



City of San José
Annual Report on City Services 2014-15

A Report from the City Auditor
Report #15-13
December 2015

THIS REPORT WAS REPRODUCED AT TAXPAYERS' EXPENSE

You are welcome to keep this copy if it is useful to you.
If you no longer need this copy, you are encouraged to return it to:

Office of the City Auditor
City of San José
200 East Santa Clara Street
San José, CA 95113

We maintain an inventory of past audit reports, and your cooperation
will help us save on extra copying costs.

This report can be found on-line at:

<http://www.sanjoseca.gov/servicesreport>



City of San José
Office of the City Auditor

Annual Report on City Services 2014-15

The Office of the City Auditor is pleased to present the eighth City of San José Annual Report on City Services (formerly the Service Efforts and Accomplishments report). 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 1,016,479, 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 2014-15, the City's departmental operating expenditures were about \$1.48 billion*, or about \$1,459 per resident including:

- \$308 for Police
- \$302 for Citywide, General Fund Capital, Transfers, and Reserves
- \$214 for Environmental Services
- \$176 for Fire
- \$90 for Public Works
- \$78 for Transportation
- \$62 for Parks, Recreation and Neighborhood Services (PRNS)
- \$55 for Airport
- \$45 for Finance, Retirement, Information Technology, and Human Resources
- \$39 for Mayor, City Council, and Council Appointees
- \$39 for Planning, Building, and Code Enforcement
- \$31 for Library
- \$9 for Economic Development
- \$8 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 2014-15 for the second year in a row. However, San José receives less tax revenue per capita than many of our neighboring cities, and 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 (16 percent over the last ten years). San José now employs about 5.7 people per 1,000 residents—fewer than its 28-year average of 7.1 and fewer than any other large California city we surveyed. It also faces an estimated \$992 million 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

2015 marked San José's fifth 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 about half of residents rated the overall quality of life in San José as good or excellent, but 63 percent rated their own neighborhoods as good or excellent places to live, and 66 percent of residents would recommend San José as a place to live. Residents expressed dissatisfaction with the cost of living (only 10 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.

Nearly every City service received similar or lower ratings from respondents in 2015 compared to the prior year. For many services, ratings have been steadily declining for the past five years as the City went through significant budget and service reductions. Residents identified safety and the economy as priorities for the San José community in the coming two years. 94 percent of respondents felt it was essential or very important for San José to focus on the overall feeling of safety. 86 percent thought it was essential that San José focus on the overall economic health of the City.

Major Service Results and Challenges in 2014-15

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 1,060,000 calls for service, about 14,000 more than in the prior year. The average response time for Priority 1 calls was 6.9 minutes, slower than the department's target of 6 minutes, but slightly better than the prior year. The response time for Priority 2 calls was 19.6 minutes, much slower than the target of 11 minutes, but about a minute faster than the prior year. Over the past ten years, the number of sworn officers has decreased. As of June 2015, only 850 of the 1,109 authorized sworn positions were filled with street ready sworn officers; 210 sworn positions were vacant. San José's rate of major crimes per 100,000 residents decreased since a spike in 2012 and was below state and national averages. Despite a 5 percent increase in major crimes over the past ten years, the number of arrests for felonies, misdemeanors, and other offenses fell by 50 percent in that time.
- Forty percent of survey respondents reported an overall excellent or good feeling of safety. The majority of residents, 78 percent, feel very or somewhat safe in their neighborhoods during the day but only 21 percent feel the same way in downtown at night. Over the past several years, ratings of Police Department services have declined; in 2015 only 44 percent of residents rated the quality of Police services as good or excellent, and only 25 percent of respondents rated the quality of crime prevention as good or excellent.
- The Fire Department responded to 84,000 emergency incidents in 2014-15. This included 52,000 medical incidents, 2,000 fires, and 30,000 other calls (such as rescues, Haz Mat incidents, and good intent responses). The Department responded to 73 percent of Priority 1 incidents within 8 minutes. This is below the target of 80 percent compliance but higher than the 68 percent compliance in 2013-14. 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 46 percent of Priority 1 incidents. Only three stations met the Priority 1 response standard of 8 minutes for 80 percent of incidents. Seventy-four percent of residents rated fire services as good or excellent, and 76 percent of residents rated emergency medical services as good or excellent.

- The City has 53 community centers; however, as in the prior year, it operated only 12 of those centers in 2014-15. The remaining facilities were operated through the City's facility re-use program by outside organizations and/or other City programs. The City has 187 neighborhood parks, including the recently opened Antonio Roberto Balermino Park, the Del Monte Park, and the West Evergreen Park. Eighty-seven percent of residents reported having visited a park at least once in the last year. Estimated participation in City-run recreation programs totaled 662,000. However, only 46 percent of residents rated services to seniors as good or excellent, and only 41 percent rated services to youth as good or excellent.
- Although the City increased branch library hours in July 2015, during 2014-15 branch libraries remained open 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 (9.8 million items, including eBooks), it was 32 percent less than ten years ago. Sixty-nine percent of residents rated library services good or excellent.
- San José remains one of the least affordable cities in the country with 90 percent of residents rating the availability of affordable quality housing as only fair or poor. In 2014, median household income was \$87,000. In 2015 average monthly rent and median home prices in San José increased to \$2,400 and \$865,000, respectively. The City's 2015 Homeless Census identified 4,063 homeless individuals, roughly a third of whom were deemed chronically homeless. Partnering with other agencies, the Housing Department assisted 1,000 homeless individuals into permanent housing in 2014-15.
- Despite significant increases over the past ten years, sewer and stormwater rates remained unchanged in 2014-15; garbage/recycling rates increased slightly. About 70 percent of San José residents rated garbage, recycling, and yard waste pick-up as good or excellent. San José Municipal Water (Muni Water) rates increased by 11 percent from the prior year. Due mainly to the drought, Muni Water delivered 9 percent less water to its customers than the previous year. A state mandate to reduce urban potable water use by 25 percent starting in June 2015 went into effect the last month of the fiscal year.
- The City's permit center served about 26,000 customers. Building activity has remained high, although the value of construction has dropped from 2013-14's unprecedented levels. While the number of building permits issued has returned to pre-recession levels, the number of development staff has not. The City met its timeliness targets for only two out of the seven development processes shown in this report.
- After implementing a risk-based tiered inspection process for its Multiple Housing Program, the City's code enforcement inspectors are targeting properties at high risk of violations. In 2014-15 they inspected buildings that cumulatively had 15,100 housing units.
- Although the Airport saw an increase in passengers from the prior year, the 9.6 million passengers served was down 12 percent from ten years ago. There were 92,000 passenger flights (takeoffs and landings), or about 250 per day. While the number of passengers in the region was greater in 2014-15 than in any of the prior 10 years, the Airport's market share has declined from 19 percent ten years ago to 14 percent in 2014-15 (a 25 percent drop). The Airport reduced operating expenditures 14 percent over the last five years, but annual debt service has grown to \$98.2 million, as a result of the completion of the Airport modernization and expansion. Seventy-three 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 2014—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. The Department of Transportation has continued to make corrective repairs, such as filling 10,000 potholes and patching damaged areas. Only 24 percent of residents rated street repair as good or excellent—one of the lowest ratings of any City service.

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

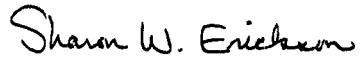
Conclusion

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 www.sanjoseca.gov/servicesreport. We thank the many departments that contributed to this report. This report would not be possible without their support.

Respectfully submitted,



Sharon Erickson
City Auditor

Audit Staff: Jazmin LeBlanc, Joe Rois, Ani Antanesyan, Adrian Bonifacio, Cheryl Hedges, Michael Houston, Amy Hsiung, Gitanjali Mandrekar, Alison McInnis Pauly, Michael Tayag, and Minh Dan Vuong

TABLE OF CONTENTS

INTRODUCTION	I
Background	2
Community Profile	3
Scope & Methodology	8
OVERALL REVENUES, SPENDING & STAFFING	9
DEPARTMENTS	
Airport	19
City Attorney	23
City Auditor	25
City Clerk	27
City Manager	29
Economic Development	31
Environmental Services	37
Green Vision	44
Finance	45
Fire	47
Housing	53
Human Resources	57
Independent Police Auditor	59
Information Technology	61
Library	65
Parks, Recreation and Neighborhood Services	71
Planning, Building and Code Enforcement	77
Development Services	80
Police	83
Public Works	91
Retirement Services	97
Transportation	101
Appendix: The National Citizen Survey™	Appendix I

INTRODUCTION

Background
Community Profile
Scope & Methodology

INTRODUCTION

BACKGROUND

This is the eighth annual report City Auditor's Report on City Services. The purpose of this report is to:

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

The report contains summary information including workload and performance results for the fiscal year ended June 30, 2015. 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 2015, 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 1,016,479 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 845,602. 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.

San José also has a high number of foreign born residents. According to the 2014 American Community Survey; nearly 40 percent of San José residents were foreign born. Of those identifying as foreign born, 61 percent were born in Asia and 30 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.” *

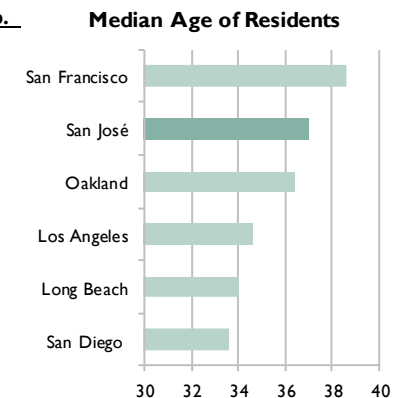
CITY DEMOGRAPHICS

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%

Resident Age	Estimated Total	% of Pop.
under 5 years	67,279	7%
5-19 years	193,392	20%
20-34 years	226,782	23%
35-44 years	152,961	16%
45-54 years	147,901	15%
55-64 years	111,376	11%
65-74 years	68,796	7%
75 or more years	50,059	5%
Median Age	37 years	



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

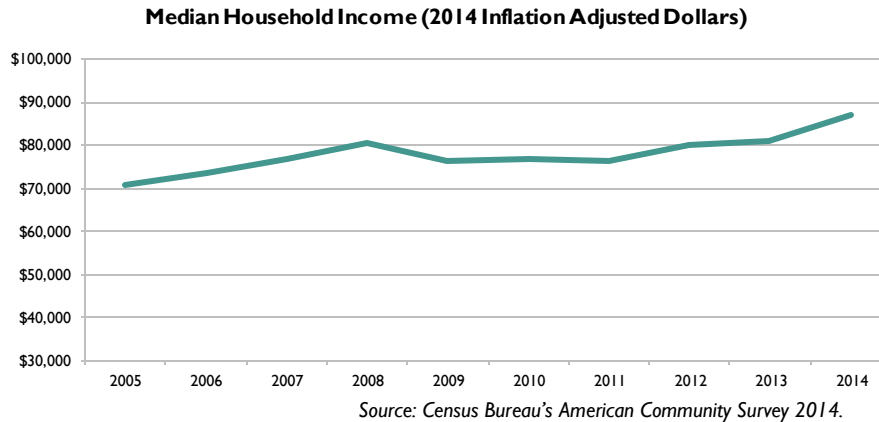
According to the county registrar, approximately 50 percent of the 800,000 registered voters in Santa Clara County voted in the last election (November 2014).

* Source: Census Bureau's [American Community Survey 2014](#).

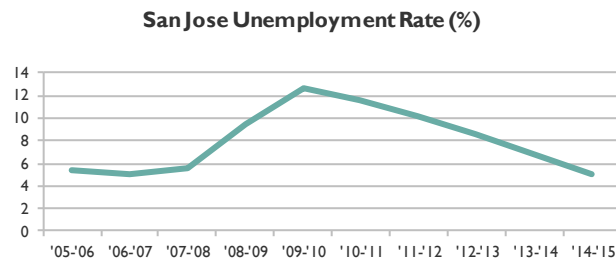
INTRODUCTION

CITY DEMOGRAPHICS

Median household income reached over \$87,000 in 2014. 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 43 percent of respondents did not anticipate any impact.



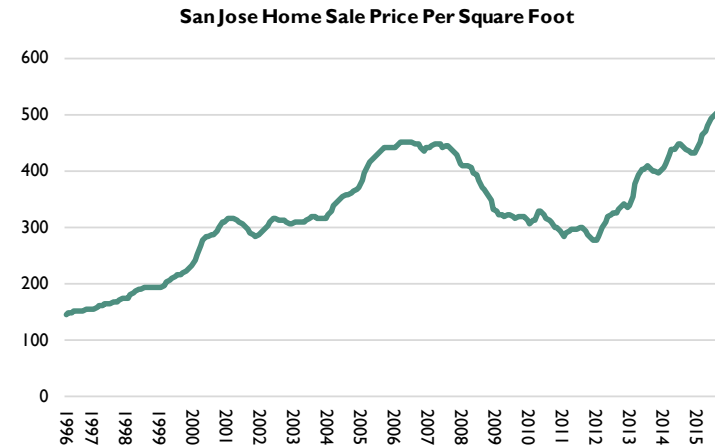
San José's unemployment rate has declined since reaching a high of about 12.6 percent in 2009-10. For 2013-14, it was approximately 5.1 percent.



Source: Bureau of Labor Statistics.

According to the Census Bureau, approximately 57 percent of the housing stock is owner-occupied and 43 percent is renter-occupied. These vary from the national averages: nationwide 63 percent of housing stock is owner-occupied and 37 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 2014 American Community Survey, 33 percent of homeowners and 54 percent of renters report spending more than 30 percent of household income on housing costs.



Source: Zillow.com monthly data, March 1996 through September 2015.

The median home price in San José in 2014 was \$865,000 and average monthly rent was about \$2,400. This is up from \$576,000 and \$1,470, respectively from three years ago in 2011-12. This compares with a median existing home value of approximately \$220,000 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 20 City departments and offices during fiscal year 2014-15. 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 spring the Mayor gives a State of the City address which sets priorities for the year. The priorities for 2015 were to:

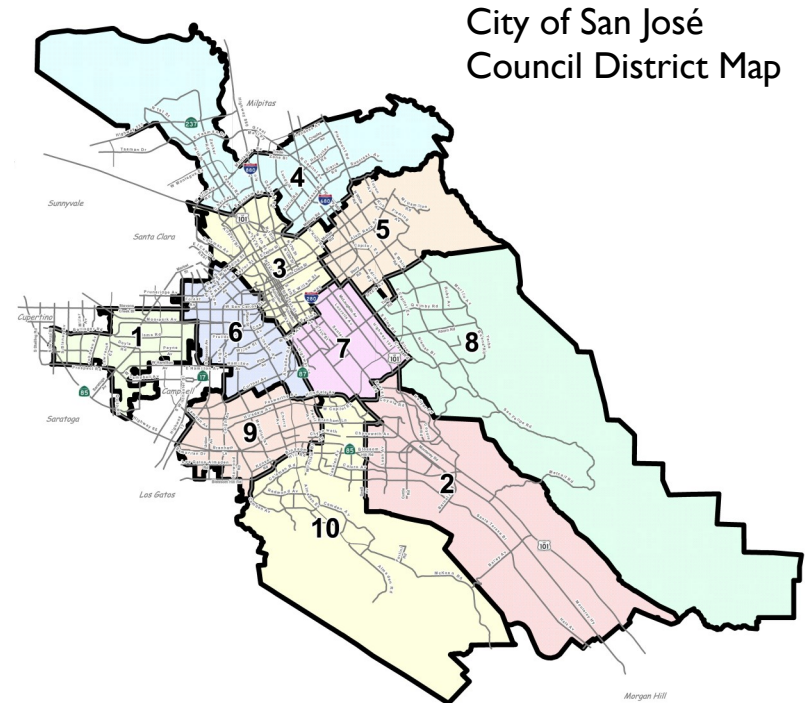
- Create a safer City
- Broaden prosperity
- Expand learning opportunities
- Address homelessness
- Increase manufacturing and jobs
- Commit to BART
- Increase community partnerships

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:

- Community & Economic Development Committee
- 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

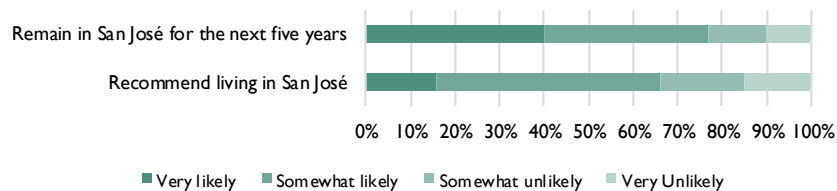
THE NATIONAL CITIZEN SURVEY™

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.

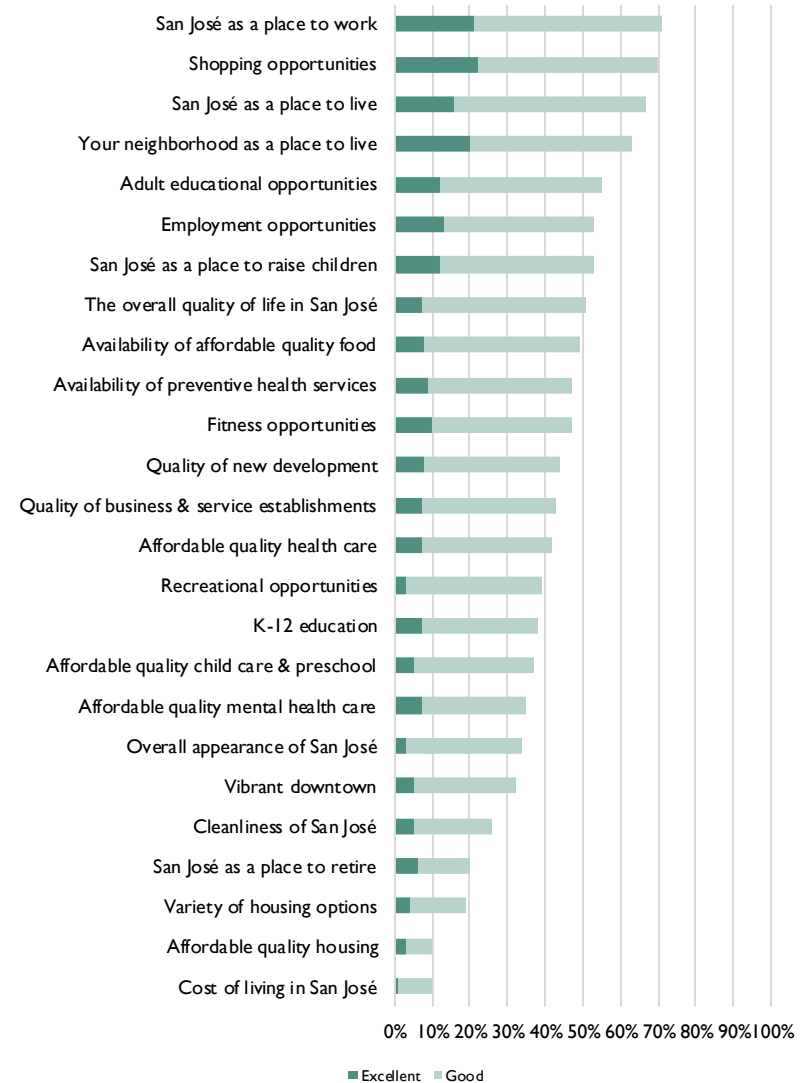
Surveys were mailed to a total of 3,000 San José households in September and October 2015. Completed surveys were received from 505 residents, for a response rate of 17 percent. Typical response rates obtained on citizen surveys range from 25 to 40 percent. It is customary to describe the precision of 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 four 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 56 to 64 percent of all residents are likely to feel that way. Differences between years can be considered statistically significant if they are greater than six percentage points.

Survey results are posted online at www.sanjoseca.gov/servicesreport.

Likelihood of Remaining in Community



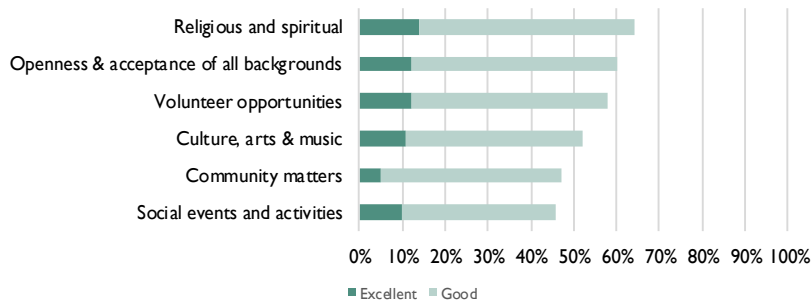
Overall Quality of Life



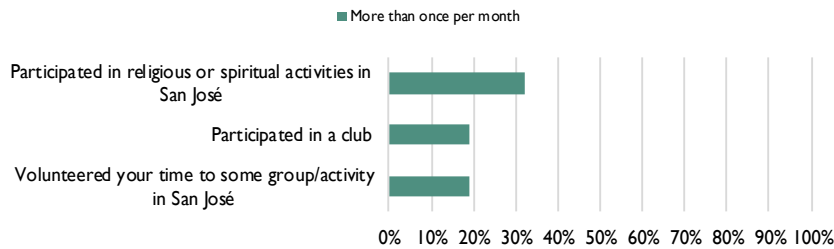
SENSE OF COMMUNITY

The charts below indicate how satisfied residents are with opportunities to engage with the community. According to the 2015 National Citizen Survey, 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.

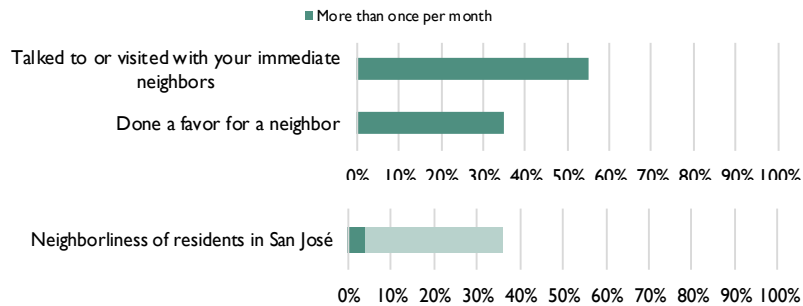
Satisfaction with Opportunities to Participate in the Community



Participation in the San Jose Community



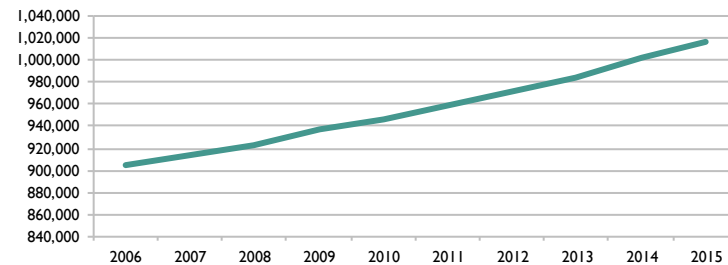
Neighborhoodness in San Jose



POPULATION

San José grew from a population of about 905,000 in 2006 to just over 1,000,000 in 2015, an approximately 12 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
2005-06	209.1
2014-15	259.1
% change in last 10 years	23.9%

Source: Bureau of Labor Statistics, based on June 2006 and June 2015.

INTRODUCTION

SCOPE & METHODOLOGY

The City Auditor's Office prepared this report in accordance with the City Auditor's FY 2015-16 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

This *Annual Report on City Services* summarizes the service efforts and accomplishments of the City of San José. 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.

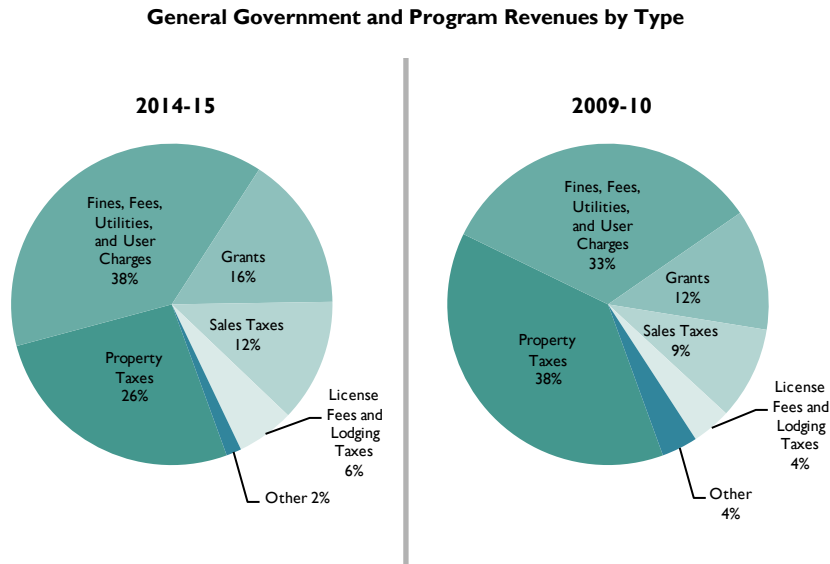
OVERALL REVENUES, SPENDING AND STAFFING

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 26 percent of the total in 2014-15. On the other hand, the portion of general government revenues coming from sales taxes grew from 9 percent to 12 percent over that time.

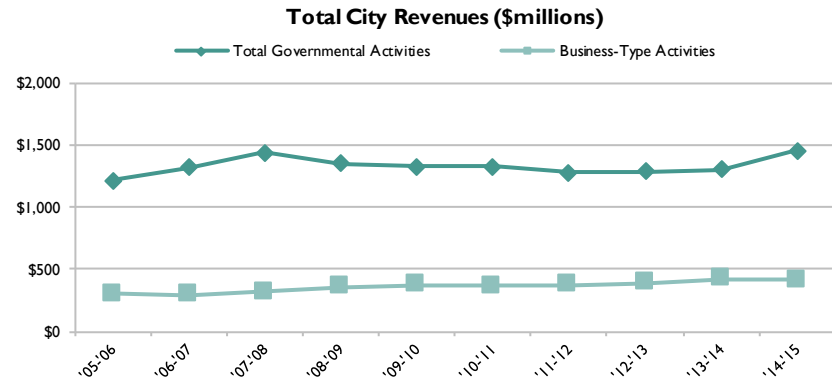


Source: 2009-10 and 2014-15 Comprehensive Annual Financial Report.

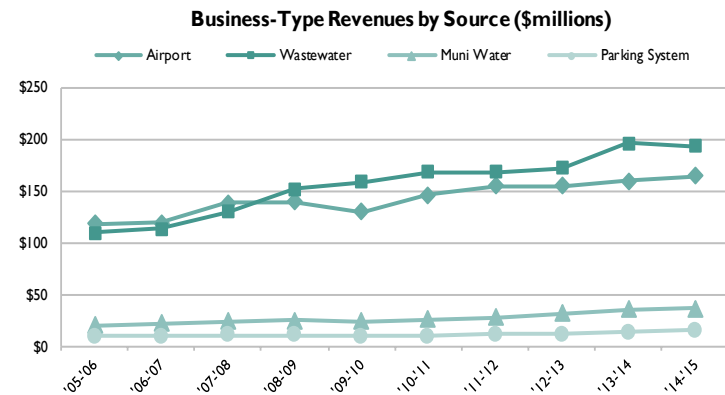
* The City's audited Comprehensive Annual Financial report (CAFR) differs from the City's annual adopted operating budget in the timing and treatment of some revenues and expenditures.

Overall governmental revenues on a financial statement basis increased 12 percent in 2014-15 to \$1.46 billion. Among business-type activities, all sources saw increases in revenues over the past ten years to \$417 million.

- Airport operating and non-operating revenues were up 39 percent
- Wastewater Treatment revenues were up 76 percent
- Muni Water revenues were up 84 percent
- Parking System revenues were up 60 percent



Source: 2014-15 Comprehensive Annual Financial Report.

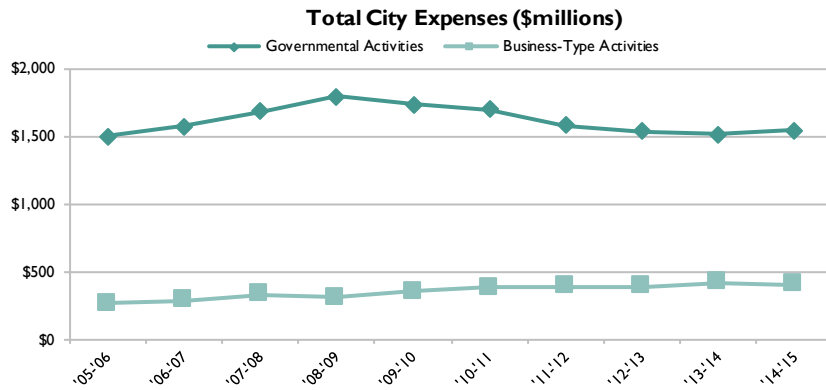


Source: 2014-15 Comprehensive Annual Financial Report.

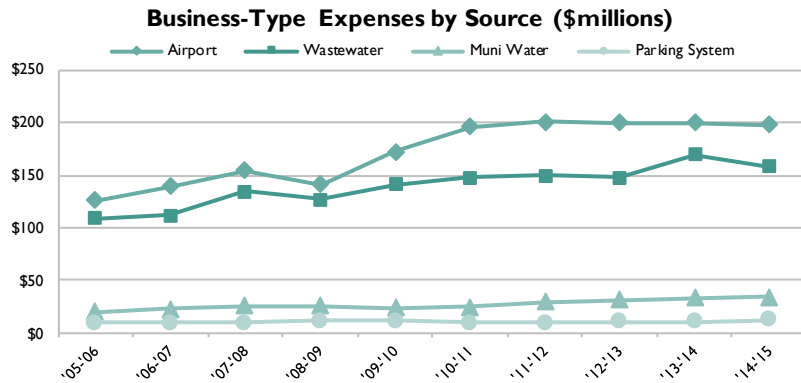
OVERALL REVENUES, SPENDING AND STAFFING

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 \$1.9 billion in 2014-15. Note, this includes non-cash expenses such as depreciation on the City's capital assets. General government expenses are about the same as ten years ago. Expenses from business-type activities have increased over this same time period.

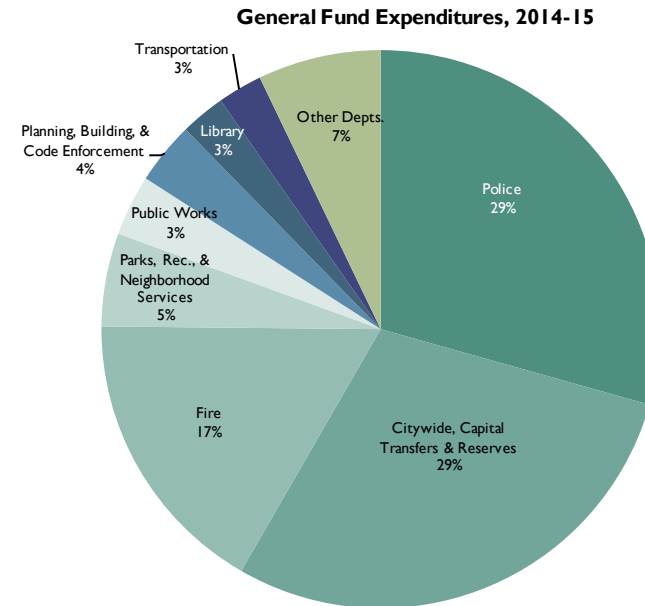


Source: 2014-15 Comprehensive Annual Financial Report.



Source: 2014-15 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 2014-15, General Fund expenditures totaled about \$1.06 billion.



Other Departments	% of General Fund	Other Departments	% of General Fund
Information Technology	1.3%	City Clerk	0.2%
Finance	1.3%	City Auditor	0.2%
City Attorney	1.2%	Independent Police Auditor	0.1%
City Manager	1.1%	Environmental Services	0.0%
Mayor and City Council	0.8%	Housing	0.0%
Human Resources	0.6%	Airport	0.0%
Economic Development	0.4%	Retirement	0.0%

Source: City Manager's Budget Office

OVERALL REVENUES, SPENDING AND STAFFING

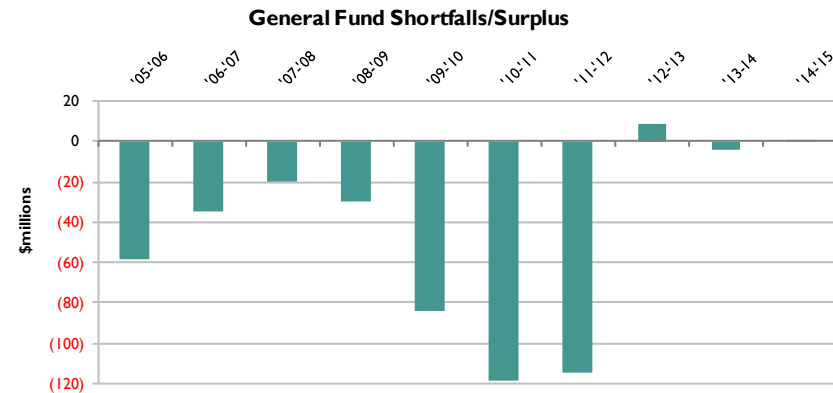
CITY OPERATING BUDGETS

Budgeted City expenditures totaled about \$3 billion in 2014-15. Of that, the City directly allocated* approximately \$1.48 billion to City departmental operations during 2014-15. This was 31 percent more than ten years ago.

	'14-'15	10 year change
Airport	\$55,983,770	-10%
City Attorney	\$15,053,915	22%
City Auditor	\$2,240,221	6%
City Clerk	\$1,974,872	-19%
City Manager	\$11,838,026	42%
Citywide Expenditures	\$241,000,814	102%
Economic Development	\$9,267,656	40%
Environmental Services	\$217,042,539	51%
Finance	\$15,795,431	26%
Fire	\$179,280,396	44%
General Fund Capital, Transfers, & Reserves	\$66,226,000	147%
Housing	\$8,063,046	14%
Human Resources	\$7,622,518	7%
Independent Police Auditor	\$1,196,154	76%
Information Technology	\$17,079,097	17%
Library	\$31,873,158	16%
Mayor and City Council	\$8,772,114	38%
Parks, Recreation, and Neighborhood Services	\$63,492,857	14%
Planning, Building, and Code Enforcement	\$39,892,063	19%
Police	\$313,170,609	33%
Public Works	\$91,370,446	-21%
Retirement	\$5,366,258	113%
Transportation	\$79,365,551	26%
Total	\$1,482,967,511	31%

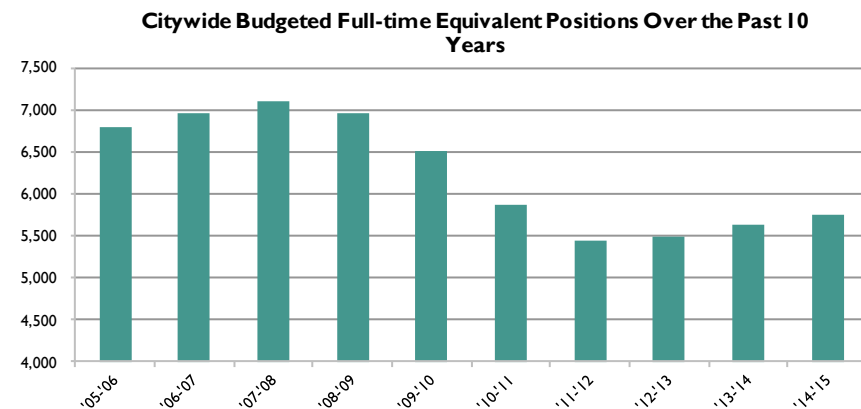
* Department operating expenditures include personal services for all funds, and non-personal/equipment expenditures for all funds with the exception of capital funds. Departmental operating budgets do not include all expenditures such as reserves, capital expenditures, debt service, and pass-through funding. Furthermore, other special funds are not always captured in departmental operation budgets. For example, the Airport's departmental expenditures totaled roughly \$56 million in 2014-15 (as we report in the chart above and in the Airport section), but the Airport had oversight over roughly \$260 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](#).

In 2014-15, the City experienced a \$1.1 million general fund surplus. Since 2005-06, the City has experienced general fund shortfalls in all but two years.



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 since 2007-08 from about 7,100 to 5,730 positions.



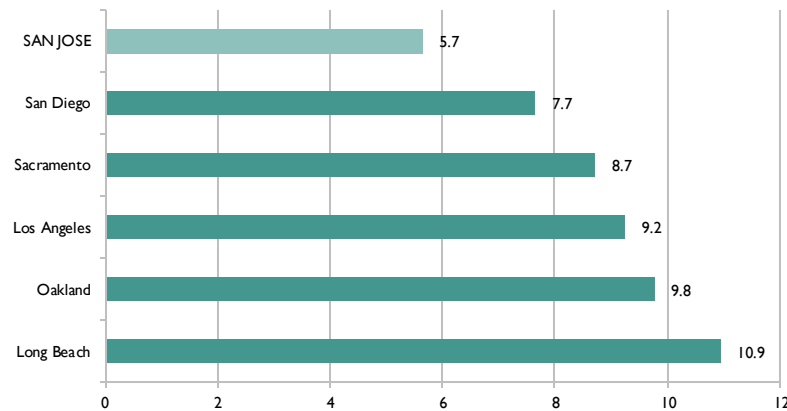
OVERALL REVENUES, SPENDING, AND STAFFING

CITY STAFFING (CONTINUED)

The City of San José employed fewer people per 1,000 residents in 2014-15 than many other large California cities.

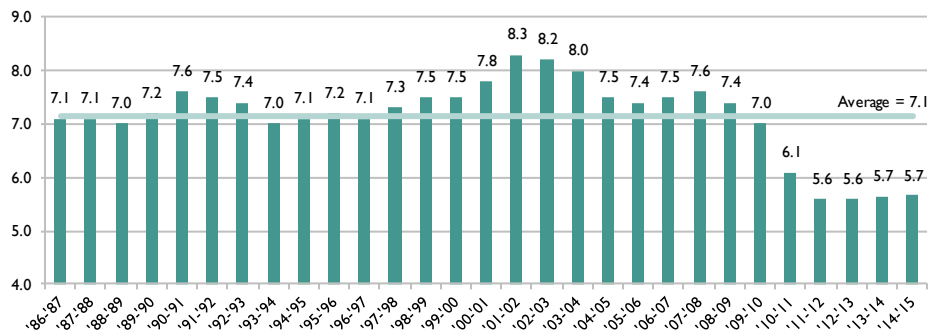
In 2014-15 there were 5,732* authorized full-time equivalent positions City-wide. On average, about 11 percent of full-time and part-time positions were vacant in 2014-15.

2014-15 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 7.1 positions during the 28-year period from 1987-2015.

Full-Time Employees per 1,000 population
1987-2015



Source: 2011 Fiscal and Service Level Emergency Report, November 2011, San José 2012-13 through 2015-16 Operating Budgets.

Authorized Departmental Staffing	'14-'15	% Change over 10 years
Airport	187	-52%
City Attorney	75	-23%
City Auditor	15	-12%
City Clerk	15	20%
City Manager	66	3%
Economic Development	54	-24%
Environmental Services	514	15%
Finance	118	-11%
Fire	793	-4%
Housing	58	-13%
Human Resources	49	-19%
Independent Police Auditor	6	0%
Information Technology	88	-14%
Library	317	-6%
Parks, Recreation, and Neighborhood Services	511	-31%
Planning, Building, and Code Enforcement	290	-12%
Police	1,576	-12%
Public Works	538	-8%
Retirement	39	44%
Transportation	426	-10%
Total*	5,732	-16%

Source: San José 2015-16 Operating Budget

* This number does not include staff in the Mayor and Council offices, which in 2014-15 included the mayor, 10 city council members, and their policy teams. It also does not include their 16 administrative staff.

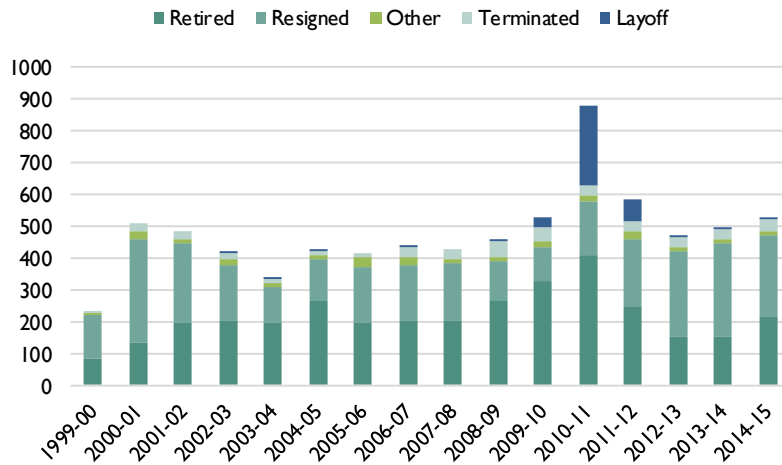
OVERALL REVENUES, SPENDING, AND STAFFING

CITY STAFFING (CONTINUED)

The number of full-time employees leaving City service has come down from the high seen in 2011 when more than 800 employees left the City. In 2014-15, 524 individuals left City employment (by comparison, there were 5,732 total positions within the City). At the same time, the Human Resources Department placed 478 new full-time hires in to City positions.

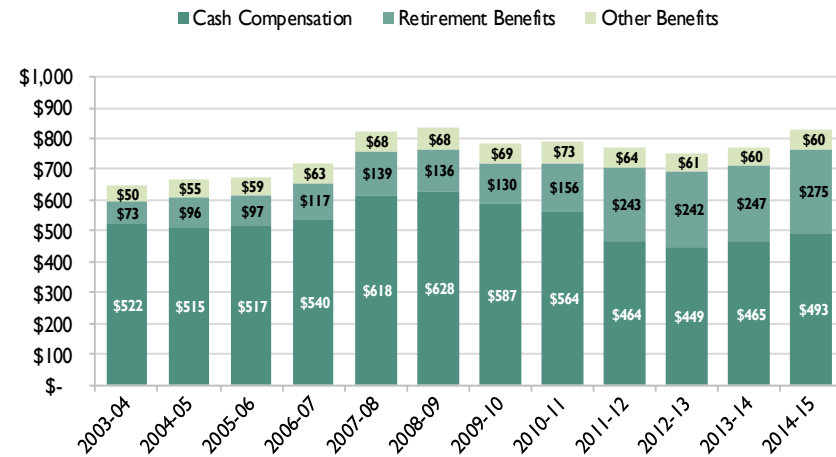
Total employee compensation for operating funds remained below its high of approximately \$832 million in 2008-09, at \$828 million in 2014-15, despite the fact that retirement costs have increased dramatically. This is due to a combination of factors including staffing reductions as well as salary reductions that City employees took beginning in 2010-11. Retirement benefits as a share of total employee compensation have increased from 11 percent to 33 percent since 2003-04.

Number of Fulltime Employees Leaving City Service by Type of Departure



Source: Auditor analysis of PeopleSoft records

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



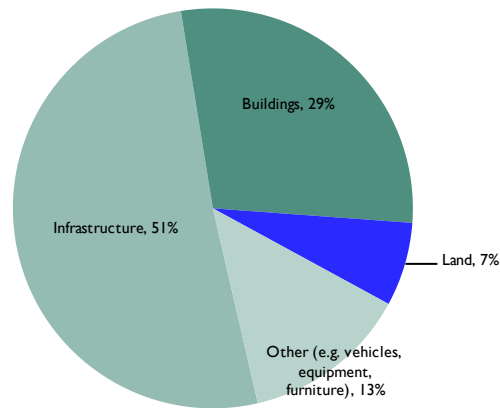
Source: Auditor analysis of PeopleSoft records

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, 2015



Source: 2014-15 Comprehensive Annual Financial Report

At the end of fiscal year 2014-15 the City owned \$7.7 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).

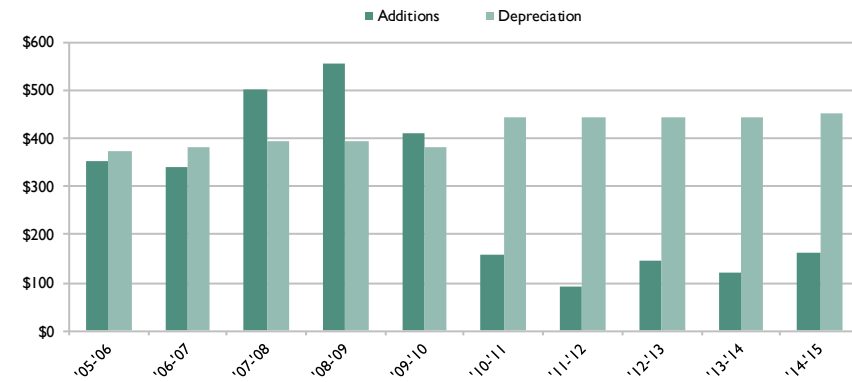
Capital assets used for normal government operations totaled \$5.7 billion and assets used in business-type activities such as the Airport, wastewater treatment, and other business-type activities totaled \$2 billion.

In 2014-15, the City added \$164 million in capital assets; however, these were offset by \$451 million in depreciation. Among the additions were several capital projects at the Airport (e.g., fuel truck maintenance facility, shuttle bus staging area) and within the Wastewater Treatment System.

The City faces an estimated \$992 million deferred maintenance and infrastructure backlog, with an estimated additional \$175 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.

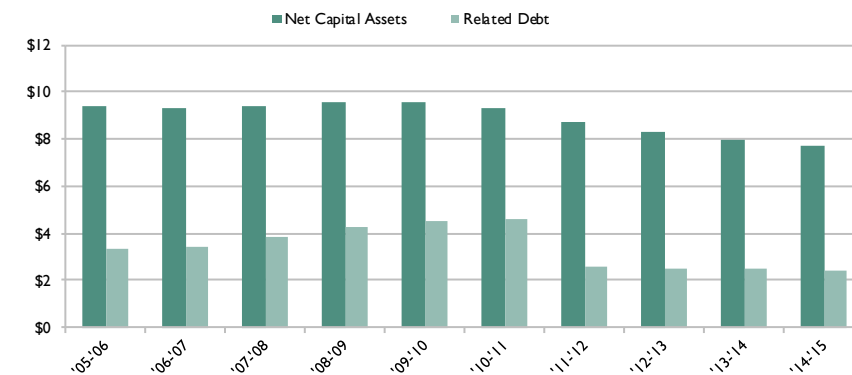
On June 30, 2015, capital asset-related debt totaled \$2.4 billion, about the same as the prior year.

Capital Asset Additions and Depreciation (\$millions)



Source: 2005-06 through 2014-15 CAFRs.

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



Source: 2005-06 through 2014-15 CAFRs

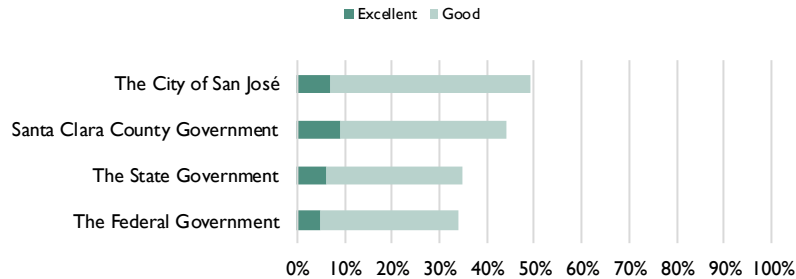
Note: Capital asset-related debt dropped nearly \$2 billion between 2010-11 and 2011-12 as a result of the transfer of former RDA debt to the SARA.

OVERALL REVENUE, SPENDING, AND STAFFING

CITYWIDE QUALITY OF SERVICES

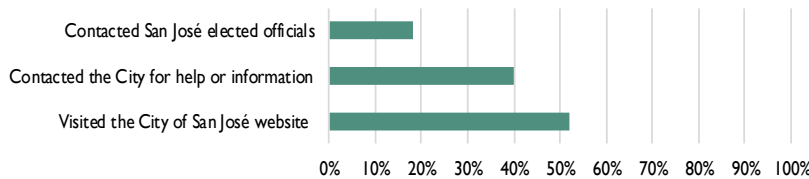
In the 2015 National Citizen Survey™, almost half of surveyed residents rated the overall quality of City services “good” or “excellent.”

Satisfaction with Services Provided by Level of Government

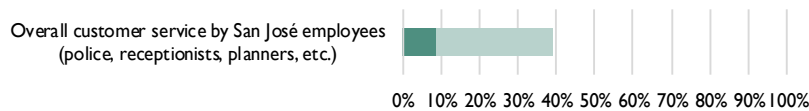


About half of survey respondents report having visited the City’s website at least once in the last year and fewer still report having contact with City staff or elected officials. Fewer than half of respondents reported that overall customer service from San José employees was good or excellent.

