Poor	Total
Availability of affordable quality child care/preschool	11% N=26	34% N=82	36% N=87	18% N=44	100% N=239
K-12 education	9% N=28	39% N=118	34% N=104	18% N=55	100% N=305
Adult educational opportunities	10% N=32	43% N=141	38% N=123	9% N=30	100% N=327
Opportunities to attend cultural/arts/music activities	13% N=50	47% N=188	36% N=144	4% N=17	100% N=399
Opportunities to participate in religious or spiritual events and activities	18% N=64	51% N=183	27% N=98	3% N=11	100% N=356
Employment opportunities	15% N=59	46% N=185	31% N=126	8% N=33	100% N=402
Shopping opportunities	25% N=113	50% N=225	21% N=94	4% N=17	100% N=448
Cost of living in San José	1% N=3	11% N=48	43% N=190	46% N=202	100% N=443
Overall quality of business and service establishments in San José	9% N=40	49% N=210	37% N=160	5% N=20	100% N=395
Vibrant downtown/commercial area	7% N=26	33% N=131	46% N=182	14% N=56	100% N=430
Overall quality of new development in San José	12% N=46	34% N=129	45% N=173	9% N=36	100% N=384
Opportunities to participate in social events and activities	11% N=42	45% N=177	39% N=150	6% N=22	100% N=390
Opportunities to volunteer	17% N=61	45% N=163	31% N=111	7% N=25	100% N=359
Opportunities to participate in community matters	12% N=42	41% N=146	41% N=147	6% N=22	100% N=357
Openness and acceptance of the community toward people of diverse backgrounds	19% N=79	45% N=182	28% N=112	8% N=32	100% N=405
Friendliness of residents in San José	8% N=32	33% N=136	46% N=187	13% N=54	100% N=409

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Table 7: Question 7

Please indicate whether or not you have done each of the following in the last 12 months.	No	Yes	Total
Made efforts to conserve water	3% N=16	97% N=442	100% N=458
Made efforts to make your home more energy efficient	15% N=67	85% N=391	100% N=459
Observed a code violation or other hazard in San José (weeds, abandoned buildings, etc.)	45% N=203	55% N=247	100% N=449
Household member was a victim of a crime in San José	81% N=370	19% N=88	100% N=458
Reported a crime to the police in San José	69% N=314	31% N=144	100% N=457
Stocked supplies in preparation for an emergency	51% N=234	49% N=223	100% N=457
Campaigned or advocated for an issue, cause or candidate	73% N=330	27% N=122	100% N=453
Contacted the City of San José (in-person, phone, email or web) for help or information	56% N=256	44% N=200	100% N=457
Contacted San José elected officials (in-person, phone, email or web) to express your opinion	81% N=368	19% N=87	100% N=455

Table 8: Question 8

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in San José?	2 times a week or more	2-4 times a month	Once a month or less	Not at all	Total
Used San José recreation centers or their services	7% N=32	15% N=69	28% N=128	49% N=222	100% N=451
Visited a neighborhood park or City park	21% N=94	28% N=130	38% N=172	13% N=61	100% N=457
Used San José public libraries or their services	7% N=32	26% N=117	30% N=137	37% N=170	100% N=456
Participated in religious or spiritual activities in San José	12% N=56	21% N=95	17% N=75	50% N=228	100% N=454
Attended a City-sponsored event	1% N=5	3% N=15	36% N=162	60% N=270	100% N=451
Used bus, rail, subway or other public transportation instead of driving	7% N=31	10% N=44	32% N=145	52% N=236	100% N=457
Carpooled with other adults or children instead of driving alone	22% N=103	16% N=73	22% N=100	40% N=183	100% N=459
Walked or biked instead of driving	20% N=92	17% N=79	27% N=123	35% N=162	100% N=457
Volunteered your time to some group/activity in San José	11% N=50	10% N=48	25% N=112	54% N=247	100% N=457
Participated in a club	8% N=37	9% N=42	12% N=54	71% N=325	100% N=457
Talked to or visited with your immediate neighbors	30% N=137	27% N=125	27% N=121	16% N=73	100% N=456
Done a favor for a neighbor	16% N=72	20% N=93	35% N=159	29% N=133	100% N=457
Visited the City of San José website (at www.sanjoseca.gov)	4% N=20	8% N=38	38% N=172	50% N=227	100% N=456
Used the City's website to conduct business or pay bills	4% N=19	7% N=33	24% N=109	65% N=295	100% N=456

Table 9: Question 9

Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?	2 times a week or more	2-4 times a month	Once a month or less	Not at all	Total
Attended a local public meeting	0% N=2	2% N=7	17% N=77	81% N=371	100% N=457
Watched (online or on television) a local public meeting	2% N=9	3% N=16	15% N=68	80% N=361	100% N=453

Table 10: Question 10

Please rate the quality of each of the following services in San José:	Excellent	Good	Fair	Poor	Total
Police services	9% N=37	37% N=147	35% N=140	18% N=72	100% N=396
Fire services	21% N=73	54% N=184	22% N=77	3% N=10	100% N=344
Ambulance or emergency medical services	19% N=56	49% N=142	28% N=83	4% N=12	100% N=292
Crime prevention	5% N=18	26% N=92	38% N=132	31% N=107	100% N=348

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

	Excellent	Good	Fair	Poor	Total
Fire prevention and education	10% N=30	44% N=135	36% N=109	10% N=31	100% N=305
Traffic enforcement	4% N=15	36% N=140	41% N=159	19% N=72	100% N=387
Street repair	3% N=13	25% N=110	33% N=143	39% N=169	100% N=435
Street cleaning	6% N=27	27% N=121	43% N=189	23% N=103	100% N=439
Street lighting	6% N=26	34% N=148	43% N=191	17% N=76	100% N=442
Sidewalk maintenance	5% N=22	30% N=132	38% N=166	27% N=119	100% N=438
Traffic signal timing	5% N=22	38% N=164	43% N=188	14% N=61	100% N=435
Bus or transit services	14% N=43	33% N=103	37% N=115	17% N=53	100% N=314
Garbage collection	22% N=95	50% N=216	23% N=100	6% N=25	100% N=436
Recycling	23% N=102	48% N=209	25% N=111	4% N=16	100% N=438
Yard waste pick-up	25% N=96	45% N=173	27% N=104	4% N=14	100% N=387
Storm drainage	12% N=39	42% N=141	34% N=115	13% N=43	100% N=339
Drinking water	16% N=70	35% N=154	34% N=149	14% N=61	100% N=434
Sewer services	14% N=50	46% N=168	34% N=125	6% N=23	100% N=366
Utility billing	8% N=33	43% N=180	44% N=187	5% N=23	100% N=424
City parks	15% N=62	47% N=194	32% N=135	6% N=26	100% N=416
Recreation programs or classes	9% N=22	48% N=125	33% N=86	11% N=28	100% N=261
Recreation centers or facilities	9% N=24	47% N=129	37% N=102	8% N=21	100% N=276
Land use, planning and zoning	3% N=10	30% N=88	52% N=154	14% N=41	100% N=292
Code enforcement (weeds, abandoned buildings, etc.)	4% N=10	28% N=82	42% N=124	26% N=76	100% N=293
Animal control	8% N=24	42% N=131	36% N=113	15% N=46	100% N=314
Economic development	7% N=24	40% N=129	43% N=138	9% N=30	100% N=321
Public library services	20% N=69	47% N=163	30% N=103	4% N=13	100% N=348
Public information services	9% N=29	42% N=130	43% N=132	6% N=18	100% N=308
Cable television	7% N=27	34% N=126	41% N=152	18% N=67	100% N=372
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	7% N=18	39% N=102	37% N=96	17% N=43	100% N=260
Preservation of natural areas such as open space, farmlands and greenbelts	8% N=27	33% N=116	40% N=143	19% N=69	100% N=355
Overall customer service by San José employees (police, receptionists, planners, etc.)	9% N=32	37% N=126	41% N=139	13% N=45	100% N=342
Services to seniors	9% N=20	41% N=92	38% N=85	12% N=28	100% N=244
Services to youth	6% N=15	39% N=96	44% N=107	11% N=27	100% N=245
Services to low-income people	7% N=19	25% N=64	40% N=102	28% N=73	100% N=258
Graffiti removal	4% N=16	26% N=98	37% N=140	33% N=126	100% N=380
Gang prevention efforts	4% N=11	26% N=76	28% N=82	42% N=122	100% N=291
Street tree maintenance	5% N=22	28% N=113	41% N=164	25% N=102	100% N=401
Building permit services	4% N=9	39% N=85	44% N=95	12% N=27	100% N=215
Overall ease of using Mineta San José International Airport	30% N=122	44% N=179	21% N=86	4% N=18	100% N=404
Availability of flights at Mineta San José International Airport	21% N=84	49% N=196	24% N=98	6% N=23	100% N=402

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Table 11: Question 11

Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of San José	6% N=26	47% N=195	36% N=148	10% N=42	100% N=411
The Federal Government	6% N=25	34% N=131	49% N=189	11% N=44	100% N=389
The State Government	5% N=20	33% N=129	52% N=205	10% N=38	100% N=391
Santa Clara County Government	8% N=30	40% N=151	44% N=168	8% N=32	100% N=380

Table 12: Question 12

Please rate the following categories of San José government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to San José	2% N=8	27% N=111	46% N=185	25% N=103	100% N=407
The overall direction that San José is taking	4% N=15	37% N=150	40% N=161	19% N=76	100% N=401
The job San José government does at welcoming citizen involvement	6% N=18	31% N=102	46% N=190	17% N=55	100% N=325
Overall confidence in San José government	3% N=13	29% N=116	48% N=190	20% N=79	100% N=398
Generally acting in the best interest of the community	4% N=15	36% N=134	42% N=156	18% N=68	100% N=372
Being honest	4% N=14	34% N=120	42% N=146	20% N=70	100% N=350
Treating all residents fairly	5% N=19	33% N=121	44% N=160	18% N=65	100% N=366

Table 13: Question 13

Please rate how important, if at all, you think it is for the San José community to focus on each of the following in the coming two years:	Essential	Very important	Somewhat important	Not at all important	Total
Overall feeling of safety in San José	56% N=259	39% N=180	5% N=23	1% N=3	100% N=465
Overall ease of getting to the places you usually have to visit	25% N=116	56% N=259	18% N=82	1% N=5	100% N=463
Quality of overall natural environment in San José	28% N=131	51% N=234	20% N=95	1% N=3	100% N=463
Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	23% N=107	49% N=226	26% N=122	2% N=10	100% N=464
Health and wellness opportunities in San José	24% N=109	53% N=243	20% N=93	3% N=12	100% N=457
Overall opportunities for education and enrichment	38% N=174	47% N=215	13% N=61	2% N=10	100% N=461
Overall economic health of San José	42% N=194	49% N=226	9% N=41	1% N=3	100% N=463
Sense of community	27% N=125	48% N=224	22% N=100	3% N=13	100% N=462

Table 14: Question 14

Please rate how safe or unsafe you feel from the following:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g. rape, assault, robbery)	12% N=55	41% N=184	17% N=77	17% N=77	13% N=61	100% N=454
Property crimes	4% N=16	38% N=169	17% N=77	20% N=92	21% N=96	100% N=451

Table 15: Question D1

How often, if at all, do you do each of the following, considering all of the times you could?	Never	Rarely	Sometimes	Usually	Always	Total
Recycle at home	1% N=6	3% N=13	5% N=25	18% N=80	73% N=327	100% N=451
Purchase goods or services from a business located in San José	1% N=3	2% N=7	12% N=56	45% N=205	40% N=179	100% N=450
Eat at least 5 portions of fruits and vegetables a day	1% N=6	10% N=46	30% N=135	34% N=152	24% N=109	100% N=448
Participate in moderate or vigorous physical activity	2% N=9	9% N=41	32% N=145	33% N=148	24% N=108	100% N=451
Read or watch local news (via television, paper, computer, etc.)	3% N=14	10% N=44	17% N=75	32% N=143	39% N=174	100% N=450
Vote in local elections	12% N=54	6% N=25	12% N=55	22% N=98	48% N=217	100% N=449

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Table 16: Question D2

Would you say that in general your health is:	Percent	Number
Excellent	21%	N=95
Very good	43%	N=196
Good	27%	N=123
Fair	8%	N=36
Poor	1%	N=3
Total	100%	N=454

Table 17: Question D3

What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent	Number
Very positive	14%	N=61
Somewhat positive	23%	N=105
Neutral	50%	N=224
Somewhat negative	10%	N=43
Very negative	3%	N=14
Total	100%	N=447

Table 18: Question D4

What is your employment status?	Percent	Number
Working full time for pay	63%	N=286
Working part time for pay	10%	N=46
Unemployed, looking for paid work	5%	N=24
Unemployed, not looking for paid work	5%	N=22
Fully retired	16%	N=74
Total	100%	N=452

Table 19: Question D5

Do you work inside the boundaries of San José?	Percent	Number
Yes, outside the home	49%	N=211
Yes, from home	7%	N=29
No	45%	N=193
Total	100%	N=433

Table 20: Question D6

How many years have you lived in San José?	Percent	Number
Less than 2 years	14%	N=65
2 to 5 years	13%	N=60
6 to 10 years	10%	N=45
11 to 20 years	16%	N=74
More than 20 years	46%	N=208
Total	100%	N=452

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Table 21: Question D7

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	60%	N=269
Building with two or more homes (duplex, townhome, apartment or condominium)	38%	N=172
Mobile home	1%	N=6
Other	1%	N=2
Total	100%	N=450

Table 22: Question D8

Is this house, apartment or mobile home...	Percent	Number
Rented	41%	N=186
Owned	59%	N=269
Total	100%	N=454

Table 23: Question D9

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$300 per month	3%	N=14
\$300 to \$599 per month	5%	N=20
\$600 to \$999 per month	5%	N=23
\$1,000 to \$1,499 per month	14%	N=62
\$1,500 to \$2,499 per month	34%	N=153
\$2,500 to \$2,999 per month	14%	N=63
\$3,000 or more per month	25%	N=114
Total	100%	N=449

Table 24: Question D10

Do any children 17 or under live in your household?	Percent	Number
No	62%	N=282
Yes	38%	N=171
Total	100%	N=453

Table 25: Question D11

Are you or any other members of your household aged 65 or older?	Percent	Number
No	71%	N=323
Yes	29%	N=130
Total	100%	N=453

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Table 26: Question D12

How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent	Number
Less than \$25,000	14%	N=62
\$25,000 to \$49,999	38%	N=181
\$50,000 to \$99,999	27%	N=119
\$100,000 to \$149,999	18%	N=78
\$150,000 or more	24%	N=105
Total	100%	N=444

Table 27: Question D13

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	70%	N=310
Yes, I consider myself to be Spanish, Hispanic or Latino	30%	N=135
Total	100%	N=444

Table 28: Question D14

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	1%	N=6
Asian, Asian Indian or Pacific Islander	32%	N=143
Black or African American	5%	N=20
White	48%	N=212
Other	20%	N=89

Total may exceed 100% as respondents could select more than one option.

Table 29: Question D15

In which category is your age?	Percent	Number
18 to 24 years	7%	N=31
25 to 34 years	23%	N=105
35 to 44 years	19%	N=88
45 to 54 years	22%	N=99
55 to 64 years	11%	N=51
65 to 74 years	12%	N=53
75 years or older	6%	N=25
Total	100%	N=452

Table 30: Question D16

What is your sex?	Percent	Number
Female	50%	N=223
Male	50%	N=226
Total	100%	N=448

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Table 31: Question D17

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	67%	N=297
Land line	15%	N=68
Both	18%	N=81
Total	100%	N=445

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Responses including "don't know"

The following pages contain a complete set of responses to each question on the survey, including the "don't know" responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with "N=").

Table 32: Question 1

Please rate each of the following aspects of quality of life in San José:	Excellent	Good	Fair	Poor	Don't know	Total
San José as a place to live	16% N=75	54% N=252	25% N=114	5% N=22	0% N=1	100% N=464
Your neighborhood as a place to live	19% N=90	47% N=221	26% N=121	7% N=32	0% N=1	100% N=465
San José as a place to raise children	10% N=48	39% N=176	31% N=141	12% N=54	8% N=36	100% N=455
San José as a place to work	22% N=101	47% N=217	21% N=98	4% N=19	6% N=27	100% N=462
San José as a place to visit	13% N=61	35% N=159	32% N=146	17% N=80	3% N=13	100% N=460
San José as a place to retire	7% N=33	19% N=86	29% N=135	36% N=165	9% N=43	100% N=461
The overall quality of life in San José	10% N=46	48% N=224	35% N=163	5% N=24	2% N=7	100% N=465

Table 33: Question 2

Please rate each of the following characteristics as they relate to San José as a whole:	Excellent	Good	Fair	Poor	Don't know	Total
Overall feeling of safety in San José	7% N=32	39% N=180	39% N=181	16% N=73	0% N=1	100% N=467
Overall ease of getting to the places you usually have to visit	7% N=35	46% N=213	37% N=173	9% N=43	0% N=2	100% N=465
Quality of overall natural environment in San José	7% N=31	43% N=199	39% N=182	11% N=49	0% N=2	100% N=463
Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	6% N=30	39% N=181	43% N=200	10% N=47	2% N=10	100% N=466
Health and wellness opportunities in San José	10% N=44	46% N=212	28% N=131	8% N=36	8% N=36	100% N=459
Overall opportunities for education and enrichment	13% N=59	42% N=197	33% N=154	6% N=30	5% N=25	100% N=464
Overall economic health of San José	10% N=46	43% N=199	32% N=149	13% N=59	3% N=13	100% N=465
Sense of community	4% N=19	31% N=144	45% N=208	17% N=78	3% N=15	100% N=464
Overall image or reputation of San José	6% N=30	44% N=203	37% N=173	10% N=48	2% N=9	100% N=463

Table 34: Question 3

Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know	Total
Recommend living in San José to someone who asks	20% N=94	49% N=228	21% N=97	8% N=37	2% N=8	100% N=464
Remain in San José for the next five years	45% N=205	33% N=152	11% N=51	6% N=28	5% N=21	100% N=457

Table 35: Question 4

Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know	Total
In your neighborhood during the day	46% N=217	37% N=172	9% N=44	6% N=28	1% N=7	0% N=1	100% N=468
In San José's downtown during the day	19% N=88	41% N=189	17% N=81	13% N=59	3% N=16	7% N=31	100% N=464
In your neighborhood after dark	22% N=102	43% N=202	12% N=54	17% N=79	6% N=27	0% N=1	100% N=465
In San José's downtown after dark	3% N=12	22% N=103	23% N=105	28% N=127	17% N=80	8% N=36	100% N=463

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Table 36: Question 5

Please rate each of the following characteristics as they relate to San José as a whole:	Excellent	Good	Fair	Poor	Don't know	Total
Traffic flow on major streets	2% N=11	30% N=140	40% N=187	27% N=126	0% N=1	100% N=465
Ease of public parking	6% N=29	31% N=146	38% N=179	23% N=106	2% N=8	100% N=468
Ease of travel by car in San José	5% N=24	42% N=196	39% N=182	11% N=52	2% N=8	100% N=462
Ease of travel by public transportation in San José	6% N=28	23% N=108	31% N=141	18% N=83	22% N=102	100% N=462
Ease of travel by bicycle in San José	7% N=35	24% N=111	31% N=143	10% N=46	28% N=130	100% N=465
Ease of walking in San José	9% N=43	39% N=182	36% N=165	10% N=45	6% N=28	100% N=463
Cleanliness of San José	11% N=49	41% N=190	32% N=149	8% N=36	9% N=40	100% N=464
Availability of paths and walking trails	6% N=28	35% N=161	47% N=218	12% N=55	0% N=2	100% N=463
Air quality	4% N=20	29% N=136	48% N=222	18% N=86	0% N=1	100% N=464
Cleanliness of San José	7% N=31	38% N=178	47% N=217	8% N=35	1% N=2	100% N=463
Overall appearance of San José	9% N=40	39% N=180	40% N=185	8% N=37	5% N=25	100% N=466
Public places where people want to spend time	4% N=18	28% N=129	39% N=180	23% N=107	7% N=32	100% N=466
Variety of housing options	1% N=6	12% N=58	32% N=150	46% N=213	8% N=40	100% N=467
Availability of affordable quality housing	12% N=55	40% N=187	32% N=150	7% N=30	9% N=42	100% N=465
Fitness opportunities (including exercise classes and paths or trails, etc.)	9% N=41	40% N=186	34% N=156	9% N=40	8% N=38	100% N=462
Recreational opportunities	11% N=52	47% N=217	34% N=156	5% N=24	3% N=12	100% N=461
Availability of affordable quality food	9% N=41	35% N=163	35% N=161	11% N=50	11% N=50	100% N=466
Availability of affordable quality health care	10% N=44	37% N=173	29% N=135	9% N=40	15% N=70	100% N=464
Availability of preventive health services	5% N=25	19% N=88	23% N=105	11% N=51	42% N=196	100% N=466
Availability of affordable quality mental health care						

Table 37: Question 6

Please rate each of the following characteristics as they relate to San José as a whole:	Excellent	Good	Fair	Poor	Don't know	Total
Availability of affordable quality child care/preschool	6% N=26	18% N=82	19% N=87	10% N=44	47% N=210	100% N=449
K-12 education	6% N=28	26% N=118	23% N=104	12% N=55	31% N=140	100% N=444
Adult educational opportunities	7% N=32	31% N=141	27% N=123	7% N=30	27% N=122	100% N=449
Opportunities to attend cultural/arts/music activities	11% N=50	42% N=188	32% N=144	4% N=17	11% N=49	100% N=449
Opportunities to participate in religious or spiritual events and activities	14% N=64	41% N=183	22% N=98	2% N=11	11% N=49	100% N=448
Employment opportunities	13% N=59	42% N=185	28% N=126	7% N=33	10% N=44	100% N=446
Shopping opportunities	25% N=113	50% N=225	21% N=94	4% N=17	0% N=2	100% N=450
Cost of living in San José	1% N=3	11% N=48	43% N=190	45% N=202	1% N=4	100% N=447
Overall quality of business and service establishments in San José	9% N=40	46% N=210	35% N=160	4% N=20	5% N=24	100% N=454
Vibrant downtown/commercial area	6% N=26	29% N=131	41% N=182	13% N=56	11% N=51	100% N=446
Overall quality of new development in San José	10% N=46	29% N=129	39% N=173	8% N=36	14% N=62	100% N=446
Opportunities to participate in social events and activities	9% N=42	40% N=177	34% N=150	5% N=22	13% N=56	100% N=447
Opportunities to volunteer	14% N=61	36% N=163	25% N=111	6% N=25	20% N=89	100% N=448
Opportunities to participate in community matters	9% N=42	33% N=146	33% N=147	5% N=22	20% N=91	100% N=447
Openness and acceptance of the community toward people of diverse backgrounds	18% N=79	41% N=182	25% N=112	7% N=32	10% N=43	100% N=448
Neighborhoodness of residents in San José	7% N=32	31% N=136	42% N=187	12% N=54	8% N=34	100% N=442

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Table 38: Question 7

Please indicate whether or not you have done each of the following in the last 12 months.	No	Yes	Total
Made efforts to conserve water	3% N=16	97% N=442	100% N=458
Made efforts to make your home more energy efficient	15% N=67	85% N=391	100% N=459
Observed a code violation or other hazard in San José (weeds, abandoned buildings, etc.)	45% N=203	55% N=247	100% N=449
Household member was a victim of a crime in San José	81% N=370	19% N=88	100% N=458
Reported a crime to the police in San José	69% N=314	31% N=144	100% N=457
Stocked supplies in preparation for an emergency	51% N=224	49% N=223	100% N=457
Campaigned or advocated for an issue, cause or candidate	73% N=330	27% N=122	100% N=453
Contacted the City of San José (in-person, phone, email or web) for help or information	56% N=256	44% N=200	100% N=457
Contacted San José elected officials (in-person, phone, email or web) to express your opinion	81% N=368	19% N=87	100% N=455