Contact with City Governance

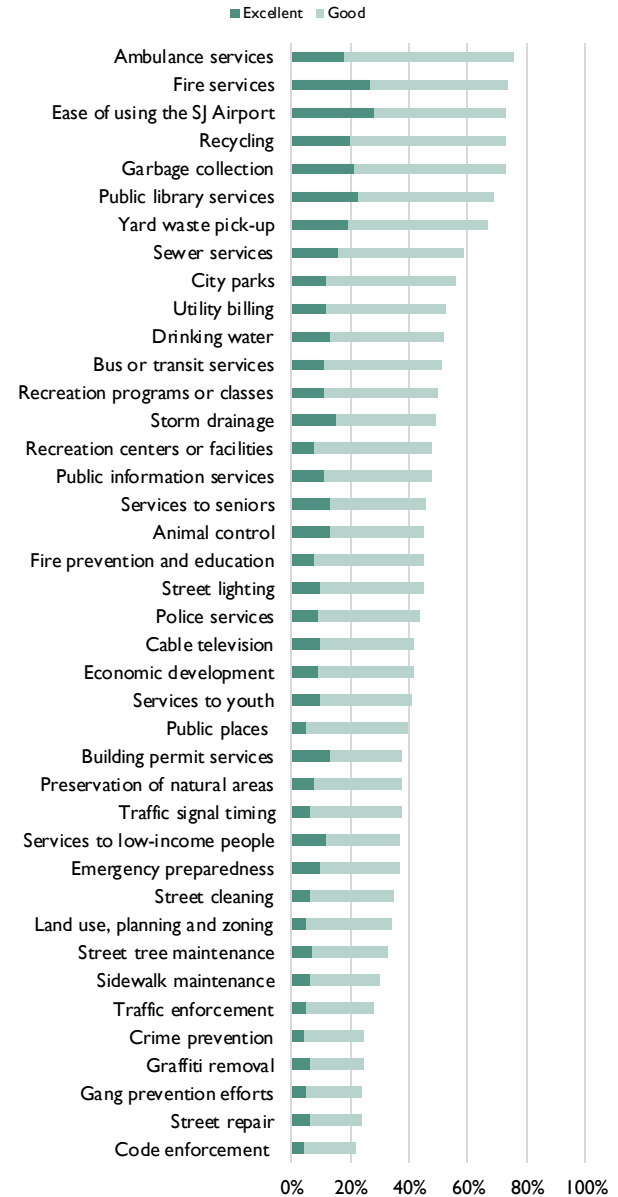


Satisfaction with Contact from City Staff



Satisfaction with specific government services ranges from a high of 76 percent of residents rating ambulance services as good or excellent to a low of 22 percent rating code enforcement efforts as good or excellent.

Quality of Government Services



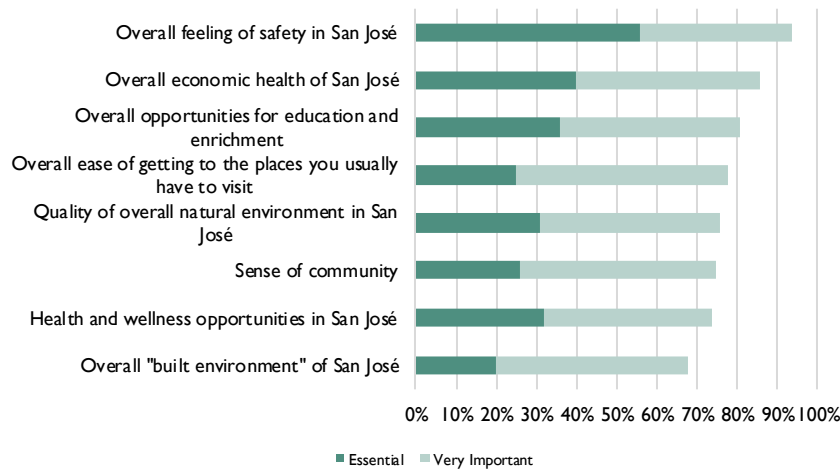
OVERALL REVENUE, SPENDING, AND STAFFING

Residents were also asked to assess priorities for the San José 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 José and nearly three in four residents also felt it was essential or very important to focus on economic health.

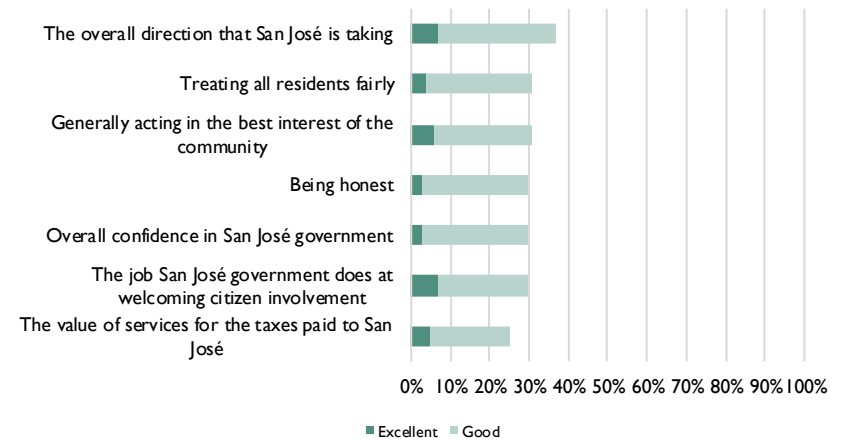
CITYWIDE PUBLIC TRUST

In the 2015 National Citizen Survey™, residents responded to a variety of questions about their confidence in San José'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.

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



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 27 U.S. destinations, including Atlanta, Boston, Chicago, New York, and four Hawaiian islands (Hawaii, Kauai, Maui, and Oahu). The Airport added Beijing as a destination in 2015, and also serves Cabo San Lucas, Guadalajara, and Tokyo.

The Airport does not receive general fund dollars; Airport operational revenues come from rents, concession fees, parking, and landing fees. In 2014-15, operating revenues totaled \$126 million, an increase of 32 percent from 10 years ago.* Operating expenditures totaling \$56 million in 2014-15, were 4 percent more than last year but 14 percent less than five years ago.** However, total outstanding debt as of June 30, 2015 was \$1.4 billion and total debt service for the fiscal year was \$98.2 million, nearly three and four 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 2014-15, 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 (airport staff that manage or monitor curb traffic among other duties) services.

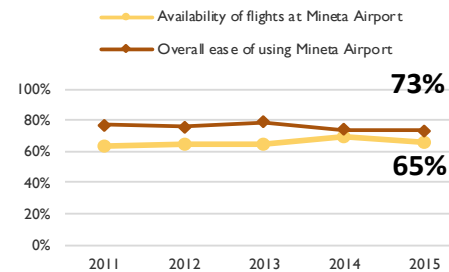
*The Airport reclassified certain revenues from operating to non-operating for 2011-2015.

**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 35 percent, from \$14.2 to \$9.2 million.

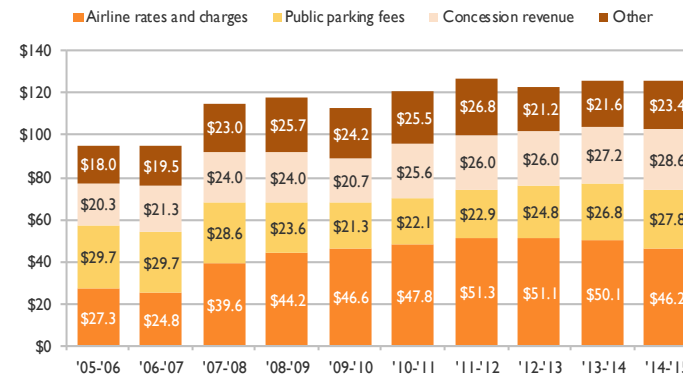
***Total debt service in 2014-15 was partly paid by passenger facility charges (\$25.2 million), customer facility charges (\$17.4 million), and unspent bond proceeds (\$11.1 million) that were available for payment of debt service, resulting in a net debt service of \$44.5 million paid by Airport operating revenues.

NATIONAL CITIZEN SURVEY™

% of San Jose residents rating services as good or excellent

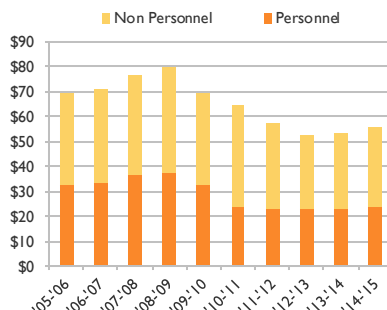


Airport Operating Revenues (\$millions)

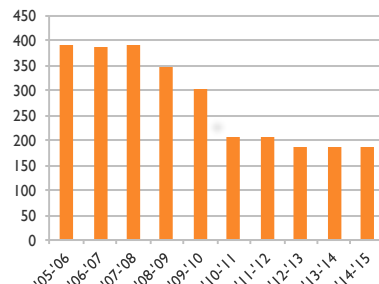


Note: Does not include passenger facility charges and other non-operating revenues. Sources: Airport Comprehensive Annual Financial Reports, 2004-05 through 2014-15

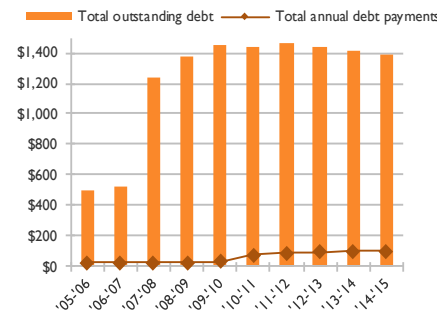
Airport Operating Expenditures (\$millions)



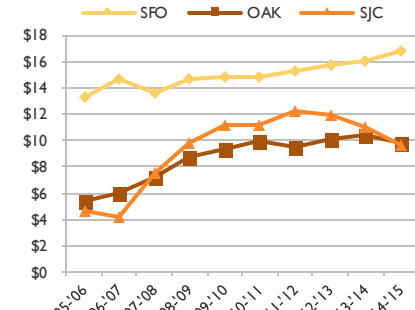
Airport Authorized Positions



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 2014-15, the Airport served nearly 10 million airline passengers, down 12 percent from 10 years ago but up 5 percent from last year. There were 92,458 passenger airline takeoffs and landings, or 253 per day. The total number of passengers in the region was greater in 2014-15 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 25 percent in 2005-06.

In 2014-15, the airline's cost per enplanement (CPE) was \$9.60, which was 13 percent less than 2013-14, principally due to increased enplaned passengers. CPE was 109 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 2014-15, the Airport handled 104 million pounds of cargo, freight, and mail, half as much as it handled 10 years ago but slightly higher than last year. Regionally, the Airport's market share of cargo and freight fell by 8 percent from last year and dropped 33 percent from 10 years ago. According to the department, San José's traffic and noise curfew have limited cargo, freight, and mail capacity.

The Airport received 2,978 noise complaints in 2014-15, 133 of which concerned flights subject to the curfew program between 11:30 pm and 6:30 am. According to the department, the noise complaints doubled from the past year, because the Federal Aviation Administration has implemented new flight paths resulting in planes flying over new areas whose residents previously heard little to no aircraft noise.

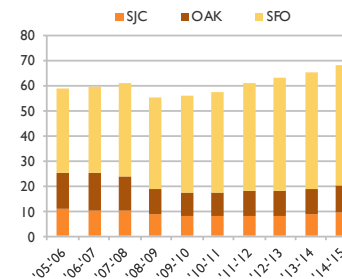
Regional Comparisons, 2014-15

	SJC	OAK*	SFO**
Airlines	15	13	49
Destinations	31	50	115
Domestic	27	42	78
International	4	8	37
Passengers (millions)	9.6	10.8	48.2
Passenger Flights/Day	253	260	1,130
On-Time Arrival Percentage***	80%	78%	72%

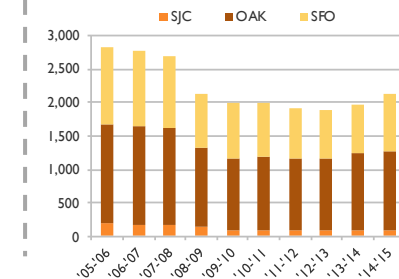
Sources: * Oakland International Airport Airline Route Map and staff; ** Comparative Traffic Report FY14-15 and SFO Fact Sheet FY14-15; *** Airline On-Time Statistics U.S. Bureau of Transportation Statistics

Market Shares

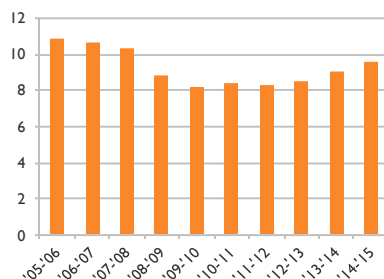
Regional Passengers (millions)



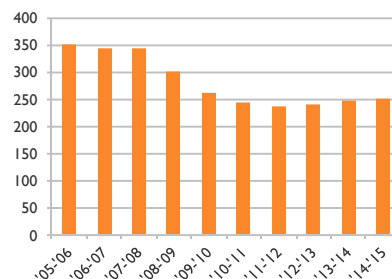
Regional Freight (million lbs.)



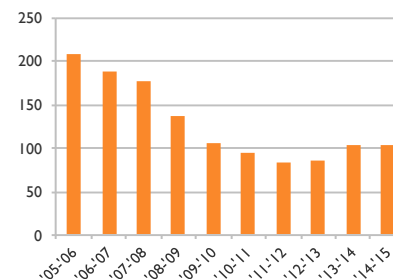
Annual Airport Passengers (millions)



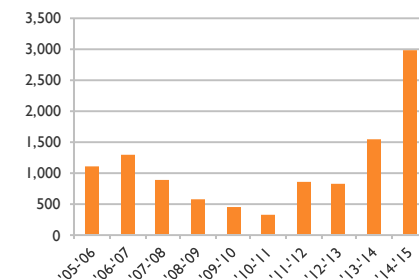
Passenger Flights Per Day (Takeoffs and Landings)



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.

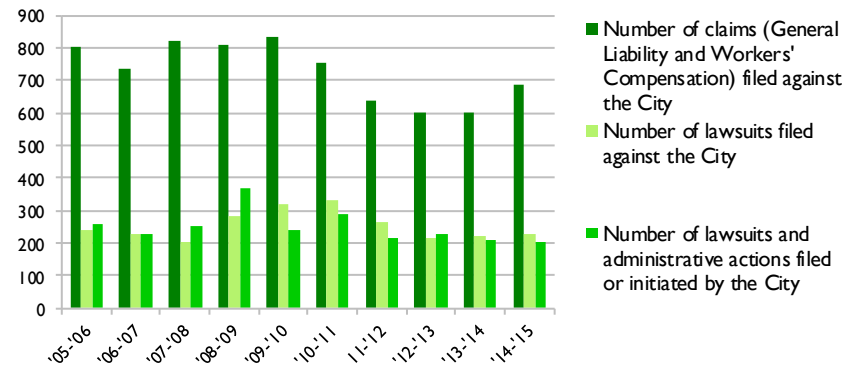
Operating expenditures for the City Attorney's Office totaled \$15 million* in 2014-15, an increase of 5 percent from the prior year and 22 percent more than ten years ago.

Staffing increased by 3 positions from last year. Compared to ten years ago, the number of positions decreased 23 percent from 97 to 75.

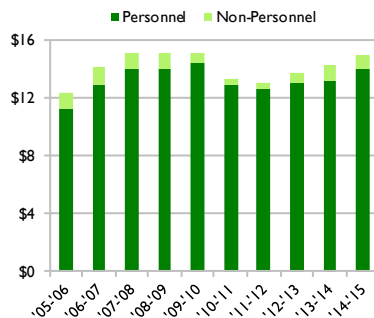
The City Attorney's Office handled 1,113 new claims and litigation matters in 2014-15 and prepared or reviewed more than 4,500 legal transactions, documents or memoranda. In 2014-15, litigation-related collections, including tobacco settlement monies, totaled about \$11.5 million while general liability payments totaled about \$2.7 million.

* The City Attorney's Office also oversaw \$893,000 in Citywide expenditures for Fiscal Reform Plan Outside Legal Counsel.

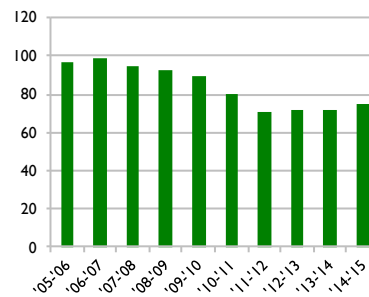
Claims and Lawsuits



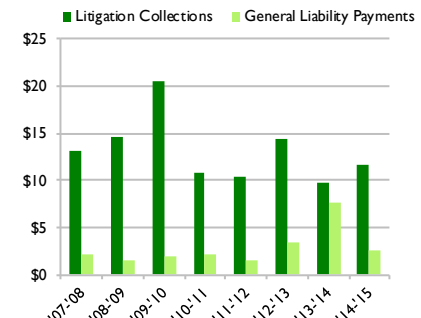
City Attorney Operating Expenditures (\$millions)



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 work plan 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.

Operating expenditures totaled \$2.2 million* in 2014-15, an increase of 18 percent from the prior year and 6 percent from ten years ago. Staffing remained at 15 positions; this was 2 positions less than 10 years ago.

In 2014-15, the City Auditor's Office identified \$19,080,000 in monetary benefits from its audit recommendations, or \$7.87 in savings for every \$1 spent on audit costs in 2014-15 (target: \$4 to \$1). Identified monetary benefits vary from year to year based on the types of audits that are conducted.

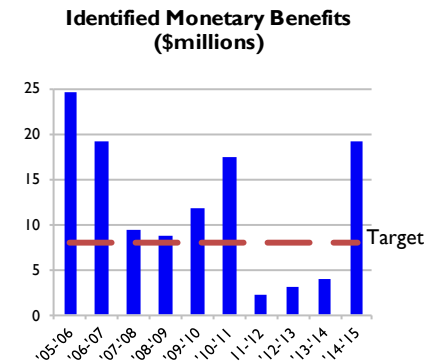
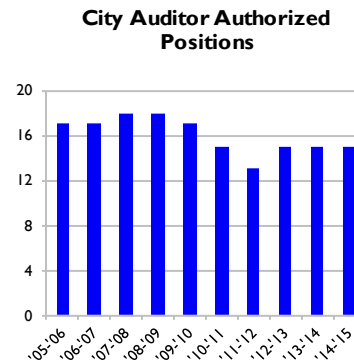
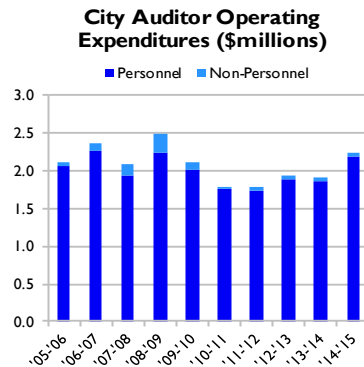
* The City Auditor's Office also oversaw \$395,000 in Citywide expenditures for the annual audit, bond project audits, and grant compliance single audit.

KEY FACTS (2014-15)

Number of audit reports issued	19
Number of audit recommendations adopted	104
Number of audit reports per auditor	1.7
Ratio of identified monetary benefits to audit cost	\$7.87 to \$1
Percent of audit recommendations implemented (cumulative over 10 years)	64%
Percent of approved work plan completed or substantially completed during the fiscal year	72%

Subject area audits issued in 2014-15 include:

- Customer Call Handling
- City Procurement Cards
- Development Services
- Facilities Maintenance
- Service Efforts and Accomplishments Report 2013-14
- Accounts Receivable
- Performance Measure Review
- Street Pavement Maintenance
- 2013-14 Annual Performance Audit of Team San Jose
- Fund Balance
- Employee Hiring
- PRNS Fee Cost Recovery
- Curbside Recycling
- Police Disability Retirement



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 \$2 million* in 2014-15, an increase of 2 percent from the prior year, but 19 percent lower than ten years ago.

Staffing in 2014-15 remained unchanged at 15 positions over the past year. Ten years ago there were 2.5 fewer positions than in 2014-15.

In 2014-15 the City Clerk’s Office conducted a General Election for Districts 1, 3, 7, 9 and the Mayor as well as special elections for District 4. The Office is responsible for 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 500 grants for the Mayor and Council. The Office also coordinated the recruitment of 47 full-time and 7 part-time staff, and the appointment of 34 interns for the Mayor and City Council Offices.

During the 2015 Boards and Commissions Spring Recruitment, the City Clerk’s Office recruited for 82 appointed positions by screening and processing 292 online applications.

* The Clerk also oversaw \$2.6 million in Citywide expenditures, including \$1.8 million for Elections and Ballot Measures.

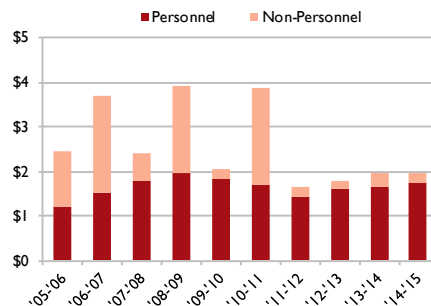
KEY FACTS (2014-15)

Number of ordinances processed	147
Number of resolutions processed	380
Number of Public Records Act requests processed	1,947
Number of Statements of Economic Interest and Family Gift Reports processed	2,478
Number of Lobbyist reports processed	162
Number of contracts processed	1,400
Number of meetings staffed	133

City Clerk’s Office: Selected Activities in 2014-15

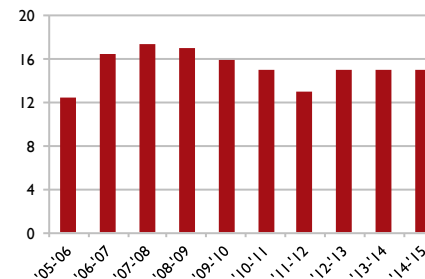
- Prepared and distributed agenda packets, synopses, and action minutes of City Council and Rules and Open Government Committee meetings and posted them on the City’s website. Prepared and distributed minutes for other City Council Committees. Both City Council and City Council Committee meetings were 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

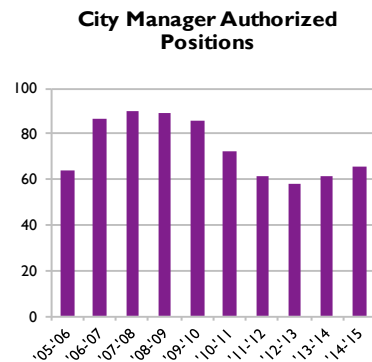
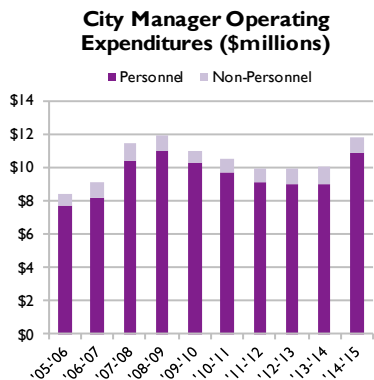
The Office of the City Manager (CMO) develops public policy, leads the organization, and manages City-wide service delivery. A key focus of the City Manager's Office has been providing leadership needed to support the organizational changes resulting from recent years' budget deficits. The administration also managed the City's Budget with over 110 budgeted funds in 2014-15.

The CMO worked to engage members of the community by holding 10 meetings throughout the City to gather input for the development of the annual budget and 13 meetings of the Neighborhoods Commission. The CMO responded to or coordinated 795 public records requests, 80 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 2014-15, the Office approved 575 staff reports for City Council consideration, assigned about 65 referrals from the City Council, and issued over 100 information memoranda.

Operating expenditures totaled \$11.8 million* in 2014-15, an 18 percent increase from the prior year and an increase of 42 percent from ten years ago. Staffing in 2014-15 totaled 66, up from 59 in 2012-13 and from 64 ten years ago.

*The CMO also oversaw \$16.9 million in Citywide expenditures, including \$13.7 million for a Successor Agency legal obligation subsidy, and \$1.6 million for Public, Education, and Government (PEG) Access Facilities capital expenditures.



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

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 José 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.

NATIONAL CITIZEN SURVEY™

13% of San José residents visited the City of San José website (at www.sanjoseca.gov) more often than twice a month

10% of San José residents used the City's website to conduct business or pay bills more often than twice a month

Note: In 2014, the first statement, above, had a change to its answer options methodology and the second statement was newly introduced to the National Survey™.

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 \$9.3 million* in 2014-15. This was 8 percent less than in the year prior, mainly because of the service delivery changes in workforce development. OED oversees various other funds in addition to its operating budget.

* OED was also responsible for \$6.6 million of Citywide expenses in 2014-15, including \$1.6 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 \$8.4 million from hotel tax revenues.

KEY FACTS (2014-15)

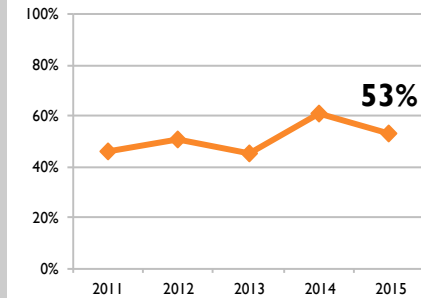
Largest city in the Bay Area (3rd largest in California, 10th in the nation)
 Unemployment Rate 5.1%
 Median Household Income \$87,210

Sources: Bureau of Labor Statistics and 2014 [American Community Survey](#)

NATIONAL CITIZEN SURVEY™ % of San José residents who found the following "excellent" or "good"

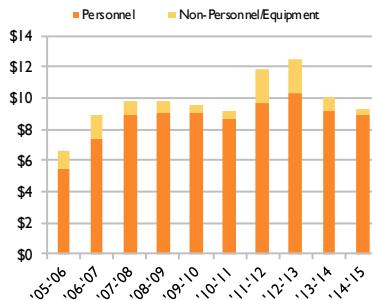
San José as a place to work	71%
Shopping opportunities	70%
Opportunities to attend cultural/arts/music activities	52%
Overall quality of business and service establishments	43%
Quality of economic development	42%
Vibrant downtown/commercial area	32%

NATIONAL CITIZEN SURVEY™ % of San José residents rating employment opportunities as "excellent" or "good"



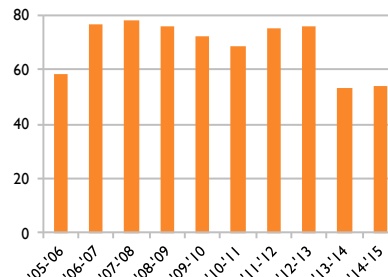
86% of San José residents found the overall economic health of San José "essential" or "very important"

OED Operating Expenditures (\$millions)



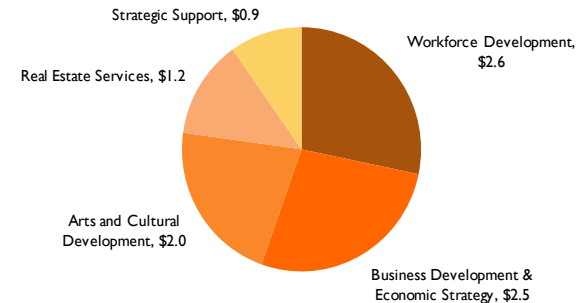
In '11-'12, Real Estate Services was added to OED.

OED Authorized Staffing



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

OED 2014-15 Expenditures by Service (\$millions)



BUSINESS DEVELOPMENT

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).

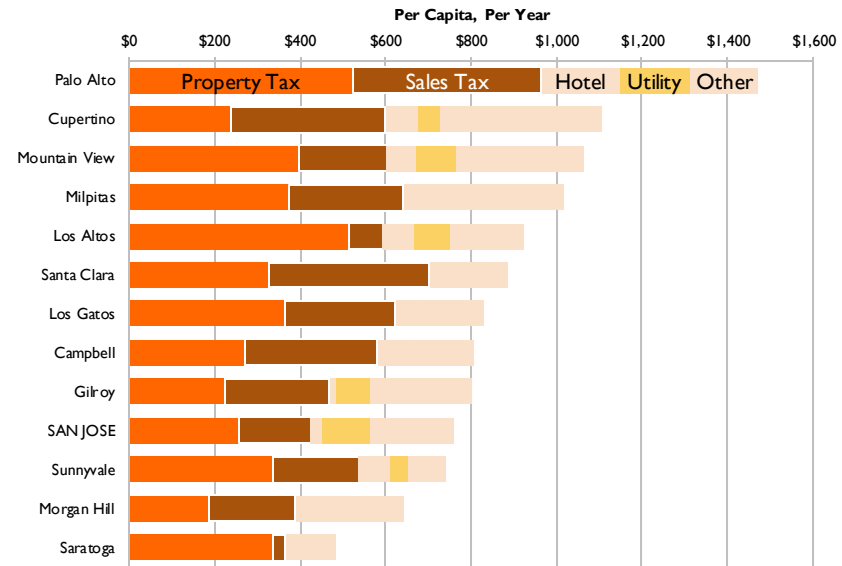
In 2014-15, OED provided development facilitation services to 29 businesses. It also coordinated the [Business Owner Space](#) small business network, through which clients received information, technical/human resources support, or other services from partner organizations like SCORE, a mentoring and training provider to small businesses.*

OED estimated \$3.2 million in tax revenues (business and sales taxes) generated by companies that received its assistance. Almost \$3 in tax revenue were generated for every \$1 of OED expenditure on business development.

As in previous years, San José received less tax revenue per capita than most of its neighboring cities: its tax revenues were only about \$760 per capita in 2014. Of that, sales tax was only \$170. Furthermore, San José has less than one job per employed resident; that is, more workers live in San José than are employed in San José. In contrast, Palo Alto received \$1,480 in taxes per capita (\$440 in sales taxes) and has a jobs-to-employed residents ratio of about 3 to 1.

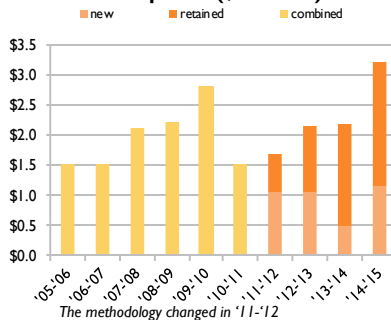
* For more information on the small business network, see www.BusinessOwnerSpace.com

City Comparison of Tax Revenues



Source: State Controller, 2014

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



2010-2015 ECONOMIC STRATEGY

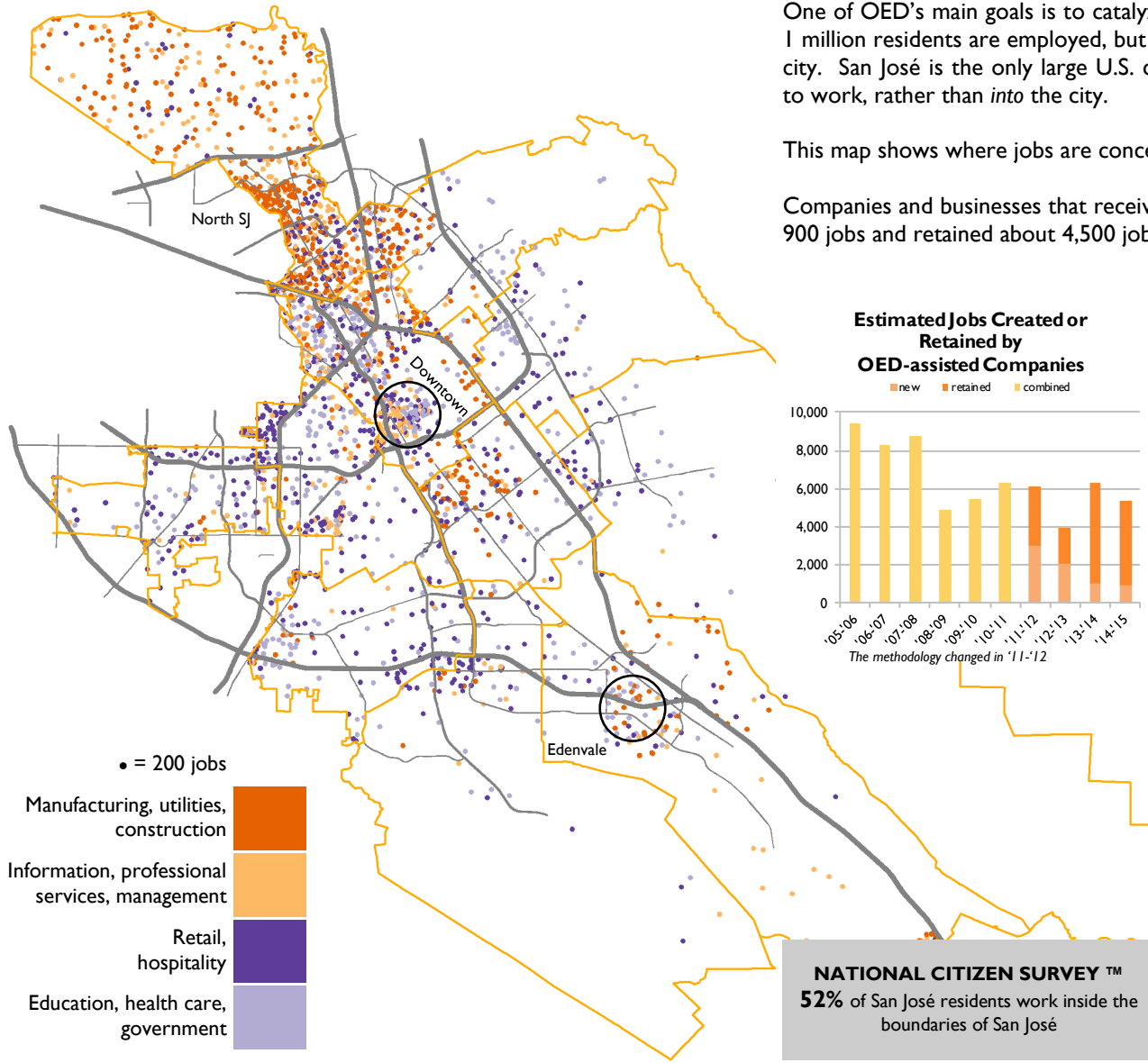
From 2010 to 2015, City departments, with leadership by OED, collaborated to aggressively regain jobs and revenue, and to create an outstanding business and living environment in San José. Accomplishments during the final year of the strategy included:

- The U.S. Patent and Trademark Office moved into offices at City Hall. Business outreach targeted major corporations, high-growth emerging technology industries, retailers, and small businesses to help with relocations, expansions, and retention.
- The City kept low construction taxes for office R&D and other industrial uses, and also reduced North San José traffic fees.
- Hainan Airlines launched direct flights to Beijing. Signature Flight Support broke ground on its Airport westside facility.
- Avaya Stadium opened and the City continued to support signature sporting events such as the Rock 'n' Roll Half Marathon and the Amgen Tour of California. Programming in St. James Park was enabled by grant funding.
- In Downtown, the parking incentive attracted Loring Ward and the Mercury News, and the City encourages high-rise projects with incentives.

Source: Office of Economic Development

OFFICE OF ECONOMIC DEVELOPMENT

JOBS

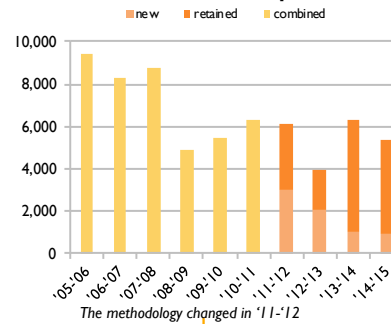


One of OED's main goals is to catalyze job creation. About half of San José's 1 million residents are employed, but only 418,000 jobs are located within the city. San José is the only large U.S. city where more residents commute out to work, rather than *into* the city.

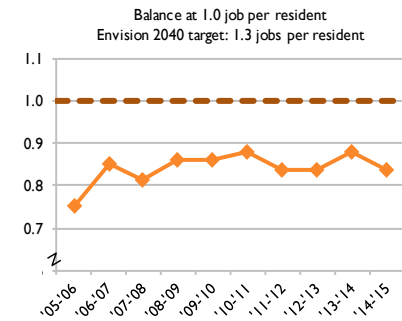
This map shows where jobs are concentrated. Each dot stands for 200 jobs.

Companies and businesses that received OED assistance created an estimated 900 jobs and retained about 4,500 jobs in 2014-15.

Estimated Jobs Created or Retained by OED-assisted Companies



Jobs Per Employed Residents in San José



Sources: [American Community Survey](#) estimate (2010 and after)
[Association of Bay Area Governments](#) projection (prior to 2010)

Facilitating Corporate & Retail Expansion

Successful efforts in 2014-15 to facilitate corporate and retail expansion/relocation included:

- ABB
- ASML
- BenteK Manufacturing
- Blach Construction
- Dice
- Network Remedy
- Sirota
- Vander-Bend Manufacturing
- Verizon

Source: Office of Economic Development

NATIONAL CITIZEN SURVEY™
52% of San José residents work inside the boundaries of San José

Source: Auditor analysis of U.S. Census, Longitudinal Employer-Household Dynamics, Origin-Destination Employment Statistics (LODES), 2010.
Dots are exact at the Census tract-level.
Based on "Where Are The Jobs?" by Robert Manduca

WORKFORCE DEVELOPMENT

The City’s workforce development program was managed by the [work2future](#) Foundation, serving adults, dislocated (laid-off) workers, and youth. It provided job search assistance, occupational training, and skills enhancement workshops.* Nearly 4,500 job seekers took advantage of skill upgrades and training programs throughout 2014-15. About 300 business clients received services, including recruitment, lay-off aversion, and business assistance. Several hundred youth participated in summer job programs, including the *San José Works* initiative.

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 2014-15, OCA awarded 83 grants totaling \$3.0 million to San José organizations. Contributing to San José’s creative placemaking and high-quality design goals, the public art program reported that it had 237 works throughout San José.

OCA helped facilitate 530 event days in 2014-15 with an estimated attendance of 1.8 million. Large-scale events included the Fourth of July fireworks, downtown farmers’ markets, Italian Family Fiesta, Rock ‘n’ Roll Half Marathon, holiday pop-up retail, the Veterans Day parade, Downtown Ice, Winter Wonderland, Christmas in the Park, the Applied Materials Silicon Valley Turkey Trot, and Dancin’ on the Avenue. OCA was instrumental in the attraction of signature events such as the Amgen Tour of California, a professional cycling race.

NATIONAL CITIZEN SURVEY™
38% of San José residents attended at least one City-sponsored event

REAL ESTATE SERVICES

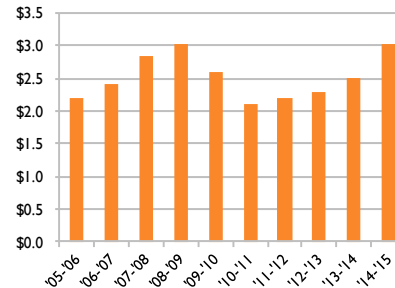
Real Estate Services and Asset Management (RESAM) manages the City’s real estate portfolio, provides real estate services to City departments, and represents the City in third-party transactions. RESAM’s areas of expertise include acquisition, disposition, surplus sales, leasing, relocation, valuation, telecommunications, and property management. According to OED, RESAM generated nearly \$1.6 million in sales revenue and \$2.0 million in lease revenue in 2014-15.

Workforce Development Program Results

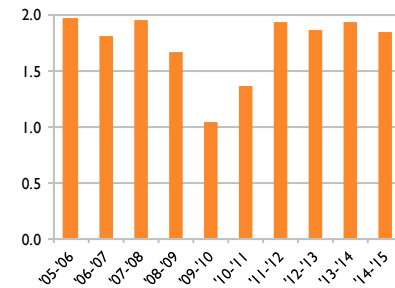
	Number of Participants July '14—June '15	Placed in Jobs Oct '13—Sept '14	Federal Goal	Employed 6 Months after Initial Placement Apr '13—Mar '14	Federal Goal
Adults	3,014	58%	52%	83%	79%
Dislocated Workers	1,174	67%	59%	87%	83%
Youth	272	78%	60%	not applicable	not applicable

* 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)



City-owned Cultural Facilities

OCA provided operations and maintenance funds totaling \$3 million from the General Fund to the following nonprofit operators of City-owned cultural facilities:

- Children’s Discovery Museum
- History San José
- San Jose Museum of Art
- School of Arts and Culture at Mexican Heritage Plaza
- The Tech Museum of Innovation



Hammer Theatre, Photo: City Auditor’s Office

OCA also identified new uses for the Hammer Theatre Center, which culminated in negotiations with San José State University.

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 \$37.3 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 \$45.7 million (this included building repairs of \$4.7 million), operating losses amounted to \$8.4 million in 2014-15. The facilities relied on support from transient occupancy (hotel) taxes to make up the difference.

In 2014-15, the facilities drew 1.4 million people to 381 events overall. The number of events was still lower than before the economic downturn. Of those events, about 170 were at the Convention Facilities, hosting nearly 900,000 visitors. The Convention Center's occupancy rate (by square footage) was 52 percent, about the same level as in the prior year and within the target range for convention centers of San José's size.

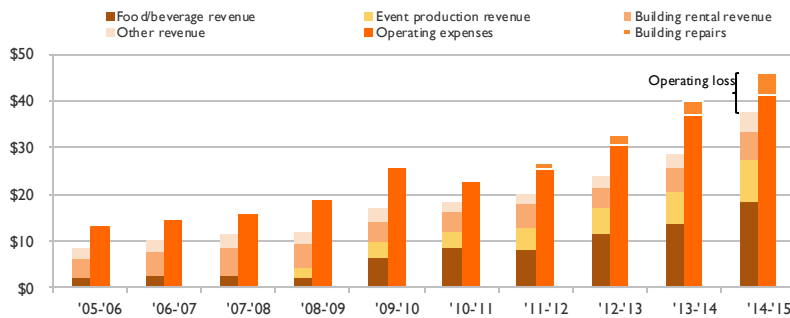
100 percent of responding event coordinator clients rated overall service as "good," "very good," or "excellent," a result consistent with prior years.

City National Civic



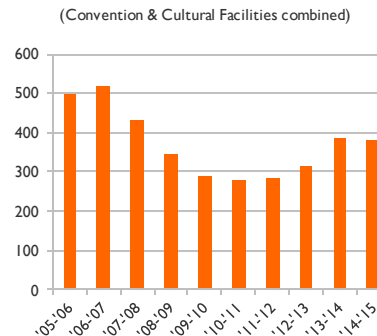
Photo: City Auditor's Office

Operating Revenues and Expenses (\$millions)

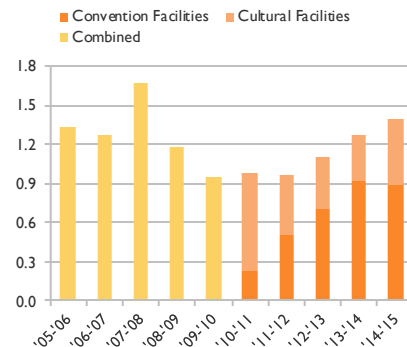


Source: [Audited financial statements](#)

Number of Events



Attendance (millions)



For more information about the Convention and Cultural Facilities, see our [annual performance audits](#) of *Team San Jose*.

ENVIRONMENTAL SERVICES

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

ENVIRONMENTAL SERVICES

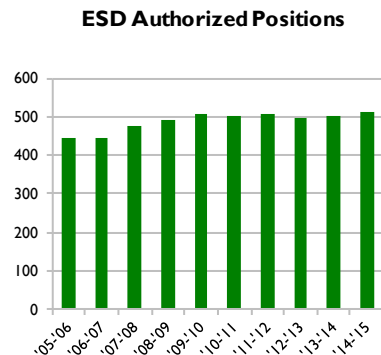
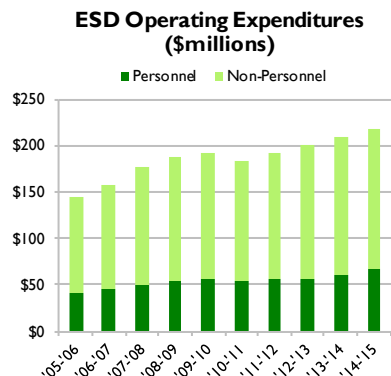
The Environmental Services Department (ESD) provides recycling and garbage services, wastewater treatment, potable water delivery, stormwater management, and recycled water management. ESD also manages programs to conserve water and energy resources and achieve other environmental goals.

ESD provides 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 \$285,000 in 2014-15, down from \$1.2 million ten years ago).

In 2014-15, ESD operating expenditures totaled \$217 million,* up 4 percent from the previous year and 51 percent from ten years ago. Staffing in 2014-15 included 514 full-time equivalent positions, a slight increase from 2013-14 and a 15 percent increase from ten years ago.

* In addition, ESD spent about \$1.2 million in Citywide expenses. Departmental expenditures also do not include capital expenditures, reserves, and some other program expenditures paid through ratepayer funds (including City overhead).



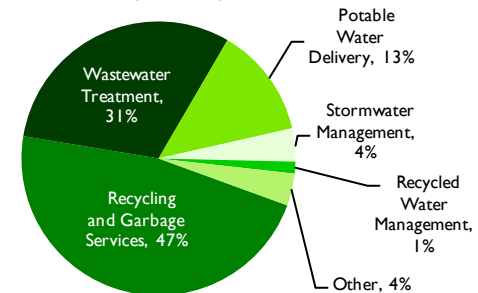
THE NATIONAL CITIZEN SURVEY™

% of San José residents surveyed who rated the following as "excellent" or "good"

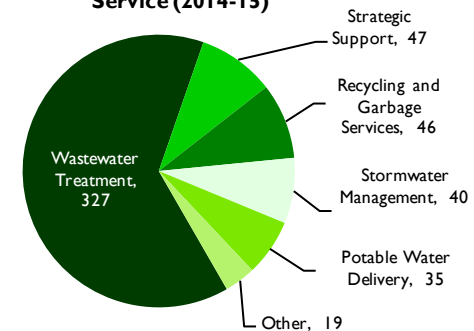
Cleanliness of San José	25%	Air quality	37%
Quality of overall natural environment in San José	43%	Preservation of natural areas such as open space, farmlands, and greenbelts	38%

81% of San José residents made efforts to make their homes more energy efficient during the past 12 months

ESD Operating Expenditures Breakdown (2014-15)



ESD Staffing Breakdown by Positions per Service (2014-15)



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 65 percent over the past ten years, from \$61.7 million to \$102.1 million.

ESD also provides waste management programs and services for San José businesses, large events, public areas, and City facilities. ESD 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 25 non-exclusive franchise agreements with haulers providing construction waste collection services in the City of San José.

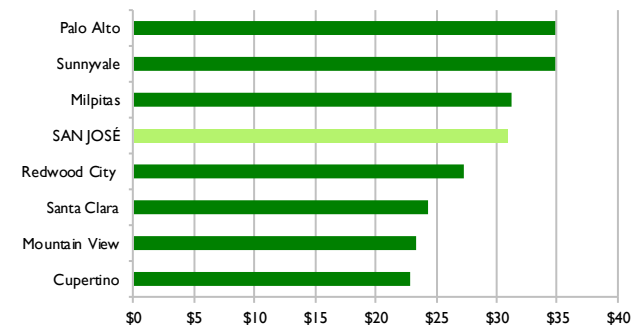
The State monitors each jurisdiction’s “per capita disposal rate” and requires that 50 percent of solid waste be diverted* from landfills. The Department of Resources Recycling and Recovery has taken a statewide approach to meet the State’s goal of achieving 75 percent “recycling” by 2020; it regulates AB341 (Mandatory Commercial Recycling) and AB 1826 (Mandatory Commercial Organics Recycling, effective 2016). Since 2005, San José has diverted at least 60 percent of waste, including 70 percent in 2014.**

*“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)

** For more information, see the Office of the City Auditor’s 2015 audit entitled [Curbside Recycling: The City Can Enhance Its Single-Family Residential Recycling Program to Improve Waste Diversion](#).

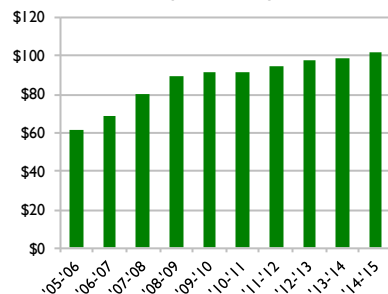
THE NATIONAL CITIZEN SURVEY™		
% of San José residents who rated the following utility services as “excellent” or “good”		
91% of San José residents surveyed reported recycling at home “usually” or “always”	Yard waste pick-up	66%
	Recycling	72%
	Garbage collection	72%
	Utility billing	53%

Comparison of Monthly Residential Garbage and Recycling Rates (2014-15)

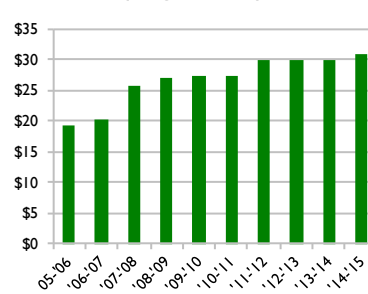


Sources: Rates listed on local government websites for those municipalities provided

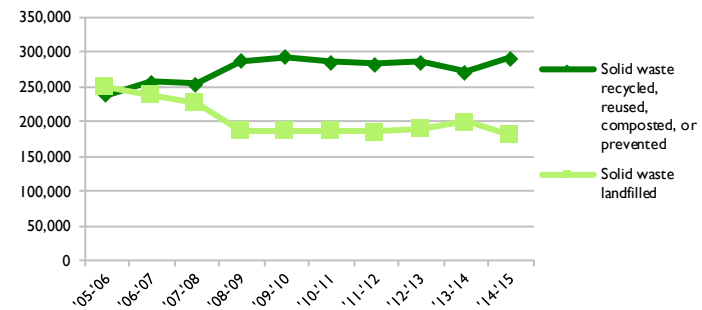
Operating Expenditures Recycling & Garbage Services (\$millions)



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



Tons of Residential Solid Waste Recycled vs. Landfilled



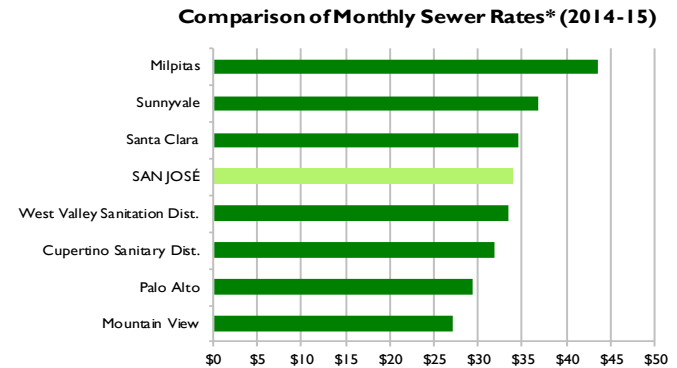
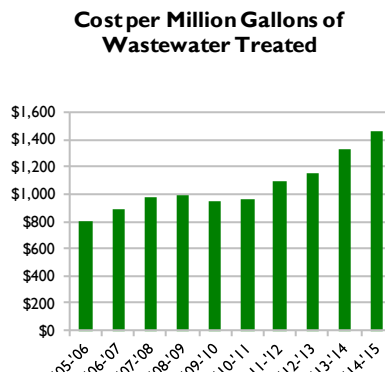
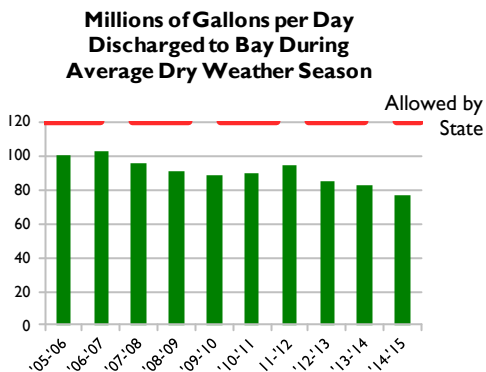
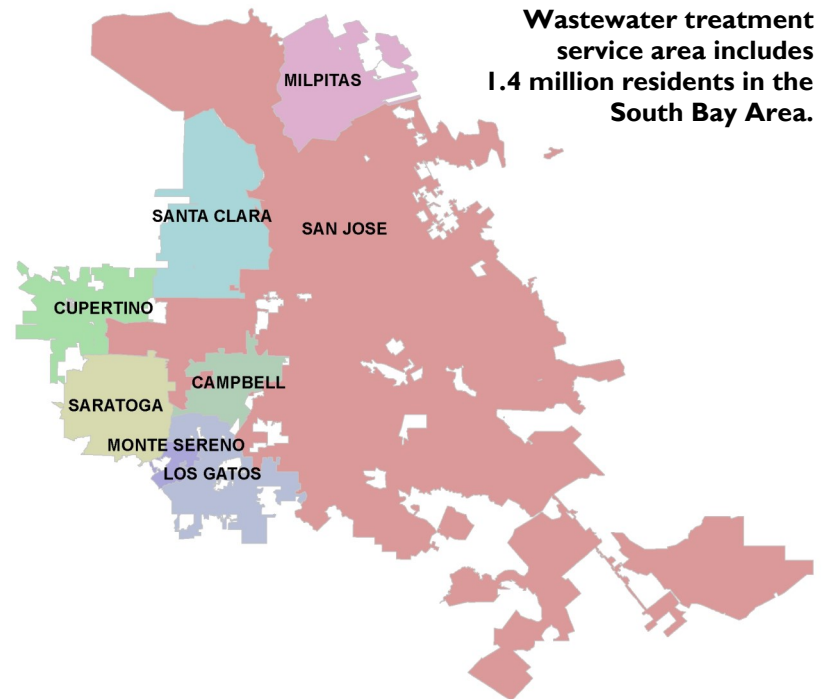
ENVIRONMENTAL SERVICES

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 2014-15, operating and maintenance expenditures totaled nearly \$67 million. ESD wastewater treatment operations account for the largest share of ESD employees: 327 full-time budgeted positions out of 514 total.

The Wastewater Facility continues to meet the Regional Water Quality Control Board's permit requirements for water discharged into the San Francisco Bay. In 2014-15, pollutant discharge requirements were met or surpassed 100 percent of the time.

According to ESD, although there has been a decline in influent over the past several years, increasing maintenance and capital costs due to aging infrastructure at the Facility have contributed to high operational costs (reaching \$1,460 per million gallons treated). In accordance with the Plant Master Plan adopted in 2013, the City is moving forward with over \$2 billion in long-term capital improvement projects to upgrade and rebuild the facility over the next 30 years, with over \$1 billion in improvements occurring within the first 10 years. The City has retained a consultant to assist ESD in implementing the capital improvement program.



* 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 27,000 customers in North San José, Alviso, Evergreen, Edenvale, and Coyote Valley. For 2014-15, operating expenditures totaled about \$28 million, up 69 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 2014-15, Muni Water delivered 7,219 million gallons of water to its customers, down 9 percent from the prior year. According to ESD, water delivery levels are influenced by economic improvements and the volume of local rainfall during winter months. In the midst of exceptional drought conditions, 98 percent of City residents who responded to The National Citizen Survey™ indicated they made efforts to conserve water the past year. Muni Water met federal water quality standards in 99.8 percent of water samples taken.

Muni Water rates increased by 11 percent in 2014-15, and have increased by 94 percent over ten years. Other San José retail water providers have also increased their rates dramatically (75 percent over ten years).

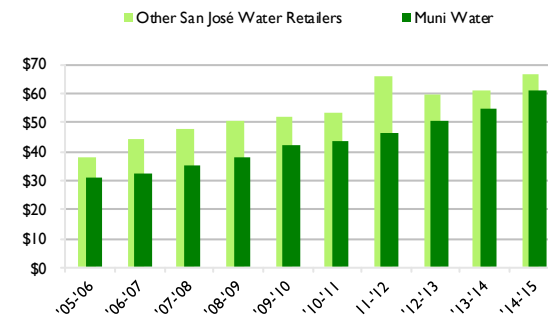
THE NATIONAL CITIZEN SURVEY™

98% 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.

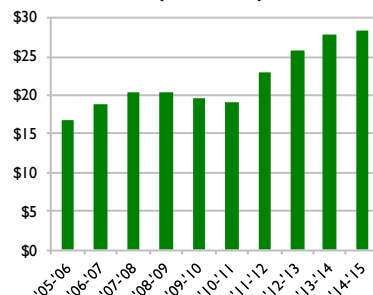
Comparison of Monthly Residential Water Bills



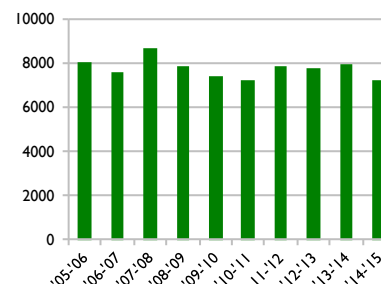
Source: ESD and Auditor Analysis

Note: Monthly bill based on 15 HCF/month usage. Average of other San José water retailers’ rates weighted based on number of customers served.

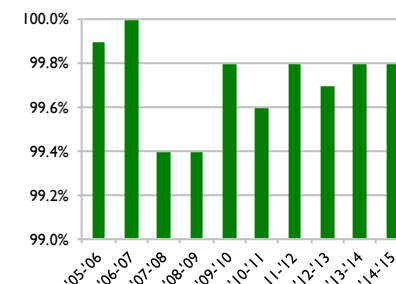
Operating Expenditures Retail Water Delivery (\$millions)



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, with the Departments of Public Works and Transportation, oversees the City's storm drains and storm sewer system in order to sustainably manage stormwater, preventing 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.

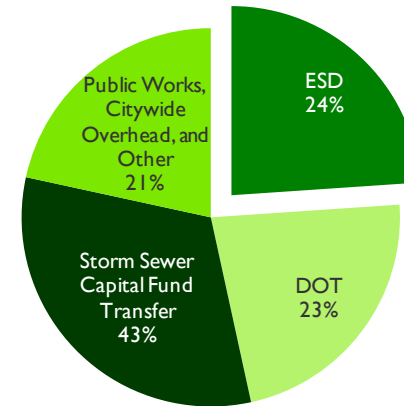
Specifically, ESD manages regulatory programs, initiatives, and activities to prevent pollution from entering the storm sewer system and waterways. These efforts protect water quality and the health of the South Bay watershed and the San Francisco Bay. These programs and activities are largely directed by the City's National Pollutant Discharge Elimination System (NPDES) permit for municipal storm sewer systems.

One such program is the litter/creek cleanup program. Overall, 594 creek cleanup events were held and about 1,469 tons of trash were removed in 2014-15. This included cleanups by the Housing Department's Homeless Encampment Response Program; the Parks, Recreation & Neighborhood Services Department's Watershed Protection Team; and the City's time-limited, federally funded Clean Creeks, Healthy Communities project.

The annual fee per residential unit in 2014-15 was \$94.44,* a 97 percent increase since 2005-06. According to ESD, rate increases are a result of increased costs to support infrastructure maintenance, fund rehabilitation and replacement projects, and meet regulatory requirements.

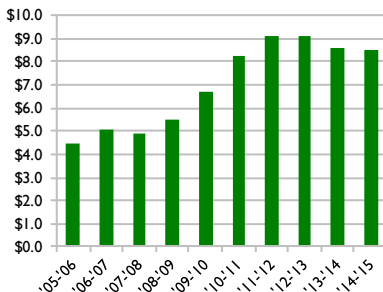
* This rate is for a single-family residence.

Breakdown of Storm Sewer Fund Budgeted Expenditures

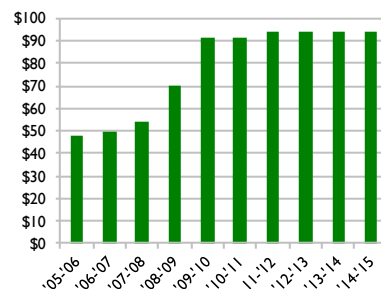


Source: 2015-16 Adopted Operating Budget

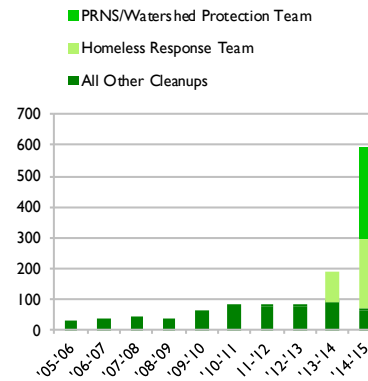
ESD Operating Expenditures Stormwater Management (\$millions)



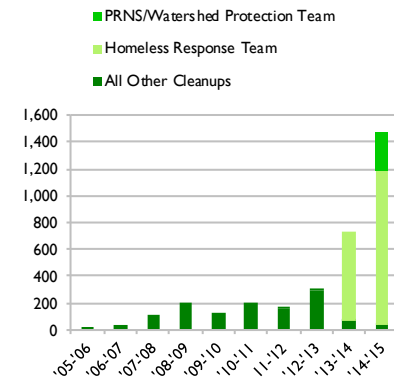
Annual Fee for Household Storm Sewer Service



Litter / Creek Cleanups



Tons of Litter Collected at Creek Cleanups



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.

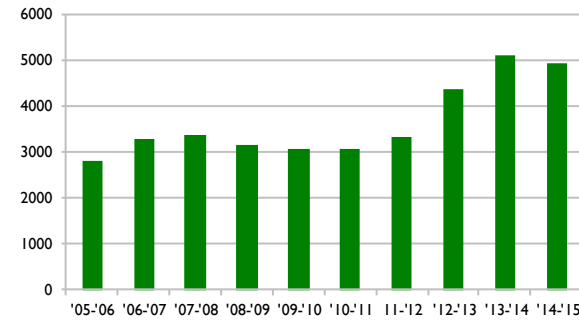
In 2014-15, 19 percent of wastewater influent was recycled for beneficial purposes during the dry weather period, up from 11 percent ten years ago. SBWR met recycled water quality standards 100 percent of the time during the same period.

In 2014-15, SBWR delivered over 4,900 million gallons of recycled water to 801 customers, who paid between \$1.47 and \$2.11* per hundred cubic feet of water, depending on the use. SBWR customers used recycled water for cooling towers and to irrigate parks, golf courses, schools, and commercial landscape. In March 2014, the Santa Clara Valley Water District, partnering with San José and Santa Clara, opened the Silicon Valley Advanced Water Purification Center; it produces up to 8 million gallons per day of highly purified water used to enhance the quality and supply of recycled water.

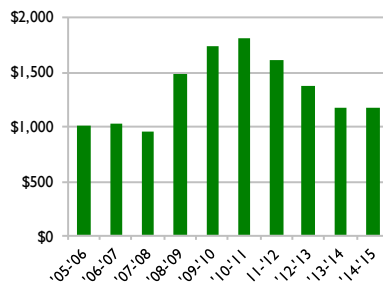
The cost per million gallons of recycled water delivered has decreased from a high of \$1,821 in 2010-11 to \$1,171 in 2014-15; it has decreased by 36 percent over a five-year period. According to ESD, the decrease is due to staffing and capital investment reductions and other cost control measures.

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

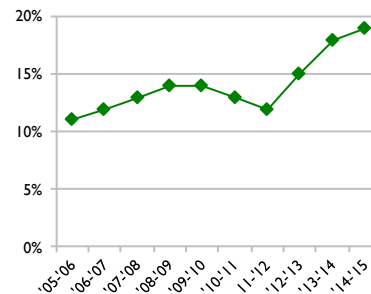
Millions of Gallons of Recycled Water Delivered Annually



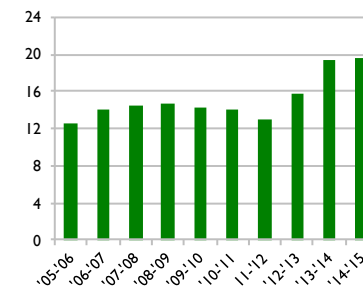
Cost per Million Gallons of Recycled Water Delivered



% 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 more than \$175 million in grant funding related to Green Vision projects. In 2014 there were limited state and federal grant and funding opportunities. The City received modest awards of approximately \$5 million to advance Green Vision goals.

San José Green Vision Goals	Calendar Year 2014 Green Vision Key Achievements*
Create 25,000 clean tech jobs as the world center of clean tech innovation	More than 12,008 clean tech jobs in San José have been created to date.
Reduce per capita energy use by 50 percent	During the 2013-14 program cycle, Silicon Valley Energy Watch delivered 850 energy efficiency retrofit projects to Santa Clara County PG&E utility customers, reducing energy use by over 11.5 million kilowatts per hour (kWh) – enough to power nearly 1,060 U.S. homes for one year.
Receive 100 percent of its electrical power from clean renewable sources	By the end of 2014, 9,055 solar photovoltaic (PV) systems with a total capacity of approximately 80.8 megawatts (MW) had been installed at homes, businesses, and industrial facilities in San José.
Build or retrofit 50 million square feet of green buildings	Nearly one million square feet (SF) of certified private sector green building space was added in 2014. More than 2.1 million SF of City facilities have achieved green building certification since 2004.
Divert 100 percent of the waste from its landfill and convert waste to energy	In 2014, the City and partner Zero Waste Energy Development Company (ZWED) opened Phase One of the world's largest dry fermentation anaerobic digestion facility, which now accepts the City's commercial organic waste for conversion into 1.6 MW of renewable energy and 32,000 tons of compost.
Recycle or beneficially reuse 100 percent of its wastewater (100 million gallons per day)	A record 785 customers used an average of 14.1 million gallons of recycled water per day, made possible by a 142-mile network of recycled water pipelines.
Adopt General Plan with measurable standards for sustainable development	In 2014, the City of San José Department of Transportation established a new Transportation Options Program to increase biking, walking, and transit use, with a goal of reducing the community's dependence on solo driving.
Ensure that 100 percent of public fleet vehicles run on alternative fuels	The City maintained 41 percent of its vehicle fleet to run on alternative fuel, with a total of 991 alternative fuel vehicles.
Plant 100,000 new trees and replace 100 percent of streetlights with smart, zero-emission lighting	Through a partnership with Our City Forest, 1,749 new trees were planted. A total of 12,289 trees have been planted since 2007, sequestering approximately 479.3 metric tons of carbon dioxide equivalents, comparable to the annual greenhouse gas emissions of 101 passenger vehicles. San José converted nearly 2,130 streetlights to smart Light Emitting Diode (LED) streetlights in 2014. To date, approximately 5,530 LED streetlights have been installed, saving the City more than 1.88 million kWh of electricity annually.
Create 100 miles of interconnected trails	The City completed 19 miles of onstreet bikeways for a total of 240 miles of onstreet bikeways. In addition, the City has reached 56.8 miles of offstreet trails to date. San José bicyclists took 19,562 trips, offsetting 14,278 pounds of carbon dioxide, through the Bay Area Bike Share Program.

* As reported in the [2014 Green Vision Annual Report](#). Some figures—based on calendar year, including some estimates—may be inconsistent with figures in other sections of this report that are based on fiscal year.

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 2014-15 the department had 118 authorized positions and its operating expenditures totaled \$15.8 million.*

The Accounting Division is responsible for timely payments to vendors and employees, and for providing relevant financial information to the public.

Purchasing is responsible for ensuring cost-effective procurement of quality products and services, and ensuring adequate insurance coverage for the City's assets. In 2014-15, the department procured \$118.5 million dollars of products and services.

Revenue Management is responsible for the processes that support timely billing and revenue collection efforts.**

Treasury manages the City's cash and investment portfolio; the three goals of the investment program are safety, liquidity, and yield. In 2014-15, investment funds earned an average of 0.65 percent; the total portfolio was \$1.38 billion. Treasury also issues debt and administers a debt portfolio totaling \$5.1 billion at the end of 2014-15. Debt issuance in 2014-15 totaled \$225.6 million.

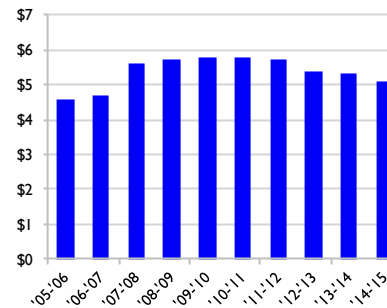
* Finance was also responsible for \$166.1 million in Citywide expenses including \$137.8 million for debt service, \$15.3 million for Convention Center lease payments, \$5.6 million for sick leave payments to employees upon retirement, and \$3.1 million for general liability claims.

** See the December 2014 Audit Report [Accounts Receivable: The City Can Enhance Revenue Collections by Improving Its Billing and Collection Practices](#)

KEY FACTS (2014-15)

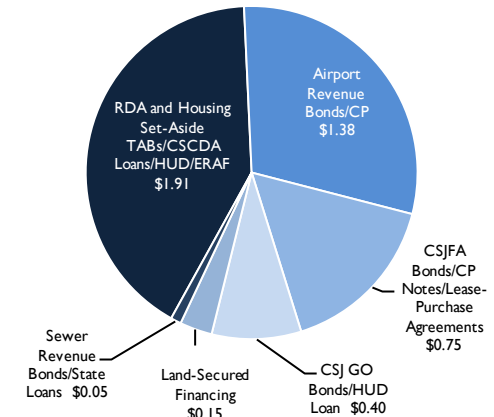
Total investment portfolio (billions)	\$1.38
Total debt managed (billions)	\$5.1
Total dollars procured (millions)	\$118.5
San José credit ratings:	Moody's Aa1
	S&P AA+
	Fitch AA+

Total Debt Managed (\$billions)

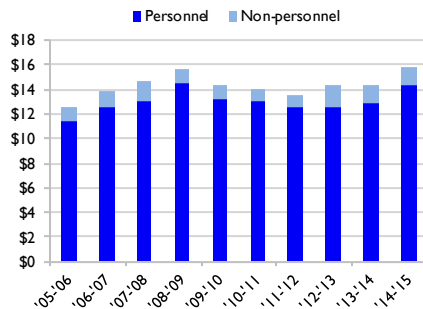


Note: Total Debt Managed chart above includes conduit debt outstanding (multifamily housing revenue bonds). Pie chart to the right does not include conduit debt. For more information, see the City's [Comprehensive Annual Debt Reports](#).

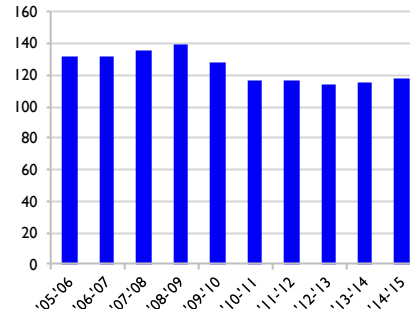
Outstanding Debt Issued by All Agencies, June 30, 2015 (\$billions)



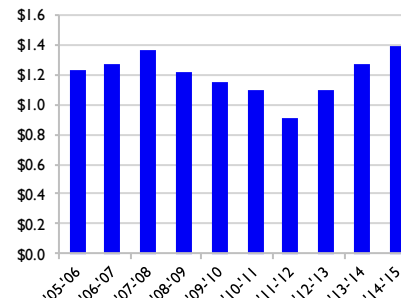
Finance Operating Expenditures (\$millions)



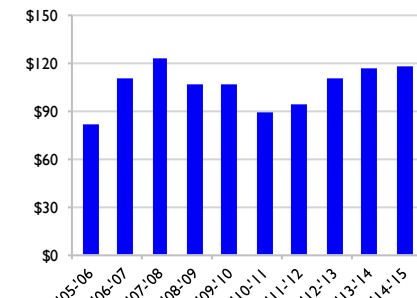
Finance Authorized Positions



Total Investment Portfolio (\$billions)



Total Dollars Procured (\$millions)



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.

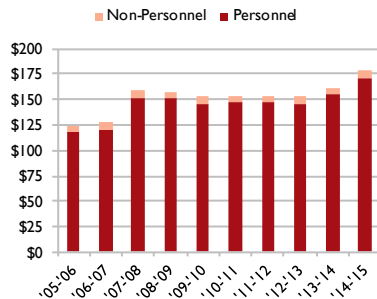
In 2014-15, the Fire Department's operating expenditures were \$179 million,* 11 percent more than 2013-14 and almost \$27 million above the average for the last ten years. There were 793 authorized positions in the Fire Department, which is below the average of 816 over the past ten years.

*Does not include \$7.2 million in Citywide expenses spent by the Fire Department (down from \$7.9 million in 2013-14), including \$6.5 million on workers' compensation claims.

KEY FACTS (2014-15)

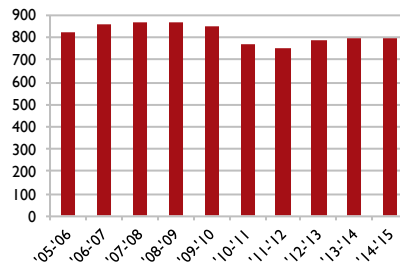
Fire stations	33
Engine companies	30
Truck companies	9
Squad units	5
Urban search and rescue (USAR) companies	1
San José Prepared! Graduates (Emergency Preparedness & Planning)	
2-hour Disaster Preparedness course graduates	705
20-hour Community Emergency Response Training (CERT) graduates	35
Initial Fire Inspections Performed	8,700

Fire Department Budget (\$millions)

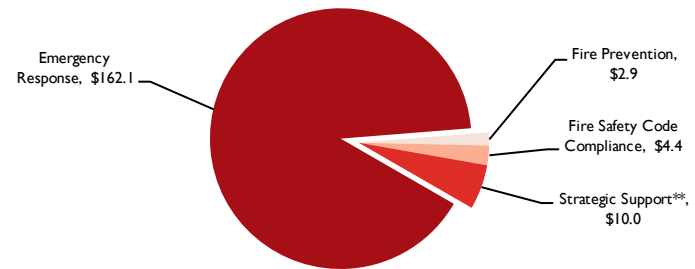


NOTE: Beginning in 2009-10, the Office of Emergency Services consolidated into the Fire Department.

Fire Department Authorized Positions



Fire Department 2014-15 Expenditures by Service (\$millions)



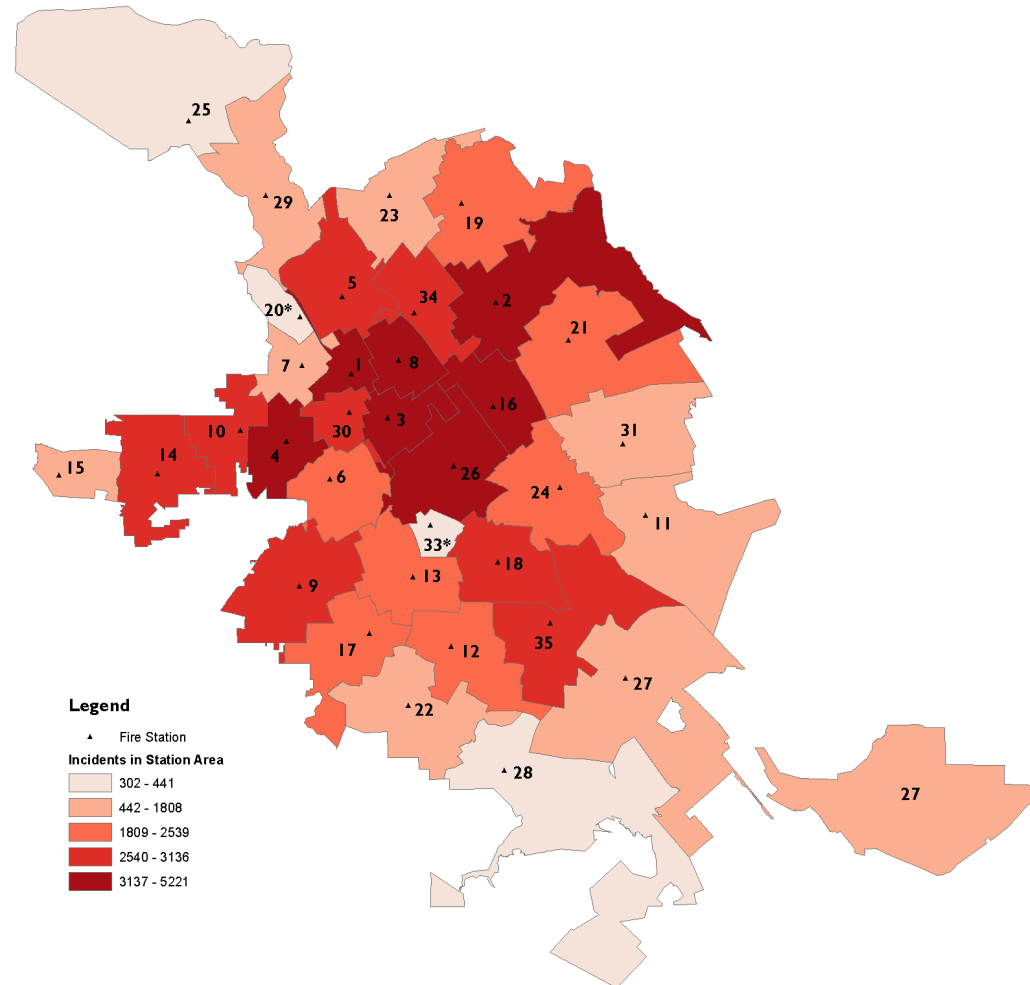
** As of 2012-13, Emergency Preparedness and Planning is included in the Strategic Support core service.

KEY FACTS (2014-15)

Emergency Incidents

Emergency Medical Incidents	51,600
Fires	2,100
Rescue, Haz Mat, and non-fire hazards	6,500
Other (including service requests, false alarms, good intent responses, and canceled en route incidents)	23,400
Total	83,600

**Fire Stations and Number of 2014-15
Emergency Incidents by Station Areas**
(see following page for graph of data)

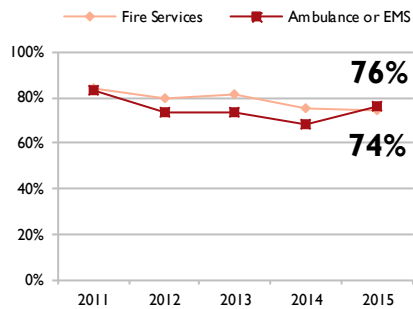


Source: Auditor analysis based on incident data provided by Fire Department
Note: Data shows incidents by geographic area, not by responding unit.

* 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.

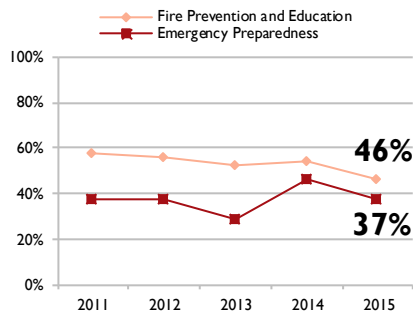
NATIONAL CITIZEN SURVEY™

% of San José residents rating services as good or excellent



NATIONAL CITIZEN SURVEY™

% of San José residents rating services as good or excellent



FIRE

EMERGENCY RESPONSE

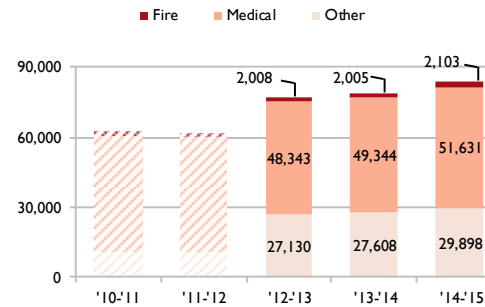
In 2014-15, the Fire Department responded to about 83,600 emergency incidents, including 66,600 Priority 1 incidents (red lights and sirens) and 16,800 Priority 2 incidents (no red lights or sirens). Sixty-two percent of incidents were medical emergencies (51,600). The Department responded to 2,100 fires in 2014-15. This was less than 3 percent of all incidents, but 5 percent more than last year, and up 34 percent from five years ago. The Department responded to 30,000 other types of incidents, including good intent calls, rescues, and false alarms. A breakdown of all incidents by fire station is provided below.*

In 2014-15, the Department met its target of 90 percent of fires contained in the structure of origin (actual: 90 percent). The Department was able to contain 68 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. San José's rate of fire-related injuries increased in 2014-15. There were 50 civilian fire injuries and 3 civilian fire deaths in 2014-15.

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

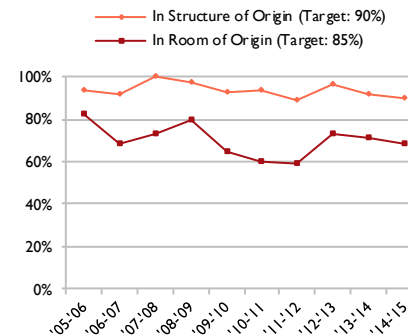
Emergency Incidents



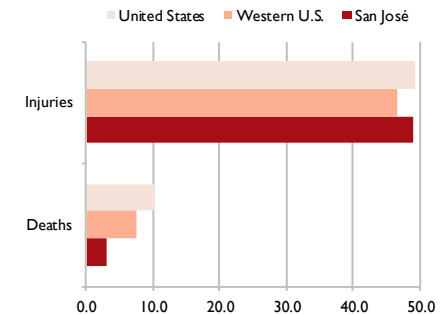
Emergency incidents are shown by type found on arrival. In 2012-13, the Department changed its methodology for classifying incidents, resulting in an increase in the number of incidents categorized as emergency incidents. In prior years, the Department's record management system excluded some incidents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

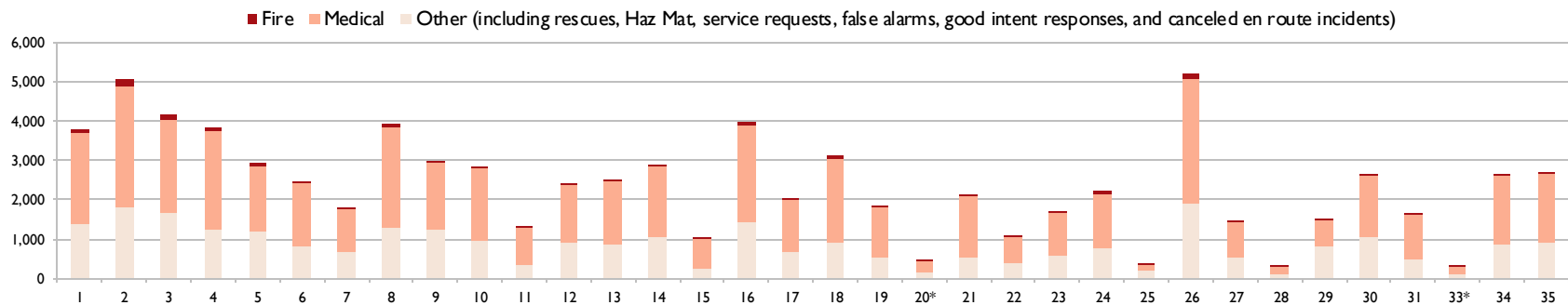


Civilian Fire Injuries and Deaths per Million Population (2014)**



Source: National Fire Protection Association, 2014 and SJFD data. **San José data is by fiscal year (shows FY 2014-15).

Emergency Incidents by Station Area (2014-15)



* 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.

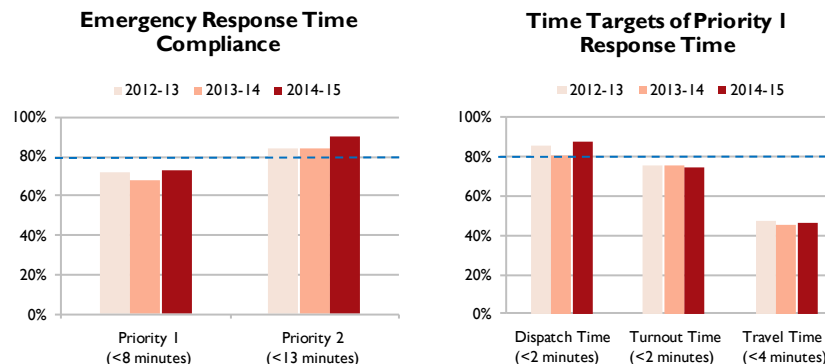
EMERGENCY RESPONSE (continued)

In 2014-15, the Department responded to 73 percent of Priority 1 incidents within the City’s time standard of 8 minutes. This is significantly below the target of 80 percent compliance but above the 68 percent compliance in 2013-14.

For Priority 2 responses, the Department’s target is to respond to 80 percent of incidents within 13 minutes. In 2014-15, the Department responded to 90 percent of Priority 2 incidents within the 13-minute standard. This is above the 84 percent compliance in 2013-14.

The Department disaggregates Priority 1 response time by three time targets: dispatch time, turnout time, and travel time. In 2014-15, the Department met its target for dispatch time and was close to meeting its target for turnout time. However, the Department met its travel time standard for only 46 percent of Priority 1 incidents (target: 80 percent within 4 minutes). An organization review is underway that will discuss response time targets along with other operations.

A breakdown of Priority 1 response times by station is shown below. Three stations met the Priority 1 response standard of 8 minutes for 80 percent of incidents in 2014-15.

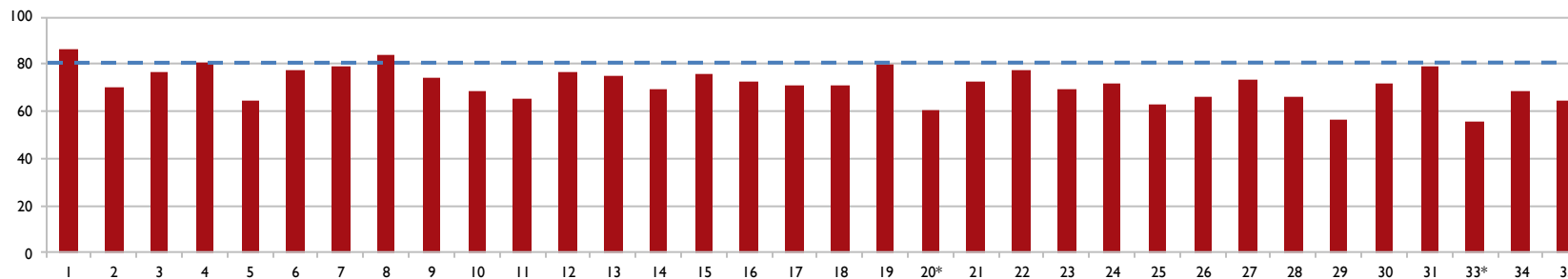


Emergency Medical Services (EMS)

The County contracts with a private company to provide emergency ambulance transportation services to all County areas (except to Palo Alto). 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 contract requires the San José Fire Department to respond to 90 percent of qualifying EMS calls within 8 minutes. In 2014-15, as in 2013-14, the Department responded to 89 percent of qualifying calls on time. As a result, the County found the City in breach of contract, resulting in a financial loss for the City. The Department continues to work with the County to implement audit recommendations and dispatch protocols that would improve City response time compliance.

Priority 1 Response Time Compliance by Station Area (2014-15)
 % 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. Both line firefighters and fire prevention staff conduct initial inspections to check for compliance with fire codes. In 2014-15, the Department performed 7 percent fewer initial fire inspections than in the prior year. Line firefighters conducted 26 percent fewer initial inspections in 2014-15 than in 2013-14. Fire prevention staff conducted 5 percent more inspections than in 2013-14. Seventy-four percent of initial inspections conducted did not require a follow-up inspection.

Fire Prevention also conducts investigations based on complaints received about residents or businesses. In 2014-15, 68 complaints were investigated. In addition, the Department conducted nearly 470 plan reviews for special events.

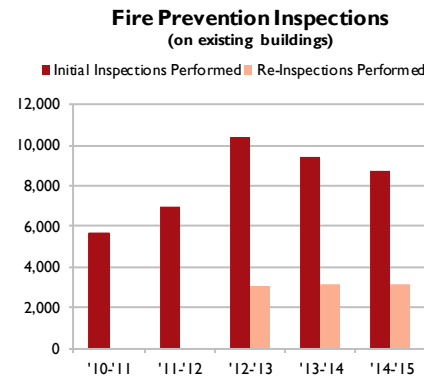
Fire investigators conducted 300 arson investigations in 2014-15; about 125 of those investigations were determined to be arson. There were about 50 arson fires in structures in 2014-15.

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 2014-15, over 5,100 fire plan checks and about 7,600 inspections were performed for Development Services customers. One hundred percent of inspections in 2014-15 were completed within the 24-hour target.

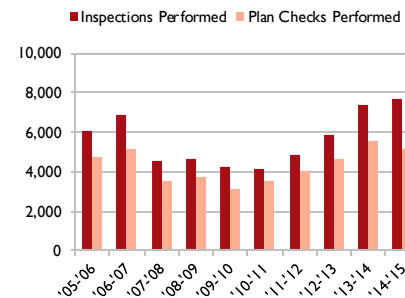
The **Development Services partners** in the Permit Center are:

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

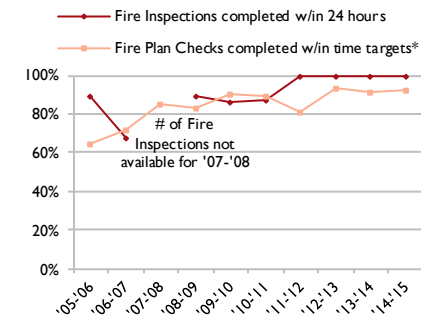


Source: San José Fire Department

Fire Safety Code Compliance - Workload (Development Services)



Timeliness - Code Compliance (Development Services)



* Time targets for plan checks vary by type of project.

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 operating expenditures were \$8.1 million* in 2014-15. Nearly all its activities were funded with \$64.2 million in federal, state, and local funds as shown in the chart to the right. This funding included revenues (\$44.9 million) from the Department’s \$730 million loan portfolio which will continue to generate program income.

Since state law dissolved the Redevelopment Agency in 2012—formerly a major source of financing for multi-family affordable housing—the City has been advocating for new local and state funding to invest in new affordable housing developments.

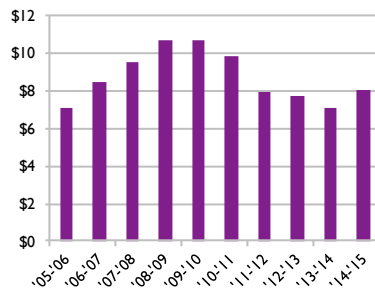
* This represents only operating expenditures and does not include all housing program fund expenditures, including those shown above.

2014-15 Housing Program Funds Received**	
Housing Loans and Grants***	\$ 44,870,970
HOME Investment Partnership	2,373,468
Community Development Block Grant	6,828,487
CalHome	246,000
BEGIN	545,668
Neighborhood Stabilization Program	174,328
Rental Rights and Referrals Fee	799,362
Housing Opportunities for People with AIDS (HOPWA)	648,766
Emergency Shelter Grant (ESG)	634,710
HOPWA Special Projects	392,083
Hazard Mitigation Grant Program	181,896
Medical Respite Facility	345,838
Fees	6,160,352
Total	\$ 64,201,929

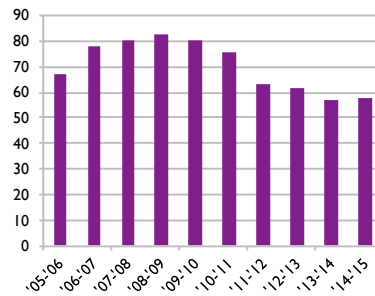
** Total does not include the \$1.7 million in Citywide expenses allocated for the Homeless Response Team in 2014-15.

*** This includes over \$700,000 in CDBG loan repayment revenues.

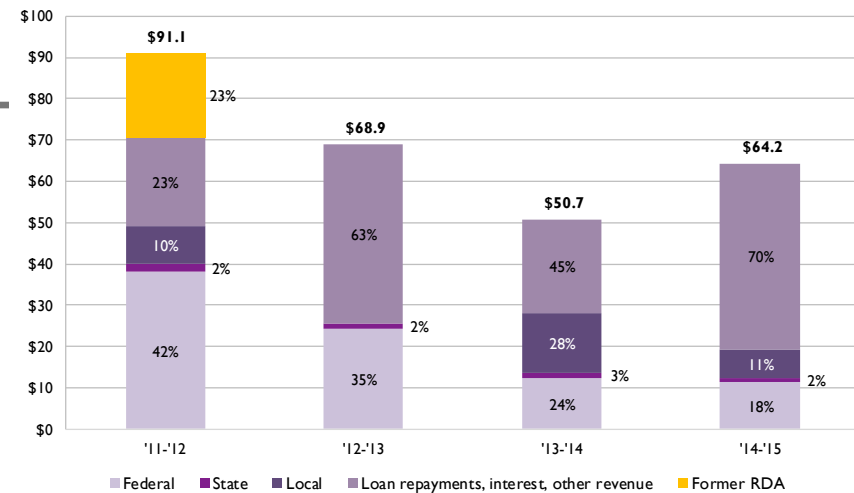
Housing Department Operating Expenditures (\$ million)



Housing Department Authorized Staffing



Comparison of Funding Sources (\$ million)



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 2015, only 10 percent rated the availability of affordable housing as “good” or “excellent,” while 68 percent considered availability to be “poor.”

In 2014-15, developers completed 168 affordable housing units with City help. The City’s per-unit subsidy in 2014-15 was about \$92,000. 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). The Department also receives developer negotiated payments and federal HOME Investment Partnership Program funds to help finance projects.

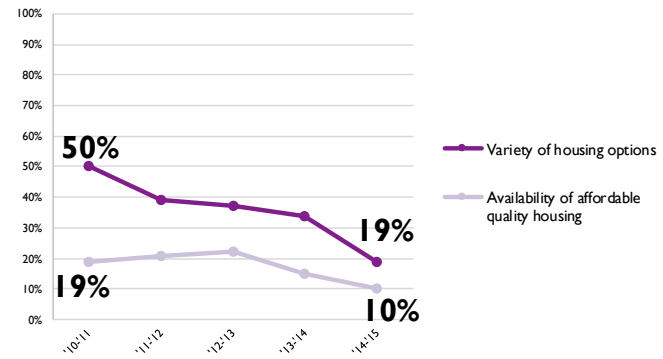
Rehabilitating Existing Housing

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. In 2014-15, the Department used local, state, and federal funds to help rehabilitate 14 single-family homes, and provided minor repairs for another 215 homes in partnership with Rebuilding Together Silicon Valley.

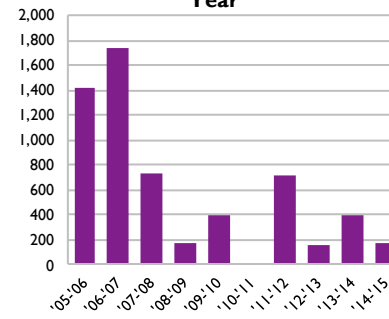
Financing Home Buying

People who want to buy homes in San José can receive financial help, including down payment assistance, through various City programs, although these programs have also been reduced due to lack of funding. These programs made loans to six unduplicated households in 2014-15. The Department wrote off less than 1 percent of its homebuyer loan principal due to foreclosures and short sales in 2014-15.

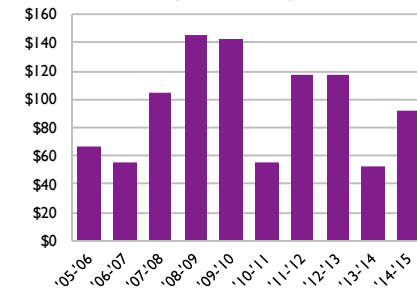
NATIONAL CITIZEN SURVEY™
San José Residents' Ratings of Housing



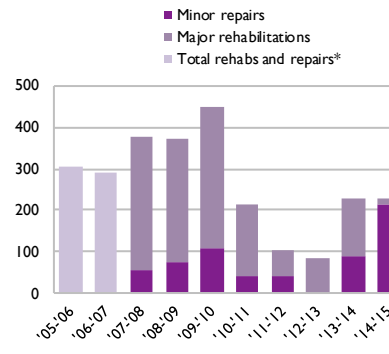
Number of Affordable Housing Units Completed in the Fiscal Year



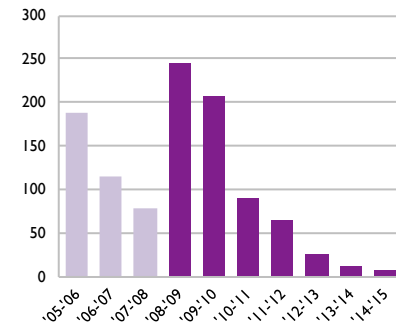
Average Per-Unit Subsidy for New Construction Projects (\$ thousand)



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 \$7.6 million through federal Community Development Block Grant (CDBG) program funds in 2014-15. 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 (Neighborhood Stabilization Program). The City concluded this program after selling the last two properties purchased through this program in 2014-15. The last remaining NSP funds, received from program income, have been committed to a new 102-unit affordable housing development, scheduled to be completed in early 2017. The single-family program concluded after acquiring, rehabilitating, and selling a total of 55 single-family homes.

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

Homeless Services

According to the City's 2015 Homeless Census and Survey (conducted every two years), there were:

- 4,063 homeless individuals identified when the census was conducted, and
- 35 percent were chronically homeless* (more than twice the national average in 2014), 69 percent were unsheltered (778 lived in homeless encampments), and 31 percent had temporary shelter.

The Department assists with permanent supportive housing resources and emergency services grants, and also participates in a countywide effort with *Destination: Home* and other local entities who are trying to eliminate chronic homelessness. Several encampment clean-ups were facilitated through the Department's Homeless Encampment Response Program, as detailed in the Environmental Services Department chapter.

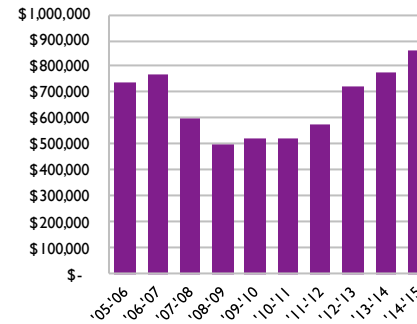
*Chronic homelessness is defined as having a disabling condition and being continually homeless for at least one year and/or having experienced four or more episodes of homelessness within the past three years.

KEY FACTS (2014-15)

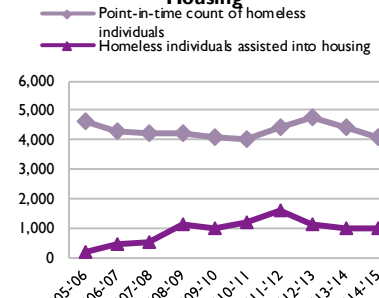
Median Household Income in San José**: \$87,210			
Average Monthly Rent in San José* :	\$2,407	Median Home Price in San José (single-family)*:	\$865,000
Percent of Renters whose Gross Rent is 30 percent or more of Household Income** :	54%	Percent of Owners whose Monthly Owner Costs is 30 percent or more of Household Income (with and without a mortgage)** :	33%

* RealFacts report for Second Quarter 2015 and SCCOAR Second Quarter 2015 report
 ** Source: U.S. Census - American Community Survey – 2014 one-year estimates

Median Single-Family Home Price

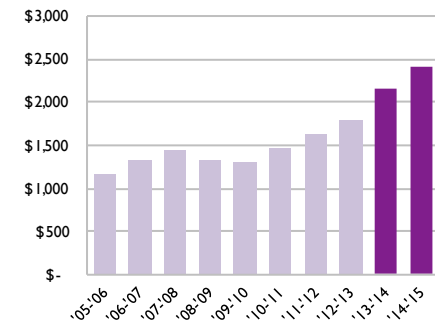


Point-in-Time Count of Homeless Individuals and Those Helped into Housing*



*This reflects a point-in-time count of homeless individuals, and not the total number of individuals experiencing homelessness in a given year. Number of homeless helped into housing according to countywide homeless services database.

Average Monthly Rent in San José



*Data after 2013-14 are for average rent overall. Data prior 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 (HR) manages employee benefits, health and safety (including Workers' Compensation), and employment services. In 2014-15, operating expenditures were \$7.6 million, and the Department had 49 full-time positions (compared to 74 in 2009-10).