Table 39: Question 8

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in San José?	2 times a week or more	2-4 times a month	Once a month or less	Not at all	Total
Used San José recreation centers or their services	7% N=32	15% N=69	28% N=128	49% N=222	100% N=451
Visited a neighborhood park or city park	21% N=94	28% N=130	38% N=172	13% N=61	100% N=457
Used San José public libraries or their services	7% N=32	26% N=117	30% N=137	37% N=170	100% N=456
Participated in religious or spiritual activities in San José	12% N=56	21% N=95	17% N=75	50% N=228	100% N=454
Attended a City-sponsored event	1% N=5	3% N=15	36% N=162	60% N=270	100% N=451
Used bus, rail, subway or other public transportation instead of driving	7% N=31	10% N=44	32% N=145	52% N=236	100% N=457
Carooled with other adults or children instead of driving alone	22% N=103	16% N=73	22% N=100	40% N=183	100% N=459
Walked or biked instead of driving	20% N=92	17% N=79	27% N=123	35% N=162	100% N=457
Volunteered your time to some group/activity in San José	11% N=50	10% N=48	25% N=112	54% N=247	100% N=457
Participated in a club	8% N=37	9% N=42	12% N=54	71% N=325	100% N=457
Talked to or visited with your immediate neighbors	30% N=137	27% N=125	27% N=121	16% N=73	100% N=456
Done a favor for a neighbor	16% N=72	20% N=93	35% N=159	29% N=133	100% N=457
Visited the City of San José website (at www.sanjoseca.gov)	4% N=20	8% N=38	38% N=172	50% N=227	100% N=456
Used the City's website to conduct business or pay bills	4% N=19	7% N=33	24% N=109	65% N=295	100% N=456

Table 40: Question 9

Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?	2 times a week or more	2-4 times a month	Once a month or less	Not at all	Total
Attended a local public meeting	0% N=2	2% N=7	17% N=77	81% N=371	100% N=457
Watched (online or on television) a local public meeting	2% N=9	3% N=16	15% N=68	80% N=361	100% N=453

Table 41: Question 10

Please rate the quality of each of the following services in San José:	Excellent	Good	Fair	Poor	Don't know	Total
Police services	8% N=37	32% N=147	31% N=140	16% N=72	12% N=56	100% N=452
Fire services	16% N=73	41% N=184	17% N=77	2% N=10	24% N=108	100% N=452
Ambulance or emergency medical services	12% N=56	32% N=142	18% N=83	3% N=12	35% N=155	100% N=448
Crime prevention	4% N=18	20% N=92	29% N=132	24% N=107	23% N=103	100% N=451

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Please rate the quality of each of the following services in San José:	Excellent	Good	Fair	Poor	Don't know	Total
Fire prevention and education	7% N=30	30% N=135	24% N=109	7% N=31	32% N=141	100% N=446
Traffic enforcement	3% N=15	32% N=140	36% N=159	16% N=72	13% N=58	100% N=445
Street repair	3% N=13	24% N=110	32% N=143	37% N=169	4% N=17	100% N=452
Street cleaning	6% N=27	27% N=121	42% N=189	23% N=103	3% N=13	100% N=452
Street lighting	6% N=26	33% N=148	42% N=191	17% N=76	3% N=12	100% N=454
Sidewalk maintenance	5% N=22	29% N=132	37% N=166	26% N=119	3% N=14	100% N=452
Traffic signal timing	5% N=22	36% N=164	42% N=188	14% N=61	3% N=15	100% N=450
Bus or transit services	10% N=43	23% N=103	26% N=115	12% N=53	30% N=136	100% N=451
Garbage collection	21% N=95	48% N=216	22% N=100	5% N=25	4% N=17	100% N=454
Recycling	23% N=102	46% N=209	24% N=111	3% N=16	4% N=17	100% N=454
Yard waste pick-up	22% N=96	39% N=173	23% N=104	3% N=14	13% N=60	100% N=447
Storm drainage	9% N=39	32% N=141	26% N=115	10% N=43	24% N=107	100% N=446
Drinking water	16% N=70	34% N=154	33% N=149	14% N=61	4% N=19	100% N=453
Sewer services	11% N=50	37% N=168	28% N=125	5% N=23	19% N=86	100% N=452
Utility billing	7% N=33	40% N=180	41% N=187	5% N=23	6% N=29	100% N=453
City parks	14% N=62	43% N=194	30% N=135	6% N=26	8% N=35	100% N=452
Recreation programs or classes	5% N=22	28% N=125	19% N=86	6% N=28	42% N=191	100% N=452
Recreation centers or facilities	5% N=24	29% N=129	23% N=102	5% N=21	39% N=175	100% N=451
Land use, planning and zoning	2% N=10	20% N=88	34% N=154	9% N=41	35% N=156	100% N=449
Code enforcement (weeds, abandoned buildings, etc.)	2% N=10	18% N=82	28% N=124	17% N=76	35% N=155	100% N=447
Animal control	5% N=24	29% N=131	25% N=113	10% N=46	30% N=135	100% N=449
Economic development	5% N=24	29% N=129	32% N=138	7% N=30	27% N=117	100% N=438
Public library services	15% N=69	36% N=163	23% N=103	3% N=13	22% N=101	100% N=449
Public information services	7% N=29	29% N=130	30% N=132	4% N=18	30% N=134	100% N=443
Cable television	6% N=27	28% N=126	34% N=152	15% N=67	18% N=79	100% N=451
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	4% N=18	23% N=102	21% N=96	10% N=43	42% N=189	100% N=449
Preservation of natural areas such as open space, farmlands and greenbelts	6% N=27	26% N=116	32% N=143	16% N=69	20% N=88	100% N=444
Overall customer service by San José employees (police, receptionists, planners, etc.)	7% N=32	28% N=126	31% N=139	10% N=45	24% N=106	100% N=448
Services to seniors	4% N=20	20% N=92	19% N=85	6% N=28	50% N=226	100% N=450
Services to youth	3% N=15	21% N=96	24% N=107	6% N=27	45% N=204	100% N=448
Services to low-income people	4% N=19	14% N=64	23% N=102	16% N=73	42% N=190	100% N=448
Graffiti removal	4% N=16	22% N=98	31% N=140	28% N=126	14% N=64	100% N=444
Gang prevention efforts	2% N=11	17% N=76	18% N=82	27% N=122	35% N=160	100% N=451
Street tree maintenance	5% N=22	25% N=113	37% N=164	23% N=102	10% N=46	100% N=447
Building permit services	2% N=9	19% N=85	21% N=95	6% N=27	52% N=232	100% N=448
Overall ease of using Mineta San José International Airport	27% N=122	40% N=179	19% N=86	4% N=18	10% N=46	100% N=450
Availability of flights at Mineta San José International Airport	19% N=84	44% N=196	22% N=98	5% N=23	11% N=49	100% N=451

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Table 42: Question 11

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

	Excellent	Good	Fair	Poor	Don't know	Total
The City of San José	6% N=26	43% N=195	33% N=148	9% N=42	9% N=39	100% N=450
The Federal Government	5% N=25	29% N=131	42% N=189	10% N=44	14% N=62	100% N=450
The State Government	4% N=20	29% N=129	46% N=205	8% N=38	13% N=60	100% N=450
Santa Clara County Government	7% N=30	34% N=151	37% N=168	7% N=32	16% N=70	100% N=450

Table 43: Question 12

Please rate the following categories of San José government performance:

	Excellent	Good	Fair	Poor	Don't know	Total
The value of services for the taxes paid to San José	2% N=8	24% N=111	40% N=185	22% N=103	12% N=53	100% N=460
The overall direction that San José is taking	3% N=15	32% N=150	35% N=161	16% N=76	13% N=60	100% N=461
The job San José government does at welcoming citizen involvement	4% N=18	22% N=102	33% N=150	12% N=55	29% N=133	100% N=459
Overall confidence in San José government	3% N=13	25% N=116	42% N=190	17% N=79	13% N=60	100% N=458
Generally acting in the best interest of the community	3% N=15	29% N=134	34% N=156	15% N=68	19% N=88	100% N=460
Being honest	3% N=14	26% N=120	32% N=146	15% N=70	24% N=110	100% N=460
Treating all residents fairly	4% N=19	26% N=121	35% N=160	14% N=65	21% N=95	100% N=461

Table 44: Question 13

Please rate how important, if at all, you think it is for the San José community to focus on each of the following in the coming two years:

	Essential	Very important	Somewhat important	Not at all important	Total
Overall feeling of safety in San José	56% N=259	39% N=180	5% N=23	1% N=3	100% N=465
Overall ease of getting to the places you usually have to visit	25% N=116	56% N=259	18% N=82	1% N=5	100% N=463
Quality of overall natural environment in San José	28% N=131	51% N=234	20% N=95	1% N=3	100% N=463
Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	23% N=107	49% N=226	26% N=122	2% N=10	100% N=464
Health and wellness opportunities in San José	24% N=109	53% N=243	20% N=93	3% N=12	100% N=457
Overall opportunities for education and enrichment	38% N=174	47% N=215	13% N=61	2% N=10	100% N=461
Overall economic health of San José	42% N=194	49% N=226	9% N=41	1% N=3	100% N=463
Sense of community	27% N=125	48% N=224	22% N=100	3% N=13	100% N=462

Table 45: Question 14

Please rate how safe or unsafe you feel from the following:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know	Total
Violent crime (e.g. rape, assault, robbery)	12% N=55	40% N=184	17% N=77	17% N=77	13% N=61	2% N=7	100% N=461
Property crimes	4% N=16	37% N=169	17% N=77	20% N=92	21% N=96	3% N=12	100% N=463

Table 46: Question D1

How often, if at all, do you do each of the following, considering all of the times you could?

	Never	Rarely	Sometimes	Usually	Always	Total
Recycle at home	1% N=6	3% N=13	5% N=25	18% N=80	73% N=327	100% N=451
Purchase goods or services from a business located in San José	1% N=3	2% N=7	12% N=56	45% N=205	40% N=179	100% N=450
Eat at least 5 portions of fruits and vegetables a day	1% N=6	10% N=46	30% N=135	34% N=152	24% N=109	100% N=448
Participate in moderate or vigorous physical activity	2% N=9	9% N=41	32% N=145	33% N=148	24% N=108	100% N=451

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How often, if at all, do you do each of the following, considering all of the times you could?	Never	Rarely	Sometimes	Usually	Always	Total
Read or watch local news (via television, paper, computer, etc.)	3% N=14	10% N=44	17% N=75	32% N=143	39% N=174	100% N=450
Vote in local elections	12% N=54	6% N=25	12% N=55	22% N=98	48% N=217	100% N=449

Table 47: Question D2

Would you say that in general your health is:	Percent	Number
Excellent	21%	N=95
Very good	43%	N=196
Good	27%	N=123
Fair	8%	N=36
Poor	1%	N=3
Total	100%	N=454

Table 48: Question D3

What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent	Number
Very positive	14%	N=61
Somewhat positive	23%	N=105
Neutral	50%	N=224
Somewhat negative	10%	N=43
Very negative	3%	N=14
Total	100%	N=447

Table 49: Question D4

What is your employment status?	Percent	Number
Working full time for pay	63%	N=286
Working part time for pay	10%	N=46
Unemployed, looking for paid work	5%	N=24
Unemployed, not looking for paid work	5%	N=22
Fully retired	16%	N=74
Total	100%	N=452

Table 50: Question D5

Do you work inside the boundaries of San José?	Percent	Number
Yes, outside the home	49%	N=211
Yes, from home	7%	N=29
No	45%	N=193
Total	100%	N=433