HR facilitated the hiring of 478 new full-time employees in 2014-15. This includes external employees who were newly hired or rehired. HR also facilitates the hiring of a significant number of internal appointments.

Health care premiums have significantly increased over the last ten years. Since 2006, Kaiser monthly premium rates have almost doubled from \$942 to \$1,648 for family coverage.* However, rates slightly decreased this year compared to 2013-14. In 2014-15, the City paid \$44.9 million for health benefits for active employees and their dependents.

HR also manages Workers' Compensation claims. In 2014-15, there were 1,063 new claims and 3,517 open claims. Workers' Compensation payments totaled \$19.4 million. In 2013-14, HR began contracting with Athens Administrators, which processed 50 percent of the City's new Workers' Compensation claims in 2014-15.

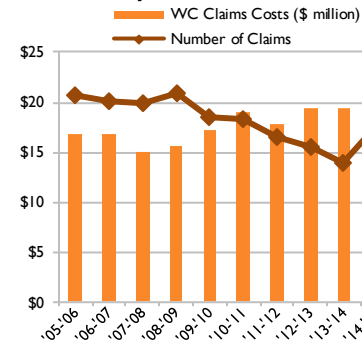
HR also oversees contributions to the voluntary 457 deferred compensation plan. The percentage of contributing employees has remained steady at around 69 percent.

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

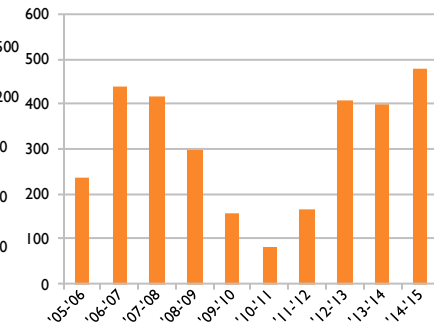
KEY FACTS (2014-15)

Number of City Employees (Budgeted Full-Time Equivalents)	5,749
Covered Lives:	
Active Employees and Dependents	10,627
Retirees, Dependents, and Beneficiaries	6,437
Time to Hire (Days)	98
New Hires (Full-Time Employees)	478
Percentage of Employees with Timely Performance Appraisals:	
Non-Management	74%
Management	92%
Turnover Rate	13.2%

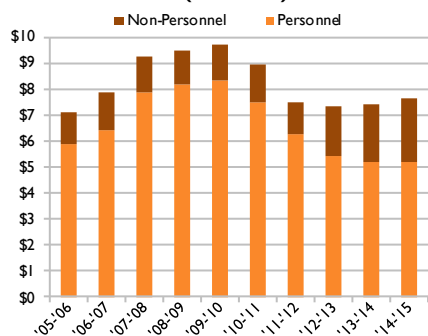
Workers' Compensation Payments & New Claims



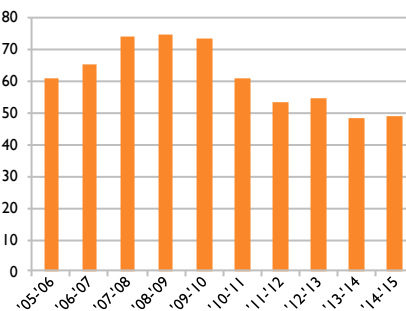
New Full-Time Hires



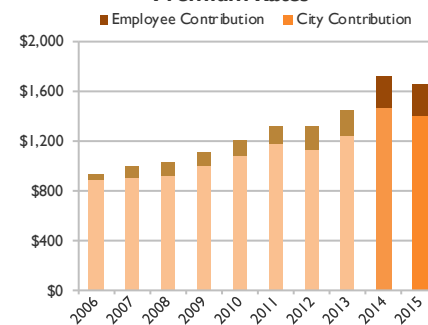
Operating Expenditures (\$ million)



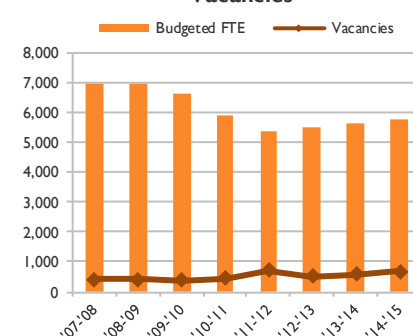
Human Resources Department Authorized Positions



Kaiser Family Plan Premium Rates*



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.

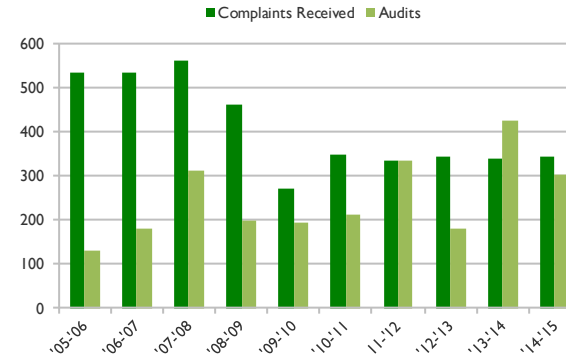
INDEPENDENT POLICE AUDITOR

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 2014-15, operating expenditures for the IPA totaled \$1.2 million, an increase of 7 percent compared to 2013-14 and 76 percent higher than ten years ago. The IPA authorized positions remained unchanged from last year-6 in 2014-15.

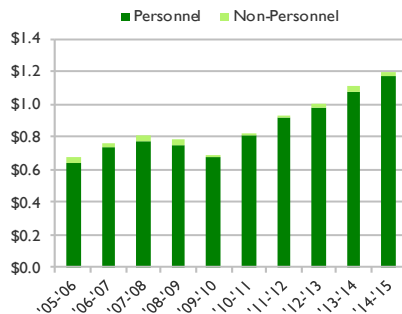
In 2014-15, the IPA received 342 complaints from the public regarding SJPD officers, roughly the same as in the previous year. There were 36% fewer complaints than ten years ago. The number of people receiving IPA outreach services at community events or meetings increased by 4 percent from 10,861 in 2013-14 to 11,323 in 2014-15. Over the past decade, the number of people attending outreach events has more than doubled.

Complaints Received and IPA Audits

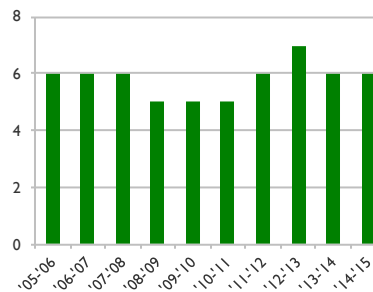


Note: The IPA audits only those complaints classified as “conduct complaints” or “policy complaints”. In general, the SJPD must complete its complaint investigation within one year from the date that the complaint was received. Thus, complaints received in one fiscal year may not be closed and audited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

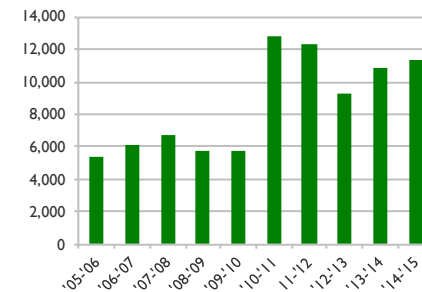
IPA Operating Expenditures (\$millions)



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, and the Budget System. ITD has been actively engaged in many core technology system upgrades such as the Customer Information System (CIS) for utility billing, the Business Tax System (BTS) and the Human Resource/Payroll/Budget System.

Departmental operating expenditures for ITD totaled \$17.1 million in 2014-15. Authorized staffing totaled 87.5 full-time equivalent positions, including 32 non-technical positions at the Customer Contact Center.

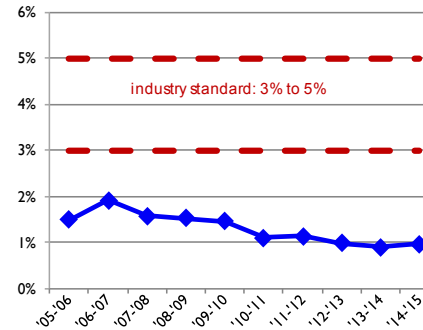
According to industry standards, information technology staffing should make up 3 to 5 percent of an organization's staffing; ITD's staffing levels are low (about 1 percent of Citywide staffing excluding call center staff). However, some information technology resources reside outside ITD. For example, large departments such as Airport, Police, and Fire have their own information technology staff. ITD is operating with a vacancy rate of 26 percent for overall staffing but almost 35 percent for technical positions. This is five percent more than the previous year.

ITD has completed deployment of hosted Voice Over Internet Protocol (VoIP) services and migrated all City call centers to a new call handling platform. Phase 2 of the Office 365 deployment is in process.

KEY FACTS (2014-15)

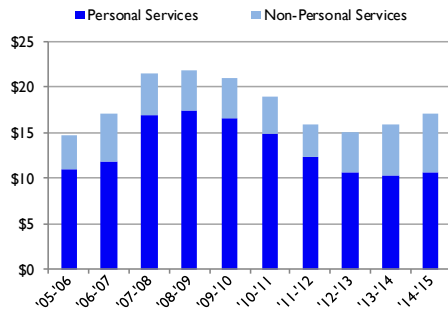
Customer Contact Calls	265,000
Service Desk Requests	20,800
Centralized Email Boxes	6,433
Network Outages	2
Desktop Computers	4,918
Enterprise Servers	262

ITD Staffing as a % of Total City

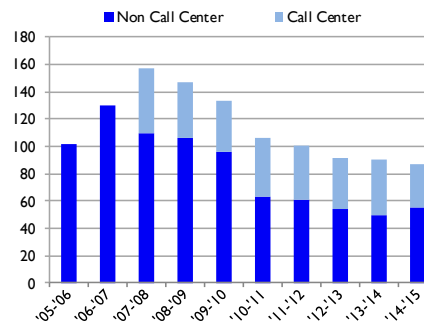


Note: Excludes ITD's call center staff. Also excludes IT staff in larger departments such as Airport, Police, Fire, Department of Transportation and Environmental Services who have their own IT staff.

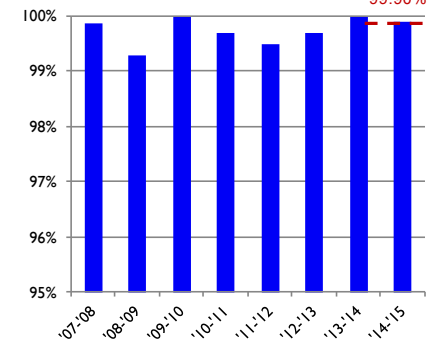
Operating Expenditures (\$ millions)



ITD Authorized Positions



% of Regular Work Hours Email is Available



INFORMATION TECHNOLOGY DEPARTMENT

ITD aims to have network services available 24/7 at least 99.5 percent of the time for the City's converged network, telephones, and enterprise servers. The target for active directory was 99.90 percent. ITD met all of those targets in 2014-15.

CUSTOMER CONTACT CENTER

The City's Customer Contact Center (408/535-3500 or customerservice@sanjoseca.gov) 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.

This year, the City transitioned Recycle Plus billing to the Santa Clara County property tax roll and customer service activities to the garbage haulers. These changes resulted in an elimination of seven positions in the Customer Contact Center for 2014-15.

In 2014-15, the Customer Contact Center met its target of 65 percent* calls answered. The average wait time was 3.42 minutes, down from 6 minutes in 2013-14. ITD improved this wait time by adjusting employee schedules, hiring temporary staffing and the implementation of a new call center software.**

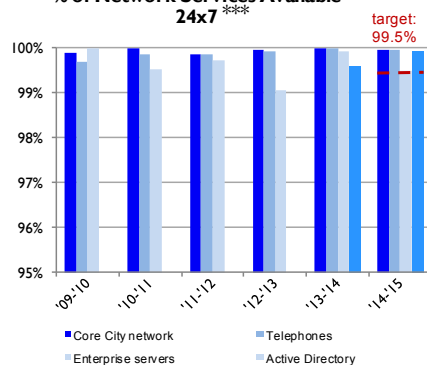
*This target is lower than ITD's 70 percent target in 2013-14.

**For more about the Customer Contact Center see the 2013 audit - [Customer Call Handling: Resident Access to City Services Needs to be Modernized and Improved](#).

Citywide Contact Center Numbers

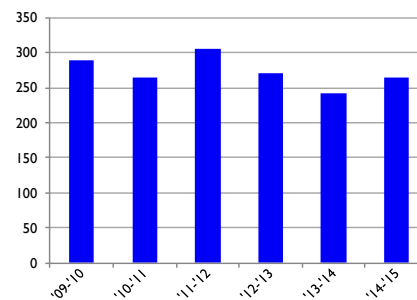
Department/Division	Contact Number
Customer Contact Center	408-535-3500
Development Services	408-535-3555
Animal Care and Services	408-794-7297
Revenue Management	408-535-7055
Transportation (Tree and Sidewalk)	408-794-1901
Transportation (Dispatch)	408-794-1900
Transportation (Vehicle Abatement)	408-277-5305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

% of Network Services Available 24x7***

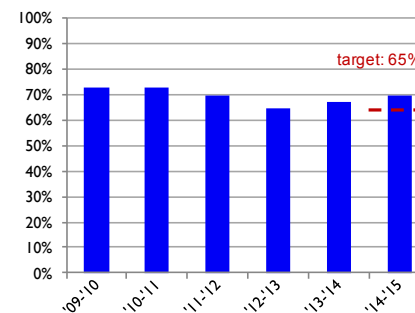


***The Active Directory target is 99.90 percent.

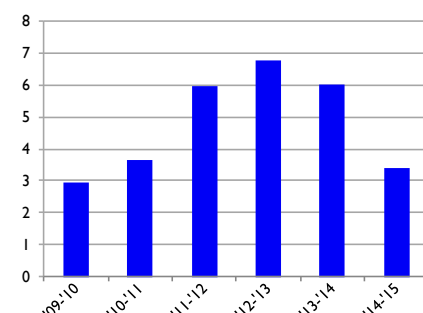
Customer Contact Center Calls (thousands)



% 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 Village Square Branch Library, is currently under construction and is expected to open in 2016. The Library offers materials in various formats including books, CDs, DVDs, eBooks, and online database services. The Library also provides programs such as summer reading, literacy assistance, and story times.

In 2014-15, the Library's operating expenditures totaled \$31.9 million, an increase of 6 percent from a year ago and an increase of 16 percent from ten years ago. Staffing totaled 317 authorized positions, a 1 percent increase from a year ago, but 6 percent less than ten years ago.

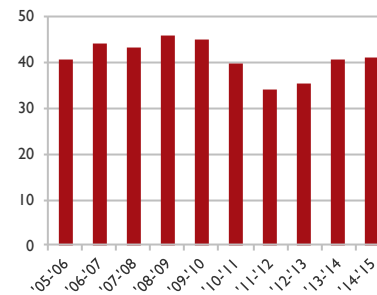
The annual hours open remained about the same as 2013-14—40,808 hours—but still represented a 9 percent decrease from 2009-10. Open hours are expected to increase in 2015-16.

Of San José respondents to The National Citizen Survey™, 69 percent rated the quality of public library services as good or excellent, 25 percent rated services fair, and 6 percent rated services poor.

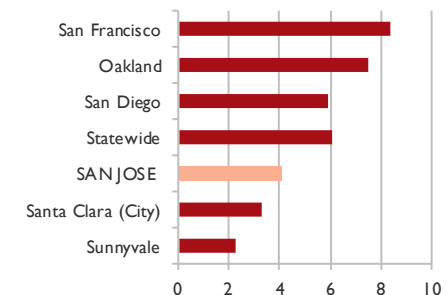
KEY FACTS (2014-15)

Libraries open	23
Libraries in construction phase	1
Weekly library visitors	116,496
Total library materials	2,347,939
Number of eBooks	250,139
Number of items checked out (including eBooks)	9,831,284
Number of registered borrowers	480,322

Total Hours Open Annually (thousands)

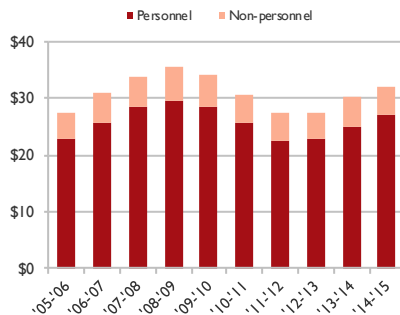


Hours Open Per 100 People (2013-14)

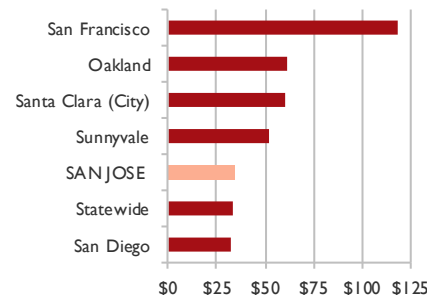


Source: [California State Library, 2013-2014 Summary Data](#)

Library Operating Expenditures (\$millions)

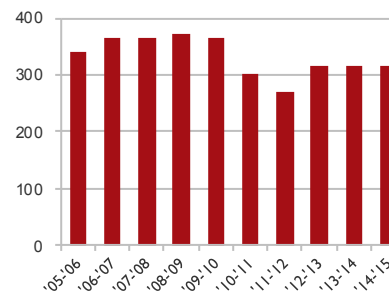


Expenditures Per Capita (2013-14)



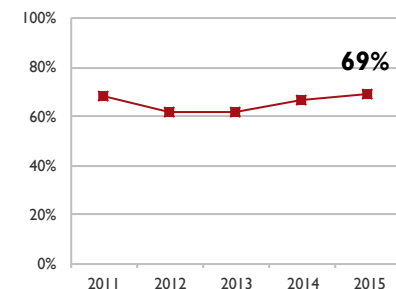
Source: [California State Library, 2013-2014 Summary Data](#)

Library Staffing



NATIONAL CITIZEN SURVEY™

% of San Jose residents rating library services as "good" or "excellent"



LIBRARY COLLECTION AND CIRCULATION

In 2014-15, the Library’s collection totaled 2.35 million items, an increase of 13 percent from ten years ago. Print materials, such as books and periodicals, made up 1.72 million items, a slight decrease from the prior year, but a 3 percent increase from ten years ago.

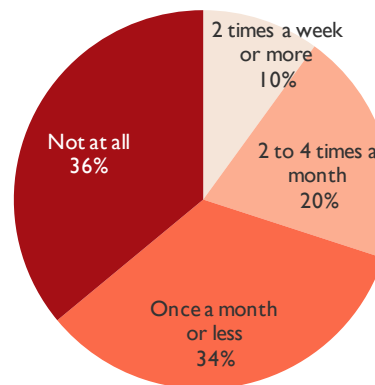
The number of digital materials in the Library’s collection continued to increase. In 2014-15, the number of eBooks and eAudiobooks totaled more than 250,000.

Total circulation in 2014-15 (including eBooks) was 9.8 million, a 6 percent decrease from the previous year, and a 32 percent decrease compared to ten years ago. This has been a trend since branch library hours were cut in 2010-11. Library borrowers placed about 391,000 online holds to reserve materials, a decline of 6 percent from a year ago.

In 2014-15, circulation per capita decreased 8 percent from the prior year, and decreased 36 percent from ten years ago. The graph below uses statistics reported by the California State Library, which reports on a one-year lag. San José’s 2013-14 circulation per capita (excluding eBooks) was lower than that of Santa Clara, Sunnyvale, and San Francisco, but higher than that of San Diego, Oakland, and the statewide mean.

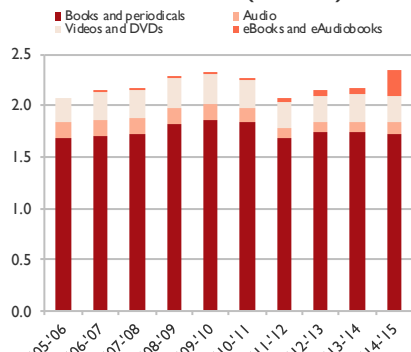
Sixty-four percent of respondents to The National Citizen Survey™ indicated they, or someone in their household, used San José libraries at least once in the last twelve months, an increase of 1 percent from a year ago.

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?

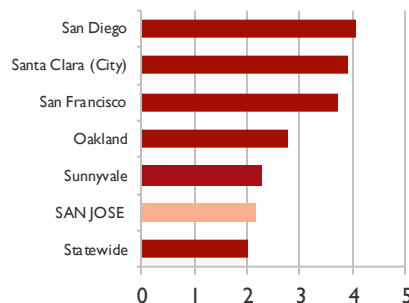


Source: The National Citizen Survey™

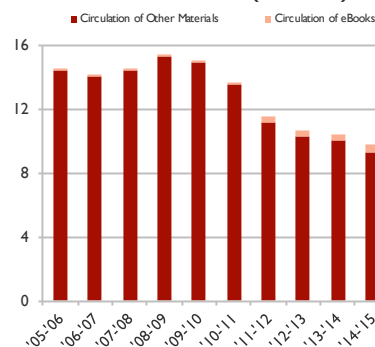
Total Collection (millions)



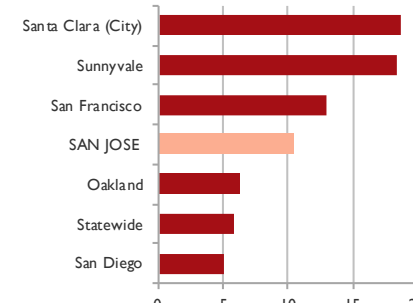
Materials Per Capita (2013-14)



Total Circulation (millions)



Circulation Per Capita (2013-14)



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

Source: [California State Library, 2013-2014 Summary Data](#)

Source: [California State Library, 2013-2014 Summary Data](#) (does not include eBooks)

LIBRARY

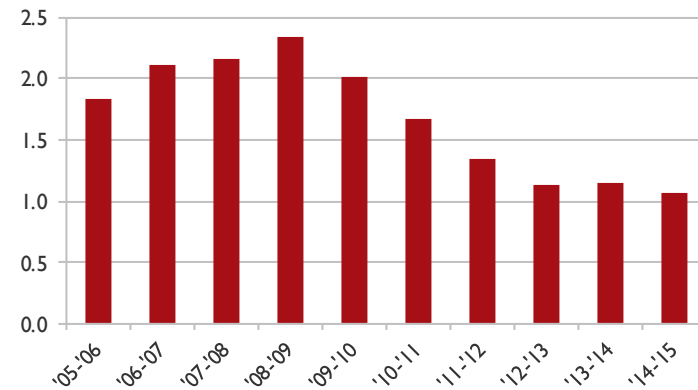
The City's libraries provide programs to promote reading and literacy, and support school readiness. Programs include adult and family literacy programs, preschool and early education initiatives, story time programs, summer reading programs, digital literacy programs, and more.

In 2014-15, libraries offered nearly 14,200 programs, with attendance totaling 320,400. In 2014-15, participants in the summer reading program totaled 18,500, a 20 percent decline from a year ago.

In 2014-15, the number of computer sessions on library computers totaled about 1.1 million, a 54 percent decline from its height in 2008-09. However, City libraries began offering wireless internet to patrons in 2009-10. According to the Department, the prevalence of mobile devices may be a reason for the decline in computer sessions; wireless bandwidth rates were increased for most branches during 2014-15 in order to meet customer demand.

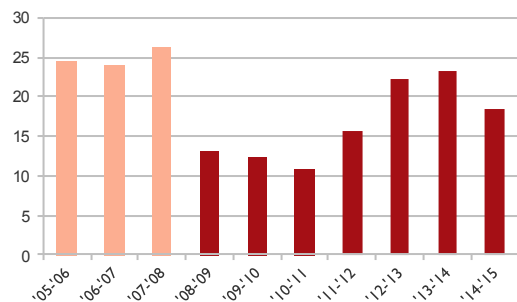
Approximately 16 percent of the Library's collection includes materials in languages other than English. Over the last two years, the Library has focused on expanding its non-English collection, and its 2014-15 non-English language collection totaled 358,830 items. Circulation of these materials dropped 55 percent compared to five years ago, to 1.2 million items circulated. Non-English media circulation (such as DVDs and videos) was the main driver of this decline.

Computer Sessions in Library* (millions)



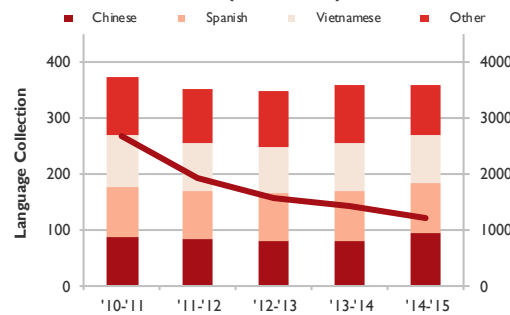
*Does not include wireless connections

Participants in Summer Reading Program (thousands)*

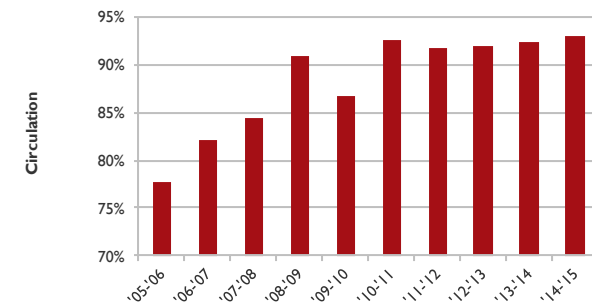


*In 2008-09, the methodology for Summer Reading participation changed; data prior to that year may not be comparable.

Non-English Collection and Circulation (thousands)



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



Source: Library customer surveys

SAN JOSE BRANCH LIBRARIES

In November 2000, voters approved a Branch Library Bond Measure, dedicating \$212 million over ten years for the construction of 6 new and 14 expanded branch libraries in San José. The final project—the Village Square branch — is under construction and is expected to open in 2016.

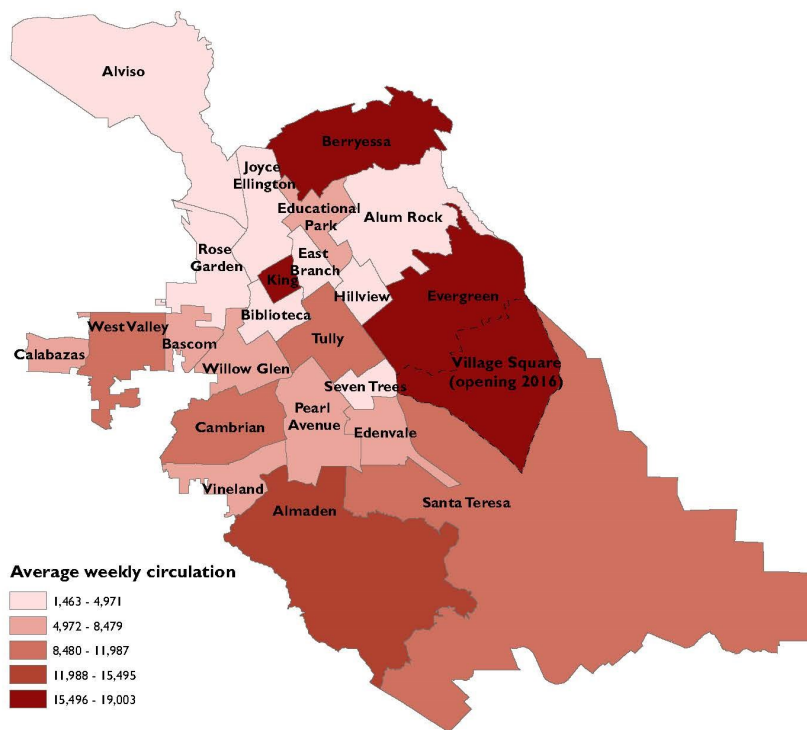
The main library (Dr. Martin Luther King, Jr.) was open 77 hours per week in 2014-15 (compared to 81 hours in 2009-10). Branch open hours fell in 2010-11 from 47 hours per week to 39, and then again in 2011-12 to 33 or 34 hours per week where they remained through 2014-15 (with the exception of Evergreen, which was open 42 hours beginning fall 2013). Regular hours were from Wednesday to Saturday or Monday to Thursday. Only about half of the branches were open on Saturday, and regular Sunday hours have not been offered at any branch since July 2010. Expanded Library hours were approved and went into effect on July 11, 2015.

Circulation in 2014-15 varied significantly across locations. The Evergreen branch and the main library had the highest circulation (988,000 and 985,000, respectively)*. Other high circulation branches included Berryessa (871,000), Almaden (624,000), Santa Teresa (620,000), and West Valley (585,000).

In 2014-15, City libraries received approximately 6.1 million visitors, a 5 percent decrease from a year ago, and a 21 percent decrease from 2009-10, when branches were open 47 hours per week. The main library received about 40 percent (2.6 million) of all visitors. Evergreen and Berryessa also had many visitors, with 301,000 and 280,000, respectively.

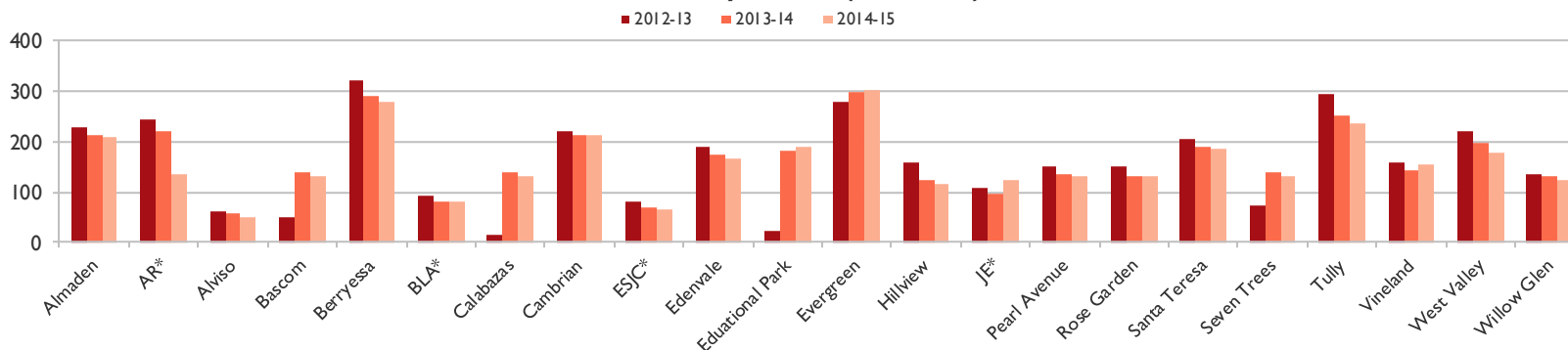
* Evergreen branch and the main library were open more days than the other branches.

Average Weekly Circulation by Branch Service Area, 2014-15



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

Branch Library Visitors (thousands)



* 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 NATIONAL CITIZEN SURVEY™
39% of San José residents surveyed rated San José's recreational opportunities as "excellent" or "good"

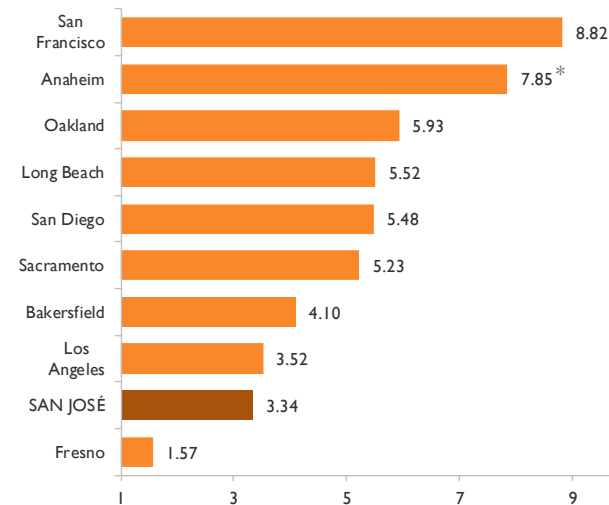
The Parks, Recreation and Neighborhood Services Department (PRNS) operates the City's regional and neighborhood parks, as well as special facilities such as Happy Hollow Park & Zoo. [Happy Hollow Park & Zoo](#) served over 460,000 visitors and generating \$7.3 million in revenues in 2014-15.

PRNS also operates community and recreation centers and provides various recreation, community service, and other programs for the City's residents. In 2014-15, PRNS' departmental operating expenditures totaled \$63 million*. Staffing totaled 511 authorized positions, 17 more positions than 2013-14. This included additional funding for Park Ranger positions, increased funding to support the summer recreational swim program at Mayfair and Overfelt High Schools and increased operation and maintenance costs for new property developments. Nonetheless, PRNS staffing is significantly below its high of 755 employees in 2007-08.

PRNS has a goal of recovering 40 percent of its direct program costs through collected revenues (e.g., fees, charges, leases, grants). For 2014-15, PRNS reported its direct program cost recovery rate was 39 percent which is slightly below its goal and the previous year but up from 28 percent five years ago. Program fees accounted for approximately 70 percent of collected revenues.

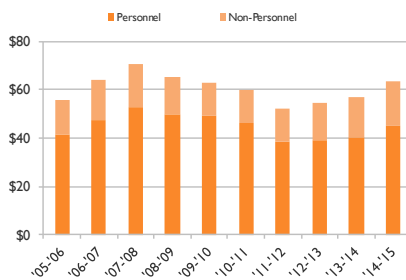
*PRNS was also responsible for \$7 million in Citywide expenses. Significant Citywide expenses included \$4.8 million for San José B.E.S.T. and the Safe Summer Initiative, \$400,000 for the Children's Health Initiative, \$1 million for workers' compensation claims, and \$420,000 for after school education 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.

Parks and Recreation Employees per 10,000 Residents

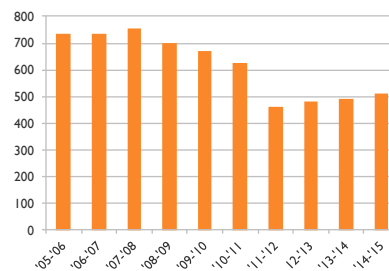


* Based on previous year data
 Source: [2015 City Park Facts](#)

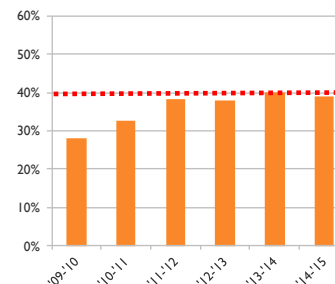
PRNS Operating Expenditures (\$millions)



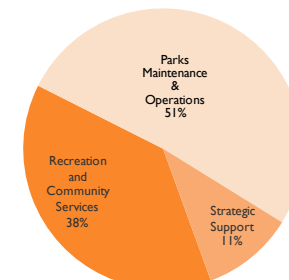
PRNS Authorized Positions



5-Year Program Cost Recovery**



PRNS Operating Expenditures Breakdown



**For information about the department's fee activity programs see our recently completed audit: [PRNS Fee Activities: The Department can better reflect the City's goals for tracking and recovering costs, setting fees and promoting affordable access.](#)

PARKS, RECREATION AND NEIGHBORHOOD SERVICES

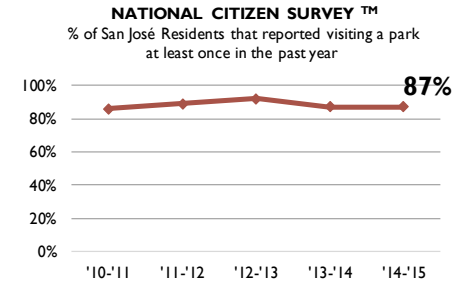
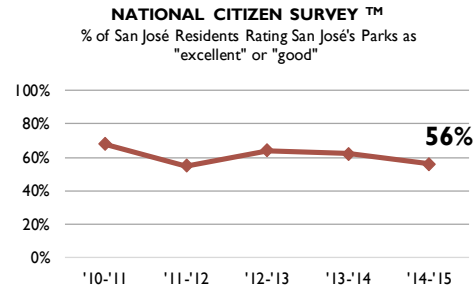
PARKS

In 2014-15, the City maintained 187 neighborhood parks and 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 1,727 acres. There were an additional 1,439 acres of open space and undeveloped land. The City has added 21.1 acres of new developed parkland since 2009 (see box below for a list of park additions). The department is embarking on the process of updating its Greenprint Strategic Plan. It plans to review its methodology for its parks inventory and acreage as part of that process.

The cost to the City's General Fund to maintain developed parkland was \$9,930 per acre, down from \$12,000 in 2008-09. According to PRNS staff, the City's budget deficit has been a major driver for this reduction.

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. For 2014-15, there were 56.77 miles of trails. An additional 76.75 miles have been identified or are being studied for further development, or are in the planning or construction phases of development (For a list of City trails see [City trails](#)).



KEY FACTS (2014-15)

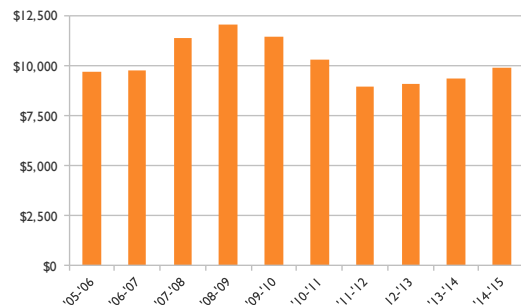
Neighborhood Parks (187 parks)	1,197 acres
Regional Parks (9 parks)	530 acres
Golf Courses (3 courses)**	321 acres**
Open space and undeveloped land	<u>1,439 acres</u>
Total*	3,486 acres**

*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. Total may not add due to rounding.

***For more information about golf courses see the September 2015 audit: [Golf courses: Loss of customers and revenues requires a new strategy](#)

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)
- Commodore Park (3.2 acres)
- <NEW> Antonio Roberto Balermino Park (1.8 acres)
- <NEW> Del Monte Park (2.2 acres)
- <NEW> West Evergreen Park (1 acre)



For a list of City parks see [City parks](#)

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 [City Activity Guide](#).

In 2014-15, 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.

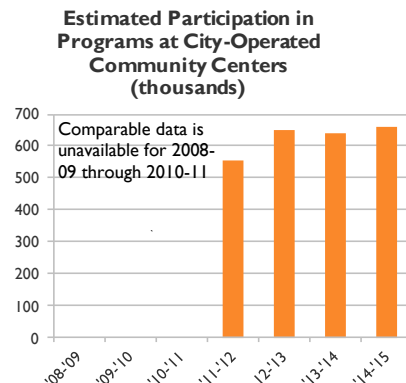
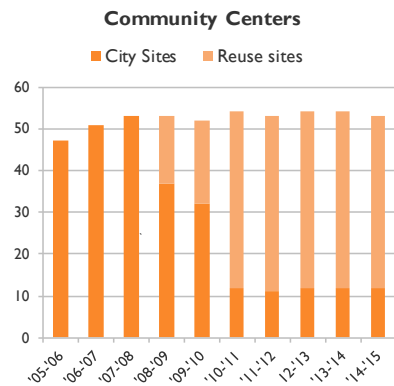
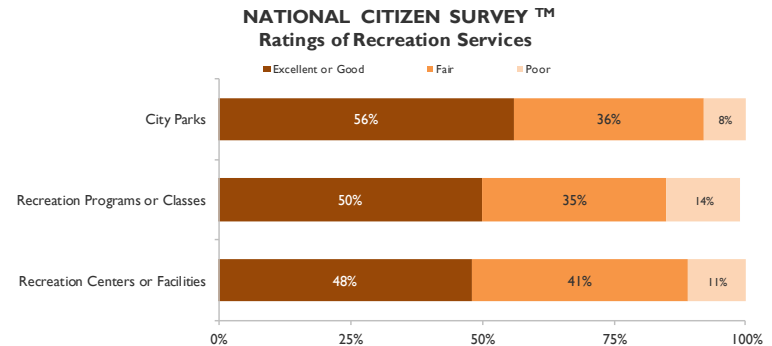
The City's 10 hub community centers and the Bascom Community Center were open from 42 to 72 hours per week which is unchanged from the previous year. No City run centers had regularly scheduled Sunday hours.

KEY FACTS (2014-15)

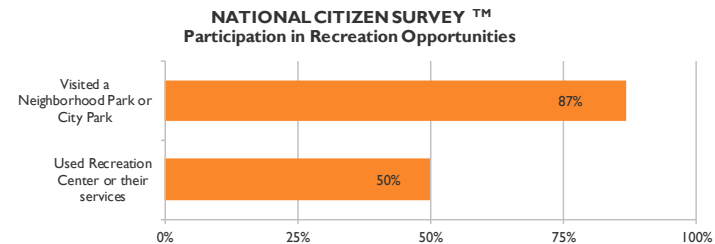
Community centers (including reuse sites)	53
Community center square footage*	578,000 sq. ft.
Average weekly hours open (hub community centers)	59
Estimated recreation program participation at City run programs**	662,400

* This includes hybrid centers.

**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.

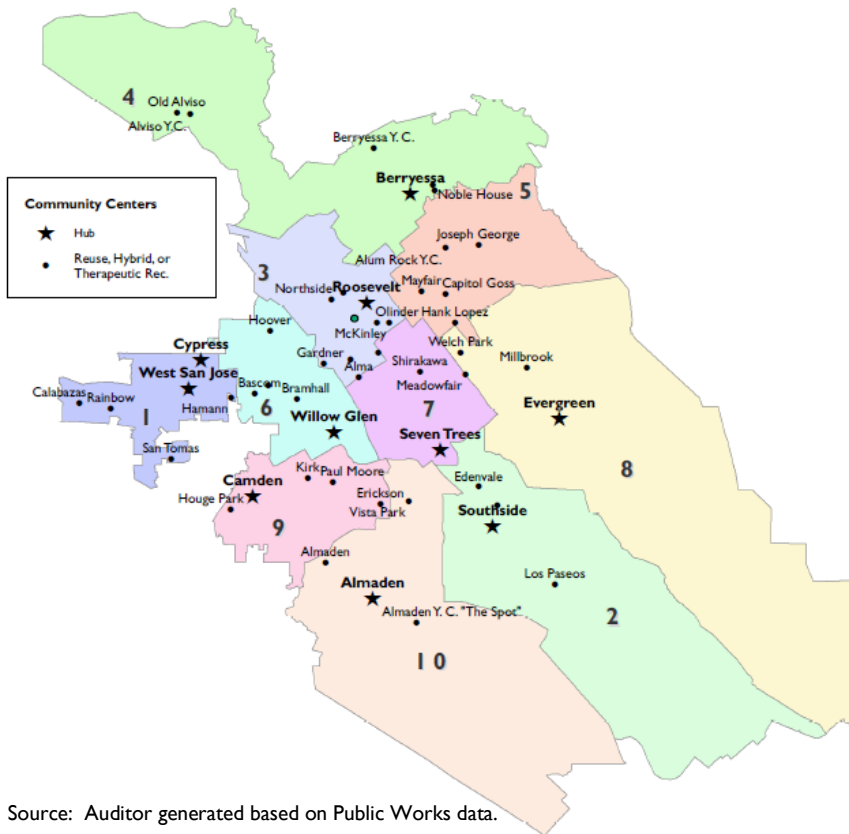


PARKS, RECREATION AND NEIGHBORHOOD SERVICES

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. 42 sites were designated as re-use sites. In 2014-15, outside non-profits/organizations operated 27 of such centers. An additional 10 sites were operated by other City programs and/or outside organizations. Two are closed and one smaller center was demolished. We should note that the leases for two additional centers end in 2015-16.

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 (lease ends 2015-16)
- Evergreen Community Center (hub)**
- ***Gardner Community Center
- Grace Community Center**
- **Hamann Park Community Center
- **Hank Lopez Community Center
- Hoover Community Center (lease ends 2015-16)
- * Houge 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 (Demolished)
- 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

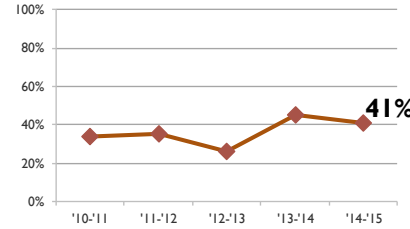
PRNS provides a number of community services including anti-graffiti and anti-litter programs, gang prevention and intervention programs, the Safe Schools Campus Initiative (SSCI)*, the senior nutrition program, and others. In 2014-15, the SSCI team responded to 433 incidents on SSCI campuses, a small increase from the prior year. For 2014-15, the number schools participating in this program increased to 75 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) and the Safe Summer Initiative Programs. These programs provide services to at-risk youth and their families. For 2014-15 actual expenditures for this program increased slightly (from \$4.7 million in 2013-14 to \$4.8 million in 2014-15). Program participation also increased slightly from 3,829 in 2013-14 to 3,846 in 2014-15. According to PRNS, starting in 2013-14, the decrease in B.E.S.T participants was as 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.

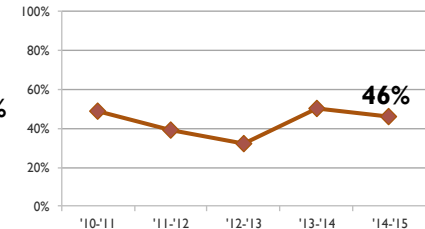
In 2011-12, the City contracted out graffiti abatement**. In 2014-15, the contractor completed 50,265 graffiti removal workorders. The National Citizen Survey reports that 25 percent of residents viewed graffiti removal services as good or excellent. Survey responses were likely based on respondents' 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.

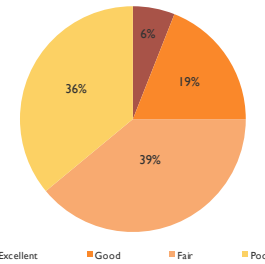
NATIONAL CITIZEN SURVEY™
% of San José residents rating services to youth as "excellent or "good"



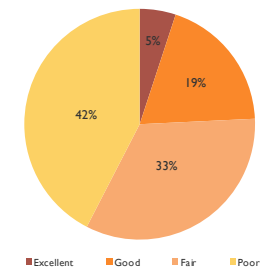
NATIONAL CITIZEN SURVEY™
% of San José residents rating services to seniors as "excellent or "good"



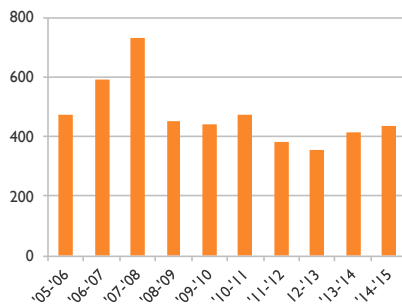
NATIONAL CITIZEN SURVEY™
Resident Ratings of Graffiti Removal



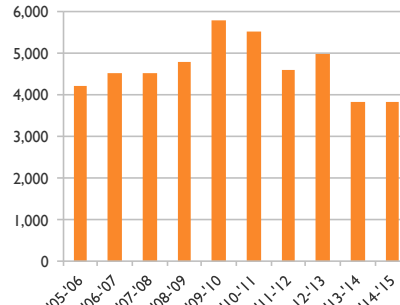
NATIONAL CITIZEN SURVEY™
Resident Ratings of Gang Prevention Efforts



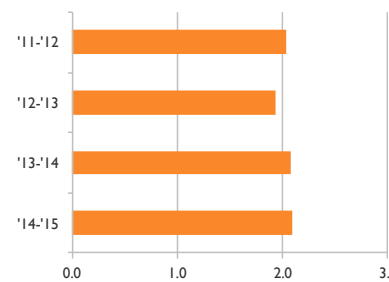
Incidents on Safe School Campus Sites Responded To



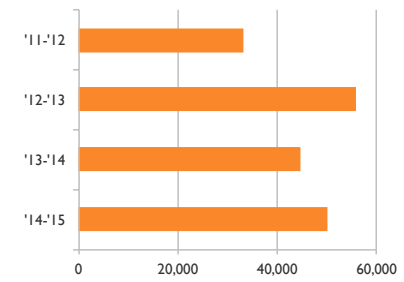
Participants in B.E.S.T. Youth Service Program



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 2014-15, PBCE's operating expenditures totaled \$39.9 million. This followed several years of increases and exceeded the previous peak of \$37.6 million in 2007-08. However, in 2014-15, the Department's staffing, at 289.5 authorized positions, remained 20 percent lower than it was in 2007-08, when it had a peak of 363 authorized positions.

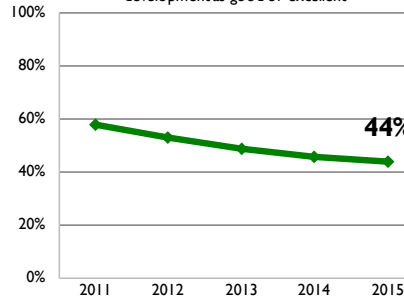
Under the collaborative umbrella of Development Services, PBCE works with other City departments to deliver the City's permitting function. Subsequent pages of this chapter discuss Development Services.

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. Four years ago, the *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. The U.S. Census estimates that San José had 418,000 jobs and 323,000 housing units in 2014. The City has begun reviewing the goals developed during the Envision 2040 General Plan process. See the *Development Services* pages of this chapter for more on the Planning Division's work. Also see *Planning in San José: A Community Guide* available online.

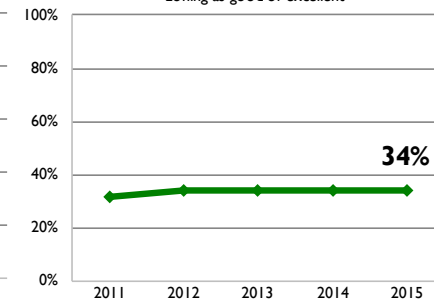
NATIONAL CITIZEN SURVEY™

% of San José residents rating overall quality of new development as good or excellent

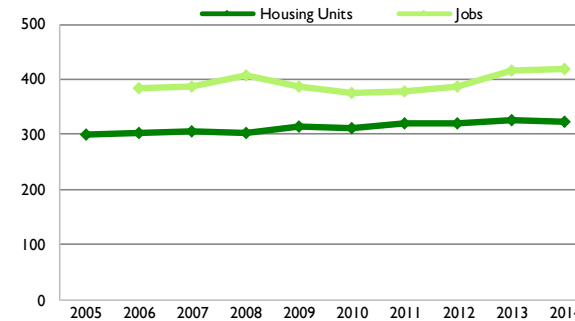


NATIONAL CITIZEN SURVEY™

% of San José residents rating land use, planning and zoning as good or excellent

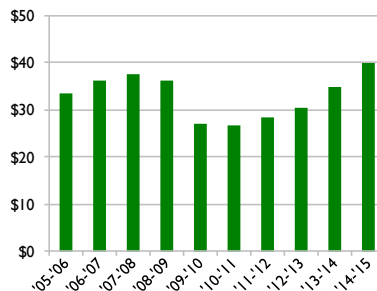


San José Housing Units and Jobs (thousands)

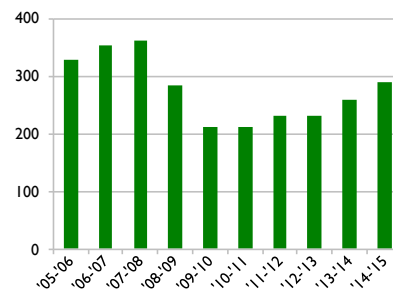


Source: American Community Survey, U.S. Census

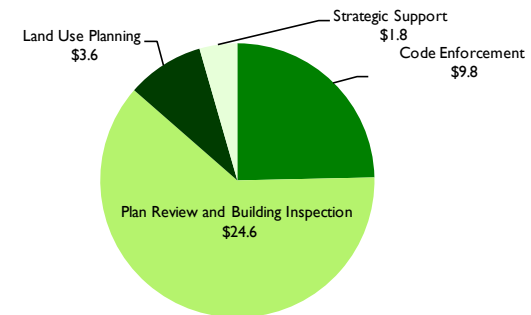
PBCE Operating Expenditures (\$millions)



PBCE Authorized Positions



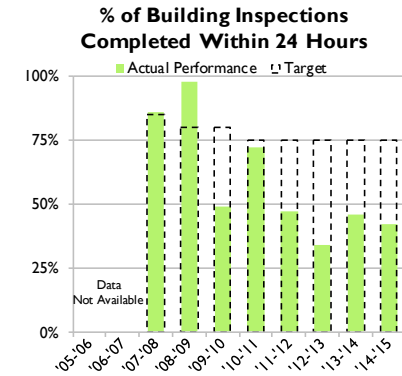
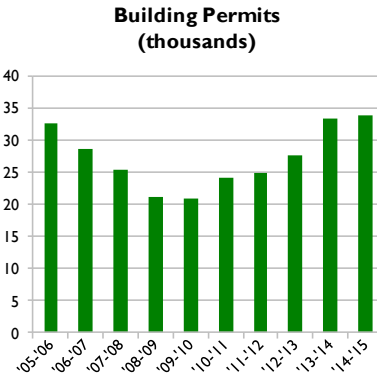
PBCE Expenditures by Service (\$millions)



PLANNING, BUILDING AND CODE ENFORCEMENT

BUILDING

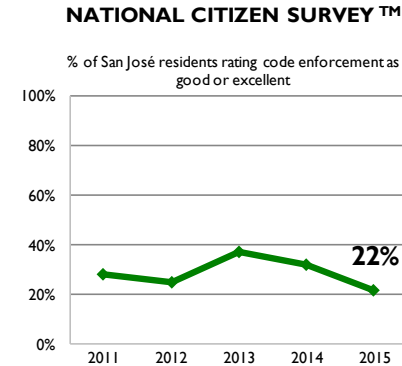
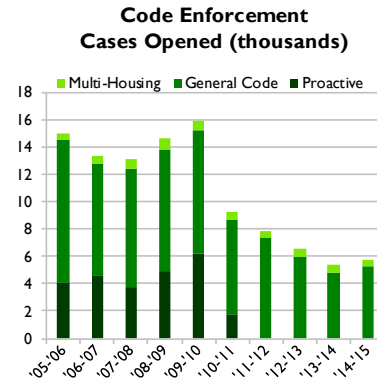
PBCE's Building Division reviews new construction projects within the City, ensuring they meet health and safety codes, and City zoning requirements. It is the largest Development Services program. With nearly 34,000 building permits processed, 2014-15 marked the fifth consecutive year of growth in the number of building permits. This increased workload, and staffing challenges in the department, may have contributed to the Building Division falling short of its timeliness targets. It achieved 87 percent of plan checks within cycle times and 42 percent of building inspections within its goal of 24 hours. See *Development Services on the next page for more on the Building Division's work.*



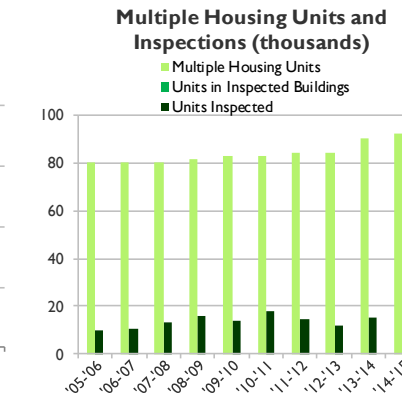
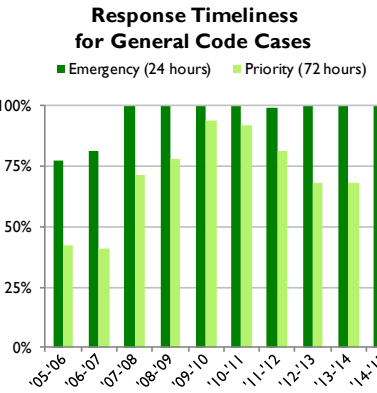
COMMUNITY CODE ENFORCEMENT

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

In 2014-15, PBCE opened 5,300 general code enforcement cases. Code Enforcement staff responded to all 64 emergency complaints within PBCE's 24-hour target, and 79 percent of the 1,400 priority complaints within the 72-hour target.* 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.**



Previously, PBCE provided routine inspections on a 6-year cycle of multiple unit housing properties. In 2013-14, PBCE inspected 15,300 of the 90,100 units that qualified for the Residential Occupancy Permit Program. The department recently implemented a risk-based tiered inspection program whereby inspections are targeted to properties at higher risk of violations. Based on this approach, in 2014-15, PBCE inspected buildings that cumulatively had 15,100 housing units.**



*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."](#)

DEVELOPMENT SERVICES

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

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

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

In 2014-15, Development Services:

- issued nearly 34,000 building permits (9,400 online),
- served over 26,000 Permit Center customers, and
- processed over 2,600 planning applications and adjustments.

Planning applications, plan checks, field inspections, and building permits all bottomed out in 2009-10, but have rebounded. 2014-15 saw sustained workloads from 2013-14, when plan checks, field inspections, and building permits were higher than they had been in at least ten years. In fact, planning adjustments, building inspections, and building permits all saw slight increases from 2013-14. Plan checks were slightly lower.

Construction volume and value decreased significantly in 2014-15, respectively declining by 20 and 26 percent from 2013-14 levels when building activity in the City soared and a number of large and complex building projects came online. Though lower than historic 2013-14 levels, 2014-15 building volume and valuation across residential, commercial, and industrial categories were higher than those of 2012-13 and earlier years.

The Permit Center located in City Hall



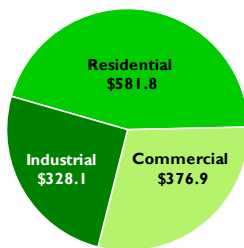
Source: Auditor photo from Fall 2015

Development Services 2014-15 Summary

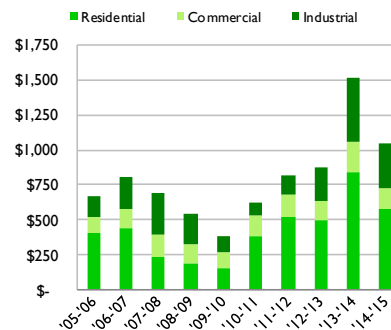
Partner	Revenue (\$millions)	Positions (rounded)
Building	\$28.6	158
Public Works	\$9.6	60
Fire	\$6.5	33
Planning	\$4.6	32
TOTAL	\$49.3	282

Source: 2014-15 Modified Budget as outlined in the City's 2015-16 Adopted Operating Budget

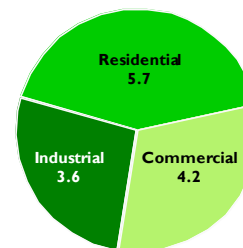
Value of Building Activity (\$millions)



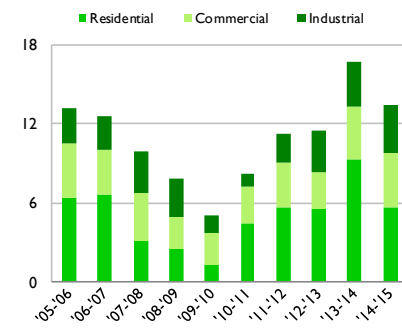
Value of Construction (\$millions)



Volume of Building Activity (millions of square feet)



Volume of Construction (millions of square feet)



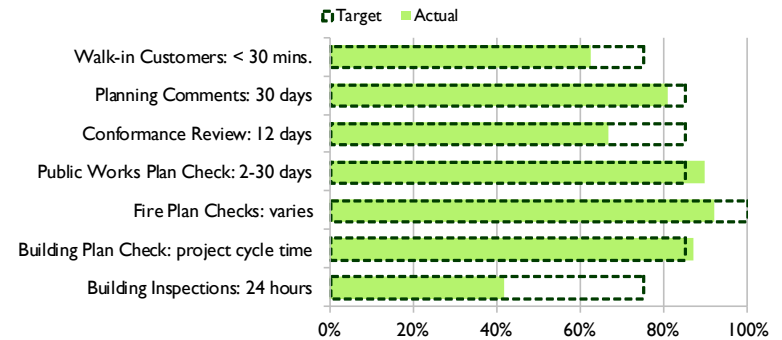
Across all the partner departments, Development Services was a \$49 million business of the City of San José in 2014-15, with revenues nearly as high as they were in 2013-14. Development Services projects vary broadly, from replacing a residential water heater to large, mixed-use developments of many thousands of square feet. One project may require multiple permits and inspections. Some projects require approval through a public hearing, but most (an estimated 80 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.

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.**

As described earlier, staffing levels in PBCE are still lower than they were when development activity was slower. The department continues to address ongoing staff vacancies. To free up staff and provide further convenience to customers, PBCE has expanded the availability of online permits. Of the 34,000 building permits PBCE issued in 2014-15, nearly 9,400 were online permits, many of which previously would have required more staff time and trips to the Permit Center.

**Also see the September 2014 audit report: [“Development Services: Improving the Experience for Homeowners.”](#)

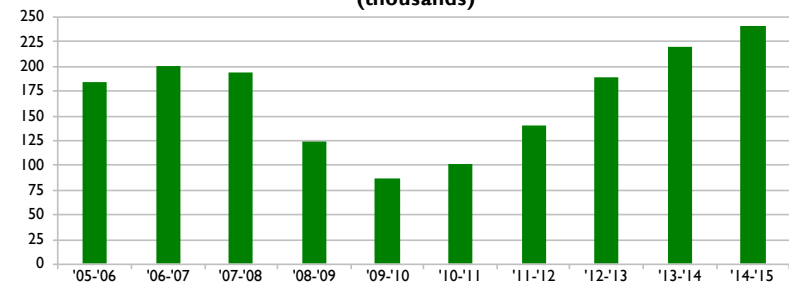
Timeliness of Development Services*



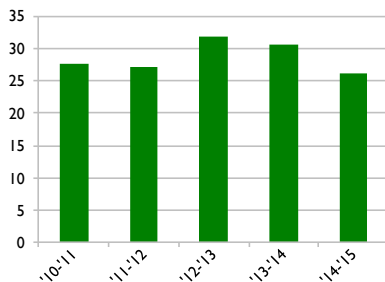
Source: PBCE from the City's Permits Database

*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.

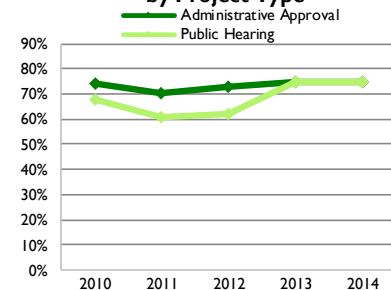
Building Inspections (thousands)



Permit Center Customers (thousands)

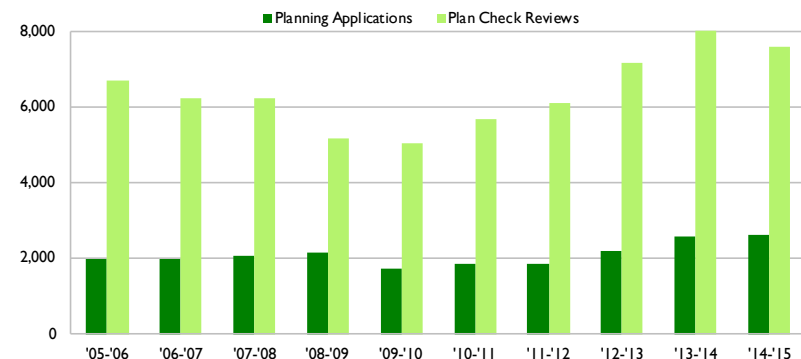


Development Services Overall Customer Satisfaction by Project Type



Source: Development Services 2014 Customer Satisfaction Survey

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 2014-15, San José Police Department (SJPD) operating expenditures totaled \$313.2 million,* 3 percent higher than the prior year and 33 percent higher than ten years ago.

In 2014-15, there were 1,576 authorized positions in the SJPD, slightly more than the prior year. Sworn positions in the City totaled 1,109.** The number of sworn, authorized positions per 100,000 residents decreased from 141 in 2005 to 109 in 2014.

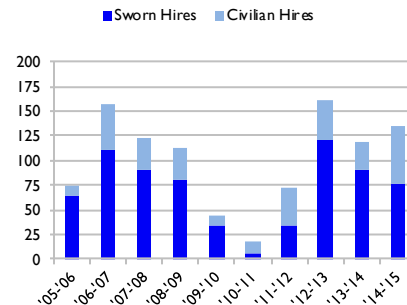
SJPD has faced high vacancies and decreasing numbers of street-ready officers. Of the 1,109 authorized sworn positions, 850 were actual full duty, street-ready (this excludes vacancies, officers in training, or those on modified duty or disability/other leave) as of June 2015. The number of sworn hires has dropped from 121 in 2012-13 to 76 in 2014-15. At the end of 2014-15, there were 210 sworn vacant positions in the Department.

* The Police Department was also responsible for \$10.2 million in Citywide expenditures, including \$8.3 million for workers' compensation claims (down from \$8.4 million in 2013-14). Departmental operating expenditures do not include capital expenditures, federal and state drug forfeiture funds, or various grants.
 ** Includes two positions assigned to the Office of the City Attorney.

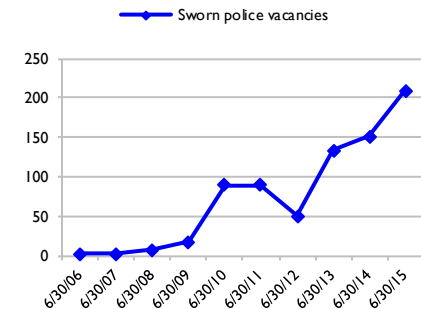
KEY FACTS (2014-15)

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 (all currently closed to the public due to staffing)
Sworn police employees	1,109
Total authorized positions	1,576
Total emergency calls	565,000

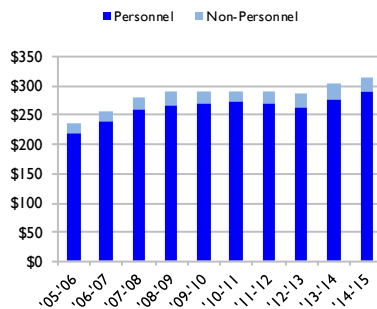
Police Department Hires



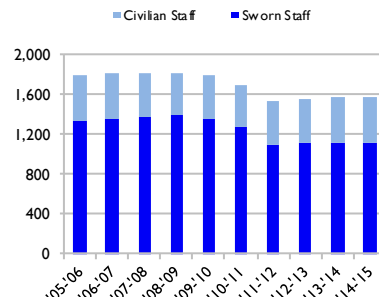
Police Department Vacancies



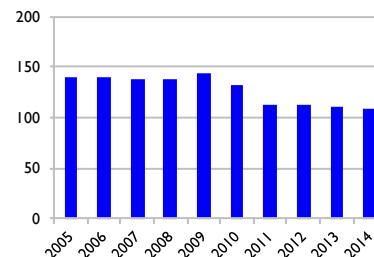
Police Department Operating Expenditures (\$millions)



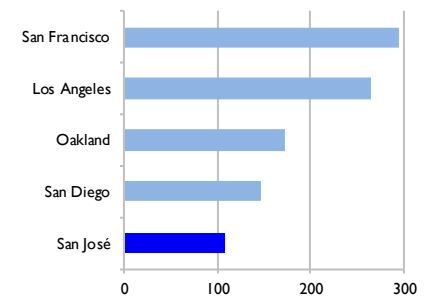
Police Department Authorized Positions



San José Sworn Staff Per 100,000 Residents



Authorized Sworn Staff per 100,000 Residents



CALLS FOR SERVICE

The SJPD Communications Center receives all 9-1-1 calls for police, fire, and ambulance services in the City of San José. Additionally, SJPD receives 3-1-1 and other non-emergency calls. Call-answering staff in the Communications Center obtain information from callers, prioritize events, and relay information to dispatchers. Dispatchers evaluate resources, identify and direct emergency personnel and equipment, and maintain control of radio channels to ensure the safety of officers and the public.

In 2014-15, there were about 1,060,000 total calls for service and “field events” initiated by officers. This was about 14,000 more calls and field events than during the previous year.

The number of 9-1-1 and other emergency calls increased by 2.5 percent (totaling about 565,000 or 54 percent of all calls). Over the last 10 years, the number of wireless 9-1-1 calls has increased from about 95,000 to about 370,000 (two-thirds of all emergency calls).

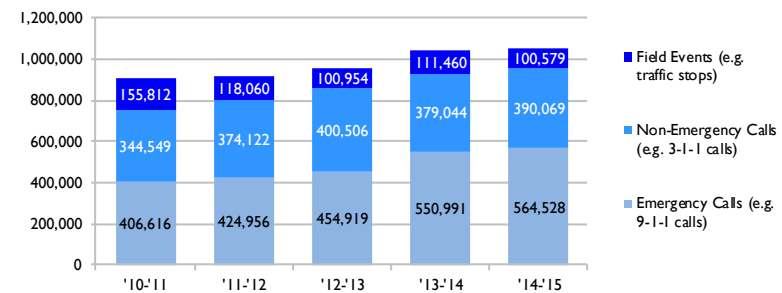
In 2014-15, the number of non-emergency calls (e.g. 3-1-1 calls and online reports) totaled about 390,000 (about 37 percent of total calls). This was 3 percent more than in the previous year.

Field events (e.g., car and pedestrian stops, and other officer-initiated calls) accounted for the remaining 10 percent of calls. In 2014-15, total field events were 10 percent fewer than the previous year and about 35 percent fewer than the total of 2010-11.



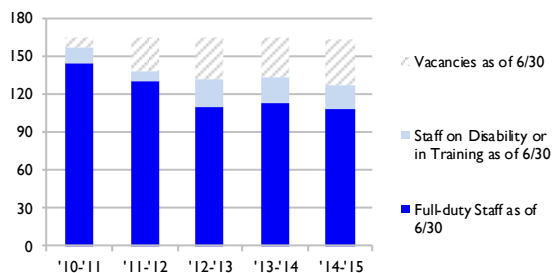
Image of SJPD Communications Center Control Room. Source: SJPD

Breakdown of All Calls for Service*

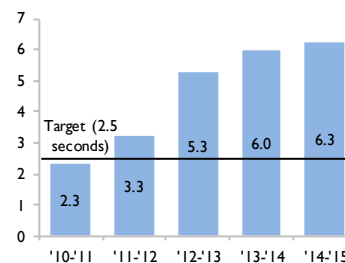


* All calls for service received, including duplicates, online reporting, and calls that did not require a police response.

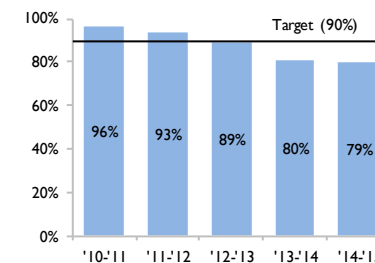
Communications Center Staff



Average Emergency Call Answering Time (in seconds)



% of 9-1-1 Calls Answered Within 10 Seconds



POLICE

POLICE RESPONSES

The SJPD responded to about 156,500 Priority 1-4 incidents in 2014-15. Of these responses, 4 percent were Priority 1 responses (6,600 total) and 44 percent were Priority 2 responses (69,000 total). Priority 3 responses comprised 38 percent of total responses (60,000 total) and Priority 4 responses comprised 13 percent (20,900 total). Definitions of the four priorities are given in the gray box below.

As demonstrated on the map and graph, the number of SJPD Priority 1-4 responses differs by district, ranging from fewer than 7,000 responses (District V) to over 13,000 responses (District L).

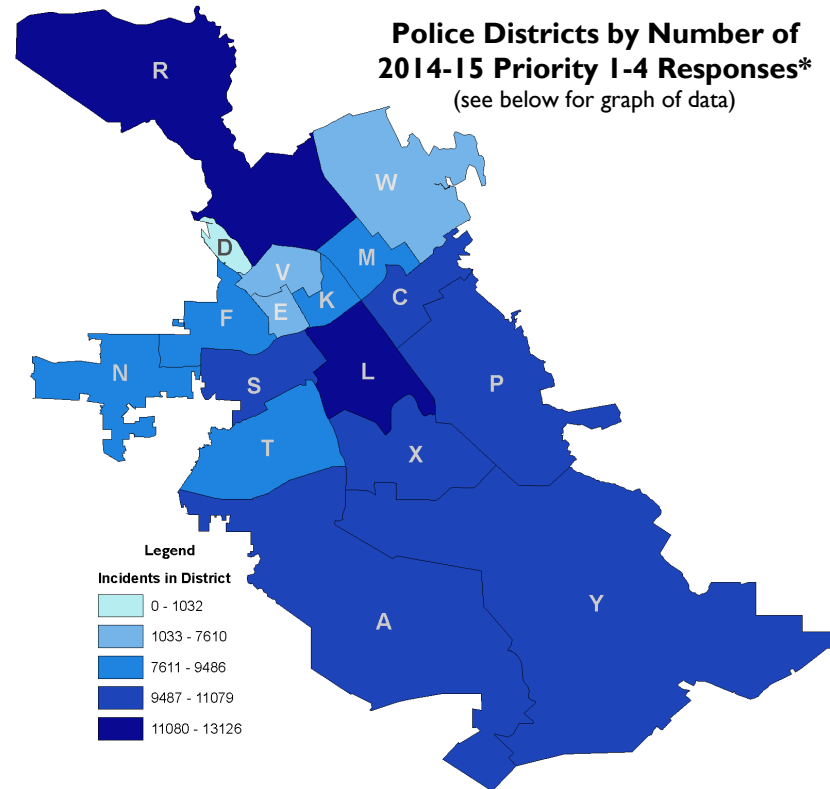
Prioritization of Police Responses

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

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

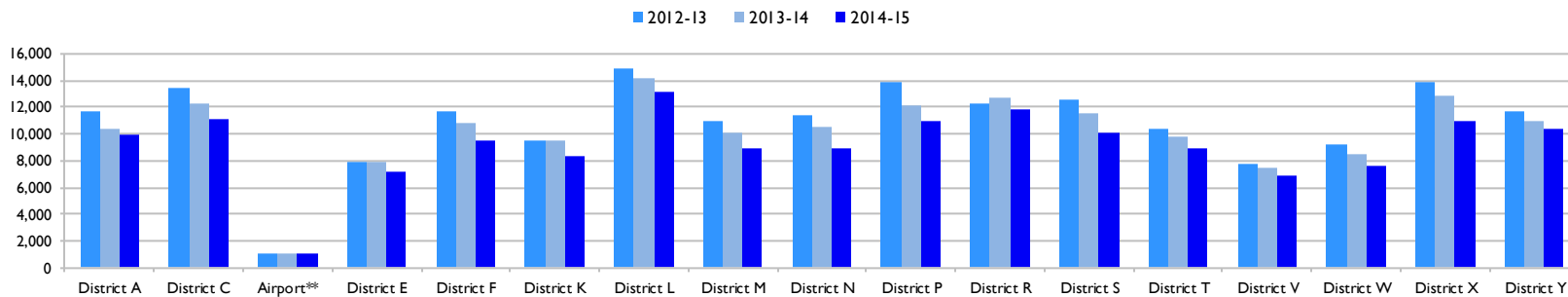
Priority 3 responses: There is property damage or the potential for it to occur. The suspect has most likely left the area. Situations where the suspect is in custody for a non-violent crime and is cooperative. Situations when a prior crime against the person occurred and there are no injuries to the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

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



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

Priority 1-4 Police Responses* by District



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

** Airport is District D.

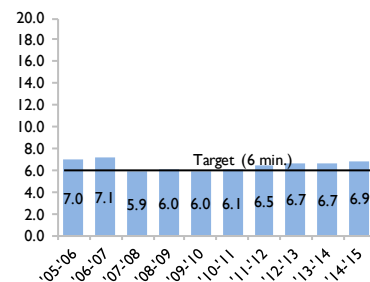
POLICE RESPONSE TIMES

In 2014-15, the Citywide average response time for Priority 1 calls was 6.9 minutes, which is higher than the target response time of six minutes, and higher than the response time of 6.7 minutes in 2013-14.

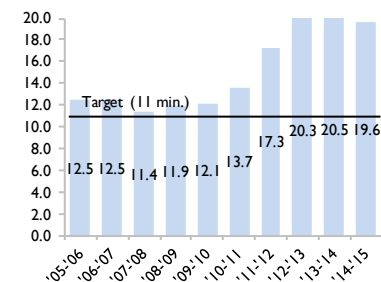
The Citywide average response time for Priority 2 calls was 19.6 minutes, well above the target of 11 minutes, but lower than last year's response time of 20.5 minutes. As staffing reductions have affected the SJPD, the Department has focused on maintaining the Priority 1 response times close to the 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 2013-14, Priority 1 average response times by police district in 2014-15 increased in seven of the 16 regular districts and remained about the same in four 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 15 of the 16 regular districts.

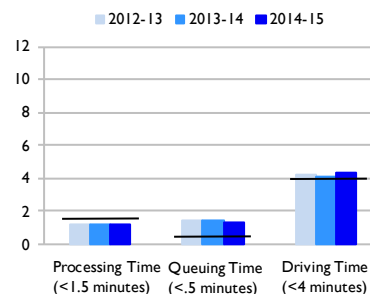
Average Priority 1 Police Response Time*



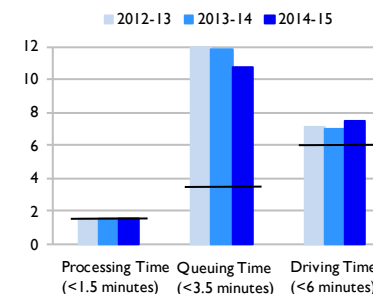
Average Priority 2 Police Response Time*



Priority 1 Response Time Breakdown*

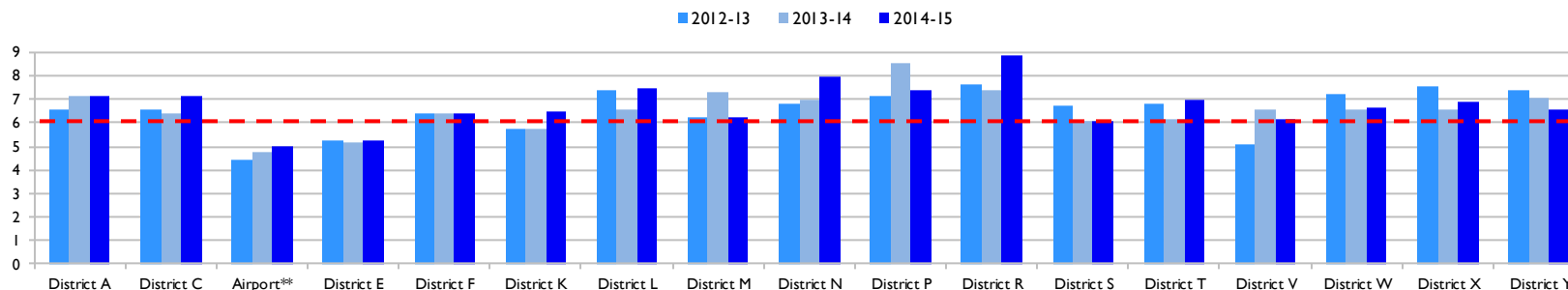


Priority 2 Response Time Breakdown*



* 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)



* 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

CRIME IN SAN JOSE

In 2014, there were 27,819 major crimes in San José, a 3 percent decrease from 2013 but 5 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 2014, there were 32 homicides in San José. This was six fewer than in 2013 but the same as the ten year average.

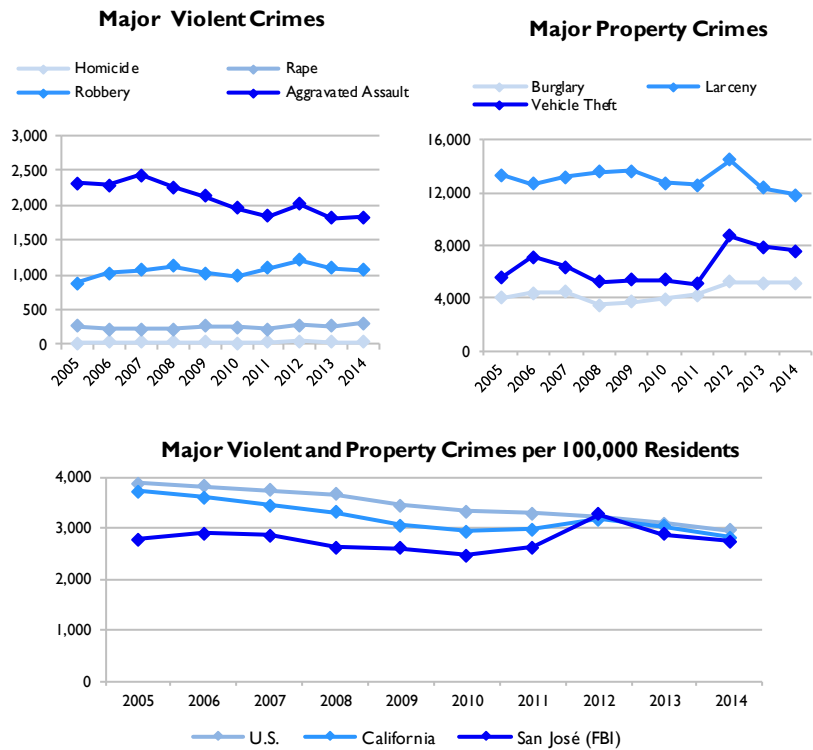
The rate of major crimes per 100,000 residents in San José has historically been below the national and state averages. In 2012, San José's rate surpassed those averages, including a 30 percent increase in property crimes and an 11 percent increase in violent crimes. However, in 2013, crime decreased and was again below the national and state averages. This trend continued in 2014.

In 2014, the rate of major crimes was 2,755* per 100,000 residents, compared to 2,829 and 2,962 crimes for California and the U.S., respectively. Comparisons to other major California cities are shown in the graph below.

The number of arrests for felonies, misdemeanors, and other offenses has decreased from a high of over 36,000 in 2007 to 18,000 in 2014.

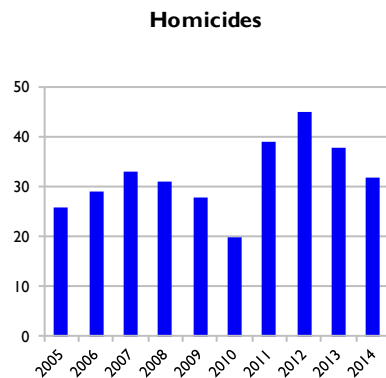
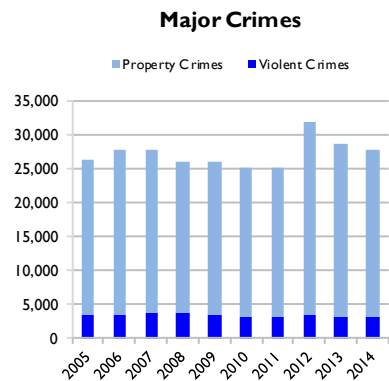
There were 224 gang-related incidents in 2014-15, of which 162 (or 72 percent) were classified as violent by the SJPD.

* Calculated using FBI population estimate. Using California Department of Finance population estimate, the San José rate was 2,737. The FBI has adopted an updated definition for classifying rapes, which includes more crimes under the category of rape than the prior definition. San José adopted the updated definition beginning January 1, 2015. Unless otherwise noted, crime rates listed are using the prior definition for calculating rape.



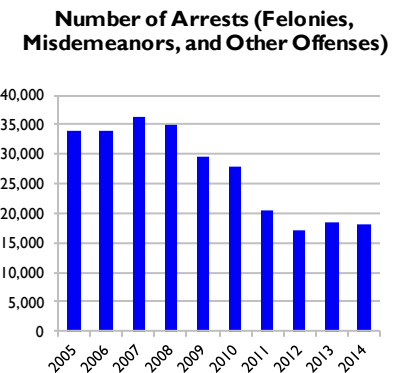
Sources: SJPD, CA Department of Justice, FBI

For national crime data visit the [FBI](#) web page.



* Calculated using FBI population estimates

** These jurisdictions use an updated definition of rape. See above note.



PERCEPTIONS OF SAFETY IN SAN JOSE

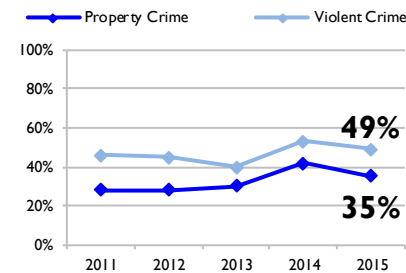
The National Citizen Survey™ asked San José residents a variety of questions about how safe they feel in the City. Forty percent of respondents said they feel “good” or “excellent” regarding their overall feeling of safety in San José.

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. Seventy-eight percent of respondents said they feel “very” or “somewhat” safe in their neighborhoods during the day and 55 percent said they feel “very” or “somewhat” safe at night in their neighborhood. Fifty-seven percent said they feel “very” or “somewhat” safe at night in their neighborhood. Fifty-seven percent feel “very” or “somewhat” safe in San José’s downtown during the day, while 21 percent feel “very” or “somewhat” safe at night in downtown.

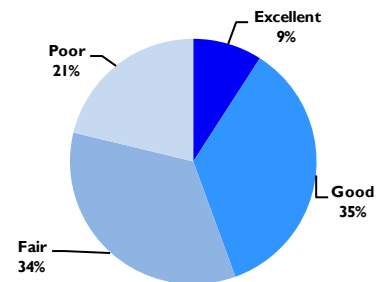
Respondents were asked how safe they feel from violent and property crimes in San José. 49 percent reported that they feel “very” or “somewhat” safe from violent crime in San José. Thirty-five percent reported feeling “very” or “somewhat” safe from property crimes.

In 2015, 21 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 2014, 19 percent of respondents said someone in their household had been a victim of a crime. Thirty-five percent of respondents said they reported the crime to the police.

NATIONAL CITIZEN SURVEY™
% of respondents who feel “very” or “somewhat” safe from violent and property crimes



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



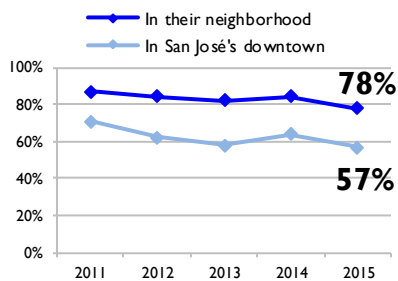
NATIONAL CITIZEN SURVEY™

94% 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.

Source: The National Citizen Survey™

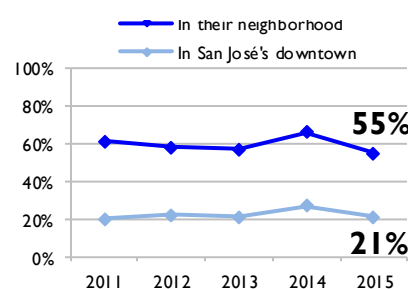
NATIONAL CITIZEN SURVEY™

% of respondents who feel “very” or “somewhat” safe during the day



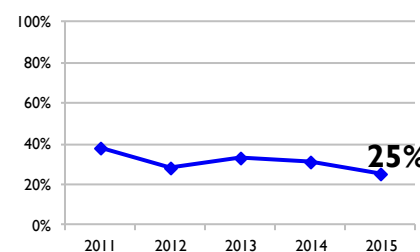
NATIONAL CITIZEN SURVEY™

% of respondents who feel “very” or “somewhat” safe after dark



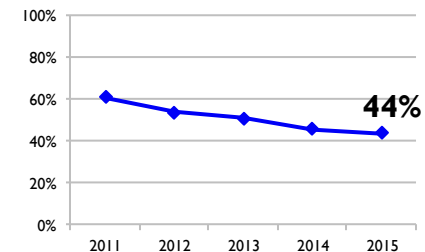
NATIONAL CITIZEN SURVEY™

% of respondents rating crime prevention “excellent” or “good”



NATIONAL CITIZEN SURVEY™

% of respondents rating police services as “excellent” or “good”



POLICE

INVESTIGATIVE SERVICES

The SJPD investigates crimes and events by collecting evidence, interviewing witnesses, interrogating suspects, and other activities. In 2014-15, the SJPD received 61,900 cases, 5 percent more than in 2013-14. Of these cases, 25,400 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 2014, the clearance rate in San José for major violent crimes was 36 percent, compared to 47 percent for both the U.S. and California. In 2014, the clearance rate for homicides in San José was 69 percent, compared to 65 percent and 64 percent for the U.S. and California respectively.

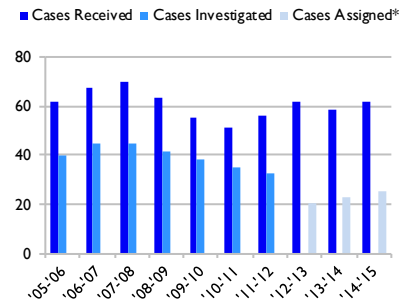
TRAFFIC SAFETY

The SJPD provides for the safe and free flow of traffic through enforcement, education, investigation, and traffic control. In 2014-15, the SJPD's Traffic Enforcement Unit issued less than 10,000 citations. The Traffic Enforcement Unit staff has been reduced significantly; current staff are targeting areas with higher crash rates to increase traffic safety. Twenty-nine percent of San José respondents to The National Citizen Survey™ rated traffic enforcement good or excellent.

For calendar 2014, San José's rate of fatal and injury crashes was estimated at 2.5 injury per 1,000 residents. This is higher than San José's rate of 2.4 in 2013 but lower than the national average of 5.1 in 2013.

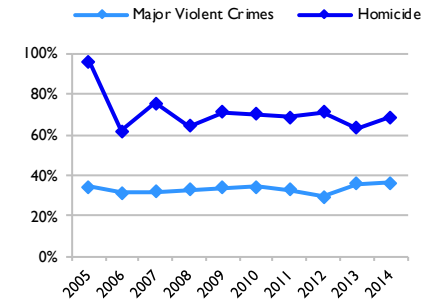
There were 1,170 DUI arrests, 14 percent fewer than the previous year and 34 percent fewer than five years ago.

Total Cases (thousands)

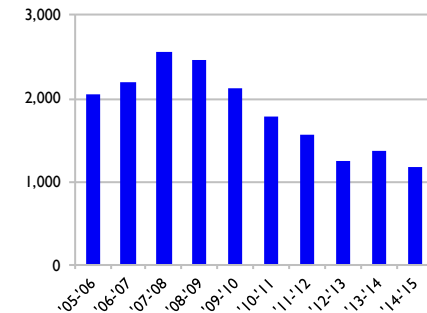


* In 2012-13, the Police Department changed the performance measure from recording cases investigated to cases assigned to reflect the record management system classification. Cases are assigned when there is a solvability factor present.

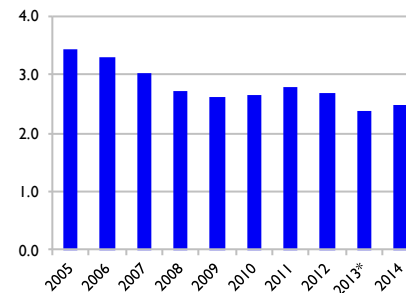
Clearance Rates



DUI Arrests



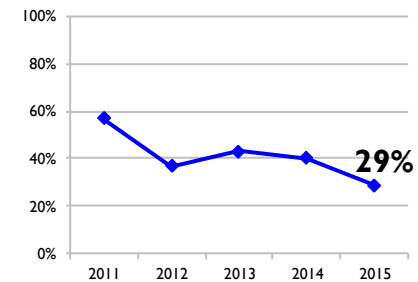
Fatal and Injury Crash Rate per 1,000 Residents



* 2013 data is estimated

NATIONAL CITIZEN SURVEY™

% of San José residents rating traffic enforcement as "excellent" or "good"



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 2014-15, operating expenditures allocated to Public Works totaled about \$91.4 million,* 6 percent more than in the previous fiscal year and 16 percent more than ten years ago.

The Department’s staffing increased by 13 authorized positions to 538 authorized positions in 2014-15. These additions occurred primarily in the divisions of Capital Project Services and Development Services. However, staffing has decreased by 8 percent (or 45 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.

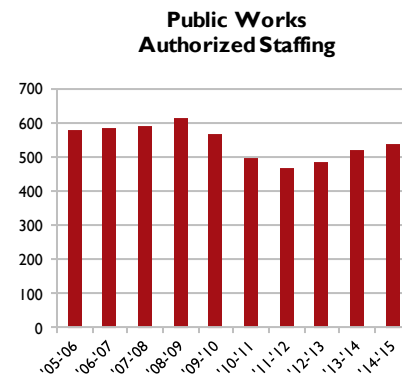
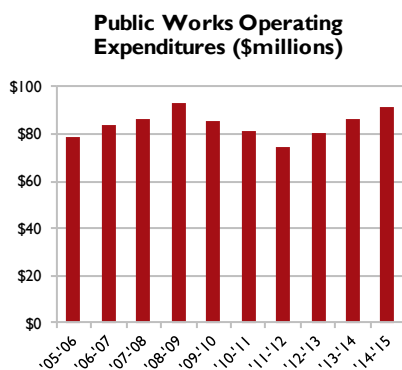


Roberto Antonio Balermino Park

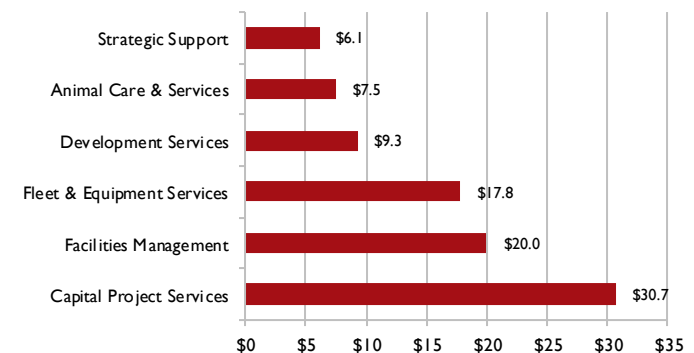


West Evergreen Park

* Does not include \$9.7 million of Citywide expenses, including \$8.2 million in expenses related to energy and utility conservation and \$602,000 in workers' compensation claims. Also does not include capital improvement, program support, and maintenance-related expenditures.



Public Works 2014-15 Expenditures by Service (\$millions)



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 and as a result its budget is not reflected until 2008-09.

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 2014-15, the Department completed 41 construction projects, 36 of which were completed on budget (88 percent compared to the 90 percent target). Construction costs for completed projects totaled \$38.1 million.

Of the projects intended for beneficial use in 2014-15, 39 of 44 projects were on schedule (89 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 2014-15, 20 projects were over \$500,000 and had an average delivery cost of 43 percent (industry benchmark: ≤43 percent). Eight projects in 2014-15 were \$500,000 or less and had an average delivery cost of 68 percent (industry benchmark: ≤70 percent). In both cases, the delivery costs were equal to or below the industry benchmarks and therefore the Department targets were met.

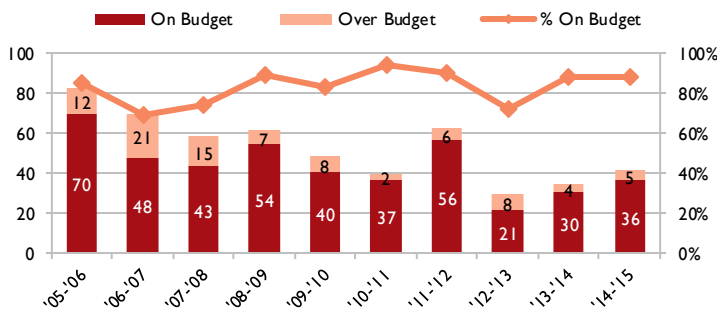
KEY FACTS (2014-15)

Operating Expenditures	\$30.7 million
Total Construction Costs of Projects	\$38.1 million
On budget	36 (of 41)
On schedule	39 (of 44)

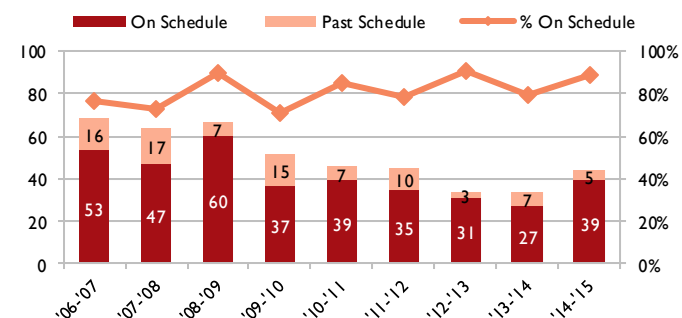
Examples of Public Construction Projects

- | | |
|-------------------|--------------|
| Libraries | Bikeways |
| Fire stations | Trails |
| Police stations | Parks |
| Community centers | Storm drains |
| Sanitary sewers | Airport |

"On Budget" Construction Projects - Completed within Baseline Budget



Projects Completed On Schedule



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 division manages two fee-based cost-recovery programs: the Development Fee Program (for private developers) and the Utility Fee Program (for utility companies). In 2014-15, the development program totaled \$6.6 million in revenue and \$8.0 million in expenses; the utility program totaled \$2.5 million in revenue and \$2.3 million in expenses. During 2014-15, the division approved 477 development permits and 3,000 utility permits, exceeding prerecession levels for a third year. The Department's target is to turn around 85 percent of planning and public improvement permits within designated timelines; in 2014-15, the Department met 90 percent of planning and 79 percent of public improvement permit timelines.

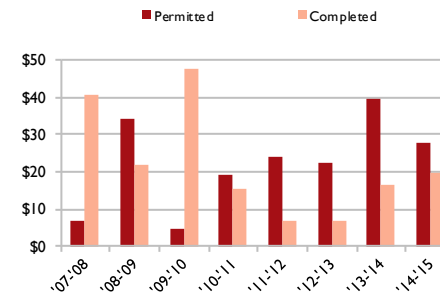
Private development projects add public infrastructure (streets, traffic lights, water, sewer, etc.) to the city's asset base. Projects permitted in 2014-15 are expected to add \$27.8 million in public infrastructure upon completion. Projects completed in 2014-15 added \$19.7 million in value to the 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

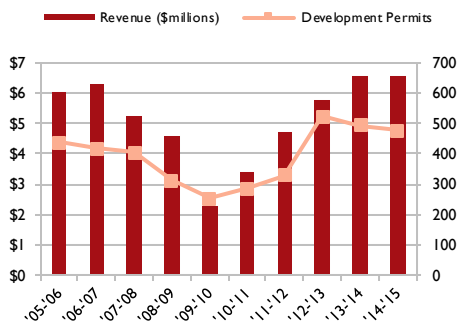
Major Projects & their Public Improvement Values, 2014-15

Permitted		Completed	
Communications Hill Phase 2, Part I (314 single-family residences)	\$6.6 million	Hitachi Transit Village (3.6 million sq. ft. industrial, 460,000 sq. ft. commercial, 3,000 residences)	\$10.8 million
Pan Clair Residential (14 single-family residences and bridge replacement)	\$3.5 million	Lands of Lester (86 single-family residences)	\$2.4 million
Station 121 (143 single-family residences)	\$1.9 million	Messina Gardens (199 multi-family residences)	\$1.2 million
San Jose Earthquakes Stadium (sanitary sewer extension)	\$1.4 million	Morrison Park (250 multi-family residences)	\$674,000

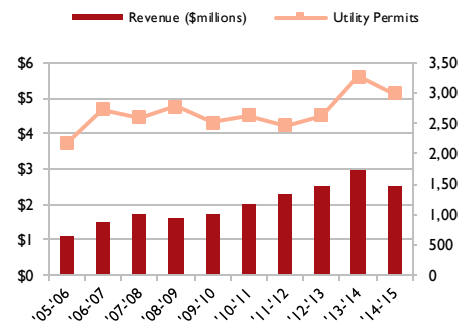
Value of Public Improvements (\$millions)



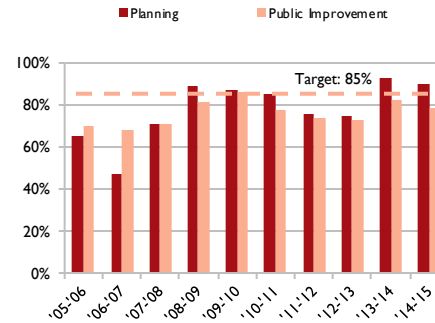
Development Revenues and Permits



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

* Targets are in working days
** Depends on scope

FLEET & EQUIPMENT SERVICES

Public Works manages procurement and maintenance to provide a safe and reliable fleet of 2,690 City vehicles and pieces of equipment. The Department completed 21,132 repairs and preventive work orders in 2014-15, 4 percent less than a year ago. Emergency vehicles were available for use when needed 100 percent of the time in 2014-15; similarly, the City’s general fleet was available when needed 97 percent of the time.