Table 51: Question D6

How many years have you lived in San José?	Percent	Number
Less than 2 years	14%	N=65
2 to 5 years	13%	N=60
6 to 10 years	10%	N=45

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How many years have you lived in San José?	Percent	Number
11 to 20 years	16%	N=74
More than 20 years	46%	N=208
Total	100%	N=452

Table 52: Question D7

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	60%	N=269
Building with two or more homes (duplex, townhome, apartment or condominium)	38%	N=172
Mobile home	1%	N=6
Other	1%	N=2
Total	100%	N=450

Table 53: Question D8

Is this house, apartment or mobile home...	Percent	Number
Rented	41%	N=186
Owned	59%	N=269
Total	100%	N=454

Table 54: Question D9

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$300 per month	3%	N=14
\$300 to \$599 per month	5%	N=20
\$600 to \$999 per month	5%	N=23
\$1,000 to \$1,499 per month	14%	N=62
\$1,500 to \$2,499 per month	34%	N=153
\$2,500 to \$2,999 per month	14%	N=63
\$3,000 or more per month	25%	N=114
Total	100%	N=449

Table 55: Question D10

Do any children 17 or under live in your household?	Percent	Number
No	62%	N=282
Yes	38%	N=171
Total	100%	N=453

Table 56: Question D11

Are you or any other members of your household aged 65 or older?	Percent	Number
No	71%	N=323
Yes	29%	N=130
Total	100%	N=453

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Table 57: Question D12

How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent	Number
Less than \$25,000	14%	N=62
\$25,000 to \$49,999	18%	N=81
\$50,000 to \$99,999	27%	N=119
\$100,000 to \$149,999	18%	N=78
\$150,000 or more	24%	N=105
Total	100%	N=444

Table 58: Question D13

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	70%	N=310
Yes, I consider myself to be Spanish, Hispanic or Latino	30%	N=135
Total	100%	N=444

Table 59: Question D14

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	1%	N=6
Asian, Asian Indian or Pacific Islander	32%	N=143
Black or African American	5%	N=20
White	48%	N=212
Other	20%	N=89

Total may exceed 100% as respondents could select more than one option.

Table 60: Question D15

In which category is your age?	Percent	Number
18 to 24 years	7%	N=31
25 to 34 years	23%	N=105
35 to 44 years	19%	N=88
45 to 54 years	22%	N=99
55 to 64 years	11%	N=51
65 to 74 years	12%	N=53
75 years or older	6%	N=25
Total	100%	N=452

Table 61: Question D16

What is your sex?	Percent	Number
Female	50%	N=223
Male	50%	N=226
Total	100%	N=448

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Table 62: Question D17

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	67%	N=297
Land line	15%	N=68
Both	18%	N=81
Total	100%	N=445

Appendix B: Benchmark Comparisons

Comparison Data

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in surveys from over 500 communities whose residents evaluated the same kinds of topics on The National Citizen Survey™. The comparison evaluations are from the most recent survey completed in each community; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. The communities in the database represent a wide geographic and population range. The City of San José chose to have comparisons made to the entire database.

Interpreting the Results

Ratings are compared when there are at least five communities in which a similar question was asked. Where comparisons are available, four columns are provided in the table. The first column is San José's "percent positive." The percent positive is the combination of the top two most positive response options (i.e., "excellent" and "good," "very safe" and "somewhat safe," "essential" and "very important," etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating "yes" or participating in an activity at least once a month. The second column is the rank assigned to San José's rating among communities where a similar question was asked. The third column is the number of communities that asked a similar question. The final column shows the comparison of San José's rating to the benchmark.

In that final column, San José's results are noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark, meaning that the average rating given by San José residents is statistically similar to or different (greater or lesser) than the benchmark. More extreme differences are noted as "much higher" or "much lower."

Benchmark Database Characteristics	
Region	Percent
New England	3%
Middle Atlantic	5%
East North Central	15%
West North Central	13%
South Atlantic	22%
East South Central	3%
West South Central	7%
Mountain	16%
Pacific	16%
Population	Percent
Less than 10,000	10%
10,000 to 24,999	22%
25,000 to 49,999	23%
50,000 to 99,999	22%
100,000 or more	23%

National Benchmark Comparisons

Table 63: Community Characteristics General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
The overall quality of life in San José	59%	347	384	Lower
Overall image or reputation of San José	51%	232	287	Lower
San José as a place to live	71%	285	326	Lower
Your neighborhood as a place to live	67%	232	254	Lower
San José as a place to raise children	53%	292	318	Lower
San José as a place to retire	28%	300	302	Much lower
Overall appearance of San José	45%	260	302	Lower

Table 64: Community Characteristics by Facet

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark	
Safety	Overall feeling of safety in San José	46%	158	166	Much lower	
	In your neighborhood during the day	83%	261	291	Similar	
	In San José's downtown/commercial area during the day	64%	239	247	Lower	
	Overall ease of getting to the places you usually have to visit	53%	74	76	Lower	
Mobility	Availability of paths and walking trails	56%	158	245	Similar	
	Ease of walking in San José	52%	173	241	Similar	
	Ease of travel by bicycle in San José	44%	153	250	Similar	
	Ease of travel by public transportation in San José	38%	50	84	Similar	
	Ease of travel by car in San José	48%	207	245	Similar	
	Ease of public parking	38%	45	58	Lower	
	Traffic flow on major streets	32%	247	285	Lower	
	Quality of overall natural environment in San José	50%	214	230	Lower	
	Natural Environment	Cleanliness of San José	34%	213	221	Much lower
		Air quality	41%	198	209	Lower
Built Environment	Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	46%	58	72	Similar	
	Overall quality of new development in San José	46%	168	235	Similar	
	Availability of affordable quality housing	15%	245	250	Much lower	
	Variety of housing options	34%	211	223	Lower	
	Public places where people want to spend time	50%	52	69	Similar	
	Overall economic health of San José	54%	48	76	Similar	
	Vibrant downtown/commercial area	40%	39	68	Similar	
	Overall quality of business and service establishments in San José	58%	132	219	Similar	
	Cost of living in San José	11%	72	74	Much lower	
	Shopping opportunities	75%	46	242	Higher	
Economy	Employment opportunities	61%	20	261	Higher	
	San José as a place to visit	49%	62	83	Lower	
	San José as a place to work	73%	95	295	Similar	
	Health and wellness opportunities in San José	61%	58	72	Similar	
	Availability of affordable quality mental health care	42%	40	65	Similar	
	Availability of preventive health services	55%	119	181	Similar	
	Availability of affordable quality health care	49%	138	214	Similar	
Recreation and Wellness	Availability of affordable quality food	60%	121	180	Similar	
	Recreational opportunities	54%	188	253	Similar	

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	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark	
Education and Enrichment	Fitness opportunities (including exercise classes and paths or trails, etc.)	57%	56	72	Similar
	Overall opportunities for education and enrichment	58%	50	71	Similar
	Opportunities to participate in religious or spiritual events and activities	69%	136	172	Similar
	Opportunities to attend cultural/arts/music activities	60%	98	245	Similar
	Adult educational opportunities	53%	47	67	Similar
	K-12 education	48%	182	214	Lower
	Availability of affordable quality child care/preschool	45%	122	213	Similar
	Opportunities to participate in social events and activities	56%	125	206	Similar
	Neighborhoodness of San José	41%	62	69	Lower
	Openness and acceptance of the community toward people of diverse backgrounds	65%	91	239	Similar
Community Engagement	Opportunities to participate in community matters	53%	154	221	Similar
	Opportunities to volunteer	62%	166	218	Similar

Table 65: Governance General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Services provided by the City of San José	54%	332	368	Lower
Overall customer service by San José employees (police, receptionists, planners, etc.)	46%	296	303	Lower
Value of services for the taxes paid to San José	29%	329	344	Lower
Overall direction that San José is taking	41%	233	268	Lower
Job San José government does at welcoming citizen involvement	37%	205	257	Similar
Overall confidence in San José government	32%	62	75	Lower
Generally acting in the best interest of the community	40%	57	73	Similar
Being honest	38%	59	73	Lower
Treating all residents fairly	38%	53	73	Similar
Services provided by the Federal Government	40%	41	205	Similar

Table 66: Governance by Facet

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark	
Safety	Police services	46%	359	362	Much lower
	Fire services	75%	295	299	Lower
	Ambulance or emergency medical services	68%	285	287	Lower
	Crime prevention	31%	288	291	Much lower
	Fire prevention and education	54%	236	240	Lower
	Animal control	49%	233	273	Similar
	Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	46%	207	235	Lower
	Traffic enforcement	40%	307	313	Lower
	Street repair	28%	327	364	Lower
	Street cleaning	34%	241	251	Lower
Mobility	Street lighting	40%	239	259	Lower
	Sidewalk maintenance	35%	229	254	Lower
	Traffic signal timing	43%	144	206	Similar
	Bus or transit services	46%	114	181	Similar

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	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark	
Natural Environment	Garbage collection	71%	269	290	Similar
	Recycling	71%	215	300	Similar
	Yard waste pick-up	70%	129	219	Similar
	Drinking water	52%	231	278	Lower
	Preservation of natural areas such as open space, farmlands and greenbelts	40%	195	214	Lower
	Storm drainage	53%	224	299	Similar
	Sewer services	59%	241	264	Similar
	Utility billing	50%	65	69	Similar
	Land use, planning and zoning	34%	195	245	Similar
	Code enforcement (weeds, abandoned buildings, etc.)	32%	250	298	Lower
Built Environment	Cable television	41%	145	164	Similar
	Economic development	48%	116	235	Similar
Economy	City parks	61%	244	269	Lower
	Recreation programs or classes	56%	248	272	Lower
Recreation and Wellness	Recreation centers or facilities	55%	196	228	Lower
Education and Enrichment	Public library services	66%	266	283	Lower
Community Engagement	Public information services	51%	193	230	Similar

Table 67: Participation General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Sense of community	36%	244	255	Lower
Recommend living in San José to someone who asks	71%	204	229	Lower
Remain in San José for the next five years	82%	149	227	Similar
Contacted San José (in-person, phone, email or web) for help or information	44%	165	262	Similar

Table 68: Participation by Facet

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark	
Safety	Stocked supplies in preparation for an emergency	49%	11	66	Higher
	Did NOT report a crime to the police	69%	62	73	Similar
	Household member was NOT a victim of a crime	81%	202	227	Similar
Mobility	Used bus, rail, subway or other public transportation instead of driving	48%	13	60	Higher
	Carpooled with other adults or children instead of driving alone	60%	3	71	Higher
	Walked or biked instead of driving	65%	21	72	Similar
Natural Environment	Made efforts to conserve water	97%	1	68	Higher
	Made efforts to make your home more energy efficient	85%	2	69	Similar
	Recycle at home	96%	29	213	Higher
Built Environment	Did NOT observe a code violation or other hazard in San José	45%	51	68	Similar
	NOT experiencing housing costs stress	49%	201	209	Lower
Economy	Purchase goods or services from a business located in San José	98%	21	69	Similar

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		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
	Economy will have positive impact on income	37%	7	212	Higher
	Work inside boundaries of San José	55%	18	69	Higher
	Used San José recreation centers or their services	51%	144	189	Similar
	Visited a neighborhood park or City park	87%	99	223	Similar
	Eat at least 5 portions of fruits and vegetables a day	88%	10	68	Similar
Recreation and Wellness	Participate in moderate or vigorous physical activity	89%	12	68	Similar
	In very good to excellent health	64%	38	69	Similar
Education and Enrichment	Used San José public libraries or their services	63%	138	195	Similar
	Participated in religious or spiritual activities in San José	50%	94	170	Similar
	Attended City-sponsored event	40%	56	69	Lower
	Campaigned or advocated for an issue, cause or candidate	27%	16	68	Similar
Community Engagement	Contacted San José elected officials (in-person, phone, email or web) to express your opinion	19%	25	69	Similar
	Volunteered your time to some group/activity in San José	46%	90	219	Similar
	Participated in a club	29%	94	192	Similar
	Talked to or visited with your immediate neighbors	84%	62	69	Similar
	Done a favor for a neighbor	71%	66	67	Lower
	Attended a local public meeting	19%	164	219	Similar
	Watched (online or on television) a local public meeting	20%	145	177	Lower
	Read or watch local news (via television, paper, computer, etc.)	87%	40	68	Similar
	Vote in local elections	82%	74	211	Similar

Communities included in national comparisons
The communities included in San José's comparisons are listed on the following pages along with their population according to the 2010 Census.