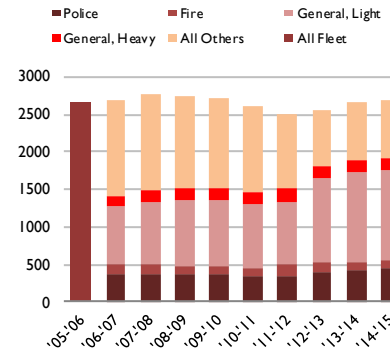
The City’s Green Vision plan set a goal that all City vehicles run on alternative fuels by 2022-23. In 2014-15, 41 percent of City vehicles ran on alternative fuels, including compressed natural gas, propane, electricity, and biodiesel.

As of April 2015, the Department estimated a vehicle and equipment deferred maintenance and infrastructure backlog of \$8.0 million in one-time costs, a decrease from last year’s \$8.8 million.

KEY FACTS (2014-15)

Operating Expenditures	\$17.8 million
Total number of vehicles & equipment	2,690
Completed repairs and preventive work orders	21,132
% of fleet running on alternative fuel	41%

City Vehicles and Equipment



Equipment Class	2014-15 Cost/Mile
Police	\$0.38
Fire	\$2.11
General, Light (sedans, vans)	\$0.36
General, Heavy (tractors, loaders)	\$1.76

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.*

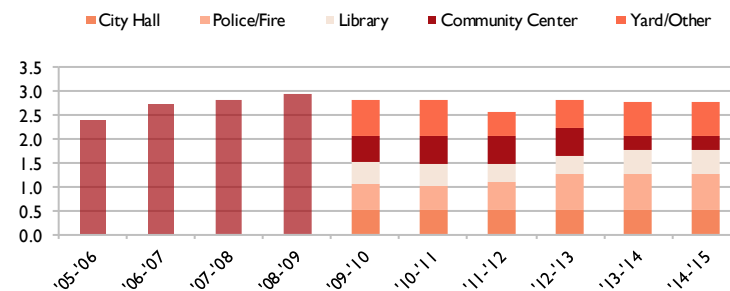
The Department completed 28,286 corrective and preventive work orders in 2014-15, 31 percent more than a year ago as a result of continued increases in funding. Out of 15,842 preventive maintenance work orders, 91 percent were completed during the year.

As of April 2015, the Department estimated a facilities maintenance backlog for City-owned and operated facilities of over \$121 million in one-time costs, as well as at least \$18 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 around last year’s estimate at \$26.3 million in one-time costs. This does not include the SAP Center, Sharks Ice, Municipal Stadium, and Hayes Mansion.

KEY FACTS (2014-15)

Operating Expenditures	\$20 million
Total number of City facilities	213
Square footage	2.8 million
Corrective and preventive work orders completed	28,286

Facilities Managed, by Millions of Square Feet



* Read more about the division in the November 2014 Audit Report, [Facilities Maintenance: Process Improvements Are Possible, But A Large Deferred Maintenance Backlog Remains.](#)

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 1, 2015, there were 63,973 licensed animals in the Center's service area, a 2 percent increase 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 decreased by 5 percent to 5,993.

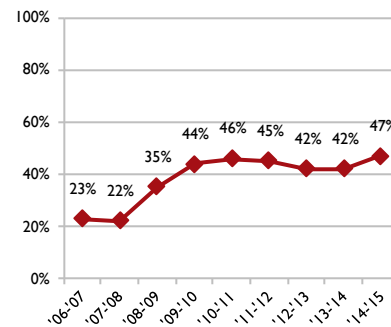
In 2014-15, the Center sheltered 16,896 domestic and 1,009 wild animals. Among incoming animals, 77 percent of dogs and 81 percent of cats were adopted, rescued, returned to their owner, or transferred. The number of incoming cats has decreased as a result of the Shelter Neuter Return program, where 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 85 percent, the highest since Animal Care & Services' inception in 2001.

In 2014-15, animal service officers responded to 24,815 service calls, about the same as 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 2014-15, the Center met this target 95 percent of the time, slightly less than the year before.

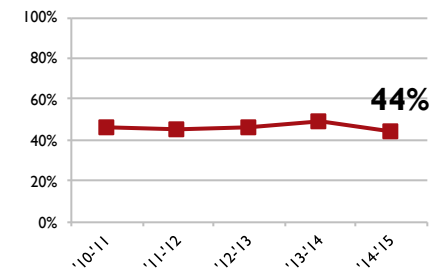
KEY FACTS (2014-15)

Operating Expenditures	\$7.5 million
Location of Animal Care Center	2750 Monterey Road
Licensing Costs (dog / cat)	Starts at \$20 / \$10
Animal licenses in service area (as of July 1, 2015)	63,973
Incoming animals to Center	17,905
Live Release Rate	85%
Calls for service completed	24,815
Public spay/neuter surgeries	5,993

Cost Recovery***

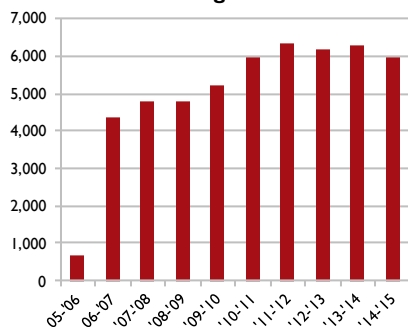


NATIONAL CITIZEN SURVEY™ % of residents rating San José's animal control services as "excellent" or "good"



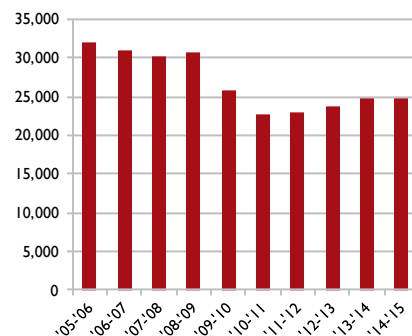
*** Based on Animal Care and Services division reported revenues and expenses

Low-Cost Spay/Neuter Surgeries*



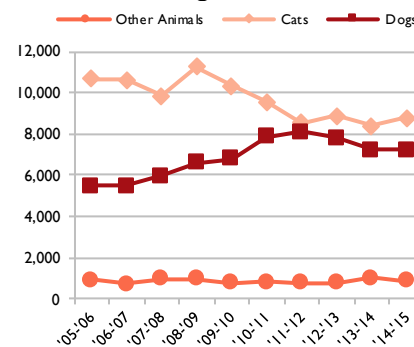
* Low-cost spay/neuter surgeries began in March 2006.

Calls for Service**

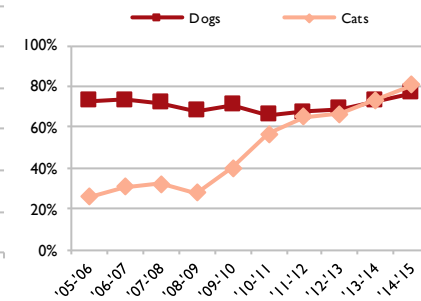


** Five major categories of calls (dead animal removal, humane investigations, stray animals, confined stray animals, and animal bite investigations) accounted for nearly two-thirds of all calls.

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 (Federated) and the Police and Fire Department Retirement Plan (Police and Fire), as well as retirement benefit programs for City employees. In 2014-15, Department operating expenditures for personnel totaled \$5.4 million,* and staff included 39 authorized positions (up from \$2.5 million and 27 positions ten years ago).

In 2014-15, the City and its employees contributed 100 percent of its Annual Required Contribution (ARC) to the retirement funds for pension benefits; and 76 percent and 63 percent of the ARC for Federated and Police and Fire retiree health and dental benefits (also known as Other Post Employment Benefits or OPEB).** The City's total contributions included \$244 million for pension benefits and \$48 million for OPEB.

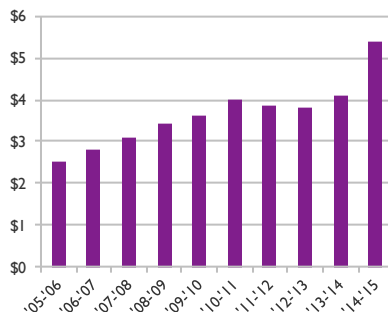
In June 2012, San José voters approved a comprehensive pension reform measure (Measure B) that established parameters for a new pension benefit structure for new City employees ("Tier 2"). As of June 30, 2015, there were 2,363, and 873 active Federated members in Tiers 1 and 2 respectively. For Police and Fire, there were 1,467 active members in Tier 1 and 110 in tier 2.

Some portions of Measure B also impacted members of both Tier 1 plans. Those changes are currently subject to legal challenges and/or are part of ongoing negotiations between the City and its bargaining units.

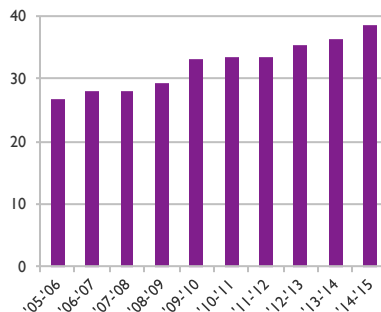
* Additional administrative costs totaling about \$3.1 million were paid out of the retirement funds, including \$1.6 million for professional services. Retirement Services also spent \$184,000 of Citywide expenses.

** 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



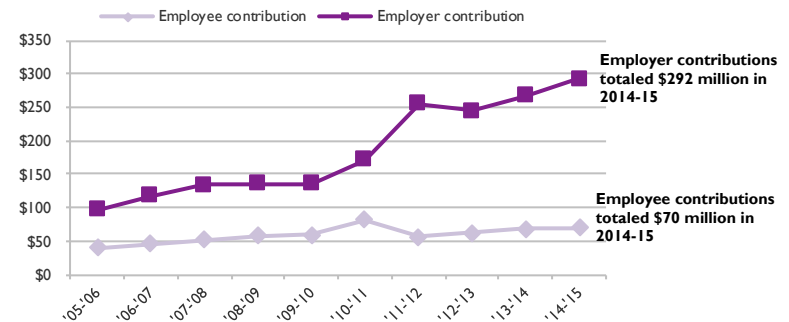
KEY FACTS (2014-15)

Plan net assets (\$billions):	Pension	OPEB	Total
Federated	\$1.93	\$0.21	\$2.14
Police and Fire	\$3.11	\$0.11	\$3.22
Total	\$5.04	\$0.32	\$5.36

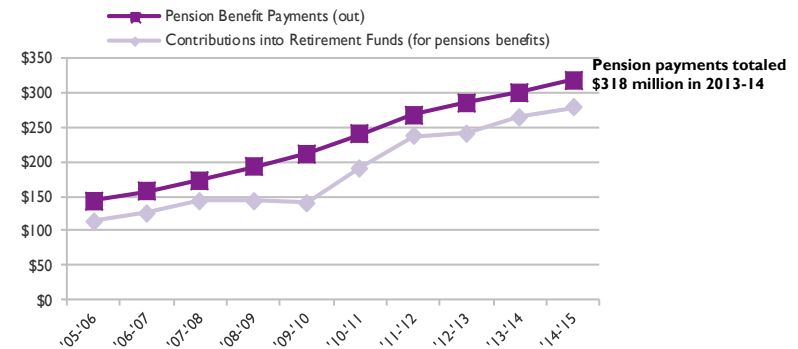
Total members:*	Active	Deferred vested	Retirees/beneficiaries
Federated (8,282 members)	3,236	1,145	3,901
Police and Fire (3,975 members)	1,577	290	2,108
Total	4,813	1,435	6,009

* Pension plan only. Includes members of both Tiers 1 and 2.

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

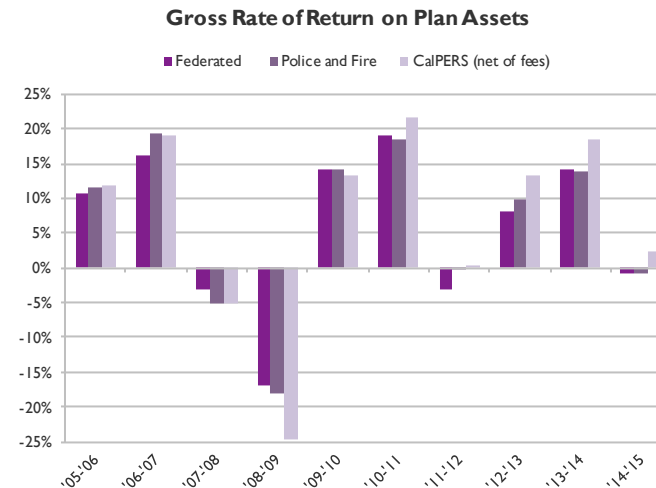
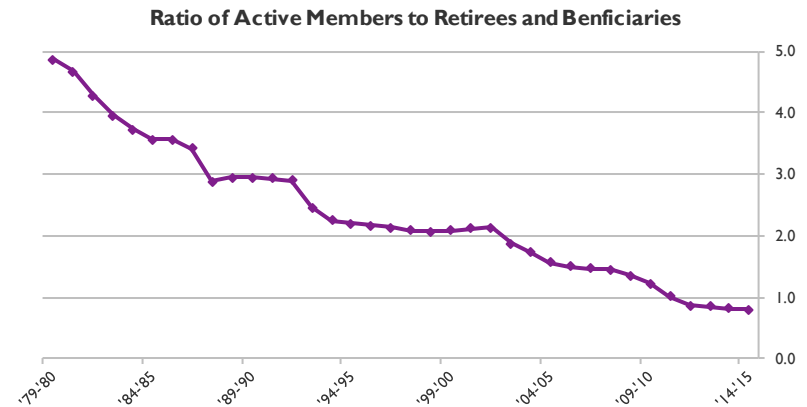
RETIREMENT SERVICES

As of June 30, 2015, there were 6,009 retirees or beneficiaries of the plans, up from 4,100 ten years ago. Over that period, the ratio of active members (i.e., current employees contributing to the plans) to beneficiaries has declined from 1.5:1 to less than 1:1. In 1980, the ratio was nearly 5:1.

During 2014-15, both plans had negative rates of return on plan assets. Federated's gross rate of return was -0.9 percent and Police and Fire's return was -0.8 percent. Over the past ten years, the Federated and Police and Fire annualized gross returns have been 5.2 and 5.7 percent, respectively. As a result of the negative investment returns, as well as payments for retirement benefits and health care premiums, total plan assets decreased from \$5.45 billion last year to \$5.36 billion on June 30, 2015.

As of June 30, 2014, the Federated and Police and Fire independent actuaries determined that the funded ratios (or percent of liabilities covered by plan assets) were 59 percent for Federated's Tier 1 plan and 79 percent for Police and Fire Tier 1 plan. The funded ratios for the respective Tier 2 plans were 113 percent and 107 percent for Federated and Police and Fire.

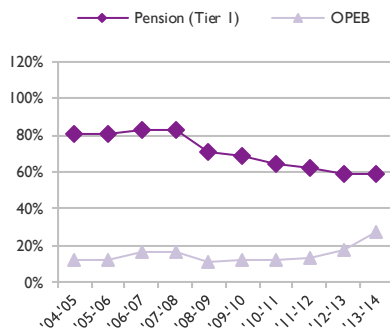
The independent actuaries also determined that the pension and OPEB plans' liabilities exceeded the values of their assets by \$1.9 billion for Federated and \$1.4 billion for Police and Fire respectively. These unfunded liabilities totaled more than \$230,000 per Federated member and more than \$350,000 per Police and Fire member.



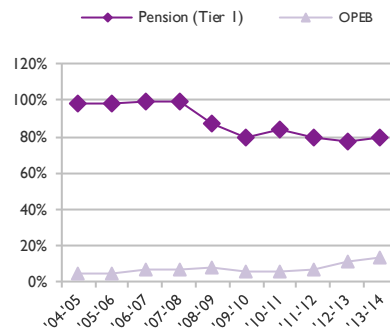
Note: As of June 30, 2014, the actuarial assumed or expected rate of return for both the Federated and Police and Fire plans was 7 percent.

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



Police and Fire Funded Status



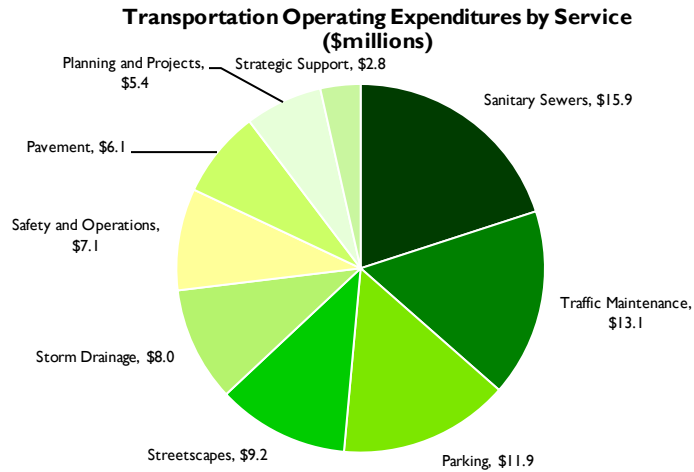
Sources: Federated City Employees' Retirement System and Police and Fire Department Retirement Plan Actuarial Valuations
Note: Funded status calculated using the actuarial value of assets, which differs from the market value as gains/losses are recognized over five years to minimize the effect of market volatility on contributions.

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 2014-15, the Transportation Department's (DOT) operating expenditures totaled \$79 million,* about 26 percent more than ten years ago. DOT had 426 authorized positions, but staffing was still 10 percent lower than 10 years ago.



* DOT was also responsible for approximately \$6.4 million of Citywide expenses in 2014-15, including \$2.9 million related to parking citations/jail courthouse fees and \$1.8 million for sidewalk repairs. DOT also had authority over \$229 million in special funding and capital improvement programs for parking and traffic.

KEY FACTS (2014-15)

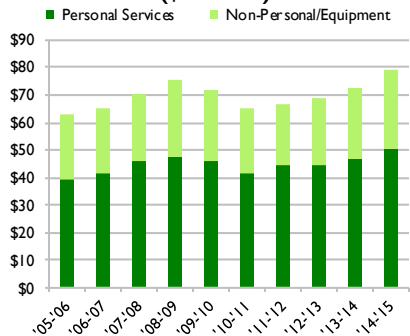
Planned traffic capital improvement spending	\$188 million
Streets	approx. 2,431 miles
Traffic Signal Intersections	923
Streetlights	64,000
- LED Streetlights	23,300 (estimate)
On-Street Bicycle Lanes	237 miles
Sanitary Sewers	2,294 miles
Landscape Abutments in Public Right-of-Ways	566 acres
- Maintained by Special Districts	329 acres
Street Trees	268,000
Parking Meters	approx. 2,600
Parking Lots and Garages	14
- Total Spaces	7,140

NATIONAL CITIZEN SURVEY™

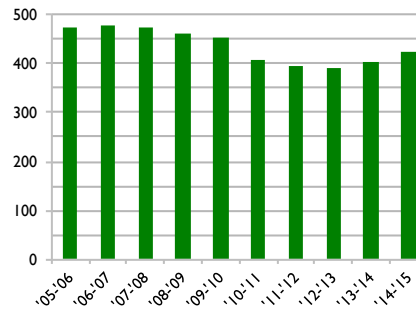
% of San José residents who found the following "excellent" or "good"

Overall ease of getting to places they usually have to visit	48%
Ease of walking in San José	47%
Ease of car travel in San José	40%
Ease of bicycle travel in San José	40%
Ease of travel by public transportation in San José	34%

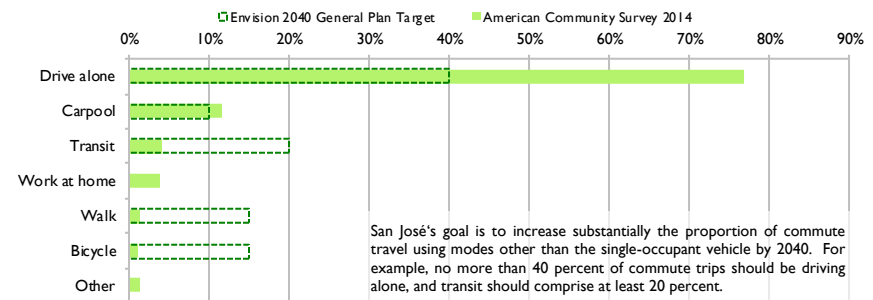
DOT Operating Expenditures (\$millions)



DOT Authorized Positions



San José Residents' Mode of Commuting to Work



2014 American Community Survey, 1-year estimates, table B08006

TRANSPORTATION DEPARTMENT

TRANSPORTATION SAFETY & OPERATIONS

Transportation Operations focuses on safe and efficient operations through various traffic safety programs. In 2015, the City adopted [Vision Zero](#), a policy that recognizes traffic deaths as preventable and unacceptable, and thus prioritizes human life over mobility and high vehicle speeds. It is the City's goal to move towards zero traffic deaths and provide safe streets for all, as soon as possible.

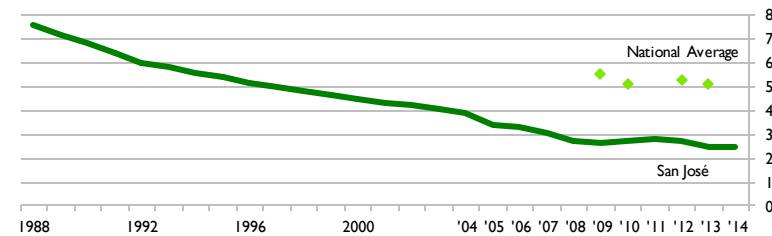
San José's rate of fatal and injury crashes per 1,000 residents was 2.5 in calendar year 2014. For comparison, the national average was 5.1 fatal and injury crashes per 1,000 residents in 2013.

DOT provides safety education to help change motorists', bicyclists', and pedestrians' behaviors. 28,000 school children received traffic safety education in 2014-15.

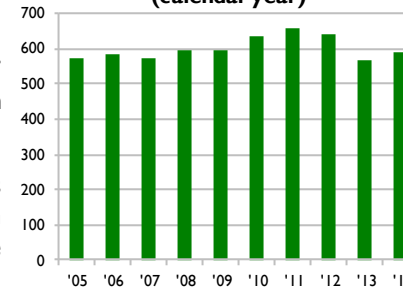
To enhance pedestrian crossings on major roads and in school zones, DOT installed flashing beacons, median islands, or curb ramps at 46 crosswalks in the past 3 years.

To improve traffic flow, DOT used grant funding to retime 76 traffic signals along commute corridors. In early 2015, DOT opened a new transportation management center, where traffic flow conditions are monitored in real time and signal timing is adjusted to minimize travel delays.

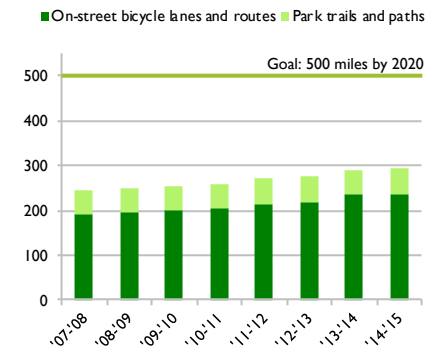
San José Fatal and Injury Crash Rate (Per 1,000 Residents)



Pedestrian and Bicycle Injury Crashes (calendar year)



Miles of Bicycle Lanes and Trails



TRANSPORTATION PLANNING & PROJECT DELIVERY

Planning & Project Delivery supports the development of San José's transportation infrastructure. This includes coordinating transportation and land use planning studies, managing the Capital Improvement Program (CIP), and working with regional transportation agencies such as VTA, BART, and Caltrans. In 2014-15, DOT planned to spend \$188 million on traffic capital improvement projects. 82 percent of projects were completed on schedule or within two months of the baseline schedule. Local projects include the Autumn Street Extension, bicycle improvements, and LED streetlight conversions. Regional projects include [Route 280/880/Stevens Creek](#), the [BART extension to San José](#), and bus rapid transit on Alum Rock Avenue.

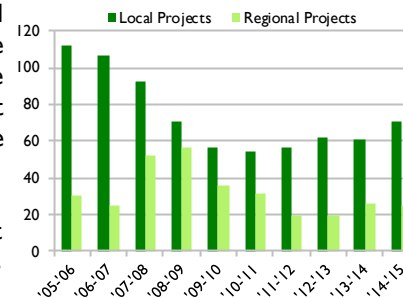
San José currently has 294 miles of bikeways including 237 miles of on-street bicycle lanes and routes (installed by DOT) and 57 miles of trails and paths (installed by Parks, Recreation and Neighborhood Services).

NATIONAL CITIZEN SURVEY™

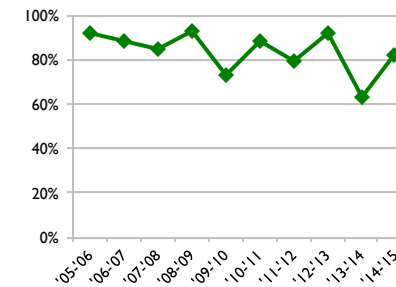
38% of San José residents rated traffic signal timing as "excellent" or "good"

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

Transportation Projects in Process



Transportation Projects Delivered On Schedule (available for intended use)



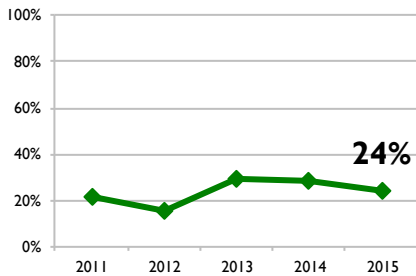
TRANSPORTATION DEPARTMENT

STREET PAVEMENT MAINTENANCE

Pavement Maintenance is responsible for the maintenance and repair of about 2,431 miles of City street pavement. For many years, pavement maintenance has been under-funded. Thus, DOT's maintenance strategy has focused on 542 miles of designated priority streets. Only 39 miles of street were resurfaced and 26 miles were preventively sealed in FY 2014-15. The City needs \$500 million to eliminate the backlog of poor and failed roads. If continuing current funding levels, this will grow to \$1 billion by 2020.

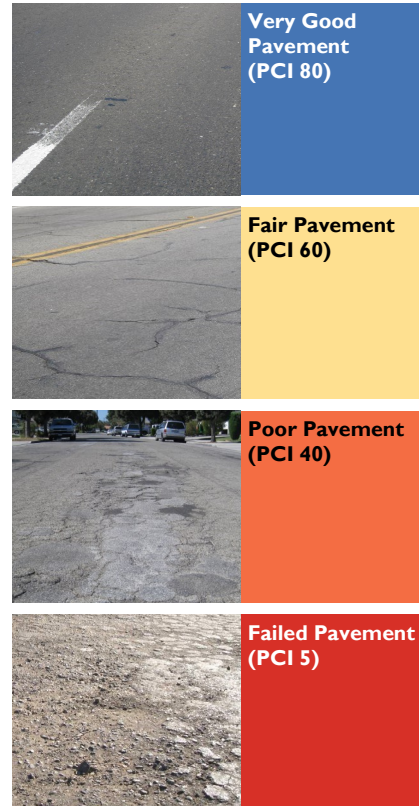
The street pavement condition was deemed only "fair" in 2014—rated at 62* on the Pavement Condition Index (PCI) scale out of 100. This is down from the 2003 PCI rating of 67. A "fair" rating means that streets are worn to the point where expensive repairs may be needed to prevent them from deteriorating rapidly. Because major repairs cost five to ten times more than routine maintenance, these streets are at an especially critical stage.

NATIONAL CITIZEN SURVEY™
% of San José residents rating street repair as "excellent" or "good"

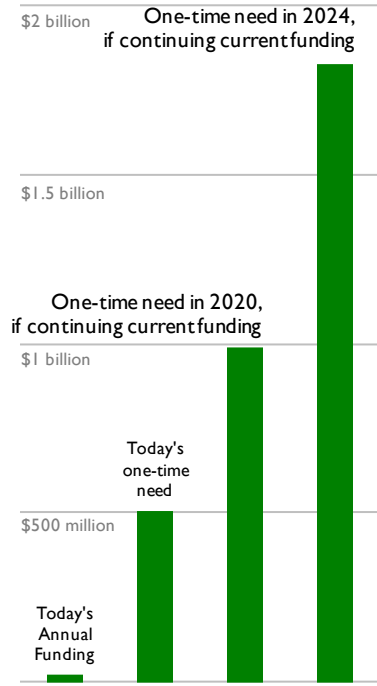


Just 24 percent of residents surveyed in the fall of 2015 reported that they felt street repair was "excellent" or "good." Residents ranked this service among the poorest.

DOT continued to make safety-related corrective repairs, such as filling potholes and patching damaged areas. In 2014-15, DOT crews repaired 10,000 potholes.

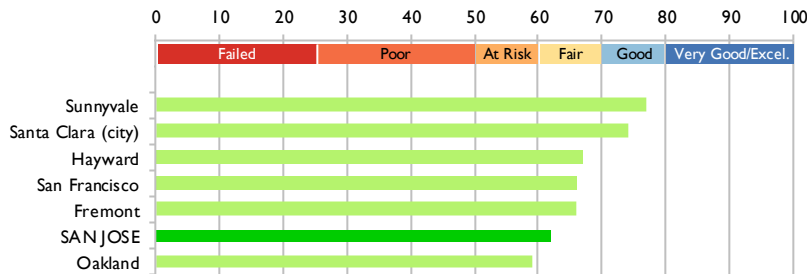


Funding Needed to Fix Poor, Failed, and Overdue Roads



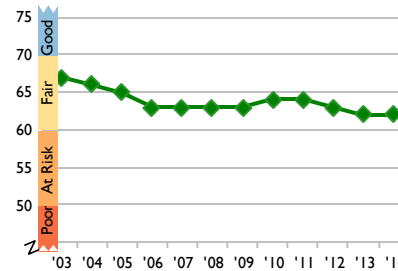
Photos source: Department of Transportation

2014 Pavement Condition Index Selected Bay Area Comparisons*

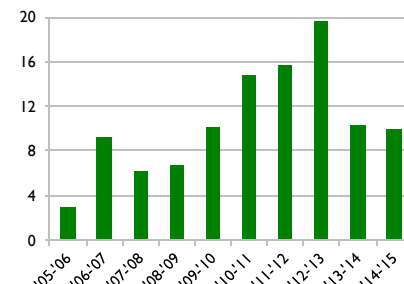


* 3-year moving average, calendar year basis
Source: [Metropolitan Transportation Commission](#)

Pavement Condition Index San José*



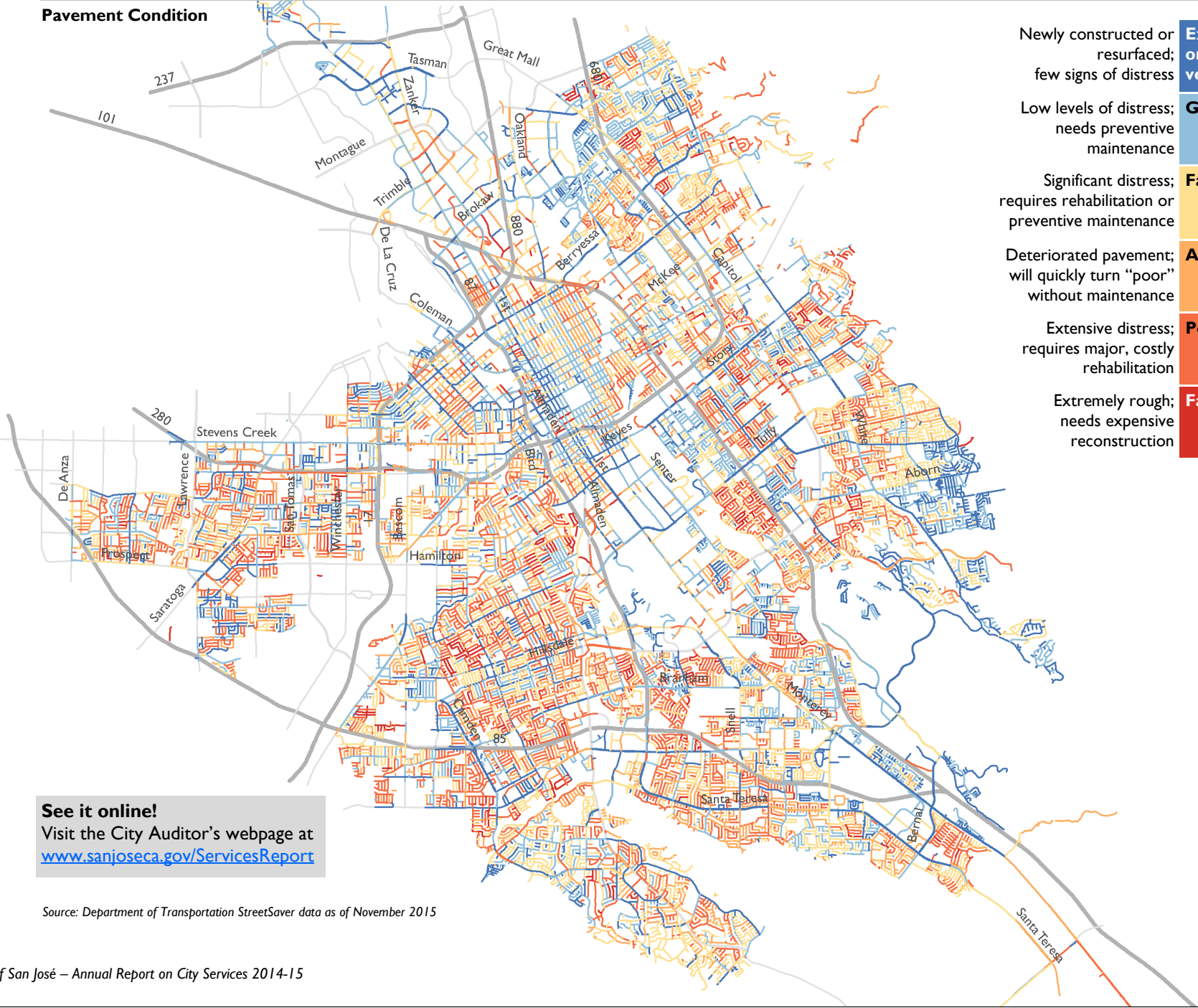
Number of Potholes Filled (thousands)



For more information, see our February 2015 [Audit of Street Pavement Maintenance](#).

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 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.sanjoseca.gov/ServicesReport

Source: Department of Transportation StreetSaver data as of November 2015

TRANSPORTATION DEPARTMENT

TRAFFIC MAINTENANCE

The Traffic Maintenance Division is responsible for maintaining the City's traffic signals, traffic signs, roadway markings, and streetlights. In 2014-15, DOT made 2,200 repairs to traffic signals. DOT responded to signal malfunctions within 30 minutes 55 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 97 percent* of the time in 2014-15. 2,700 signs were preventively maintained.

Roadway marking services were completed within established priority guidelines 99 percent* of the time in 2014-15. 65 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 64,000 streetlights were operational. 44 percent of malfunctions were repaired within seven days, compared to 87 percent in 2009-10. LED streetlight conversions and new installations continue; in 2014-15, about 19,000 new LED lights were installed. More than 4,400 streetlight outages were caused by stolen or cut wire in 2014-15. With temporary resources, DOT eliminated the repair backlog and is responding to most new cases within 2 to 4 weeks.

Traffic Signals

923 traffic signal intersections in San José

2,200 repairs and **500** preventive maintenance activities completed

55% of malfunctions responded to within 30 minutes

Traffic and Street Name Signs

114,000 traffic control and street name signs in San José (estimate)

1,200 repairs and **2,700** preventive maintenance activities completed

97% service requests completed within established guidelines*

78% 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

495 maintenance requests completed

99% of service requests completed within prioritized operational guidelines*

65% of markings met visibility and operational guidelines

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

Streetlights

64,000 streetlights in San José
23,300 LED streetlights (November 2015)

17,500 repairs completed

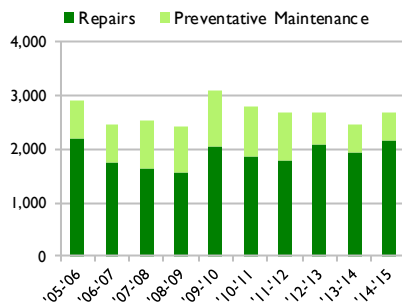
44% of malfunctions repaired within 7 days

97% of streetlights in operational condition

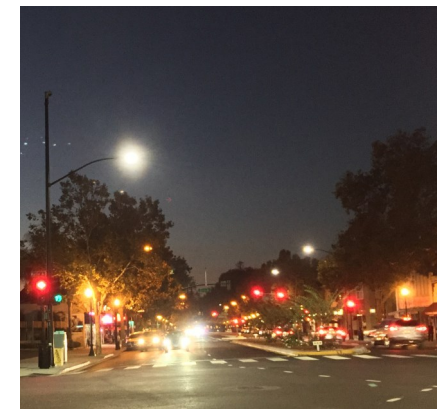
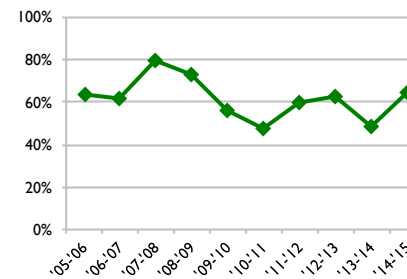
NATIONAL CITIZEN SURVEY™

45% of San José residents rated street lighting as "excellent" or "good"

Number of Traffic Signal Maintenance Activities



Percent of Roadway Markings Meeting Visibility and Operational Guidelines



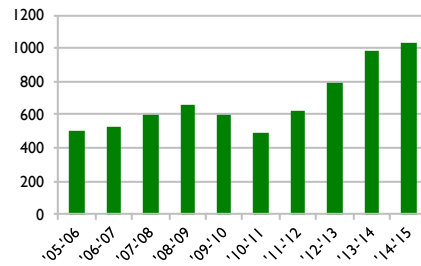
Source: Auditor photographs

SANITARY SEWERS

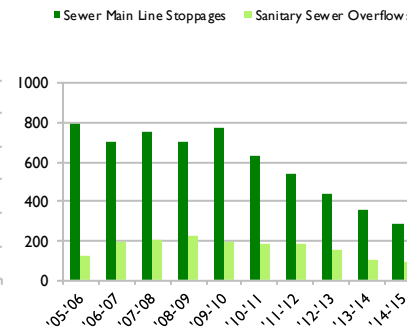
DOT maintains 2,294 miles of sanitary sewers and 21 sewer pump stations. DOT is responsible for maintaining uninterrupted sewer flow to the San José-Santa Clara Regional Wastewater Facility.* To reduce stoppages and overflows, DOT has increased its proactive cleaning in recent years. 1,035 miles were cleaned in 2014-15, twice as many as 10 years ago. DOT responded to 96 sewer overflows in 2014-15, while the number of main line stoppages fell to 286.

* 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).

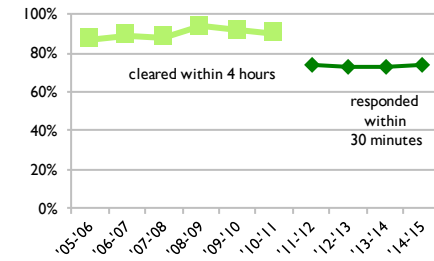
Sewer Miles Cleaned



Sewer Stoppages and Overflows



Timeliness of Sewer Overflow Response



STORM DRAINAGE

DOT annually cleans about 30,000 storm drain inlets so that rain and storm water runoff flows unimpeded through storm drains into the San Francisco Bay. Proactive cleaning of storm drains inlets prevents harmful pollutants, trash, and debris from entering the Bay and reduces the potential for blockages during heavy rains. In 2014-15, DOT responded to 1,472 storm calls. The number of stoppages and calls varies depending on the severity of rainfall. DOT also maintains 29 storm water pump stations and cleans the wet-wells during the summer.

NATIONAL CITIZEN SURVEY™

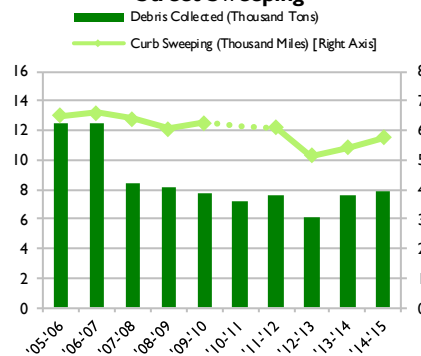
% of San José residents who found the following "excellent" or "good"

Sewer services	59%
Storm drainage services	49%
Street cleaning	35%

KEY FACTS (2014-15)

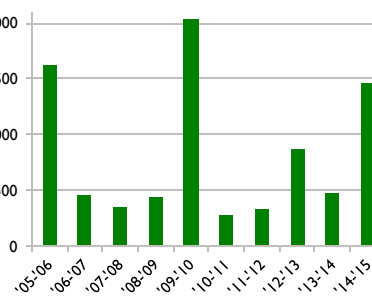
Sanitary Sewers	2,294 miles
Storm Drain System	1,250 miles
Storm Water Pump Stations	29
Curb Sweeping (by the City and by Contractors)	57,500 miles (estimate)

Street Sweeping



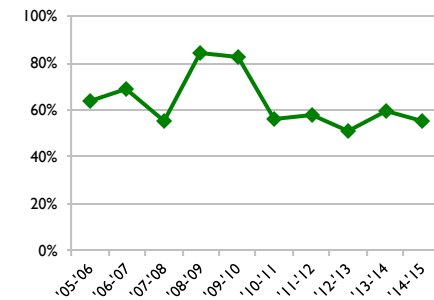
Estimates. According to DOT, staffing fluctuations led to a decrease in miles swept by City crews.

Storm Calls



2008-09 estimated. 2009-10 was an above-normal storm year. Prior to 2014-15, this counted only storm drain inlet stoppages.

Percentage of High Priority Storm Drain Requests Addressed Within 4 Hours



The types of requests counted for this measure changed in 2014-15.

TRANSPORTATION DEPARTMENT

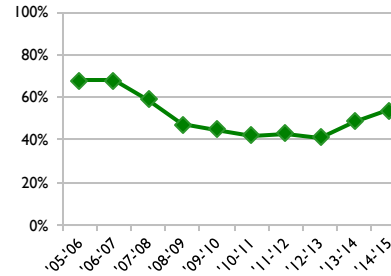
STREETSCAPES MAINTENANCE

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 2014-15, DOT maintenance staff provided basic safety-related and complaint-driven activities to keep an estimated 54 percent of street landscapes in good condition, down from 68 percent 10 years ago.

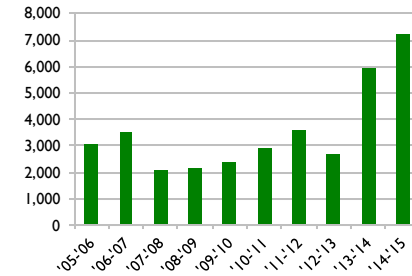
There are an estimated 268,000 street trees in the City.* DOT responded to 474 emergencies for street tree maintenance in 2014-15. DOT indicated that emergency street tree repairs were largely a result of stormy weather and extremely hot or windy days and that 2014-15 was a mild year. The City initiated 7,300 sidewalk repairs in 2014-15, more than double the amount 10 years ago because of added staffing.

* 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



NATIONAL CITIZEN SURVEY™

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

Street tree maintenance **33%**

Sidewalk maintenance **30%**

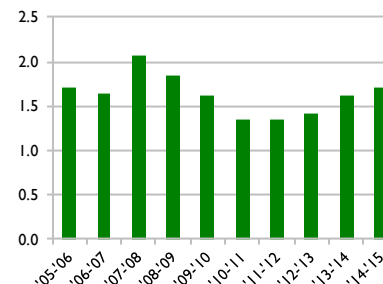
Ease of public parking **27%**

PARKING

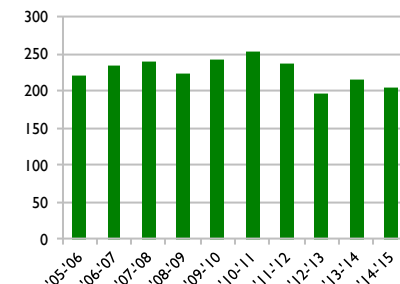
Parking Services is responsible for managing on-street and off-street parking, implementing parking policies and regulations, and supporting street sweeping, construction, and maintenance activities. Monthly parking in 2014-15 reached approximately 95,000 monthly customers in City facilities, up 63 percent compared to 10 years ago. About 1.7 million downtown customers used [City parking facilities](#) in 2014-15, up 5 percent compared to the prior year.

The Department issued about 204,000 parking citations in 2014-15, 5 percent below the prior year because of staff vacancies. 90 percent of [abandoned vehicles](#) were moved by the owner or otherwise in compliance by DOT's second visit.

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



Parking Citations Issued (thousands)



APPENDIX: THE NATIONAL CITIZEN SURVEY™

THE NCS™

The National Citizen Survey™

San José, CA

Community Livability Report

2015



2955 Valmont Road Suite 300
Boulder, Colorado 80301
n-r-c.com • 303-444-7863



777 North Capitol Street NE Suite 500
Washington, DC 20002
icma.org • 800-745-8780

Contents

About.....	1
Quality of Life in San José	2
Community Characteristics	3
Governance	5
Participation	7
Additional Questions	9
Conclusions	12

The National Citizen Survey™
© 2001-2014 National Research Center, Inc.

The NCS™ is presented by NRC in collaboration with ICMA.

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.

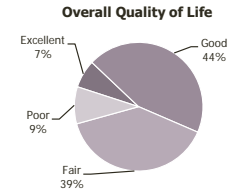
Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central 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 505 residents of the City of San José. The margin of error around any reported percentage is 4% 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

About half 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.

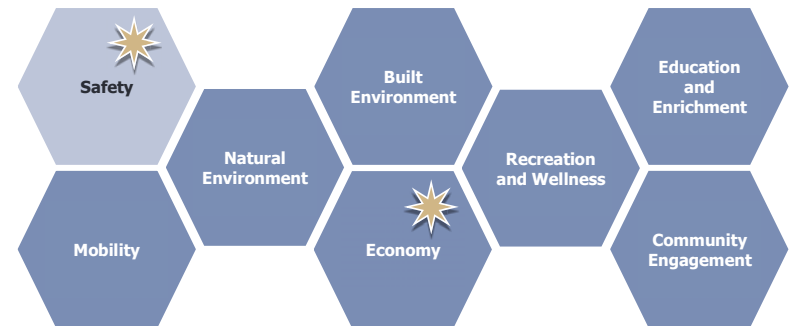
In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Safety and Economy as priorities for the San José community in the coming two years. San José residents gave favorable ratings to Economy, but ratings related to Safety were generally lower than the national benchmark comparison. 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 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, 67% 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. About 4 in 10 thought that the overall image was excellent or good and slightly fewer (34%) thought the overall appearance was excellent or good. About 2 in 10 thought San José was an excellent or good place to retire. Each of these ratings were lower than the national comparison.

Delving deeper into Community Characteristics, survey respondents rated over 40 features of the community within the eight facets of Community Livability. Ratings were mixed and generally lower than or similar to the national comparisons. While about 8 in 10 residents felt safe in their neighborhood, only 6 in 10 felt safe in San José's downtown and only 4 in 10 gave a positive rating to their overall feeling of safety. All Safety ratings and all Natural Environment ratings were rated lower than the benchmark. Within Economy, ratings varied from 1 in 10 giving excellent or good ratings to the cost of living in the community to about 7 in 10 giving excellent or good ratings to shopping opportunities and San José as a place to work. The rating for employment opportunities was higher than the national comparison with about half of residents giving a positive rating. Ratings also varied within the facet of Built Environment with 1 in 10 giving a positive rating to affordable quality housing to about 4 in 10 giving positive ratings to the overall built environment, new developing in San José and public places where people want to spend time. Several Recreation and Wellness ratings decreased in 2015 compared to 2014. These included fitness opportunities, recreational opportunities, healthcare, availability of affordable quality food, mental healthcare and preventative health services (see *The NCS Trends over Time-San José 2015* report provided under separate cover).