Abilene city, KS.....	6,844	Aspen city, CO.....	6,658
Adams County, CO.....	441,603	Auburn city, AL.....	53,380
Airway Heights city, WA.....	6,114	Auburn city, WA.....	70,180
Albany city, OR.....	50,158	Aurora city, CO.....	325,078
Albemarle County, VA.....	98,970	Austin city, TX.....	790,390
Albert Lea city, MN.....	18,016	Bainbridge Island city, WA.....	23,025
Algonquin village, IL.....	30,046	Baltimore city, MD.....	620,961
Aliso Viejo city, CA.....	47,823	Baltimore County, MD.....	805,029
Altoona city, IA.....	14,541	Battle Creek city, MI.....	52,347
Ames city, IA.....	58,965	Bay City city, MI.....	34,932
Andover CDP, MA.....	8,762	Baytown city, TX.....	71,802
Ankeny city, IA.....	45,582	Bedford city, TX.....	46,979
Ann Arbor city, MI.....	113,934	Bedford town, MA.....	13,320
Annapolis city, MD.....	38,394	Bellevue city, WA.....	122,363
Apple Valley town, CA.....	69,135	Bellingham city, WA.....	80,885
Arapahoe County, CO.....	572,003	Beltrami County, MN.....	44,442
Arkansas City city, AR.....	366	Benbrook city, TX.....	21,234
Arlington city, TX.....	365,438	Bend city, OR.....	76,639
Arlington County, VA.....	207,627	Benicia city, CA.....	26,997
Arvada city, CO.....	106,433	Bettendorf city, IA.....	33,217
Ashland city, OR.....	20,078	Billings city, MT.....	104,170
Ashland town, VA.....	7,225	Blaine city, MN.....	57,186

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Bloomfield Hills city, MI.....	3,869	Dade City city, FL.....	6,437
Bloomington city, IL.....	76,610	Dakota County, MN.....	398,552
Bloomington city, MN.....	82,893	Dallas city, OR.....	14,583
Blue Springs city, MO.....	52,575	Dallas city, TX.....	1,197,816
Boise City city, ID.....	205,671	Dardenne Prairie city, MO.....	11,494
Boonville city, MO.....	8,319	Davenport city, IA.....	99,685
Boulder city, CO.....	97,385	Davidson town, NC.....	10,944
Boulder County, CO.....	294,567	Decatur city, GA.....	19,335
Bowling Green city, KY.....	58,067	Delray Beach city, FL.....	60,522
Brentwood city, TN.....	37,060	Denison city, TX.....	22,682
Bristol city, TN.....	26,702	Denver city, CO.....	600,158
Broken Arrow city, OK.....	98,850	Derby city, KS.....	22,158
Brookfield city, WI.....	37,920	Des Moines city, IA.....	203,433
Brookline CDP, MA.....	58,732	Des Peres city, MO.....	8,373
Brookline town, NH.....	4,991	Destin city, FL.....	12,305
Broomfield city, CO.....	55,889	Dewey-Humboldt town, AZ.....	3,894
Brownsburg town, IN.....	21,285	Dorchester County, MD.....	32,618
Bryan city, TX.....	76,201	Dothan city, AL.....	65,496
Burien city, WA.....	33,313	Douglas County, CO.....	285,465
Burlington city, TX.....	36,690	Dover city, NH.....	29,987
Cabarrus County, NC.....	178,011	Dublin city, OH.....	41,751
Cambridge city, MA.....	105,162	Duluth city, MN.....	86,265
Canton city, SD.....	3,057	Duncanville city, TX.....	38,524
Cape Coral city, FL.....	154,305	Durham city, NC.....	228,330
Cape Girardeau city, MO.....	37,941	East Baton Rouge Parish, LA.....	440,171
Carlisle borough, PA.....	18,682	East Grand Forks city, MN.....	8,601
Carlsbad city, CA.....	105,328	East Lansing city, MI.....	48,579
Cartersville city, GA.....	19,731	Eau Claire city, WI.....	65,883
Cary town, NC.....	135,234	Eden Prairie city, MN.....	60,797
Casa Grande city, AZ.....	48,571	Edderton city, KS.....	1,671
Casper city, WY.....	55,316	Edina city, MN.....	47,941
Castine town, ME.....	1,366	Edmonds city, WA.....	39,709
Castle Pines North city, CO.....	10,360	El Cerrito city, CA.....	23,549
Castle Rock town, CO.....	48,231	El Dorado County, CA.....	181,058
Cedar Falls city, IA.....	39,260	El Paso city, TX.....	649,121
Cedar Rapids city, IA.....	126,326	Elk Grove city, CA.....	153,015
Centennial city, CO.....	100,377	Elk River city, MN.....	22,974
Centralia city, IL.....	13,032	Elko New Market city, MN.....	4,110
Chambersburg borough, PA.....	20,268	Elmhurst city, IL.....	44,121
Chandler city, AZ.....	236,123	Encinitas city, CA.....	59,518
Chanhassen city, MN.....	22,952	Englewood city, CO.....	30,255
Chapel Hill town, NC.....	57,233	Erie town, CO.....	18,135
Charlotte city, NC.....	731,424	Escambia County, FL.....	297,619
Charlotte County, VA.....	159,978	Estes Park town, CO.....	5,858
Charlottesville city, VA.....	43,475	Fairview town, TX.....	7,248
Chesterfield County, VA.....	316,236	Farmington Hills city, MI.....	79,740
Chippewa Falls city, WI.....	13,661	Fayetteville city, NC.....	200,564
Citrus Heights city, CA.....	83,301	Fishers town, IN.....	76,794
Clackamas County, OR.....	375,992	Flagstaff city, AZ.....	65,870
Clayton city, MO.....	15,939	Flower Mound town, TX.....	64,669
Cleanwater city, FL.....	107,685	Flushing city, MI.....	8,389
Clive city, IA.....	15,447	Forest Grove city, OR.....	21,083
Clovis city, CA.....	95,631	Fort Collins city, CO.....	143,986
College Park city, MD.....	30,413	Fort Smith city, AR.....	86,209
College Station city, TX.....	93,857	Fort Worth city, TX.....	741,206
Colleyville city, TX.....	22,807	Fountain Hills town, AZ.....	22,489
Collinsville city, IL.....	25,579	Franklin city, TN.....	62,487
Columbia city, MO.....	108,500	Fredericksburg city, VA.....	24,286
Columbus city, WI.....	4,991	Freeport CDP, ME.....	1,485
Commerce City city, CO.....	45,913	Freeport city, IL.....	25,638
Concord city, CA.....	122,067	Fremont city, CA.....	214,089
Concord town, MA.....	17,668	Friendswood city, TX.....	35,805
Conyers city, GA.....	15,195	Fruita city, CO.....	12,646
Cookeville city, TN.....	30,435	Gahanna city, OH.....	33,248
Coon Rapids city, MN.....	61,476	Gainesville city, FL.....	124,354
Cooper City city, FL.....	28,547	Gaithersburg city, MD.....	59,933
Coronado city, CA.....	18,912	Galveston city, TX.....	47,743
Corvallis city, OR.....	54,462	Garden city, KS.....	26,658
Cross Roads town, TX.....	1,563	Gardner city, KS.....	19,123
Crystal Lake city, IL.....	40,743	Geneva city, NY.....	13,261

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Georgetown city, TX.....	47,400	La Plata town, MD.....	8,753
Gilbert town, AZ.....	208,453	La Porte city, TX.....	33,800
Gillette city, WY.....	29,087	La Vista city, NE.....	15,758
Globe city, AZ.....	7,532	Lafayette city, CO.....	24,453
Golden Valley city, MN.....	20,371	Laguna Beach city, CA.....	22,723
Goodyear city, AZ.....	65,275	Laguna Hills city, CA.....	30,344
Grafton village, WI.....	11,459	Laguna Niguel city, CA.....	62,979
Grand Blanc city, MI.....	8,276	Lake Oswego city, OR.....	36,619
Grand Island city, NE.....	48,520	Lake Zurich village, IL.....	19,631
Grass Valley city, CA.....	12,860	Lakeville city, MN.....	55,954
Greeley city, CO.....	92,889	Lakewood city, CO.....	142,980
Green Valley CDP, AZ.....	21,391	Lane County, OR.....	351,715
Greenwood Village city, CO.....	13,925	Larimer County, CO.....	299,630
Greer city, SC.....	25,515	Las Cruces city, NM.....	97,618
Guilford County, NC.....	488,406	Las Vegas city, NV.....	583,756
Gunnison County, CO.....	15,324	Lawrence city, KS.....	87,643
Gurnee village, IL.....	31,295	League City city, TX.....	83,560
Hailey city, ID.....	7,960	Lee County, FL.....	618,754
Haines Borough, AK.....	2,508	Lee's Summit city, MO.....	91,364
Hallandale Beach city, FL.....	37,113	Lewis County, NY.....	27,087
Hamilton city, OH.....	62,477	Lewiston city, ME.....	36,592
Hampton city, VA.....	137,436	Lincoln city, NE.....	258,379
Hanover County, VA.....	99,863	Lindsborg city, KS.....	3,458
Harrisonburg city, VA.....	48,914	Littleton city, CO.....	41,737
Harrisonville city, MO.....	10,019	Livermore city, CA.....	80,968
Hayward city, CA.....	144,186	Lone Tree city, CO.....	10,218
Henderson city, NV.....	257,729	Longmont city, CO.....	86,270
Hermiston city, OR.....	16,745	Longview city, TX.....	80,455
High Point city, NC.....	104,371	Los Alamos County, NM.....	17,950
Highland Park city, IL.....	29,763	Louisville city, CO.....	18,376
Highlands Ranch CDP, CO.....	96,713	Lynchburg city, VA.....	75,568
Hillsborough town, NC.....	6,087	Lynwood city, WA.....	35,836
Holden town, MA.....	17,346	Madison city, WI.....	233,209
Holland city, MI.....	33,051	Mankato city, MN.....	39,309
Honolulu County, HI.....	953,207	Maple Grove city, MN.....	61,567
Hooksett town, NH.....	13,451	Maple Valley city, WA.....	22,684
Hopkins city, MN.....	17,591	Maricopa County, AZ.....	3,817,117
Hopkinton town, MA.....	14,925	Marin County, CA.....	252,409
Houquiam city, WA.....	8,726	Maryland Heights city, MO.....	27,472
Houston city, TX.....	2,099,451	Matthews town, NC.....	27,198
Hudson city, OH.....	22,262	McAllen city, TX.....	129,877
Hudson town, CO.....	2,356	McDonough city, GA.....	22,084
Hudsonville city, MI.....	7,116	McKinney city, TX.....	131,117
Huntersville town, NC.....	46,773	McMinnville city, OR.....	32,187
Hurst city, TX.....	37,337	Mecklenburg County, NC.....	919,628
Hutchinson city, MN.....	14,178	Medford city, OR.....	74,907
Hutto city, TX.....	14,698	Medford city, CA.....	32,026
Hyattsville city, MD.....	17,557	Menlo Park city, CA.....	22,699
Indian Trail town, NC.....	33,518	Mercer Island city, WA.....	39,688
Indianola city, IA.....	14,782	Meridian charter township, MI.....	39,688
Iowa City city, IA.....	67,862	Meridian city, ID.....	75,092
Jackson County, MI.....	160,248	Merriam city, KS.....	11,003
James City County, VA.....	67,009	Merrill city, WI.....	9,661
Jefferson City city, MO.....	43,079	Mesa city, AZ.....	439,041
Jefferson County, CO.....	534,543	Mesa County, CO.....	146,723
Jefferson County, NY.....	116,229	Miami Beach city, FL.....	87,779
Jerome city, ID.....	10,890	Miami city, FL.....	399,457
Johnson City city, TN.....	63,152	Midland city, MI.....	41,863
Johnson County, KS.....	544,179	Milford city, DE.....	9,559
Johnson city, IA.....	17,278	Milton city, GA.....	32,661
Jupiter town, FL.....	55,156	Minneapolis city, MN.....	382,578
Kalamazoo city, MI.....	74,262	Mission Viejo city, CA.....	93,305
Kansas City city, KS.....	145,786	Modesto city, CA.....	201,165
Kansas City city, MO.....	459,787	Monterey city, CA.....	27,810
Keizer city, OR.....	36,478	Montgomery County, MD.....	971,777
Kenmore city, WA.....	20,460	Montgomery County, VA.....	94,392
Kennedale city, TX.....	6,763	Montpelier city, VT.....	7,855
Kennett Square borough, PA.....	6,072	Monument town, CO.....	5,530
Kirkland city, WA.....	48,787	Mooresville town, NC.....	32,711
La Mesa city, CA.....	57,065	Morristown city, TN.....	29,137
		Moscow city, ID.....	23,800

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Mountain Village town, CO.....	1,320	Post Falls city, ID.....	27,574
Mountlake Terrace city, WA.....	19,909	Prince William County, VA.....	402,002
Munster town, IN.....	23,603	Prior Lake city, MN.....	22,796
Muscataine city, IA.....	22,886	Provo city, UT.....	112,488
Naperville city, IL.....	141,853	Pueblo city, CO.....	106,595
Needham CDP, MA.....	28,886	Purcellville town, VA.....	7,727
New Braunfels city, TX.....	57,740	Queen Creek town, AZ.....	26,361
New Brighton city, MN.....	21,456	Radford city, VA.....	16,408
New Hanover County, NC.....	202,667	Radnor township, PA.....	31,531
New Orleans city, LA.....	343,829	Ramsey city, MN.....	23,668
Newberg city, OR.....	22,068	Rapid City city, SD.....	67,956
Newport Beach city, CA.....	85,186	Raymore city, MO.....	19,206
Newport city, RI.....	24,672	Redmond city, WA.....	54,144
Newport News city, VA.....	180,719	Rehoboth Beach city, DE.....	1,327
Newton city, IA.....	15,254	Reno city, NV.....	225,221
Noblesville city, IN.....	51,969	Reston CDP, VA.....	58,404
Nogales city, AZ.....	20,837	Richmond city, CA.....	103,701
Norfolk city, VA.....	242,803	Richmond Heights city, MO.....	8,603
Norman city, OK.....	110,925	Rifle city, CO.....	9,172
North Las Vegas city, NV.....	216,961	River Falls city, WI.....	15,000
Northglenn city, CO.....	35,789	Riverdale city, UT.....	8,426
Novato city, CA.....	51,904	Riverside city, CA.....	303,871
Novi city, MI.....	55,224	Riverside city, MO.....	2,937
O'Fallon city, IL.....	28,281	Rochester city, UT.....	12,711
O'Fallon city, MO.....	79,329	Rochester Hills city, MI.....	70,995
Oak Park village, IL.....	51,878	Rock Hill city, SC.....	66,154
Oakland Park city, FL.....	41,363	Rockford city, IL.....	152,871
Oakley city, CA.....	35,432	Rockville city, MD.....	61,209
Ogdenburg city, NY.....	11,128	Rogers city, MN.....	8,597
Oklahoma City city, OK.....	579,999	Rolla city, MO.....	19,559
Olathe city, KS.....	125,872	Roswell city, GA.....	88,346
Old Town city, ME.....	7,840	Round Rock city, TX.....	99,887
Olmsted County, MN.....	144,248	Royal Oak city, MI.....	57,236
Orland Park village, IL.....	56,767	Saco city, ME.....	18,482
Oshkosh city, WI.....	66,083	Sahuarita town, AZ.....	25,259
Otsego County, MI.....	24,164	Salida city, CO.....	5,236
Oviedo city, FL.....	33,342	Salt Lake City city, UT.....	186,440
Paducah city, KY.....	25,024	Sammamish city, WA.....	45,780
Palm Coast city, FL.....	75,180	San Anselmo town, CA.....	12,336
Palm Springs city, CA.....	44,552	San Antonio city, TX.....	1,327,407
Palo Alto city, CA.....	64,403	San Carlos city, CA.....	28,406
Panama City city, FL.....	36,484	San Diego city, CA.....	1,307,402
Papillion city, NE.....	18,894	San Francisco city, CA.....	805,235
Park City city, UT.....	7,558	San José city, CA.....	945,942
Parker town, CO.....	45,297	San Juan County, NM.....	130,044
Parkland city, FL.....	23,962	San Marcos city, TX.....	44,894
Pasadena city, CA.....	137,122	San Rafael city, CA.....	57,713
Pasco city, WA.....	59,781	Sandy Springs city, GA.....	93,853
Pasco County, FL.....	464,697	Sanford city, FL.....	53,570
Peachtree City city, GA.....	34,364	Sangamon County, IL.....	197,465
Pearland city, TX.....	91,252	Santa Clarita city, CA.....	176,320
Peoria city, AZ.....	154,065	Santa Fe County, NM.....	144,170
Peoria city, IL.....	115,007	Santa Monica city, CA.....	89,736
Peoria County, IL.....	186,494	Sarasota County, FL.....	379,448
Peters township, PA.....	21,213	Savage city, MN.....	26,911
Petoskey city, MI.....	5,670	Savannah city, GA.....	136,286
Pflugerville city, TX.....	46,936	Scarborough CDP, ME.....	4,403
Phoenix city, AZ.....	1,445,632	Schaumburg village, IL.....	74,227
Pinal County, AZ.....	375,770	Scott County, MN.....	129,928
Pinehurst village, NC.....	13,124	Scottsdale city, AZ.....	217,385
Piqua city, OH.....	20,522	Seaside city, CA.....	33,025
Pitkin County, CO.....	17,148	SeaTac city, WA.....	26,909
Platte City city, MO.....	4,691	Sevierville city, TN.....	14,807
Plymouth city, MN.....	70,576	Sheboygan city, WI.....	49,288
Pocotello city, ID.....	54,255	Shoreview city, MN.....	25,043
Polk County, IA.....	430,640	Shorewood city, WI.....	7,307
Port Huron city, MI.....	30,184	Shorewood village, WI.....	13,162
Port Orange city, FL.....	56,048	Sioux Falls city, SD.....	153,888
Port St. Lucie city, FL.....	164,603	Skokie village, IL.....	64,784
Portland city, OR.....	583,776	Snellville city, GA.....	18,242

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South Kingstown town, RI	30,639	Urbandale city, IA	39,463
South Lake Tahoe city, CA	21,403	Vail town, CO	5,305
South Portland city, ME	25,002	Vancouver city, WA	161,791
Southborough town, MA	9,767	Ventura CCD, CA	111,889
Southlake city, TX	26,575	Vestavia Hills city, AL	34,033
Sparks city, NV	90,264	Virginia Beach city, VA	437,994
Spokane Valley city, WA	89,755	Wake Forest town, NC	30,117
Spring Hill city, KS	5,437	Walnut Creek city, CA	64,173
Springboro city, OH	17,409	Washington County, MN	238,136
Springfield city, MO	159,498	Washoe County, NV	421,407
Springfield city, OR	59,403	Watauga city, TX	23,497
Springville city, UT	29,466	Wauwatosa city, WI	46,396
St. Charles city, IL	32,974	Waverly city, IA	9,874
St. Cloud city, FL	35,183	Weddington town, NC	9,459
St. Cloud city, MN	65,842	Wentzville city, MO	29,070
St. Joseph city, MO	76,780	West Carrollton city, OH	13,143
St. Louis County, MO	200,226	West Chester borough, PA	18,461
St. Louis Park city, MN	45,250	West Des Moines city, IA	56,609
Stallings town, NC	13,831	West Richland city, WA	11,811
State College borough, PA	42,034	Westerville city, OH	36,120
Sterling Heights city, MI	129,699	Westlake town, TX	992
Sugar Grove village, IL	8,997	Westminster city, CO	106,114
Sugar Land city, TX	78,817	Weston town, MA	11,261
Summit city, NJ	21,457	Wheat Ridge city, CO	30,166
Summit County, UT	36,324	White House city, TN	10,255
Sunnyvale city, CA	140,081	Whitewater township, MI	2,597
Surprise city, AZ	117,517	Wichita city, KS	382,368
Suwanee city, GA	15,355	Williamsburg city, VA	14,068
Tacoma city, WA	198,397	Wilmington city, NC	106,476
Takoma Park city, MD	16,715	Wilsonville city, OR	19,509
Tamarac city, FL	60,427	Winchester city, VA	26,203
Temecula city, CA	100,097	Windsor town, CO	18,644
Temple city, TX	66,102	Windsor town, CT	29,044
The Woodlands CDP, TX	93,847	Winston-Salem city, NC	229,617
Thornton city, CO	118,772	Winter Garden city, FL	34,568
Thousand Oaks city, CA	126,683	Woodland city, CA	55,468
Tualatin city, OR	26,054	Woodland city, WA	5,509
Tulsa city, OK	391,906	Wrentham town, MA	10,955
Twin Falls city, ID	44,125	Wyandotte city, MI	25,883
Tyler city, TX	96,900	Yakima city, WA	91,067
Umatilla city, OR	6,906	York County, VA	65,464
Upper Arlington city, OH	33,771	Yuma city, AZ	93,064

The National Citizen Survey™

Appendix C: Detailed Survey Methods

The National Citizen Survey (The NCS™) was developed to provide communities an accurate, affordable and easy way to assess and interpret resident opinion about important local topics. Standardization of common questions and survey methods provide the rigor to assure valid results, and each community has enough flexibility to construct a customized version of The NCS.

Results offer insight into residents' perspectives about the community as a whole, including local amenities, services, public trust, resident participation and other aspects of the community in order to support budgeting, land use and strategic planning and communication with residents. Resident demographic characteristics permit comparison to the Census as well as comparison of results for different subgroups of residents.

Survey Validity

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

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

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the community to receive the survey to ensure that the households selected to receive the survey are representative of the larger community.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Inviting response in a compelling manner (using appropriate letterhead/logos and a signature of a visible leader) to appeal to recipients' sense of civic responsibility.
- Providing a pre-addressed, postage-paid return envelope.
- Offering the survey in Spanish or other language when requested by a given community.
- Weighting the results to reflect the demographics of the population.

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

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual

The National Citizen Survey™

behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents' tendency to report what they think the "correct" response should be.

Research on the correlation of resident opinion about service quality and "objective" ratings of service quality vary, with some showing stronger relationships than others. NRC's own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be "objectively" worse than the highest rated fire services (expenditures per capita, response time, "professional" status of firefighters, breadth of services and training provided). Resident opinion commonly reflects objective performance data but is an important measure on its own. NRC principals have written, "If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem."