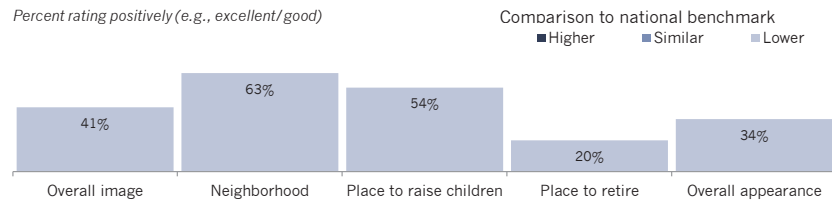
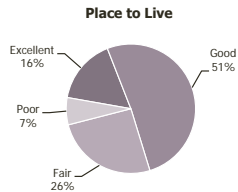
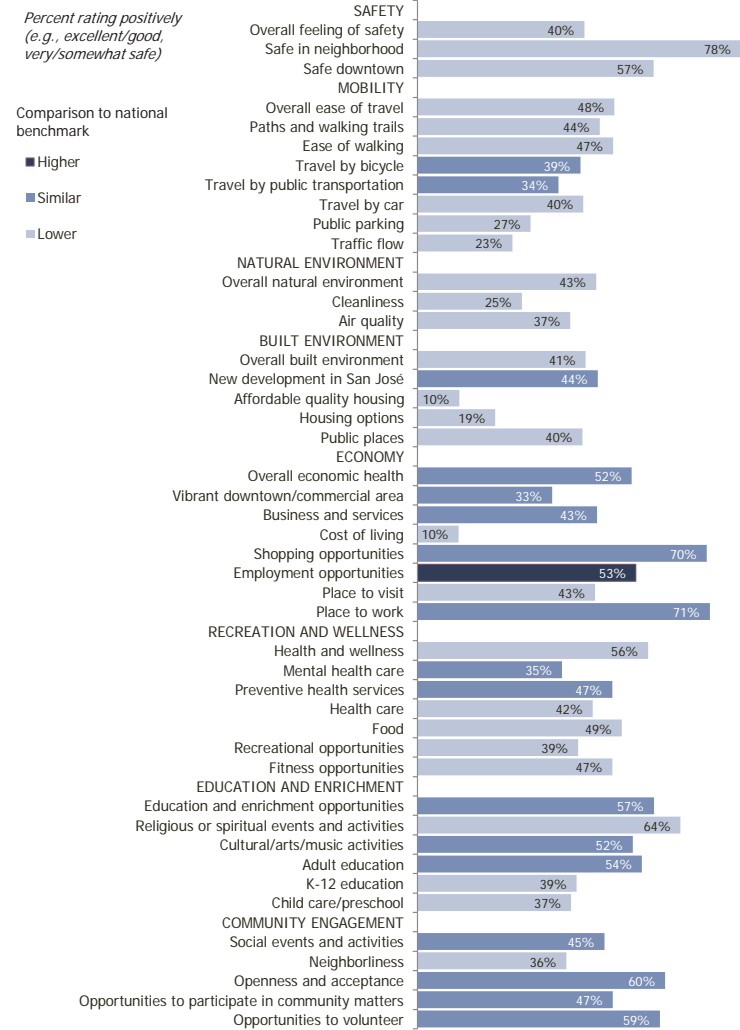


Figure 1: Aspects of Community Characteristics



Governance

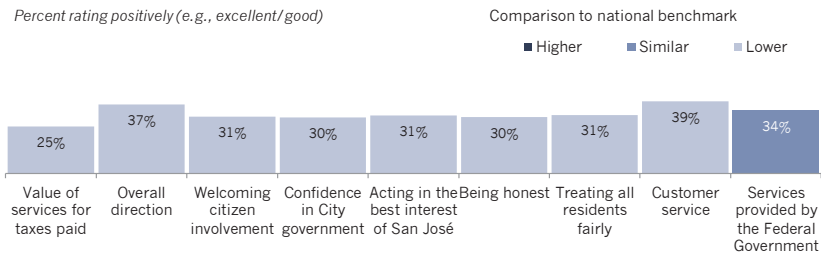
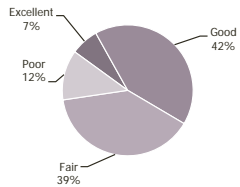
How well does the government of San José meet the needs and expectations of its residents?

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 34% 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. Between 25% and 39% of residents gave positive ratings to each aspect of San José's leadership and governance and each rating was lower than the national benchmark.

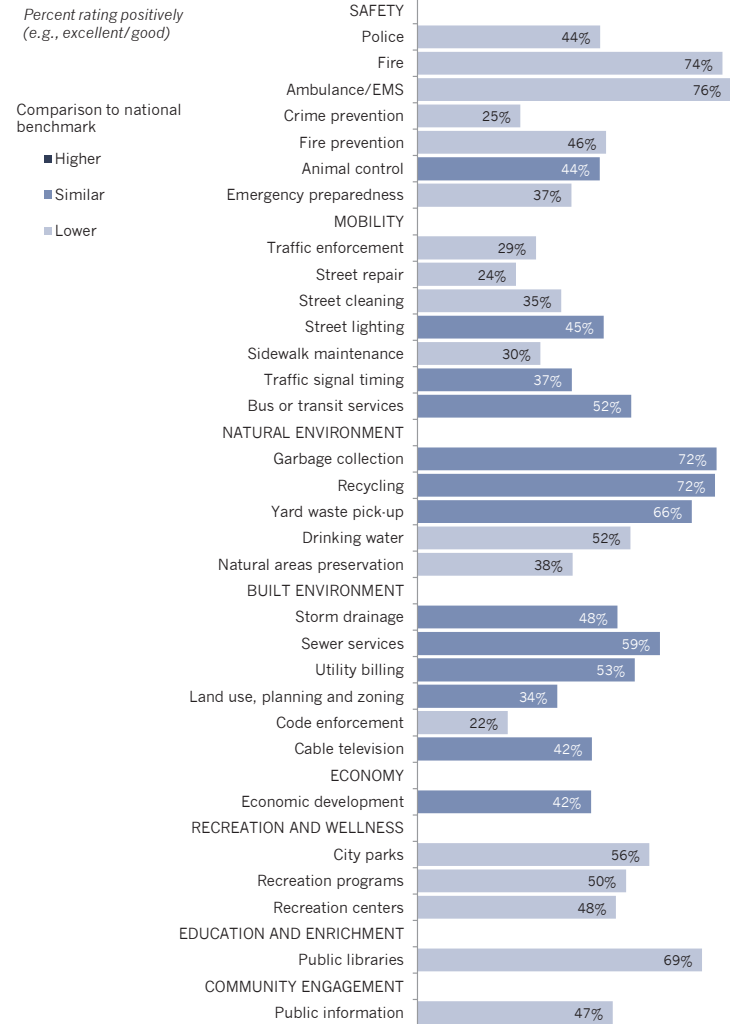
Respondents evaluated over 30 individual services and amenities available in San José. Safety ratings varied with about one-quarter of residents giving positive ratings to crime prevention and three-quarters giving positive ratings to fire services and ambulance/EMS services. When compared to 2014 ratings, the rating for ambulance/EMS services increased in 2015. About half of residents or fewer gave positive ratings to aspects of Mobility however the ratings for street lighting, traffic signal timing and bus or transit services were similar to the national benchmarks. Ratings within Natural Environment tended to be strong with about 7 in 10 giving positive ratings to garbage collection, recycling and yard waste pick-up, however only 4 in 10 gave positive ratings to natural areas preservation. About half of residents gave positive ratings to each of the three services related to Recreation and Wellness and each rating was lower than the benchmark comparison. Aspects of Built Environment tended to be similar to the national benchmarks; however code enforcement was rated positively by 22% of residents and was lower than the benchmark.

Overall Quality of City Services



The National Citizen Survey™

Figure 2: Aspects of Governance

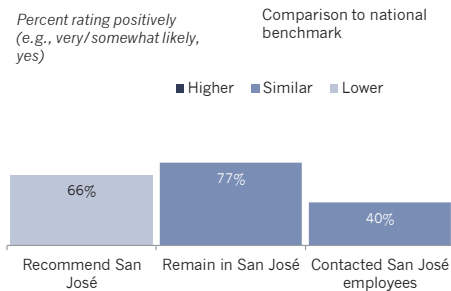
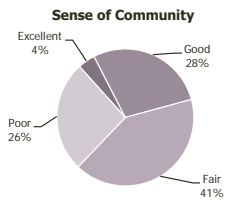


Participation

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

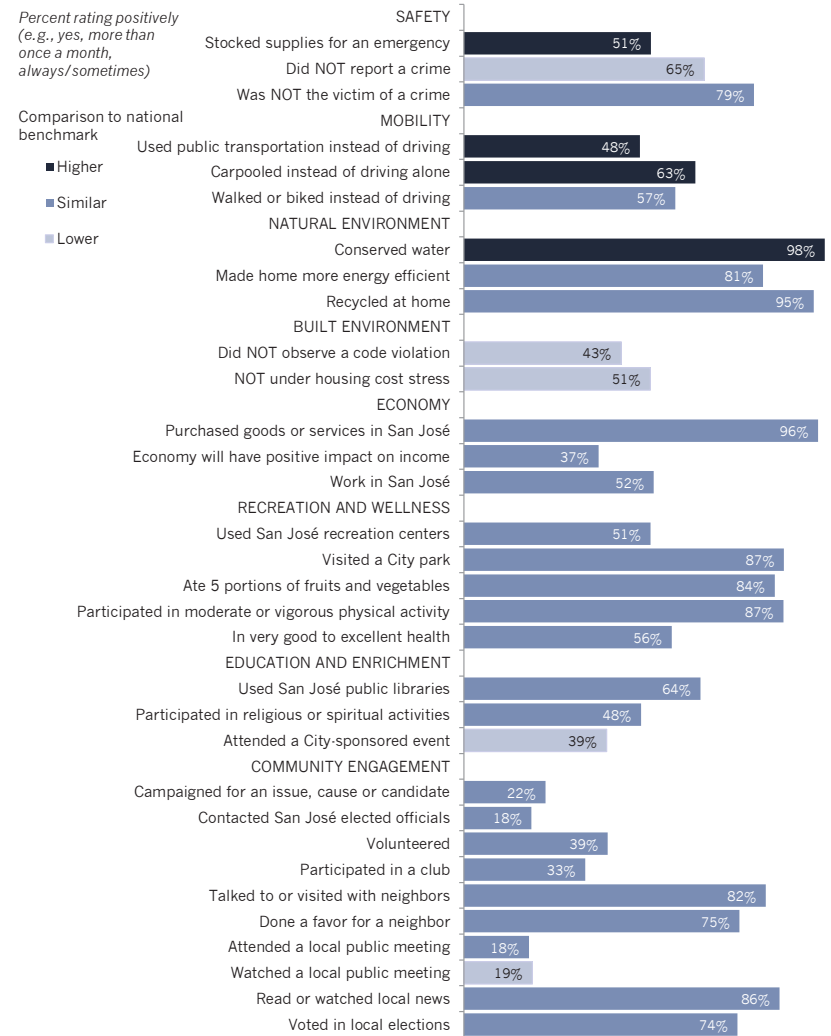
An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community; a shared sense of membership, belonging and history. About one-third of participants rated the overall sense of community positively, a rating that was much lower than the benchmark. Most participants plan on staying in San José and about two-thirds 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 four activities, similar for 23 and lower for five. The highest rates of participation were found for Natural Environment, where almost all respondents had conserved water and recycled at home and 8 in 10 had made their home more energy efficient. Water conservation was higher in San José than in other communities while the other two activities were similar. Within Safety, more participants than elsewhere in the nation stocked supplies for emergencies, a similar number of participants compared to other communities were not victims of crime and fewer had not reported a crime. Two of the three features within Mobility had higher rates of participation when compared to other communities (rate of using public transportation instead of driving and having carpooling instead of driving alone). Ratings for Recreation and Wellness were similar to the benchmark and at least 8 in 10 residents 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 were rated similar to the benchmark.



The National Citizen Survey™

Figure 3: Aspects of Participation



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 55% of respondents felt very or somewhat safe in their neighborhood after dark, while about 2 in 10 felt safe in San José's downtown after dark. About half of participants felt very or somewhat safe from violent crime. About 35% of participants felt safe from property crimes.

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

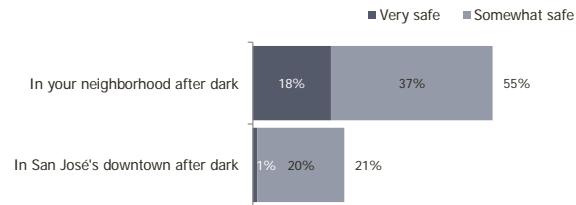
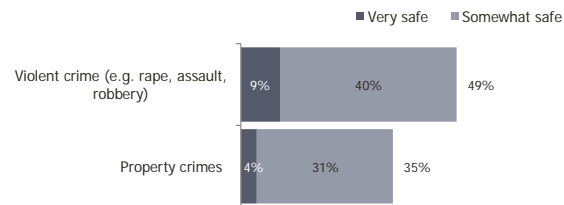


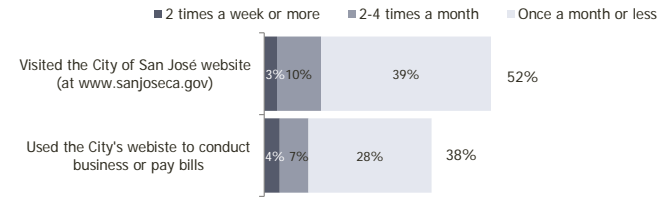
Figure 5: Safe from Violent or Property Crimes
Please rate how safe or unsafe you feel from the following:



The National Citizen Survey™

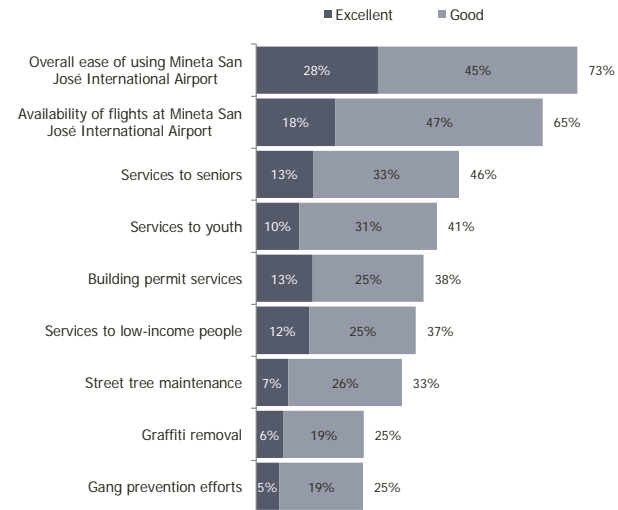
When asked about using the City's website, half of the participants reported that they had visited the City of San José website at least once a month. Around 4 in 10 participants had used the City's website to conduct business or pay bills.

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 and services to youth positively. About one-third of participants positively rated the remaining services of building permit services, street tree maintenance, services to low-income people, gang prevention efforts and graffiti removal.

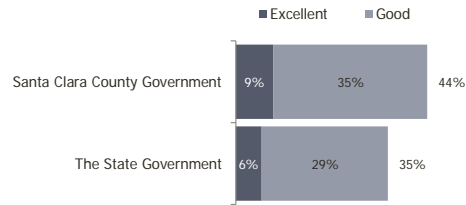
Figure 7: Additional City Services
Please rate the quality of each of the following services in San José:



The National Citizen Survey™

A little less than half of participants gave positive ratings for the Santa Clara County Government, whereas about half 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 continues to be a priority for the community.

As in 2014, survey participants indicated that Safety is an essential or very important focus area for San José over the next two years. While about 8 in 10 residents felt safe in their neighborhood, only 6 in 10 felt safe in San José's downtown and only 4 in 10 gave a positive rating to their overall feeling of safety. When asked about feelings of safety after dark, about 55% of respondents felt very or somewhat safe in their neighborhood after dark, while about 2 in 10 felt safe in San José's downtown after dark. All Safety ratings within Community Characteristics were rated lower than the benchmark. Ratings for Safety services (such as police, fire, etc.) varied with about one-quarter of residents giving positive ratings to crime prevention and three-quarters giving positive ratings to fire services and ambulance/EMS services. When compared to 2014 ratings, the rating for ambulance/EMS services increased in 2015. Within Participation, more residents than elsewhere in the nation stocked supplies for emergencies, a similar number of participants compared to other communities were not victims of crime and fewer had not reported a crime.

Residents value Economy and related ratings varied.

Participants indicated that the Economy was an important focus area and economic ratings tended to be similar compared to other communities. Within Community Characteristics, ratings varied from 1 in 10 giving excellent or good ratings to the cost of living in the community to about 7 in 10 giving excellent or good ratings to shopping opportunities and San José as a place to work. The rating for employment opportunities was higher than the national comparison with about half of residents giving a positive rating. Within Governance, economic development was rated positively by 4 in 10 residents and was similar to ratings given in communities across the nation.

Residents participate in Recreation and Wellness activities, but quality ratings have decreased over time.

Rates of participation related to Recreation and Wellness were all similar to the benchmark and at least 8 in 10 residents reported visiting a park, eating at least 5 portions of fruits and vegetables and exercising. Several Community Characteristics related to Recreation and Wellness decreased in 2015 compared to 2014. These included fitness opportunities, recreational opportunities, healthcare, availability of affordable quality food, mental healthcare and preventative health services. Within Governance, the rating for recreation centers has also decreased over time with about half of residents giving a positive rating.

THE NCS™

The National Citizen Survey™

San José, CA

Trends over Time

2015



2955 Valmont Road Suite 300
Boulder, Colorado 80301
n-r-c.com • 303-444-7863



777 North Capitol Street NE Suite 500
Washington, DC 20002
icma.org • 800-745-8780

Summary

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NCS communities. 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). This report discusses trends over time, comparing the 2015 ratings for the City of San José to its previous survey results in 2011, 2012, 2013 and 2014. Additional reports and technical appendices are available under separate cover.

Trend data for San José represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

Meaningful differences between survey years have been noted within the following tables as being "higher" or "lower" if the differences are greater than six percentage points between the 2014 and 2015 surveys, otherwise the comparison between 2014 and 2015 are noted as being "similar." Additionally, benchmark comparisons for all survey years are presented for reference. Changes in the benchmark comparison over time can be impacted by various trends, including varying survey cycles for the individual communities that comprise the benchmarks, regional and national economic or other events, as well as emerging survey methodologies.

Overall, ratings in San José for 2015 generally remained stable. Of the 129 items for which comparisons were available, 85 items were rated similarly in 2014 and 2015, 43 items showed a decrease in ratings and one showed an increase. Notable trends over time included the following:

- Overall quality of life, overall appearance of San José and overall image or reputation of San José received lower ratings in 2015 when compared to 2014.
- Within the facet of Safety, ratings decreased for feelings of safety downtown, fire prevention services, crime prevention and emergency preparedness while the rating for ambulance/EMS increased in 2015 compared to 2014. All other Safety ratings remained similar in 2015 compared to 2014.
- Fewer residents reported walking or biking instead of driving, being in very good to excellent health, volunteering and voting in local elections in 2015 compared to 2014.
- Within Community Characteristics, four Mobility ratings decreased including traffic flow, ease of travel by car, public parking and paths and walking trails. One Mobility rating within Governance decreased (traffic enforcement).
- Six of the seven aspects of Recreation and Wellness within Community Characteristics decreased in 2015 compared to 2014. These included fitness opportunities, recreational opportunities, healthcare, availability of affordable quality food, mental healthcare and preventative health services.

The National Citizen Survey™

Table 1: Community Characteristics General

	Percent rating positively (e.g., excellent/good)					2015 rating compared to 2014	Comparison to benchmark				
	2011	2012	2013	2014	2015		2011	2012	2013	2014	2015
Overall quality of life	62%	60%	57%	59%	51%	Lower	Much lower	Much lower	Much lower	Lower	Lower
Overall image	51%	46%	43%	51%	41%	Lower	Much lower	Much lower	Much lower	Lower	Lower
Place to live	73%	64%	65%	71%	67%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Neighborhood	67%	64%	61%	67%	63%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Place to raise children	53%	63%	63%	53%	54%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Place to retire	26%	28%	28%	28%	20%	Lower	Much lower	Much lower	Much lower	Much lower	Much lower
Overall appearance	54%	48%	43%	45%	34%	Lower	Much lower	Much lower	Much lower	Lower	Much lower

Table 2: Community Characteristics by Facet

		Percent rating positively (e.g., excellent/good, very/somewhat safe)					2015 rating compared to 2014	Comparison to benchmark				
		2011	2012	2013	2014	2015		2011	2012	2013	2014	2015
Safety	Overall feeling of safety	NA	NA	NA	46%	40%	Similar	NA	NA	NA	Much lower	Much lower
	Safe in neighborhood	87%	84%	82%	83%	78%	Similar	Lower	Much lower	Much lower	Similar	Lower
	Safe downtown	71%	62%	58%	64%	57%	Lower	Much lower	Much lower	Much lower	Lower	Much lower
	Overall ease of travel	NA	NA	NA	53%	48%	Similar	NA	NA	NA	Lower	Lower
	Paths and walking trails	45%	45%	50%	56%	44%	Lower	Much lower	Much lower	Much lower	Similar	Lower
Mobility	Ease of walking	46%	53%	43%	52%	47%	Similar	Much lower	Much lower	Much lower	Similar	Lower
	Travel by bicycle	37%	40%	34%	44%	39%	Similar	Lower	Lower	Much lower	Similar	Similar
	Travel by public transportation	48%	41%	42%	38%	34%	Similar	Similar	Similar	Lower	Similar	Similar
	Travel by car	40%	50%	40%	48%	40%	Lower	Much lower	Lower	Lower	Similar	Lower
	Public parking	NA	NA	NA	38%	27%	Lower	NA	NA	NA	Lower	Lower
Natural Environment	Traffic flow	23%	26%	23%	32%	23%	Lower	Much lower	Much lower	Much lower	Lower	Lower
	Overall natural environment	43%	48%	44%	50%	43%	Lower	Much lower	Much lower	Much lower	Lower	Much lower
Natural Environment	Cleanliness	52%	41%	40%	34%	25%	Lower	Much lower	Much lower	Much lower	Much lower	Much lower
	Air quality	43%	48%	42%	41%	37%	Similar	Much lower	Much lower	Much lower	Lower	Much lower

The National Citizen Survey™

		Percent rating positively (e.g., excellent/good, very/somewhat safe)					2015 rating compared to 2014	Comparison to benchmark				
		2011	2012	2013	2014	2015		2011	2012	2013	2014	2015
Built Environment	Overall built environment	NA	NA	NA	46%	41%	Similar	NA	NA	NA	Similar	Lower
	New development in San José	58%	53%	49%	46%	44%	Similar	Similar	Lower	Lower	Similar	Similar
	Affordable quality housing	20%	21%	22%	15%	10%	Similar	Much lower	Much lower	Much lower	Much lower	Much lower
	Housing options	50%	39%	37%	34%	19%	Lower	Lower	Lower	Lower	Lower	Lower
	Public places	NA	NA	NA	50%	40%	Lower	NA	NA	NA	Similar	Lower
	Overall economic health	NA	NA	NA	54%	52%	Similar	NA	NA	NA	Similar	Similar
	Vibrant downtown/commercial area	NA	NA	NA	40%	33%	Lower	NA	NA	NA	Similar	Similar
	Business and services	59%	66%	57%	58%	43%	Lower	Similar	Similar	Similar	Similar	Similar
	Cost of living	NA	NA	NA	11%	10%	Similar	NA	NA	NA	Much lower	Much lower
	Shopping opportunities	76%	77%	75%	75%	70%	Similar	Much higher	Much higher	Much higher	Higher	Similar
Economy	Employment opportunities	46%	51%	45%	61%	53%	Lower	Much higher	Much higher	Higher	Higher	Higher
	Place to visit	NA	NA	NA	49%	43%	Lower	NA	NA	NA	Lower	Lower
	Place to work	66%	74%	68%	73%	71%	Similar	Higher	Much higher	Similar	Similar	Similar
	Health and wellness	NA	NA	NA	61%	56%	Similar	NA	NA	NA	Similar	Lower
	Mental health care	NA	NA	NA	42%	35%	Lower	NA	NA	NA	Similar	Similar
	Preventive health services	NA	NA	NA	55%	47%	Lower	NA	NA	NA	Similar	Similar
	Health care	28%	44%	32%	49%	42%	Lower	Much lower	Lower	Much lower	Similar	Lower
	Food	52%	57%	50%	60%	49%	Lower	Lower	Similar	Lower	Similar	Lower
	Recreational opportunities	53%	55%	57%	54%	39%	Lower	Lower	Lower	Lower	Similar	Lower
	Fitness opportunities	NA	NA	NA	57%	47%	Lower	NA	NA	NA	Similar	Lower
Recreation and Wellness	Religious or spiritual events and activities	68%	60%	60%	69%	64%	Similar	Lower	Much lower	Much lower	Similar	Lower
	Cultural/arts/music activities	64%	60%	53%	60%	52%	Lower	Much higher	Higher	Similar	Similar	Similar
Education and Enrichment	Adult education	NA	NA	NA	53%	54%	Similar	NA	NA	NA	Similar	Similar
	K-12 education	NA	NA	NA	48%	39%	Lower	NA	NA	NA	Lower	Lower
Education and Enrichment	Child care/preschool	16%	27%	20%	45%	37%	Lower	Much lower	Much lower	Much lower	Similar	Lower

The National Citizen Survey™

	Percent rating positively (e.g., excellent/good, very/somewhat safe)					2015 rating compared to 2014	Comparison to benchmark				
	2011	2012	2013	2014	2015		2011	2012	2013	2014	2015
Social events and activities	57%	46%	50%	56%	45%	Lower	Similar	Much lower	Lower	Similar	Similar
Neighborhood	NA	NA	NA	41%	36%	Similar	NA	NA	NA	Lower	Lower
Openness and acceptance	67%	71%	60%	65%	60%	Similar	Similar	Higher	Similar	Similar	Similar
Opportunities to participate in community matters	55%	53%	42%	53%	47%	Similar	Lower	Lower	Much lower	Similar	Similar
Opportunities to volunteer	70%	61%	57%	62%	59%	Similar	Similar	Lower	Much lower	Similar	Similar

Table 3: Governance General

	Percent rating positively (e.g., excellent/good)					2015 rating compared to 2014	Comparison to benchmark				
	2011	2012	2013	2014	2015		2011	2012	2013	2014	2015
Services provided by San José	46%	42%	45%	54%	48%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Customer service	57%	53%	64%	46%	39%	Lower	Much lower	Much lower	Lower	Lower	Much lower
Value of services for taxes paid	26%	28%	32%	29%	25%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Overall direction	31%	35%	37%	41%	37%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Welcoming citizen involvement	38%	37%	26%	37%	31%	Lower	Lower	Much lower	Much lower	Similar	Lower
Confidence in City government	NA	NA	NA	32%	30%	Similar	NA	NA	NA	Lower	Lower
Acting in the best interest of San José	NA	NA	NA	40%	31%	Lower	NA	NA	NA	Similar	Lower
Being honest	NA	NA	NA	38%	30%	Lower	NA	NA	NA	Lower	Lower
Treating all residents fairly	NA	NA	NA	38%	31%	Lower	NA	NA	NA	Similar	Lower
Services provided by the Federal Government	33%	32%	34%	40%	34%	Lower	Similar	Similar	Lower	Similar	Similar

The National Citizen Survey™

Table 4: Governance by Facet

	Percent rating positively (e.g., excellent/good)					2015 rating compared to 2014	Comparison to benchmark					
	2011	2012	2013	2014	2015		2011	2012	2013	2014	2015	
Safety	Police	61%	54%	51%	46%	44%	Similar	Much lower	Much lower	Much lower	Much lower	Much lower
	Fire	84%	80%	81%	75%	74%	Similar	Lower	Much lower	Much lower	Lower	Lower
	Ambulance/EMS	83%	73%	73%	68%	76%	Higher	Lower	Much lower	Much lower	Lower	Lower
	Crime prevention	38%	28%	33%	31%	25%	Lower	Much lower	Much lower	Much lower	Much lower	Lower
	Fire prevention	58%	56%	52%	54%	46%	Lower	Much lower	Much lower	Much lower	Lower	Lower
	Animal control	46%	45%	46%	49%	44%	Similar	Lower	Much lower	Much lower	Similar	Similar
	Emergency preparedness	37%	37%	29%	46%	37%	Lower	Much lower	Much lower	Much lower	Lower	Lower
	Traffic enforcement	57%	37%	43%	40%	29%	Lower	Much lower	Much lower	Much lower	Lower	Much lower
	Street repair	21%	15%	29%	28%	24%	Similar	Much lower	Much lower	Much lower	Lower	Lower
	Street cleaning	42%	32%	45%	34%	35%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Mobility	Street lighting	42%	35%	46%	40%	45%	Similar	Much lower	Much lower	Much lower	Lower	Similar
	Sidewalk maintenance	35%	30%	43%	35%	30%	Similar	Much lower	Much lower	Much lower	Lower	Lower
	Traffic signal timing	34%	37%	42%	43%	37%	Similar	Lower	Lower	Lower	Similar	Similar
	Bus or transit services	50%	43%	55%	46%	52%	Similar	Similar	Lower	Similar	Similar	Similar
	Garbage collection	74%	77%	77%	71%	72%	Similar	Lower	Lower	Lower	Similar	Similar
	Recycling	74%	78%	79%	71%	72%	Similar	Similar	Similar	Similar	Similar	Similar
	Yard waste pick-up	76%	72%	68%	70%	66%	Similar	Similar	Similar	Lower	Similar	Similar
	Drinking water	51%	53%	53%	52%	52%	Similar	Much lower	Much lower	Much lower	Lower	Lower
	Natural areas preservation	38%	35%	41%	40%	38%	Similar	Much lower	Much lower	Much lower	Lower	Lower
	Storm drainage	55%	54%	59%	53%	48%	Similar	Similar	Lower	Similar	Similar	Similar
Natural Environment	Sewer services	58%	59%	65%	59%	59%	Similar	Much lower	Much lower	Much lower	Similar	Similar
	Utility billing	NA	NA	NA	50%	53%	Similar	NA	NA	NA	Similar	Similar
Built Environment	Land use, planning and zoning	32%	34%	34%	34%	34%	Similar	Lower	Lower	Much lower	Similar	Similar

The National Citizen Survey™

		Percent rating positively (e.g., excellent/good)					2015 rating compared to 2014	Comparison to benchmark				
		2011	2012	2013	2014	2015		2011	2012	2013	2014	2015
Economy	Code enforcement	28%	25%	37%	32%	22%	Lower	Much lower	Much lower	Lower	Lower	Lower
	Cable television	NA	NA	NA	41%	42%	Similar	NA	NA	NA	Similar	Similar
	Economic development	32%	34%	28%	48%	42%	Similar	Lower	Lower	Much lower	Similar	Similar
Recreation and Wellness	City parks	68%	55%	64%	61%	56%	Similar	Much lower	Much lower	Much lower	Lower	Lower
	Recreation programs	52%	43%	44%	56%	50%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Education and Enrichment	Recreation centers	54%	43%	48%	55%	48%	Lower	Much lower	Much lower	Much lower	Lower	Lower
Community Engagement	Public libraries	68%	62%	62%	66%	69%	Similar	Much lower	Much lower	Much lower	Lower	Lower
	Public information	43%	44%	40%	51%	47%	Similar	Much lower	Much lower	Much lower	Similar	Lower

Table 5: Participation General

		Percent rating positively (e.g., always/sometimes, more than once a month, yes)					2015 rating compared to 2014	Comparison to benchmark				
		2011	2012	2013	2014	2015		2011	2012	2013	2014	2015
Sense of community		36%	42%	37%	36%	32%	Similar	Much lower	Much lower	Much lower	Lower	Much lower
Recommend San José		80%	75%	78%	71%	66%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Remain in San José		83%	81%	80%	82%	77%	Similar	Similar	Lower	Similar	Similar	Similar
Contacted San José employees		32%	30%	45%	44%	40%	Similar	Much lower	Much lower	Lower	Similar	Similar

The National Citizen Survey™

Table 6: Participation by Facet

		Percent rating positively (e.g., always/sometimes, more than once a month, yes)					2015 rating compared to 2014	Comparison to benchmark				
		2011	2012	2013	2014	2015		2011	2012	2013	2014	2015
Safety	Stocked supplies for an emergency	NA	NA	NA	49%	51%	Similar	NA	NA	NA	Higher	Higher
	Did NOT report a crime	NA	NA	NA	69%	65%	Similar	NA	NA	NA	Similar	Lower
	Was NOT the victim of a crime	88%	88%	73%	81%	79%	Similar	Similar	Similar	Much lower	Similar	Similar
	Used public transportation instead of driving	NA	NA	NA	48%	48%	Similar	NA	NA	NA	Higher	Much higher
Mobility	Carpooled instead of driving alone	NA	NA	NA	60%	63%	Similar	NA	NA	NA	Higher	Higher
	Walked or biked instead of driving	NA	NA	NA	65%	57%	Lower	NA	NA	NA	Similar	Similar
Natural Environment	Conserved water	NA	NA	NA	97%	98%	Similar	NA	NA	NA	Higher	Higher
	Made home more energy efficient	NA	NA	NA	85%	81%	Similar	NA	NA	NA	Similar	Similar
	Recycled at home	96%	93%	95%	96%	95%	Similar	Much higher	Much higher	Much higher	Higher	Similar
Built Environment	Did NOT observe a code violation	NA	NA	NA	45%	43%	Similar	NA	NA	NA	Similar	Lower
	NOT under housing cost stress	41%	48%	37%	49%	51%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Economy	Purchased goods or services in San José	NA	NA	NA	98%	96%	Similar	NA	NA	NA	Similar	Similar
	Economy will have positive impact on income	16%	26%	29%	37%	37%	Similar	Similar	Similar	Much higher	Higher	Similar
	Work in San José	NA	NA	NA	55%	52%	Similar	NA	NA	NA	Higher	Similar
	Used San José recreation centers	49%	42%	44%	51%	51%	Similar	Much lower	Much lower	Much lower	Similar	Similar
Recreation and Wellness	Visited a City park	86%	89%	92%	87%	87%	Similar	Similar	Similar	Similar	Higher	Similar
	Ate 5 portions of fruits and vegetables	NA	NA	NA	88%	84%	Similar	NA	NA	NA	Similar	Similar
	Participated in moderate or vigorous physical activity	NA	NA	NA	89%	87%	Similar	NA	NA	NA	Similar	Similar
	In very good to excellent health	NA	NA	NA	64%	56%	Lower	NA	NA	NA	Similar	Similar
Education and Enrichment	Used San José public libraries	74%	70%	68%	63%	64%	Similar	Similar	Similar	Similar	Similar	Similar
	Participated in religious or spiritual activities	49%	50%	48%	50%	48%	Similar	Similar	Similar	Similar	Similar	Similar
	Attended a City-sponsored event	NA	NA	NA	40%	39%	Similar	NA	NA	NA	Lower	Lower

The National Citizen Survey™

	Percent rating positively (e.g., always/sometimes, more than once a month, yes)					2015 rating compared to 2014	Comparison to benchmark				
	2011	2012	2013	2014	2015		2011	2012	2013	2014	2015
Campaigned for an issue, cause or candidate	NA	NA	NA	27%	22%	Similar	NA	NA	NA	Similar	Similar
Contacted San José elected officials	NA	NA	NA	19%	18%	Similar	NA	NA	NA	Similar	Similar
Volunteered	37%	43%	43%	46%	39%	Lower	Much lower	Similar	Similar	Similar	Similar
Participated in a club	27%	26%	28%	29%	33%	Similar	Similar	Lower	Similar	Similar	Similar
Talked to or visited with neighbors	NA	NA	NA	84%	82%	Similar	NA	NA	NA	Similar	Similar
Done a favor for a neighbor	NA	NA	NA	71%	75%	Similar	NA	NA	NA	Lower	Similar
Attended a local public meeting	18%	15%	19%	19%	18%	Similar	Much lower	Much lower	Lower	Similar	Similar
Watched a local public meeting	27%	25%	28%	20%	19%	Similar	Much lower	Much lower	Much lower	Lower	Lower
Read or watched local news	NA	NA	NA	87%	86%	Similar	NA	NA	NA	Similar	Similar
Community Engagement Voted in local elections	66%	66%	66%	82%	74%	Lower	Much lower	Lower	Much lower	Similar	Similar

Table 7: Safety after Dark

Please rate how safe or unsafe you feel:	Percent "Very safe" or "Somewhat safe"	
	2014	2015
In San José's downtown after dark	27%	21%
In your neighborhood after dark	66%	55%

Table 8: Safe from Violent or Property Crimes

Please rate how safe or unsafe you feel from the following:	Percent "Very safe" or "Somewhat safe"	
	2014	2015
Property crimes	41%	35%
Violent crime (e.g. rape, assault, robbery)	53%	49%

Table 9: 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:	Percent "At least once a month"	
	2014	2015
Used the City's website to conduct business or pay bills	35%	38%
Visited the City of San José website (at www.sanjoseca.gov)	50%	52%

The National Citizen Survey™

Table 10: Additional City Services

Please rate the quality of each of the following services in San José:	Percent "Excellent" or "Good"	
	2014	2015
Graffiti removal	30%	25%
Gang prevention efforts	30%	25%
Services to low-income people	32%	37%
Street tree maintenance	34%	33%
Building permit services	43%	38%
Services to youth	45%	41%
Services to seniors	50%	46%
Availability of flights at Mineta San José International Airport	70%	65%
Overall ease of using Mineta San José International Airport	74%	73%

Table 11: State and County Government

Overall, how would you rate the quality of the services provided by each of the following?	Percent "Excellent" or "Good"	
	2014	2015
The State Government	38%	35%
Santa Clara County Government	47%	44%



San José, CA

Dashboard Summary of Findings

2015



2955 Valmont Road Suite 300
Boulder, Colorado 80301
n-r-c.com • 303-444-7863



777 North Capitol Street NE Suite 500
Washington, DC 20002
icma.org • 800-745-8780

Summary

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NCS communities. 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). This report summarizes San José's performance in the eight facets of community livability with the "General" rating as a summary of results from the overarching questions not shown within any of the eight facets. The "Overall" represents the community pillar in its entirety (the eight facets and general).

By summarizing resident ratings across the eight facets and three pillars of a livable community, a picture of San José's community livability emerges. Below, the color of each community facet summarizes how residents rated each of the pillars that support it – Community Characteristics, Governance and Participation. When most ratings were higher than the benchmark, the color 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 San José, ratings across facets varied. Compared to the nation, respondents showed higher rates of participation in the facet of Mobility and lower rates of participation in the facet of Built Environment and the remaining Participation ratings were generally similar to the national benchmark. Across the pillars of Community Characteristics and Governance, ratings tended to be lower than the national benchmark with a variety of similar ratings mixed in. This information can be helpful in identifying the areas that merit more attention.

Figure 1: Dashboard Summary

	Community Characteristics			Governance			Participation		
	Higher	Similar	Lower	Higher	Similar	Lower	Higher	Similar	Lower
Overall	1	17	34	0	14	27	4	25	7
General	0	0	7	0	1	2	0	2	1
Safety	0	0	3	0	1	6	1	1	1
Mobility	0	2	6	0	3	4	2	1	0
Natural Environment	0	0	3	0	3	2	1	2	0
Built Environment	0	1	4	0	5	1	0	0	2
Economy	1	5	2	0	1	0	0	3	0
Recreation and Wellness	0	2	5	0	0	3	0	5	0
Education and Enrichment	0	3	3	0	0	1	0	2	1
Community Engagement	0	4	1	0	0	8	0	9	2

Legend	
	Higher
	Similar
	Lower

The National Citizen Survey™

Figure 2: Detailed Dashboard

	Community Characteristics	Trend	Benchmark	Percent positive	Governance	Trend	Benchmark	Percent positive	Participation	Trend	Benchmark	Percent positive
General	Overall appearance	↓	↓↓	34%	Customer service	↓	↓↓	39%	Recommend San José	↔	↓	66%
	Overall quality of life	↓	↓	51%	Services provided by San José	↔	↓	48%	Remain in San José	↔	↔	77%
	Place to retire	↓	↓↓	20%	Services provided by the Federal Government	↓	↔	34%	Contacted San José employees	↔	↔	40%
	Place to raise children	↔	↓	54%								
	Place to live	↔	↓	67%								
Safety	Neighborhood	↔	↓	63%								
	Overall image	↓	↓	41%								
	Overall feeling of safety	↔	↓↓	40%	Police	↔	↓↓	44%	Was NOT the victim of a crime	↔	↔	79%
	Safe in neighborhood	↔	↓	78%	Crime prevention	↓	↓↓	25%	Did NOT report a crime	↔	↓	65%
	Safe downtown	↓	↓↓	57%	Fire	↔	↓	74%	Stocked supplies for an emergency	↔	↑	51%
					Fire prevention	↓	↓	46%				
					Ambulance/EMS	↓	↓	76%				
					Emergency preparedness	↓	↓	37%				
					Animal control	↔	↔	44%				
Mobility	Traffic flow	↓	↓	23%	Traffic enforcement	↓	↓↓	29%	Carpooled instead of driving alone	↔	↑	63%
	Travel by car	↓	↓	40%	Street repair	↔	↓	24%	Walked or biked instead of driving	↓	↔	57%
	Travel by bicycle	↔	↔	39%	Street cleaning	↔	↓	35%	Used public transportation instead of driving	↔	↑	48%
	Ease of walking	↔	↓	47%	Street lighting	↔	↔	45%				
Neighborhood Environment	Travel by public transportation	↔	↔	34%	Sidewalk maintenance	↔	↓	30%				
	Overall ease travel	↔	↓	48%	Traffic signal timing	↔	↔	37%				
	Public parking	↓	↓	27%	Bus or transit services	↔	↔	52%				
	Paths and walking trails	↓	↓	44%								
	Overall natural environment	↓	↓↓	42%	Garbage collection	↔	↔	72%	Recycled at home	↔	↔	95%
	Air quality	↔	↓↓	37%	Recycling	↔	↔	72%	Conserved water	↔	↑	98%
	Cleanliness	↓	↓↓	25%	Yard waste pick-up	↔	↔	66%	Made home more energy efficient	↔	↔	81%
					Drinking water	↔	↓	52%				
					Natural areas preservation	↔	↓	38%				
Built Environment	New development in San José	↔	↔	44%	Sewer services	↔	↔	59%	NOT experiencing housing cost stress	↔	↓	51%
	Affordable quality housing	↔	↓↓	10%	Storm drainage	↔	↔	48%	Did NOT observe a code violation	↔	↓	43%
	Housing options	↓	↓↓	19%	Utility billing	↔	↔	53%				
	Overall built environment	↔	↓	41%	Land use, planning and zoning	↔	↔	34%				
Built Environment	Public places	↓	↓	40%	Code enforcement	↓	↓	22%				
					Cable television	↔	↔	42%				

Legend
 ↑↑ Much higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much lower
 * Not available
 2

The National Citizen Survey™

	Community Characteristics	Trend	Benchmark	Percent positive	Governance	Trend	Benchmark	Percent positive	Participation	Trend	Benchmark	Percent positive
Economy	Overall economic health	↔	↔	52%	Economic development	↔	↔	42%	Economy will have positive impact on income	↔	↔	37%
	Shopping opportunities	↔	↔	70%					Purchased goods or services in San José	↔	↔	96%
	Employment opportunities	↓	↑	53%					Work in San José	↔	↔	52%
	Place to visit	↓	↓	43%								
	Cost of living	↔	↓↓	10%								
Recreation and Wellness	Vibrant downtown/commercial area	↓	↔	33%								
	Place to work	↔	↔	71%								
	Business and services	↓	↔	43%								
	Fitness opportunities	↓	↓	47%	City parks	↔	↓	56%	In very good to excellent health	↓	↔	56%
	Recreational opportunities	↓	↓	39%	Recreation centers	↓	↓	48%	Used San José recreation centers	↔	↔	51%
	Health care	↓	↓	42%	Recreation programs	↔	↓	50%	Visited a City park	↔	↔	87%
	Food	↓	↓	49%					Ate 5 portions of fruits and vegetables	↔	↔	84%
	Mental health care	↓	↔	35%					Participated in moderate or vigorous physical activity	↔	↔	87%
	Health and wellness	↔	↓	56%								
	Preventive health services	↓	↔	47%								
Education and Environment	K-12 education	↓	↓	39%	Public libraries	↔	↓	69%	Used San José public libraries	↔	↔	64%
	Cultural/arts/music activities	↓	↔	52%					Participated in religious or spiritual activities	↔	↔	48%
	Child care/school	↓	↓	37%					Attended a City-sponsored event	↔	↓	39%
	Religious or spiritual events and activities	↔	↓	64%								
	Adult education	↔	↔	54%								
	Overall education and enrichment	↔	↔	57%								
	Opportunities to participate in community matters	↔	↔	47%	Public information	↔	↓	47%	Sense of community	↔	↓↓	32%
	Opportunities to volunteer	↔	↔	59%	Overall direction	↔	↓	37%	Voted in local elections	↓	↔	74%
	Openness and acceptance	↔	↔	60%	Value of services for taxes paid	↔	↓	25%	Talked to or visited with neighbors	↔	↔	82%
	Social events and activities	↓	↔	45%	Welcoming citizen involvement	↓	↓	31%	Attended a local public meeting	↔	↔	18%
Community Engagement	Neighborhood	↔	↓	36%	Confidence in City government	↔	↓	30%	Watched a local public meeting	↔	↓	19%
					Acting in the best interest of San José	↓	↓	31%	Volunteered	↓	↔	39%
					Being honest	↓	↓	30%	Participated in a club	↔	↔	33%
					Treating all residents fairly	↓	↓	31%	Campaigned for an issue, cause or candidate	↔	↔	22%
									Contacted San José elected officials	↔	↔	18%
								Read or watched local news	↔	↔	86%	
								Done a favor for a neighbor	↔	↔	75%	

Legend
 ↑↑ Much higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much lower
 * Not available
 3



THE NCS™
The National Citizen Survey™

San José, CA
Technical Appendices

2015



2955 Valmont Road Suite 300
Boulder, Colorado 80301
n-r-c.com • 303-444-7863



777 North Capitol Street NE Suite 500
Washington, DC 20002
icma.org • 800-745-8780

The National Citizen Survey™

Contents

Appendix A: Complete Survey Responses	1
Appendix B: Benchmark Comparisons	19
Appendix C: Detailed Survey Methods	28
Appendix D: Survey Materials	33

The National Citizen Survey™
© 2001-2015 National Research Center, Inc.