Survey Sampling

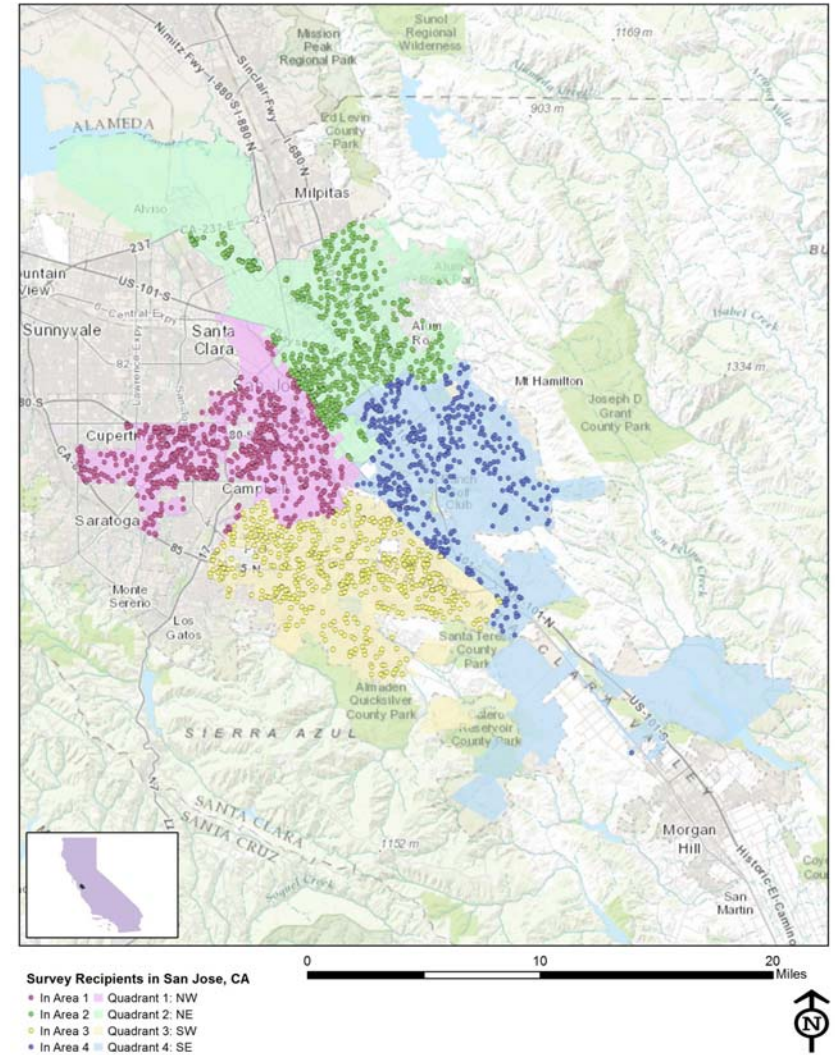
"Sampling" refers to the method by which households were chosen to receive the survey. All households within the City of San José were eligible to participate in the survey. A list of all households was represented by a United States Postal Service listing of housing units within the zip codes serving San José. Since some of the zip codes that serve the City of San José households may also serve addresses that lie outside of the community, the exact geographic location of each housing unit was compared to community boundaries using the most current municipal boundary file (updated on a quarterly basis) and addresses located outside of the City of San José boundaries were removed from consideration. Each address identified as being within City boundaries was further identified as being within one of the four geographic areas of San José.

To choose the 3,000 survey recipients, a systematic sampling method was applied to the list of households previously screened for geographic location. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every *N*th one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units. Figure 1 displays a map of the households selected to receive the survey. In general, because of the random sampling techniques used, the displayed sampling density will closely mirror the overall housing unit density (which may be different from the population density). While the theory of probability assumes no bias in selection, there may be some minor variations in practice (meaning, an area with only 15% of the housing units might be sampled at an actual rate that is slightly above or below that).

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

The National Citizen Survey™

Figure 1: Location of Survey Recipients



Survey Administration and Response

Selected households received three mailings, one week apart, beginning in September 2014. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the City Auditor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who had already done so to refrain from turning in another survey. Both letters contained instructions in Spanish and Vietnamese for participants to participate. Respondents could opt to take the survey online as well in their language of preference. Completed surveys were collected over the following six weeks.

About 2% of the 3,000 surveys mailed were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the remaining 2,941 households that received the survey, 469 completed the survey, providing an overall response rate of 16%; average response rates for a mailed resident survey range from 25% to 40%. Of the 469 completed surveys, two were completed in Spanish, none were completed in Vietnamese and 26 were completed online. Additionally, responses were tracked by geographic area; response rates by area ranged from 13% to 19%.

Table 69: Survey Response Rates by Area

	Number mailed	Undeliverable	Eligible	Returned	Response rate
Northwest	979	20	959	182	19%
Northeast	866	28	838	107	13%
Southwest	650	5	645	112	17%
Southeast	505	6	499	67	13%
Overall	3,000	59	2,941	469	16%

Confidence Intervals

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents’ opinions are relied on to estimate all residents’ opinions.¹

The margin of error for the City of San José survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (469 completed surveys).

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

Survey Processing (Data Entry)

Upon receipt, completed surveys were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; in this case, NRC would use protocols to randomly choose two of the three selected items for inclusion in the dataset.

All surveys then were entered twice into an electronic dataset; any discrepancies were resolved in comparison to the original survey form. Range checks as well as other forms of quality control were also performed.

Survey Data Weighting

The demographic characteristics of the survey sample were compared to those found in the 2010 Census and American Community Survey estimates for adults in the City of San José. The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. The characteristics

¹ A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire community is between 71% and 79%. This source of uncertainty is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

used for weighting were housing tenure, housing unit type, race, ethnicity and sex and age. The results of the weighting scheme are presented in the following table.

Table 70: San José, CA 2014 Weighting Table

Characteristic	Population Norm	Unweighted Data	Weighted Data
Housing			
Rent home	42%	34%	41%
Own home	58%	66%	59%
Detached unit	59%	56%	61%
Attached unit	41%	44%	39%
Race and Ethnicity			
White	45%	55%	44%
Not white	55%	45%	56%
Not Hispanic	70%	84%	70%
Hispanic	30%	16%	30%
Sex and Age			
Female	50%	52%	50%
Male	50%	48%	50%
18-34 years of age	33%	16%	30%
35-54 years of age	40%	33%	41%
55+ years of age	27%	51%	29%
Females 18-34	16%	9%	15%
Females 35-54	20%	18%	20%
Females 55+	14%	26%	15%
Males 18-34	17%	7%	16%
Males 35-54	21%	15%	21%
Males 55+	12%	25%	14%
Area			
Northwest	29%	39%	29%
Northeast	26%	23%	26%
Southwest	25%	24%	25%
Southeast	20%	14%	20%

Survey Data Analysis and Reporting

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). For the most part, the percentages presented in the reports represent the “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., “excellent” and “good,” “very safe” and “somewhat safe,” “essential” and “very important,” etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month.

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

Appendix D: Survey Materials

Dear San José Resident,	Estimado Residente de San José,	Thân gửi cư dân San José,	Dear San José Resident,	Estimado Residente de San José,	Thân gửi cư dân San José,
It won't take much of your time to make a big difference!	¡No le tomará mucho de su tiempo para marcar una gran diferencia!	Sẽ không mất nhiều thì giờ để làm nên điều khác biệt lớn!	It won't take much of your time to make a big difference!	¡No le tomará mucho de su tiempo para marcar una gran diferencia!	Sẽ không mất nhiều thì giờ để làm nên điều khác biệt lớn!
Your household has been randomly selected to participate in a survey about your community. Your survey will arrive in a few days.	Su hogar ha sido elegido al azar para participar en una encuesta sobre su comunidad. Su encuesta le llegará dentro de pocos días.	Gia hộ quý vị đã được chọn ngẫu nhiên để khảo sát về cộng đồng. Văn bản khảo sát sẽ được gửi đến trong vài ngày nữa.	Your household has been randomly selected to participate in a survey about your community. Your survey will arrive in a few days.	Su hogar ha sido elegido al azar para participar en una encuesta sobre su comunidad. Su encuesta le llegará dentro de pocos días.	Gia hộ quý vị đã được chọn ngẫu nhiên để khảo sát về cộng đồng. Văn bản khảo sát sẽ được gửi đến trong vài ngày nữa.
Thank you for helping create a better City!	¡Gracias por ayudar a crear una San José mejor!	Xin cảm ơn quý vị đã góp phần tạo dựng một Thành Phố tốt đẹp hơn!	Thank you for helping create a better City!	¡Gracias por ayudar a crear una San José mejor!	Xin cảm ơn quý vị đã góp phần tạo dựng một Thành Phố tốt đẹp hơn!

Sharon W. Erickson
Sharon Winslow Erickson
City Auditor

Sharon W. Erickson
Sharon Winslow Erickson
City Auditor

Dear San José Resident,	Estimado Residente de San José,	Thân gửi cư dân San José,
It won't take much of your time to make a big difference!	¡No le tomará mucho de su tiempo para marcar una gran diferencia!	Sẽ không mất nhiều thì giờ để làm nên điều khác biệt lớn!
Your household has been randomly selected to participate in a survey about your community. Your survey will arrive in a few days.	Su hogar ha sido elegido al azar para participar en una encuesta sobre su comunidad. Su encuesta le llegará dentro de pocos días.	Gia hộ quý vị đã được chọn ngẫu nhiên để khảo sát về cộng đồng. Văn bản khảo sát sẽ được gửi đến trong vài ngày nữa.
Thank you for helping create a better City!	¡Gracias por ayudar a crear una San José mejor!	Xin cảm ơn quý vị đã góp phần tạo dựng một Thành Phố tốt đẹp hơn!

Sharon W. Erickson
Sharon Winslow Erickson
City Auditor

Dear San José Resident,	Estimado Residente de San José,	Thân gửi cư dân San José,
It won't take much of your time to make a big difference!	¡No le tomará mucho de su tiempo para marcar una gran diferencia!	Sẽ không mất nhiều thì giờ để làm nên điều khác biệt lớn!
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Thank you for helping create a better City!	¡Gracias por ayudar a crear una San José mejor!	Xin cảm ơn quý vị đã góp phần tạo dựng một Thành Phố tốt đẹp hơn!

Sharon W. Erickson
Sharon Winslow Erickson
City Auditor

City of San José
OFFICE OF THE CITY AUDITOR
200 East Santa Clara Street
San José, California 95113-1905

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

September 2014

Dear City of San José Resident:

Please help us shape the future of San José! You have been selected at random to participate in the 2014 San José Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help San José make decisions that affect our City.

A few things to remember:

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

www.n-r-c.com/survey/sanjose.htm

If you have any questions about the survey please call (408) 535-1250.

Thank you for your time and participation!

Estimado Residente de la Ciudad de San José:

¡Por favor ayúdenos a moldear el futuro de San José! Usted ha sido seleccionado al azar para participar en la Encuesta de Ciudadanos de San José del 2014.

Por favor tome unos pocos minutos para llenar la encuesta incluida. Su participación en esta encuesta es muy importante – especialmente porque su hogar es uno de solamente un número pequeño de hogares que se están encuestando. Sus observaciones le ayudarán a San José tomar decisiones que afectarán a nuestra Ciudad.

Algunas cosas para recordar:

- **Sus respuestas son completamente anónimas.**
- Para poder escuchar a un grupo diverso de residentes, el adulto de 18 años o más en su hogar que haya celebrado su cumpleaños más recientemente debe completar esta encuesta.
- **Puede devolver la encuesta por correo en el sobre pre-pagado adjunto, o puede completar la encuesta en línea en español en:**

www.n-r-c.com/survey/sanjose.htm

Para la versión en español haga clic en "Español" en la esquina superior a mano derecha.

Si tiene alguna pregunta sobre la encuesta por favor llame al (408) 535-1250.

¡Gracias por su tiempo y participación!

Sharon Winslow Erickson
City Auditor

Thân gọi cư dân thành phố San José,

Hãy giúp chúng tôi kiến tạo tương lai của San José! Quý vị đã được chọn ngẫu nhiên vào cuộc Khảo Sát Công Dân San José năm 2014.

Nên dành vài phút để điền bản khảo sát đính kèm. Góp phần tham gia vào khảo sát này là điều rất quan trọng - nhất là khi gia hộ của quý vị chỉ là một trong vài gia hộ được khảo sát. Ý kiến phản hồi của quý vị sẽ giúp San José lấy những quyết định ảnh hưởng đến toàn Thành Phố.

Một vài điều cần nhớ:

- **Các câu trả lời đều hoàn toàn匿 danh.**
- Để có ý kiến từ nhiều nhóm dân cư, chúng tôi xin mời người trưởng thành trong gia hộ (18 tuổi trở lên, có ngày sinh nhật vào thời điểm gần đây nhất) trả lời khảo sát.
- **Quý vị có thể giao lại bản khảo sát qua bưu tín (theo bao thư đính kèm đã trả bưu phí), hoặc hỏi đáp trực tuyến tại:**

www.n-r-c.com/survey/sanjose.htm

Nếu quý vị có thắc mắc nào về khảo sát thì nên gọi số (408) 535-1250.

Xin cảm ơn quý vị đã dành thì giờ góp phần tham gia!

200 E. Santa Clara Street, San José, CA 95113
Telephone: (408) 535-1250 Fax: (408) 292-6071 Website: www.sanjoseca.gov/auditor/



October 2014

Dear City of San José Resident:

Here's a second chance if you haven't already responded to the 2014 San José Citizen Survey! **(If you completed it and sent it back, we thank you for your time and ask you to recycle this survey. Please do not respond twice.)**

Please help us shape the future of San José! You have been selected at random to participate in the 2014 San José Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. Your feedback will help San José make decisions that affect our City.

A few things to remember:

- Your responses are completely anonymous.
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:

www.n-r-c.com/survey/sanjose.htm

If you have any questions about the survey please call (408) 535-1250.

Thank you for your time and participation!

Estimado Residente de la Ciudad de San José:

¡Aquí tiene una segunda oportunidad si usted aún no ha respondido a la Encuesta de Ciudadanos de San José del 2014! **(Si usted la completó y la devolvió, le damos las gracias por su tiempo y le pedimos que recicle esta encuesta. Por favor no responda dos veces.)**

¡Por favor ayúdenos a moldear el futuro de San José! Usted ha sido seleccionado al azar para participar en la Encuesta de Ciudadanos de San José del 2014.

Por favor tome unos pocos minutos para llenar la encuesta incluida. Su participación en esta encuesta es muy importante – especialmente porque su hogar es uno de solamente un número pequeño de hogares que se están encuestando. Sus observaciones le ayudarán a San José tomar decisiones que afectarán a nuestra Ciudad.

Algunas cosas para recordar:

- Sus respuestas son completamente anónimas.
- Para poder escuchar a un grupo diverso de residentes, el adulto de 18 años o más en su hogar que haya celebrado su cumpleaños más recientemente debe completar esta encuesta.
- Puede devolver la encuesta por correo en el sobre pre-pagado adjunto, o puede completar la encuesta en línea en español en:

www.n-r-c.com/survey/sanjose.htm

Para la versión en español haga clic en "Español" en la esquina superior a mano derecha.

Si tiene alguna pregunta sobre la encuesta por favor llame al (408) 535-1250.

¡Gracias por su tiempo y participación!

Sharon Winslow Erickson
City Auditor

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

Thân gọi cư dân thành phố San José,

Sau đây là cơ hội thứ nhì, nếu quý vị chưa trả lời Khảo Sát Công Dân San José năm 2014! **(Nếu đã điền đầy đủ rồi gửi trả thì chúng tôi xin cảm ơn quý vị đã dành thì giờ góp ý, và nên bỏ qua bản thứ nhì này. Đừng trả lời hai lần.)**

Hãy giúp chúng tôi kiến tạo tương lai của San José! Quý vị đã được chọn ngẫu nhiên vào cuộc Khảo Sát Công Dân San José năm 2014.

Nên dành vài phút để điền bản khảo sát đính kèm. Góp phần tham gia vào khảo sát này là điều rất quan trọng - nhất là khi gia hộ của quý vị chỉ là một trong vài gia hộ được khảo sát. Ý kiến phản hồi của quý vị sẽ giúp San José lấy những quyết định ảnh hưởng đến toàn Thành Phố.

Một vài điều cần nhớ:

- Các câu trả lời đều hoàn toàn匿 danh.
- Để có ý kiến từ nhiều nhóm dân cư, chúng tôi xin mời người trưởng thành trong gia hộ (18 tuổi trở lên, có ngày sinh nhật vào thời điểm gần đây nhất) trả lời khảo sát.
- Quý vị có thể giao lại bản khảo sát qua bưu tín (theo bao thư đính kèm đã trả bưu phí), hoặc hỏi đáp trực tuyến tại:

www.n-r-c.com/survey/sanjose.htm

Nếu quý vị có thắc mắc nào về khảo sát thì nên gọi số (408) 535-1250.

Xin cảm ơn quý vị đã dành thì giờ góp phần tham gia!

200 E. Santa Clara Street, San José, CA 95113
Telephone: (408) 535-1250 Fax: (408) 292-6071 Website: www.sanjoseca.gov/auditor/

The City of San José 2014 Citizen Survey

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

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

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

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

	Excellent	Good	Fair	Poor	Don't know
Overall feeling of safety in San José	1	2	3	4	5
Overall ease of getting to the places you usually have to visit.....	1	2	3	4	5
Quality of overall natural environment in San José	1	2	3	4	5
Overall "built environment" of San José (including overall design, buildings, parks and transportation systems).....	1	2	3	4	5
Health and wellness opportunities in San José	1	2	3	4	5
Overall opportunities for education and enrichment	1	2	3	4	5
Overall economic health of San José.....	1	2	3	4	5
Sense of community	1	2	3	4	5
Overall image or reputation of San José	1	2	3	4	5

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

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

4. Please rate how safe or unsafe you feel:

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

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

	Excellent	Good	Fair	Poor	Don't know
Traffic flow on major streets	1	2	3	4	5
Ease of public parking	1	2	3	4	5
Ease of travel by car in San José	1	2	3	4	5
Ease of travel by public transportation in San José	1	2	3	4	5
Ease of travel by bicycle in San José	1	2	3	4	5
Ease of walking in San José	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Air quality	1	2	3	4	5
Cleanliness of San José	1	2	3	4	5
Overall appearance of San José	1	2	3	4	5
Public places where people want to spend time	1	2	3	4	5
Variety of housing options.....	1	2	3	4	5
Availability of affordable quality housing	1	2	3	4	5
Fitness opportunities (including exercise classes and paths or trails, etc.).....	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of preventive health services	1	2	3	4	5
Availability of affordable quality mental health care	1	2	3	4	5

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

	Excellent	Good	Fair	Poor	Don't know
Availability of affordable quality child care/preschool	1	2	3	4	5
K-12 education	1	2	3	4	5
Adult educational opportunities	1	2	3	4	5
Opportunities to attend cultural/arts/music activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Shopping opportunities	1	2	3	4	5
Cost of living in San José	1	2	3	4	5
Overall quality of business and service establishments in San José	1	2	3	4	5
Vibrant downtown/commercial area	1	2	3	4	5
Overall quality of new development in San José	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to volunteer	1	2	3	4	5
Opportunities to participate in community matters	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Neighborhoodness of residents in San José	1	2	3	4	5

7. Please indicate whether or not you have done each of the following in the last 12 months.

	No	Yes
Made efforts to conserve water	1	2
Made efforts to make your home more energy efficient	1	2
Observed a code violation or other hazard in San José (weeds, abandoned buildings, etc.)	1	2
Household member was a victim of a crime in San José	1	2
Reported a crime to the police in San José	1	2
Stocked supplies in preparation for an emergency	1	2
Campaigned or advocated for an issue, cause or candidate	1	2
Contacted the City of San José (in-person, phone, email or web) for help or information	1	2
Contacted San José elected officials (in-person, phone, email or web) to express your opinion	1	2

8. In the last 12 months, about how many times, if at all, have you or other household members done each of the following in San José?

	2 times a week or more	2-4 times a month	Once a month or less	Not at all
Used San José recreation centers or their services	1	2	3	4
Visited a neighborhood park or City park	1	2	3	4
Used San José public libraries or their services	1	2	3	4
Participated in religious or spiritual activities in San José	1	2	3	4
Attended a City-sponsored event	1	2	3	4
Used bus, rail, subway or other public transportation instead of driving	1	2	3	4
Carpooled with other adults or children instead of driving alone	1	2	3	4
Walked or biked instead of driving	1	2	3	4
Volunteered your time to some group/activity in San José	1	2	3	4
Participated in a club	1	2	3	4
Talked to or visited with your immediate neighbors	1	2	3	4
Done a favor for a neighbor	1	2	3	4
Visited the City of San José website (at www.sanjoseca.gov)	1	2	3	4
Used the City's website to conduct business or pay bills	1	2	3	4

9. Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?

	2 times a week or more	2-4 times a month	Once a month or less	Not at all
Attended a local public meeting	1	2	3	4
Watched (online or on television) a local public meeting	1	2	3	4

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

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

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

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

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to San José	1	2	3	4	5
The overall direction that San José is taking	1	2	3	4	5
The job San José government does at welcoming citizen involvement.....	1	2	3	4	5
Overall confidence in San José government.....	1	2	3	4	5
Generally acting in the best interest of the community	1	2	3	4	5
Being honest	1	2	3	4	5
Treating all residents fairly	1	2	3	4	5

13. Please rate how important, if at all, you think it is for the San José community to focus on each of the following in the coming two years:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>
Overall feeling of safety in San José	1	2	3	4
Overall ease of getting to the places you usually have to visit.....	1	2	3	4
Quality of overall natural environment in San José	1	2	3	4
Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	1	2	3	4
Health and wellness opportunities in San José	1	2	3	4
Overall opportunities for education and enrichment.....	1	2	3	4
Overall economic health of San José.....	1	2	3	4
Sense of community	1	2	3	4

14. Please rate how safe or unsafe you feel from the following:

	<i>Very safe</i>	<i>Somewhat safe</i>	<i>Neither safe nor unsafe</i>	<i>Somewhat unsafe</i>	<i>Very unsafe</i>	<i>Don't know</i>
Violent crime (e.g. rape, assault, robbery).....	1	2	3	4	5	6
Property crimes	1	2	3	4	5	6

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

D1. How often, if at all, do you do each of the following, considering all of the times you could?

	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Usually</i>	<i>Always</i>
Recycle at home	1	2	3	4	5
Purchase goods or services from a business located in San José	1	2	3	4	5
Eat at least 5 portions of fruits and vegetables a day.....	1	2	3	4	5
Participate in moderate or vigorous physical activity.....	1	2	3	4	5
Read or watch local news (via television, paper, computer, etc.).....	1	2	3	4	5
Vote in local elections.....	1	2	3	4	5

D2. Would you say that in general your health is:

- Excellent Very good Good Fair Poor

D3. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- Very positive Somewhat positive Neutral Somewhat negative Very negative

D4. What is your employment status?

- Working full time for pay
 Working part time for pay
 Unemployed, looking for paid work
 Unemployed, not looking for paid work
 Fully retired

D5. Do you work inside the boundaries of San José?

- Yes, outside the home
 Yes, from home
 No

D6. How many years have you lived in San José?

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

D7. Which best describes the building you live in?

- One family house detached from any other houses
 Building with two or more homes (duplex, townhome, apartment or condominium)
 Mobile home
 Other

D8. Is this house, apartment or mobile home...

- Rented
 Owned

D9. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?

- Less than \$300 per month
 \$300 to \$599 per month
 \$600 to \$999 per month
 \$1,000 to \$1,499 per month
 \$1,500 to \$2,499 per month
 \$2,500 to \$2,999 per month
 \$3,000 or more per month

D10. Do any children 17 or under live in your household?

- No Yes

D11. Are you or any other members of your household aged 65 or older?

- No Yes

D12. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

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

Please respond to both questions D13 and D14:

D13. Are you Spanish, Hispanic or Latino?

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

D14. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

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

D15. In which category is your age?

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

D16. What is your sex?

- Female Male

D17. Do you consider a cell phone or land line your primary telephone number?

- Cell Land line Both

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