The NCS™ is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

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=81	51% N=253	26% N=127	7% N=34	100% N=495
Your neighborhood as a place to live	20% N=97	43% N=213	24% N=120	13% N=62	100% N=493
San José as a place to raise children	12% N=57	41% N=190	33% N=154	13% N=59	100% N=461
San José as a place to work	21% N=100	50% N=234	23% N=107	7% N=31	100% N=472
San José as a place to visit	12% N=59	31% N=148	37% N=178	20% N=97	100% N=482
San José as a place to retire	6% N=27	14% N=60	26% N=113	54% N=236	100% N=437
The overall quality of life in San José	7% N=35	44% N=218	39% N=193	9% N=46	100% N=491

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	6% N=29	35% N=172	40% N=197	20% N=99	100% N=497
Overall ease of getting to the places you usually have to visit	12% N=59	36% N=175	35% N=170	18% N=87	100% N=490
Quality of overall natural environment in San José	8% N=42	35% N=172	42% N=208	15% N=72	100% N=494
Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	11% N=54	30% N=146	45% N=220	15% N=72	100% N=492
Health and wellness opportunities in San José	10% N=45	46% N=215	36% N=168	8% N=37	100% N=465
Overall opportunities for education and enrichment	10% N=48	47% N=227	35% N=169	7% N=36	100% N=479
Overall economic health of San José	8% N=37	44% N=206	34% N=160	14% N=67	100% N=470
Sense of community	4% N=19	28% N=133	41% N=194	26% N=123	100% N=470
Overall image or reputation of San José	6% N=29	35% N=171	45% N=220	13% N=65	100% N=485

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	16% N=77	50% N=240	19% N=91	15% N=74	100% N=482
Remain in San José for the next five years	40% N=186	37% N=176	13% N=59	10% N=49	100% N=470

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	41% N=204	37% N=185	9% N=43	11% N=54	2% N=11	100% N=498
In San José's downtown during the day	17% N=77	41% N=187	25% N=113	14% N=64	4% N=21	100% N=462
In your neighborhood after dark	18% N=86	37% N=180	18% N=87	17% N=84	10% N=49	100% N=486
In San José's downtown after dark	1% N=5	20% N=89	20% N=89	35% N=154	25% N=110	100% N=446

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	1% N=6	22% N=108	40% N=198	37% N=184	100% N=496
Ease of public parking	2% N=12	25% N=120	41% N=202	32% N=152	100% N=480
Ease of travel by car in San José	3% N=14	37% N=183	41% N=202	19% N=91	100% N=489
Ease of travel by public transportation in San José	4% N=16	30% N=115	36% N=139	30% N=114	100% N=384
Ease of travel by bicycle in San José	6% N=20	34% N=119	40% N=140	21% N=72	100% N=350
Ease of walking in San José	11% N=50	36% N=168	36% N=167	17% N=77	100% N=462
Availability of paths and walking trails	9% N=40	35% N=156	38% N=166	18% N=81	100% N=442
Air quality	5% N=22	33% N=158	44% N=212	19% N=94	100% N=485
Cleanliness of San José	5% N=22	21% N=101	47% N=229	28% N=136	100% N=488
Overall appearance of San José	3% N=14	31% N=151	52% N=256	14% N=69	100% N=490
Public places where people want to spend time	5% N=25	35% N=162	44% N=207	16% N=76	100% N=470
Variety of housing options	4% N=18	15% N=69	34% N=158	47% N=217	100% N=461
Availability of affordable quality housing	3% N=12	7% N=33	21% N=96	68% N=306	100% N=448
Fitness opportunities (including exercise classes and paths or trails, etc.)	10% N=45	37% N=167	45% N=202	8% N=35	100% N=450
Recreational opportunities	3% N=15	36% N=165	43% N=201	18% N=82	100% N=463
Availability of affordable quality food	8% N=40	41% N=198	37% N=178	13% N=65	100% N=480
Availability of affordable quality health care	7% N=32	35% N=160	41% N=184	17% N=76	100% N=452
Availability of preventive health services	9% N=37	38% N=160	41% N=170	12% N=50	100% N=417
Availability of affordable quality mental health care	7% N=21	28% N=79	33% N=95	32% N=91	100% N=287

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	5% N=14	32% N=91	33% N=94	30% N=83	100% N=282
K-12 education	7% N=26	31% N=106	47% N=161	14% N=50	100% N=342
Adult educational opportunities	12% N=43	43% N=157	35% N=130	10% N=38	100% N=368
Opportunities to attend cultural/arts/music activities	11% N=50	50% N=180	37% N=164	11% N=47	100% N=442
Opportunities to participate in religious or spiritual events and activities	14% N=52	41% N=182	30% N=110	6% N=24	100% N=368
Employment opportunities	13% N=56	40% N=179	36% N=161	11% N=49	100% N=445
Shopping opportunities	22% N=107	48% N=226	25% N=117	5% N=25	100% N=476
Cost of living in San José	1% N=6	9% N=42	29% N=141	61% N=292	100% N=481
Overall quality of business and service establishments in San José	7% N=34	36% N=172	48% N=226	9% N=41	100% N=473
Vibrant downtown/commercial area	5% N=23	27% N=118	45% N=194	23% N=99	100% N=435
Overall quality of new development in San José	8% N=33	36% N=149	44% N=183	12% N=52	100% N=417
Opportunities to participate in social events and activities	10% N=42	36% N=157	44% N=195	11% N=46	100% N=440
Opportunities to volunteer	12% N=47	46% N=176	36% N=136	6% N=21	100% N=381
Opportunities to participate in community matters	5% N=22	42% N=167	43% N=172	10% N=38	100% N=399
Openness and acceptance of the community toward people of diverse backgrounds	12% N=53	48% N=207	31% N=133	9% N=40	100% N=432
Neighborhood of residents in San José	4% N=20	32% N=147	47% N=217	17% N=79	100% N=463

The National Citizen Survey™

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	2% N=10	98% N=484	100% N=494
Made efforts to make your home more energy efficient	19% N=92	81% N=399	100% N=492
Observed a code violation or other hazard in San José	43% N=207	57% N=278	100% N=485
Household member was a victim of a crime in San José	79% N=388	21% N=104	100% N=493
Reported a crime to the police in San José	65% N=319	35% N=170	100% N=488
Stocked supplies in preparation for an emergency	49% N=243	51% N=250	100% N=493
Campaigned or advocated for an issue, cause or candidate	78% N=381	22% N=108	100% N=489
Contacted the City of San José (in-person, phone, email or web) for help or information	60% N=294	40% N=196	100% N=490
Contacted San José elected officials (in-person, phone, email or web) to express your opinion	82% N=399	18% N=90	100% N=489

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=37	13% N=63	30% N=148	49% N=241	100% N=490
Visited a neighborhood park or city park	20% N=98	32% N=156	35% N=172	13% N=64	100% N=490
Used San José public libraries or their services	10% N=49	20% N=100	34% N=167	36% N=176	100% N=492
Participated in religious or spiritual activities in San José	14% N=68	18% N=89	16% N=80	52% N=256	100% N=492
Attended a City-sponsored event	1% N=7	5% N=26	32% N=154	61% N=295	100% N=482
Used bus, rail, subway or other public transportation instead of driving	12% N=58	9% N=42	27% N=134	52% N=256	100% N=490
Carpooled with other adults or children instead of driving alone	27% N=131	17% N=80	19% N=93	37% N=180	100% N=484
Walked or biked instead of driving	22% N=107	20% N=96	16% N=77	43% N=208	100% N=488
Volunteered your time to some group/activity in San José	9% N=44	10% N=47	20% N=99	61% N=297	100% N=487
Participated in a club	9% N=44	10% N=48	14% N=68	67% N=327	100% N=487
Talked to or visited with your immediate neighbors	29% N=139	26% N=127	27% N=130	18% N=87	100% N=483
Done a favor for a neighbor	15% N=73	20% N=99	40% N=194	25% N=123	100% N=489
Visited the City of San José website (at www.sanjoseca.gov)	3% N=14	10% N=49	39% N=189	48% N=237	100% N=489
Used the City's website to conduct business or pay bills	4% N=17	7% N=32	28% N=137	62% N=304	100% N=491

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	1% N=4	1% N=6	16% N=76	82% N=399	100% N=485
Watched (online or on television) a local public meeting	1% N=6	3% N=16	14% N=69	81% N=396	100% N=487

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=40	35% N=155	34% N=151	21% N=94	100% N=440
Fire services	27% N=100	47% N=176	25% N=92	1% N=5	100% N=374
Ambulance or emergency medical services	18% N=63	58% N=197	21% N=72	3% N=11	100% N=343
Crime prevention	4% N=17	21% N=81	39% N=155	36% N=140	100% N=393

The National Citizen Survey™

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

	Excellent	Good	Fair	Poor	Total
Fire prevention and education	8% N=27	37% N=120	43% N=138	11% N=36	100% N=321
Traffic enforcement	5% N=24	23% N=104	41% N=180	31% N=136	100% N=444
Street repair	6% N=30	18% N=84	28% N=135	48% N=230	100% N=480
Street cleaning	6% N=26	29% N=140	37% N=176	28% N=135	100% N=477
Street lighting	10% N=48	35% N=167	39% N=184	16% N=78	100% N=476
Sidewalk maintenance	6% N=29	24% N=110	40% N=187	30% N=142	100% N=468
Traffic signal timing	6% N=27	32% N=150	41% N=194	22% N=102	100% N=474
Bus or transit services	11% N=38	40% N=135	31% N=105	17% N=57	100% N=335
Garbage collection	21% N=99	52% N=245	21% N=101	6% N=30	100% N=475
Recycling	20% N=92	53% N=249	22% N=105	6% N=27	100% N=473
Yard waste pick-up	19% N=77	48% N=193	26% N=104	8% N=33	100% N=407
Storm drainage	15% N=52	34% N=120	41% N=144	11% N=39	100% N=356
Drinking water	13% N=57	39% N=176	32% N=143	17% N=76	100% N=452
Sewer services	16% N=59	43% N=160	36% N=132	6% N=21	100% N=372
Utility billing	12% N=51	41% N=181	38% N=167	9% N=42	100% N=441
City parks	12% N=53	44% N=198	36% N=160	8% N=36	100% N=447
Recreation programs or classes	11% N=31	39% N=106	35% N=95	14% N=39	100% N=271
Recreation centers or facilities	8% N=22	40% N=106	41% N=110	11% N=29	100% N=267
Land use, planning and zoning	5% N=16	29% N=91	45% N=143	21% N=66	100% N=316
Code enforcement (weeds, abandoned buildings, etc.)	4% N=13	18% N=62	41% N=141	37% N=127	100% N=343
Animal control	13% N=41	32% N=103	41% N=134	15% N=48	100% N=325
Economic development	9% N=31	33% N=111	43% N=145	15% N=51	100% N=338
Public library services	23% N=91	46% N=177	25% N=98	6% N=22	100% N=388
Public information services	11% N=36	37% N=126	42% N=143	11% N=38	100% N=343
Cable television	10% N=38	32% N=119	36% N=132	22% N=82	100% N=372
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	10% N=30	27% N=77	39% N=112	24% N=68	100% N=287
Preservation of natural areas such as open space, farmlands and greenbelts	8% N=28	30% N=104	38% N=134	24% N=85	100% N=351
Overall customer service by San José employees (police, receptionists, planners, etc.)	9% N=33	30% N=115	40% N=152	21% N=82	100% N=382
Services to seniors	13% N=30	33% N=77	36% N=82	18% N=41	100% N=229
Services to youth	10% N=25	31% N=80	39% N=100	19% N=49	100% N=255
Services to low-income people	12% N=33	25% N=66	27% N=74	36% N=98	100% N=270
Graffiti removal	6% N=24	19% N=71	39% N=149	36% N=140	100% N=383
Gang prevention efforts	5% N=16	19% N=57	33% N=99	42% N=125	100% N=297
Street tree maintenance	7% N=29	26% N=105	35% N=141	32% N=127	100% N=402
Building permit services	13% N=28	25% N=55	38% N=83	23% N=51	100% N=217
Overall ease of using Mineta San José International Airport	28% N=119	45% N=196	22% N=94	5% N=21	100% N=430
Availability of flights at Mineta San José International Airport	18% N=75	47% N=197	27% N=114	7% N=30	100% N=417

The National Citizen Survey™

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	7% N=31	42% N=189	39% N=178	12% N=56	100% N=454
The Federal Government	5% N=20	29% N=115	47% N=186	20% N=78	100% N=399
The State Government	6% N=24	29% N=117	44% N=177	21% N=85	100% N=402
Santa Clara County Government	9% N=34	35% N=139	42% N=166	14% N=55	100% N=393

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	5% N=20	20% N=89	44% N=194	30% N=133	100% N=437
The overall direction that San José is taking	7% N=31	30% N=133	41% N=180	22% N=99	100% N=442
The job San José government does at welcoming citizen involvement	7% N=26	23% N=83	42% N=149	28% N=99	100% N=357
Overall confidence in San José government	3% N=13	27% N=118	43% N=188	27% N=118	100% N=437
Generally acting in the best interest of the community	6% N=25	25% N=110	39% N=171	29% N=128	100% N=435
Being honest	3% N=12	27% N=104	41% N=158	29% N=110	100% N=384
Treating all residents fairly	4% N=17	27% N=111	38% N=153	31% N=127	100% N=407

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=277	38% N=186	5% N=26	1% N=5	100% N=494
Overall ease of getting to the places you usually have to visit	25% N=120	53% N=258	22% N=106	1% N=4	100% N=489
Quality of overall natural environment in San José	31% N=152	45% N=219	22% N=107	1% N=5	100% N=482
Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	20% N=98	48% N=233	30% N=146	2% N=10	100% N=487
Health and wellness opportunities in San José	32% N=156	42% N=206	22% N=106	4% N=20	100% N=489
Overall opportunities for education and enrichment	36% N=174	45% N=218	17% N=84	2% N=9	100% N=486
Overall economic health of San José	40% N=195	46% N=227	13% N=62	1% N=6	100% N=490
Sense of community	26% N=124	49% N=238	23% N=110	3% N=13	100% N=485

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)	9% N=43	40% N=196	15% N=72	20% N=98	16% N=75	100% N=484
Property crimes	4% N=18	31% N=149	13% N=61	26% N=123	27% N=128	100% N=479

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	4% N=18	4% N=20	18% N=86	73% N=355	100% N=486
Purchase goods or services from a business located in San José	0% N=2	3% N=16	14% N=68	44% N=212	38% N=182	100% N=482
Eat at least 5 portions of fruits and vegetables a day	3% N=13	13% N=63	34% N=166	31% N=149	19% N=94	100% N=485
Participate in moderate or vigorous physical activity	3% N=15	10% N=49	41% N=196	31% N=150	15% N=73	100% N=483
Read or watch local news (via television, paper, computer, etc.)	3% N=15	11% N=55	19% N=94	31% N=152	35% N=169	100% N=485
Vote in local elections	19% N=92	7% N=32	11% N=52	21% N=103	42% N=204	100% N=483

The National Citizen Survey™

Table 16: Question D2

Would you say that in general your health is:	Percent	Number
Excellent	18%	N=86
Very good	39%	N=188
Good	33%	N=159
Fair	8%	N=37
Poor	3%	N=15
Total	100%	N=484

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	8%	N=40
Somewhat positive	28%	N=137
Neutral	43%	N=209
Somewhat negative	16%	N=76
Very negative	5%	N=22
Total	100%	N=484

Table 18: Question D4

What is your employment status?	Percent	Number
Working full time for pay	60%	N=293
Working part time for pay	14%	N=67
Unemployed, looking for paid work	6%	N=31
Unemployed, not looking for paid work	5%	N=27
Fully retired	14%	N=70
Total	100%	N=488

Table 19: Question D5

Do you work inside the boundaries of San José?	Percent	Number
Yes, outside the home	43%	N=197
Yes, from home	9%	N=41
No	48%	N=223
Total	100%	N=461

Table 20: Question D6

How many years have you lived in San José?	Percent	Number
Less than 2 years	8%	N=39
2 to 5 years	12%	N=60
6 to 10 years	9%	N=45
11 to 20 years	19%	N=94
More than 20 years	51%	N=246
Total	100%	N=485

The National Citizen Survey™

Table 21: Question D7

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	54%	N=263
Building with two or more homes (duplex, townhome, apartment or condominium)	41%	N=197
Mobile home	4%	N=20
Other	1%	N=4
Total	100%	N=484

Table 22: Question D8

Is this house, apartment or mobile home...	Percent	Number
Rented	40%	N=194
Owned	60%	N=291
Total	100%	N=485

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	5%	N=22
\$300 to \$599 per month	6%	N=28
\$600 to \$999 per month	7%	N=32
\$1,000 to \$1,499 per month	18%	N=85
\$1,500 to \$2,499 per month	27%	N=130
\$2,500 to \$2,999 per month	15%	N=70
\$3,000 or more per month	23%	N=111
Total	100%	N=478

Table 24: Question D10

Do any children 17 or under live in your household?	Percent	Number
No	62%	N=301
Yes	38%	N=184
Total	100%	N=485

Table 25: Question D11

Are you or any other members of your household aged 65 or older?	Percent	Number
No	74%	N=357
Yes	26%	N=127
Total	100%	N=484

The National Citizen Survey™

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	15%	N=73
\$25,000 to \$49,999	17%	N=82
\$50,000 to \$99,999	27%	N=129
\$100,000 to \$149,999	17%	N=82
\$150,000 or more	23%	N=106
Total	100%	N=472

Table 27: Question D13

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	70%	N=335
Yes, I consider myself to be Spanish, Hispanic or Latino	30%	N=146
Total	100%	N=481

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	4%	N=20
Asian, Asian Indian or Pacific Islander	31%	N=150
Black or African American	4%	N=20
White	45%	N=216
Other	21%	N=101

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	6%	N=31
25 to 34 years	24%	N=116
35 to 44 years	18%	N=88
45 to 54 years	23%	N=111
55 to 64 years	10%	N=50
65 to 74 years	10%	N=48
75 years or older	8%	N=39
Total	100%	N=484

Table 30: Question D16

What is your sex?	Percent	Number
Female	52%	N=252
Male	48%	N=231
Total	100%	N=483

The National Citizen Survey™

Table 31: Question D17

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	70%	N=339
Land line	15%	N=71
Both	16%	N=77
Total	100%	N=487

The National Citizen Survey™

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=81	51% N=253	26% N=127	7% N=34	0% N=1	100% N=496
Your neighborhood as a place to live	20% N=97	43% N=213	24% N=120	13% N=62	0% N=0	100% N=493
San José as a place to raise children	12% N=57	39% N=190	31% N=154	12% N=59	6% N=31	100% N=492
San José as a place to work	20% N=100	48% N=234	22% N=107	6% N=31	4% N=20	100% N=492
San José as a place to visit	12% N=59	30% N=148	36% N=178	20% N=97	2% N=12	100% N=494
San José as a place to retire	5% N=27	12% N=60	23% N=113	48% N=236	11% N=52	100% N=489
The overall quality of life in San José	7% N=35	44% N=218	39% N=193	9% N=46	1% N=4	100% N=495

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	6% N=29	35% N=172	40% N=197	20% N=99	0% N=0	100% N=497
Overall ease of getting to the places you usually have to visit	12% N=59	36% N=175	34% N=170	18% N=87	0% N=2	100% N=492
Quality of overall natural environment in San José	8% N=42	35% N=172	42% N=208	15% N=72	1% N=4	100% N=497
Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	11% N=54	29% N=146	44% N=220	14% N=72	1% N=4	100% N=496
Health and wellness opportunities in San José	9% N=45	44% N=215	34% N=168	8% N=37	5% N=27	100% N=492
Overall opportunities for education and enrichment	10% N=48	46% N=227	35% N=169	7% N=36	2% N=10	100% N=490
Overall economic health of San José	8% N=37	42% N=206	32% N=160	14% N=67	5% N=24	100% N=494
Sense of community	4% N=19	27% N=133	40% N=194	25% N=123	3% N=16	100% N=486
Overall image or reputation of San José	6% N=29	34% N=171	44% N=220	13% N=65	3% N=13	100% N=497

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	16% N=77	49% N=240	18% N=91	15% N=74	2% N=11	100% N=494
Remain in San José for the next five years	38% N=186	36% N=176	12% N=59	10% N=49	4% N=21	100% N=491

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	41% N=204	37% N=185	9% N=43	11% N=54	2% N=11	0% N=1	100% N=498
In San José's downtown during the day	15% N=77	38% N=187	23% N=113	13% N=64	4% N=21	7% N=36	100% N=497
In your neighborhood after dark	17% N=86	36% N=180	18% N=87	17% N=84	10% N=49	2% N=9	100% N=495
In San José's downtown after dark	1% N=5	18% N=89	18% N=89	31% N=154	22% N=110	10% N=51	100% N=497

The National Citizen Survey™

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	1% N=6	22% N=108	40% N=198	37% N=184	1% N=3	100% N=499
Ease of public parking	2% N=12	24% N=120	39% N=196	31% N=152	3% N=17	100% N=497
Ease of travel by car in San José	3% N=14	37% N=183	41% N=202	18% N=91	1% N=5	100% N=494
Ease of travel by public transportation in San José	3% N=16	23% N=115	28% N=139	23% N=114	23% N=112	100% N=496
Ease of travel by bicycle in San José	4% N=20	24% N=119	28% N=140	15% N=72	29% N=141	100% N=492
Ease of walking in San José	10% N=50	34% N=168	34% N=167	16% N=77	6% N=28	100% N=490
Availability of paths and walking trails	8% N=40	32% N=156	34% N=166	16% N=81	10% N=49	100% N=492
Air quality	4% N=22	32% N=158	43% N=212	19% N=94	2% N=9	100% N=494
Cleanliness of San José	5% N=22	20% N=101	47% N=229	28% N=136	1% N=4	100% N=491
Overall appearance of San José	3% N=14	31% N=151	52% N=256	14% N=69	1% N=4	100% N=494
Public places where people want to spend time	5% N=25	33% N=162	42% N=207	15% N=76	5% N=26	100% N=496
Variety of housing options	4% N=18	14% N=69	32% N=158	44% N=217	7% N=35	100% N=497
Availability of affordable quality housing	2% N=12	7% N=33	20% N=96	62% N=306	9% N=45	100% N=493
Fitness opportunities (including exercise classes and paths or trails, etc.)	9% N=45	34% N=167	41% N=202	7% N=35	8% N=38	100% N=488
Recreational opportunities	3% N=15	34% N=165	41% N=201	17% N=82	6% N=30	100% N=493
Availability of affordable quality food	8% N=40	40% N=198	36% N=178	13% N=65	3% N=14	100% N=495
Availability of affordable quality health care	6% N=32	32% N=160	37% N=184	15% N=76	9% N=46	100% N=498
Availability of preventive health services	7% N=37	32% N=160	35% N=170	10% N=50	15% N=75	100% N=492
Availability of affordable quality mental health care	4% N=21	16% N=79	19% N=95	19% N=91	42% N=205	100% N=492

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	3% N=14	18% N=91	19% N=94	17% N=83	43% N=210	100% N=492
K-12 education	5% N=26	22% N=106	33% N=161	10% N=50	30% N=146	100% N=488
Adult educational opportunities	9% N=43	32% N=157	27% N=130	8% N=38	25% N=121	100% N=490
Opportunities to attend cultural/arts/music activities	10% N=50	37% N=180	34% N=164	10% N=47	9% N=43	100% N=485
Opportunities to participate in religious or spiritual events and activities	11% N=52	37% N=182	22% N=110	5% N=24	25% N=121	100% N=489
Employment opportunities	12% N=56	37% N=179	33% N=161	10% N=49	8% N=41	100% N=485
Shopping opportunities	22% N=107	47% N=226	24% N=117	5% N=25	2% N=8	100% N=483
Cost of living in San José	1% N=6	9% N=42	29% N=141	60% N=292	1% N=4	100% N=485
Overall quality of business and service establishments in San José	7% N=34	35% N=172	46% N=226	8% N=41	3% N=16	100% N=490
Vibrant downtown/commercial area	5% N=23	25% N=118	40% N=194	21% N=99	10% N=48	100% N=483
Overall quality of new development in San José	7% N=33	30% N=149	38% N=183	11% N=52	14% N=71	100% N=487
Opportunities to participate in social events and activities	9% N=42	32% N=157	40% N=195	10% N=46	9% N=44	100% N=484
Opportunities to volunteer	10% N=47	36% N=176	28% N=136	4% N=21	22% N=106	100% N=486
Opportunities to participate in community matters	4% N=22	35% N=167	36% N=172	8% N=38	17% N=81	100% N=480
Openness and acceptance of the community toward people of diverse backgrounds	11% N=53	43% N=207	28% N=133	8% N=40	10% N=49	100% N=481
Neighborhoodness of residents in San José	4% N=20	30% N=147	45% N=217	16% N=79	4% N=20	100% N=483

The National Citizen Survey™

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	2% N=10	98% N=484	100% N=494
Made efforts to make your home more energy efficient	19% N=92	81% N=399	100% N=492
Observed a code violation or other hazard in San José	43% N=207	57% N=278	100% N=485
Household member was a victim of a crime in San José	79% N=388	21% N=104	100% N=493
Reported a crime to the police in San José	65% N=319	35% N=170	100% N=488
Stocked supplies in preparation for an emergency	49% N=243	51% N=250	100% N=493
Campaigned or advocated for an issue, cause or candidate	78% N=381	22% N=108	100% N=489
Contacted the City of San José (in-person, phone, email or web) for help or information	60% N=294	40% N=196	100% N=490
Contacted San José elected officials (in-person, phone, email or web) to express your opinion	82% N=399	18% N=90	100% N=489

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=37	13% N=63	30% N=148	49% N=241	100% N=490
Visited a neighborhood park or city park	20% N=98	32% N=156	35% N=172	13% N=64	100% N=490
Used San José public libraries or their services	10% N=49	20% N=100	34% N=167	36% N=176	100% N=492
Participated in religious or spiritual activities in San José	14% N=68	18% N=89	16% N=80	52% N=256	100% N=492
Attended a City-sponsored event	1% N=7	5% N=26	32% N=154	61% N=295	100% N=492
Used bus, rail, subway or other public transportation instead of driving	12% N=58	9% N=42	27% N=134	52% N=256	100% N=480
Carpooled with other adults or children instead of driving alone	27% N=131	17% N=80	19% N=93	37% N=180	100% N=484
Walked or biked instead of driving	22% N=107	20% N=96	16% N=77	43% N=208	100% N=488
Volunteered your time to some group/activity in San José	9% N=44	10% N=47	20% N=99	61% N=297	100% N=487
Participated in a club	9% N=44	10% N=48	14% N=68	67% N=327	100% N=487
Talked to or visited with your immediate neighbors	29% N=139	26% N=127	27% N=130	18% N=87	100% N=483
Done a favor for a neighbor	15% N=73	20% N=99	40% N=194	25% N=123	100% N=489
Visited the City of San José website (at www.sanjoseca.gov)	3% N=14	10% N=49	39% N=189	48% N=237	100% N=489
Used the City's website to conduct business or pay bills	4% N=17	7% N=32	28% N=137	62% N=304	100% N=491

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	1% N=4	1% N=6	16% N=76	82% N=399	100% N=485
Watched (online or on television) a local public meeting	1% N=6	3% N=16	14% N=69	81% N=396	100% N=487

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=40	32% N=155	31% N=151	19% N=94	10% N=48	100% N=488
Fire services	21% N=100	36% N=176	19% N=92	1% N=5	23% N=110	100% N=484
Ambulance or emergency medical services	13% N=63	41% N=197	15% N=72	2% N=11	29% N=141	100% N=484
Crime prevention	4% N=17	17% N=81	32% N=155	29% N=140	18% N=87	100% N=480

The National Citizen Survey™

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	6%	N=27	25%	N=120	29%	N=138	8%	N=36	33%	N=158	100%	N=478
Traffic enforcement	5%	N=24	21%	N=104	37%	N=180	28%	N=136	8%	N=40	100%	N=484
Street repair	6%	N=30	17%	N=84	28%	N=135	47%	N=230	1%	N=7	100%	N=487
Street cleaning	5%	N=26	29%	N=140	36%	N=176	28%	N=135	2%	N=8	100%	N=485
Street lighting	10%	N=48	34%	N=167	38%	N=184	16%	N=78	2%	N=8	100%	N=484
Sidewalk maintenance	6%	N=29	23%	N=110	39%	N=187	29%	N=142	4%	N=17	100%	N=485
Traffic signal timing	6%	N=27	31%	N=150	40%	N=194	21%	N=102	2%	N=10	100%	N=483
Bus or transit services	8%	N=38	28%	N=135	22%	N=105	12%	N=57	30%	N=144	100%	N=480
Garbage collection	20%	N=99	51%	N=245	21%	N=101	6%	N=30	2%	N=10	100%	N=485
Recycling	19%	N=92	51%	N=249	22%	N=105	6%	N=27	3%	N=13	100%	N=486
Yard waste pick-up	16%	N=77	40%	N=193	22%	N=104	7%	N=33	15%	N=74	100%	N=480
Storm drainage	11%	N=52	25%	N=120	30%	N=144	8%	N=39	26%	N=127	100%	N=483
Drinking water	12%	N=57	36%	N=176	29%	N=143	16%	N=76	7%	N=33	100%	N=485
Sewer services	12%	N=59	33%	N=160	28%	N=132	4%	N=21	22%	N=105	100%	N=477
Utility billing	11%	N=51	38%	N=181	35%	N=167	9%	N=42	8%	N=40	100%	N=481
City parks	11%	N=53	41%	N=198	33%	N=160	7%	N=36	8%	N=37	100%	N=484
Recreation programs or classes	6%	N=31	22%	N=106	20%	N=95	8%	N=39	43%	N=207	100%	N=478
Recreation centers or facilities	5%	N=22	22%	N=106	23%	N=110	6%	N=29	43%	N=206	100%	N=473
Land use, planning and zoning	3%	N=16	19%	N=91	30%	N=143	14%	N=66	35%	N=166	100%	N=482
Code enforcement (weeds, abandoned buildings, etc.)	3%	N=13	13%	N=62	30%	N=141	27%	N=127	28%	N=135	100%	N=477
Animal control	8%	N=41	21%	N=103	28%	N=134	10%	N=48	33%	N=157	100%	N=482
Economic development	6%	N=31	24%	N=111	31%	N=145	11%	N=51	29%	N=136	100%	N=474
Public library services	19%	N=91	37%	N=177	21%	N=98	5%	N=22	19%	N=90	100%	N=478
Public information services	8%	N=36	27%	N=126	30%	N=143	8%	N=38	28%	N=131	100%	N=474
Cable television	8%	N=38	25%	N=119	28%	N=132	17%	N=82	23%	N=108	100%	N=480
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	6%	N=30	16%	N=77	23%	N=112	14%	N=68	40%	N=191	100%	N=478
Preservation of natural areas such as open space, farmlands and greenbelts	6%	N=28	22%	N=104	28%	N=134	18%	N=85	26%	N=121	100%	N=472
Overall customer service by San José employees (police, receptionists, planners, etc.)	7%	N=33	24%	N=115	32%	N=152	17%	N=82	20%	N=95	100%	N=477
Services to seniors	6%	N=30	16%	N=77	17%	N=82	9%	N=41	52%	N=252	100%	N=481
Services to youth	5%	N=25	17%	N=80	21%	N=100	10%	N=49	47%	N=226	100%	N=480
Services to low-income people	7%	N=33	14%	N=66	15%	N=74	20%	N=98	44%	N=212	100%	N=482
Graffiti removal	5%	N=24	15%	N=71	31%	N=149	29%	N=140	20%	N=98	100%	N=481
Gang prevention efforts	3%	N=16	12%	N=57	21%	N=99	26%	N=125	38%	N=184	100%	N=481
Street tree maintenance	6%	N=29	22%	N=105	30%	N=141	27%	N=127	16%	N=75	100%	N=477
Building permit services	6%	N=28	12%	N=55	17%	N=83	11%	N=51	55%	N=262	100%	N=480
Overall ease of using Mineta San José International Airport	25%	N=119	40%	N=196	19%	N=94	4%	N=21	11%	N=55	100%	N=485
Availability of flights at Mineta San José International Airport	15%	N=75	41%	N=197	24%	N=114	6%	N=30	14%	N=69	100%	N=485

The National Citizen Survey™

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=31	39%	N=189	37%	N=178	12%	N=56	6%	N=31	100%	N=485
The Federal Government	4%	N=20	24%	N=115	38%	N=186	16%	N=78	18%	N=86	100%	N=484
The State Government	5%	N=24	24%	N=117	37%	N=177	18%	N=85	17%	N=82	100%	N=484
Santa Clara County Government	7%	N=34	29%	N=139	34%	N=166	11%	N=55	19%	N=91	100%	N=485

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	4%	N=20	18%	N=89	39%	N=194	27%	N=133	11%	N=55	100%	N=492
The overall direction that San José is taking	6%	N=31	27%	N=133	37%	N=180	20%	N=99	10%	N=48	100%	N=490
The job San José government does at welcoming citizen involvement	5%	N=26	17%	N=83	30%	N=149	20%	N=99	27%	N=134	100%	N=491
Overall confidence in San José government	3%	N=13	24%	N=118	39%	N=188	24%	N=118	10%	N=51	100%	N=488
Generally acting in the best interest of the community	5%	N=25	22%	N=110	35%	N=171	26%	N=128	12%	N=57	100%	N=492
Being honest	2%	N=12	21%	N=104	32%	N=158	22%	N=110	22%	N=107	100%	N=491
Treating all residents fairly	3%	N=17	23%	N=111	31%	N=153	26%	N=127	17%	N=84	100%	N=491

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=277	38%	N=186	5%	N=26	1%	N=5	100%	N=494
Overall ease of getting to the places you usually have to visit	25%	N=120	53%	N=258	22%	N=106	1%	N=4	100%	N=489
Quality of overall natural environment in San José	31%	N=152	45%	N=219	22%	N=107	1%	N=5	100%	N=482
Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	20%	N=98	48%	N=233	30%	N=146	2%	N=10	100%	N=487
Health and wellness opportunities in San José	32%	N=156	42%	N=206	22%	N=106	4%	N=20	100%	N=489
Overall opportunities for education and enrichment	36%	N=174	45%	N=218	17%	N=84	2%	N=9	100%	N=486
Overall economic health of San José	40%	N=195	46%	N=227	13%	N=62	1%	N=6	100%	N=490
Sense of community	26%	N=124	49%	N=238	23%	N=110	3%	N=13	100%	N=485

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)	9%	N=43	40%	N=196	15%	N=72	20%	N=98	15%	N=75	2%	N=11	100%	N=495
Property crimes	4%	N=18	30%	N=149	12%	N=61	25%	N=123	26%	N=128	3%	N=15	100%	N=494

The National Citizen Survey™

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	4%	N=18	4%	N=20	18%	N=86	73%	N=355	100%	N=486
Purchase goods or services from a business located in San José	0%	N=2	3%	N=16	14%	N=68	44%	N=212	38%	N=182	100%	N=482
Eat at least 5 portions of fruits and vegetables a day	3%	N=13	13%	N=63	34%	N=166	31%	N=149	19%	N=94	100%	N=485
Participate in moderate or vigorous physical activity	3%	N=15	10%	N=49	41%	N=196	31%	N=150	15%	N=73	100%	N=483
Read or watch local news (via television, paper, computer, etc.)	3%	N=15	11%	N=55	19%	N=94	31%	N=152	35%	N=169	100%	N=485
Vote in local elections	19%	N=92	7%	N=32	11%	N=52	21%	N=103	42%	N=204	100%	N=483

Table 47: Question D2

Would you say that in general your health is:	Percent	Number
Excellent	18%	N=86
Very good	39%	N=188
Good	33%	N=159
Fair	8%	N=37
Poor	3%	N=15
Total	100%	N=484

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	8%	N=40
Somewhat positive	28%	N=137
Neutral	43%	N=209
Somewhat negative	16%	N=76
Very negative	5%	N=22
Total	100%	N=484

Table 49: Question D4

What is your employment status?	Percent	Number
Working full time for pay	60%	N=293
Working part time for pay	14%	N=67
Unemployed, looking for paid work	6%	N=31
Unemployed, not looking for paid work	5%	N=27
Fully retired	14%	N=70
Total	100%	N=488

Table 50: Question D5

Do you work inside the boundaries of San José?	Percent	Number
Yes, outside the home	43%	N=197
Yes, from home	9%	N=41
No	48%	N=223
Total	100%	N=461

The National Citizen Survey™

Table 51: Question D6

How many years have you lived in San José?	Percent	Number
Less than 2 years	8%	N=39
2 to 5 years	12%	N=60
6 to 10 years	9%	N=45
11 to 20 years	19%	N=94
More than 20 years	51%	N=246
Total	100%	N=485

Table 52: Question D7

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	54%	N=263
Building with two or more homes (duplex, townhome, apartment or condominium)	41%	N=197
Mobile home	4%	N=20
Other	1%	N=4
Total	100%	N=484

Table 53: Question D8

Is this house, apartment or mobile home...	Percent	Number
Rented	40%	N=194
Owned	60%	N=291
Total	100%	N=485

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	5%	N=22
\$300 to \$599 per month	6%	N=28
\$600 to \$999 per month	7%	N=32
\$1,000 to \$1,499 per month	18%	N=85
\$1,500 to \$2,499 per month	27%	N=130
\$2,500 to \$2,999 per month	15%	N=70
\$3,000 or more per month	23%	N=111
Total	100%	N=478

Table 55: Question D10

Do any children 17 or under live in your household?	Percent	Number
No	62%	N=301
Yes	38%	N=184
Total	100%	N=485

The National Citizen Survey™

Table 56: Question D11

Are you or any other members of your household aged 65 or older?	Percent	Number
No	74%	N=357
Yes	26%	N=127
Total	100%	N=484

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	15%	N=73
\$25,000 to \$49,999	17%	N=82
\$50,000 to \$99,999	27%	N=129
\$100,000 to \$149,999	17%	N=82
\$150,000 or more	23%	N=106
Total	100%	N=472

Table 58: Question D13

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	70%	N=335
Yes, I consider myself to be Spanish, Hispanic or Latino	30%	N=146
Total	100%	N=481

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	4%	N=20
Asian, Asian Indian or Pacific Islander	31%	N=150
Black or African American	4%	N=20
White	45%	N=216
Other	21%	N=101

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	6%	N=31
25 to 34 years	24%	N=116
35 to 44 years	18%	N=88
45 to 54 years	23%	N=111
55 to 64 years	10%	N=50
65 to 74 years	10%	N=48
75 years or older	8%	N=39
Total	100%	N=484

The National Citizen Survey™

Table 61: Question D16

What is your sex?	Percent	Number
Female	52%	N=252
Male	48%	N=231
Total	100%	N=483

Table 62: Question D17

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	70%	N=339
Land line	15%	N=71
Both	16%	N=77
Total	100%	N=487

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	51%	379	396	Lower
Overall image or reputation of San José	41%	259	295	Lower
San José as a place to live	67%	306	339	Lower
Your neighborhood as a place to live	63%	250	261	Lower
San José as a place to raise children	54%	302	330	Lower
San José as a place to retire	20%	313	313	Much lower
Overall appearance of San José	34%	298	308	Much 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	40%	214	222	Much lower
	In your neighborhood during the day	78%	287	301	Lower
	In San José's downtown/commercial area during the day	57%	251	255	Much lower
	Overall ease of getting to the places you usually have to visit	48%	135	138	Lower
	Availability of paths and walking trails	44%	227	264	Lower
	Ease of walking in San José	47%	204	245	Lower
	Ease of travel by bicycle in San José	39%	187	249	Similar
Mobility	Ease of travel by public transportation in San José	34%	84	122	Similar
	Ease of travel by car in San José	40%	240	252	Lower
	Ease of public parking	27%	105	112	Lower
	Traffic flow on major streets	23%	284	297	Lower
	Quality of overall natural environment in San José	43%	227	233	Much lower
Natural Environment	Cleanliness of San José	25%	224	226	Much lower
	Air quality	37%	203	208	Much lower
Built Environment	Overall "built environment" of San José (including overall design, buildings, parks and transportation systems)	41%	111	132	Lower
	Overall quality of new development in San José	44%	183	241	Similar
	Availability of affordable quality housing	10%	251	253	Much lower
	Variety of housing options	19%	231	232	Much lower
	Public places where people want to spend time	40%	114	125	Lower
	Overall economic health of San José	52%	92	137	Similar
	Vibrant downtown/commercial area	33%	82	122	Similar
Economy	Overall quality of business and service establishments in San José	43%	184	226	Similar
	Cost of living in San José	10%	129	131	Much lower
	Shopping opportunities	70%	80	251	Similar
	Employment opportunities	53%	35	265	Higher
	San José as a place to visit	43%	119	145	Lower
	San José as a place to work	71%	118	304	Similar
	Health and wellness opportunities in San José	56%	113	134	Lower
	Availability of affordable quality mental health care	35%	93	114	Similar
	Availability of preventive health services	47%	157	188	Similar
	Availability of affordable quality health care	42%	180	213	Lower
Recreation and Wellness	Availability of affordable quality food	49%	167	188	Lower
	Recreational opportunities	39%	244	257	Lower
	Fitness opportunities (including exercise classes and paths or trails, etc.)	47%	119	129	Lower

The National Citizen Survey™

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark	
Education and Enrichment	Overall opportunities for education and enrichment	57%	96	132	Similar
	Opportunities to participate in religious or spiritual events and activities	64%	161	169	Lower
	Opportunities to attend cultural/arts/music activities	52%	138	250	Similar
	Adult educational opportunities	54%	76	119	Similar
	K-12 education	39%	200	222	Lower
	Availability of affordable quality child care/preschool	37%	195	211	Lower
	Opportunities to participate in social events and activities	45%	174	213	Similar
Community Engagement	Neighborhoodness of San José	36%	120	127	Lower
	Openness and acceptance of the community toward people of diverse backgrounds	60%	151	242	Similar
	Opportunities to participate in community matters	47%	202	225	Similar
	Opportunities to volunteer	59%	176	220	Similar

Table 65: Governance General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Services provided by the City of San José	48%	358	384	Lower
Overall customer service by San José employees (police, receptionists, planners, etc.)	39%	317	319	Much lower
Value of services for the taxes paid to San José	25%	339	345	Lower
Overall direction that San José is taking	37%	252	276	Lower
Job San José government does at welcoming citizen involvement	31%	247	263	Lower
Overall confidence in San José government	30%	116	132	Lower
Generally acting in the best interest of the community	31%	123	132	Lower
Being honest	30%	121	128	Lower
Treating all residents fairly	31%	123	131	Lower
Services provided by the Federal Government	34%	121	204	Similar

Table 66: Governance by Facet

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark	
Safety	Police services	44%	378	381	Much lower
	Fire services	74%	302	308	Lower
	Ambulance or emergency medical services	76%	292	297	Lower
	Crime prevention	25%	304	305	Much lower
	Fire prevention and education	46%	242	242	Lower
	Animal control	44%	247	292	Similar
	Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	37%	226	239	Lower
	Traffic enforcement	29%	324	325	Much lower
	Street repair	24%	333	370	Lower
	Street cleaning	35%	266	274	Lower
Mobility	Street lighting	45%	230	269	Similar
	Sidewalk maintenance	30%	252	274	Lower
	Traffic signal timing	37%	184	213	Similar
	Bus or transit services	52%	108	182	Similar
	Garbage collection	72%	277	305	Similar
Natural Environment	Recycling	72%	243	312	Similar
	Yard waste pick-up	66%	173	225	Similar
	Drinking water	52%	260	289	Lower

The National Citizen Survey™

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark	
Built Environment	Preservation of natural areas such as open space, farmlands and greenbelts	38%	210	217	Lower
	Storm drainage	48%	240	313	Similar
	Sewer services	59%	251	274	Similar
	Utility billing	53%	108	117	Similar
	Land use, planning and zoning	34%	211	253	Similar
	Code enforcement (weeds, abandoned buildings, etc.)	22%	300	313	Lower
Economy	Cable television	42%	133	162	Similar
	Economic development	42%	150	241	Similar
Recreation and Wellness	City parks	56%	266	283	Lower
	Recreation programs or classes	50%	278	296	Lower
	Recreation centers or facilities	48%	221	240	Lower
Education and Enrichment	Public library services	69%	272	298	Lower
Community Engagement	Public information services	47%	223	245	Lower

Table 67: Participation General

	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Sense of community	32%	253	260	Much lower
Recommend living in San José to someone who asks	66%	218	234	Lower
Remain in San José for the next five years	77%	189	229	Similar
Contacted San José (in-person, phone, email or web) for help or information	40%	192	266	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	51%	11	118	Higher
	Did NOT report a crime to the police	65%	117	128	Lower
	Household member was NOT a victim of a crime	79%	213	226	Similar
Mobility	Used bus, rail, subway or other public transportation instead of driving	48%	22	106	Much higher
	Carpooled with other adults or children instead of driving alone	63%	2	124	Higher
Natural Environment	Walked or biked instead of driving	57%	57	128	Similar
	Made efforts to conserve water	98%	4	119	Higher
	Made efforts to make your home more energy efficient	81%	21	119	Similar
Built Environment	Recycle at home	95%	56	213	Similar
	Did NOT observe a code violation or other hazard in San José	43%	94	120	Lower
Economy	NOT experiencing housing costs stress	51%	200	209	Lower
	Purchase goods or services from a business located in San José	96%	78	124	Similar
	Economy will have positive impact on income	37%	29	211	Similar
Recreation and Wellness	Work inside boundaries of San José	52%	44	124	Similar
	Used San José recreation centers or their services	51%	153	197	Similar
	Visited a neighborhood park or City park	87%	86	229	Similar

The National Citizen Survey™

		Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
	Eat at least 5 portions of fruits and vegetables a day	84%	57	121	Similar
	Participate in moderate or vigorous physical activity	87%	42	122	Similar
	In very good to excellent health	56%	94	123	Similar
	Used San José public libraries or their services	64%	113	199	Similar
Education and Enrichment	Participated in religious or spiritual activities in San José	48%	91	166	Similar
	Attended City-sponsored event	39%	111	125	Lower
Community Engagement	Campaigned or advocated for an issue, cause or candidate	22%	51	116	Similar
	Contacted San José elected officials (in-person, phone, email or web) to express your opinion	18%	48	123	Similar
	Volunteered your time to some group/activity in San José	39%	116	218	Similar
	Participated in a club	33%	61	194	Similar
	Talked to or visited with your immediate neighbors	82%	122	124	Similar
	Done a favor for a neighbor	75%	105	119	Similar
	Attended a local public meeting	18%	156	218	Similar
	Watched (online or on television) a local public meeting	19%	146	183	Lower
	Read or watch local news (via television, paper, computer, etc.)	86%	73	123	Similar
	Vote in local elections	74%	155	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.

Adams County, CO	441,603	Austin city, TX	790,390
Airway Heights city, WA	6,114	Bainbridge Island city, WA	23,025
Albany city, OR	50,158	Baltimore city, MD	620,961
Albemarle County, VA	98,970	Bartonville town, TX	1,469
Albert Lea city, MN	18,016	Battle Creek city, MI	52,347
Algonquin village, IL	30,046	Bay City city, MI	34,932
Aliso Viejo city, CA	47,823	Baytown city, TX	71,802
Altoona city, IA	14,541	Bedford city, TX	46,979
American Canyon city, CA	19,454	Bedford town, MA	13,320
Ames city, IA	58,965	Bellevue city, WA	122,363
Andover CDP, MA	8,762	Bellingham city, WA	80,885
Ankeny city, IA	45,582	Beltrami County, MN	44,442
Ann Arbor city, MI	113,934	Benbrook city, TX	21,234
Annapolis city, MD	38,394	Bend city, OR	76,639
Apache Junction city, AZ	35,840	Benicia city, CA	26,997
Apple Valley town, CA	69,135	Bettendorf city, IA	33,217
Arapahoe County, CO	572,003	Billings city, MT	104,170
Arkansas City city, AR	366	Blaine city, MN	57,186
Arlington city, TX	365,438	Bloomfield Hills city, MI	3,869
Arlington County, VA	207,627	Bloomington city, MN	82,893
Arvada city, CO	106,433	Blue Springs city, MO	52,575
Asheville city, NC	83,393	Boise City city, ID	205,671
Ashland city, OR	20,078	Boone County, KY	118,811
Ashland town, VA	7,225	Boulder city, CO	97,385
Aspen city, CO	6,558	Bowling Green city, KY	58,067
Auburn city, AL	53,380	Brentwood city, MO	8,055
Auburn city, WA	70,180	Brentwood city, TN	37,060
Augusta CCD, GA	134,777	Brighton city, CO	33,352
Aurora city, CO	325,078	Bristol city, TN	26,702

The National Citizen Survey™

Broken Arrow city, OK	98,850	Dayton city, OH	141,527
Brookfield city, WI	37,920	Decatur city, GA	19,335
Brookline CDP, MA	58,732	Del Mar city, CA	4,161
Broomfield city, CO	55,889	Delray Beach city, FL	60,522
Brownsburg town, IN	21,285	Denison city, TX	22,682
Bryan city, TX	76,201	Denton city, TX	113,383
Burien city, WA	33,313	Denver city, CO	600,158
Burleson city, TX	36,690	Derby city, KS	22,158
Cabarrus County, NC	178,011	Des Peres city, MO	8,373
Cambridge city, MA	105,162	Destin city, FL	12,305
Canton city, SD	3,057	Dorchester County, MD	32,618
Cape Coral city, FL	154,305	Dothan city, AL	65,496
Cape Girardeau city, MO	37,941	Douglas County, CO	285,465
Carlisle borough, PA	18,682	Dover city, NH	29,987
Carlsbad city, CA	105,328	Dublin city, CA	46,036
Carroll city, IA	10,103	Duluth city, MN	86,265
Cartersville city, GA	19,731	Duncanville city, TX	38,524
Cary town, NC	135,234	Durham city, NC	228,330
Casa Grande city, AZ	48,571	Eagle town, CO	6,508
Casper city, WY	55,316	East Baton Rouge Parish, LA	440,171
Castine town, ME	1,366	East Grand Forks city, MN	8,601
Castle Pines North city, CO	10,360	East Lansing city, MI	48,579
Castle Rock town, CO	48,231	Eau Claire city, WI	65,883
Centennial city, CO	100,377	Eden Prairie city, MN	60,797
Centralia city, IL	13,032	Edgerlon city, KS	1,671
Chambersburg borough, PA	20,268	Edgewater city, CO	5,170
Chandler city, AZ	236,123	Edina city, MN	47,941
Chanhassen city, MN	22,952	Edmond city, OK	81,405
Chapel Hill town, NC	57,233	Edmonds city, WA	39,709
Charlotte city, NC	731,424	El Cerrito city, CA	23,549
Charlotte County, FL	159,978	El Dorado County, CA	181,058
Charlottesville city, VA	43,475	El Paso city, TX	649,121
Chattanooga city, TN	167,674	Elk Grove city, CA	153,015
Chesterfield County, VA	316,236	Elk River city, MN	22,974
Chippewa Falls city, WI	13,661	Elko New Market city, MN	4,110
Citrus Heights city, CA	83,301	Elmhurst city, IL	44,121
Clackamas County, OR	375,992	Encinitas city, CA	59,518
Clarendon Hills village, IL	8,427	Englewood city, CO	30,255
Clayton city, MO	15,939	Erie town, CO	18,135
Clearwater city, FL	107,685	Escambia County, FL	297,619
Cleveland Heights city, OH	46,121	Estes Park town, CO	5,858
Clive city, IA	15,447	Fairview town, TX	7,248
Clovis city, CA	95,631	Farmington Hills city, MI	79,740
College Park city, MD	30,413	Fayetteville city, NC	200,564
College Station city, TX	93,857	Fishers town, IN	76,794
Colleyville city, TX	22,807	Flower Mound town, TX	64,669
Collinsville city, IL	25,579	Forest Grove city, OR	21,083
Columbia city, MO	108,500	Fort Collins city, CO	143,986
Columbia city, SC	129,272	Fort Smith city, AR	86,209
Columbia Falls city, MT	4,688	Fort Worth city, TX	741,206
Columbus city, WI	4,991	Fountain Hills town, AZ	22,489
Commerce City city, CO	45,913	Franklin city, TN	62,487
Concord city, CA	122,067	Fredericksburg city, VA	24,286
Concord town, MA	17,668	Fremont city, CA	214,089
Cookeville city, TN	30,435	Friendswood city, TX	35,805
Con Rapids city, MN	61,476	Fruita city, CO	12,646
Copperas Cove city, TX	32,032	Gahanna city, OH	33,248
Coronado city, CA	18,912	Gaithersburg city, MD	59,933
Corvallis city, OR	54,462	Galveston city, TX	47,743
Creve Coeur city, MO	17,833	Gardner city, KS	19,123
Cross Roads town, TX	1,563	Geneva city, NY	13,261
Crystal Lake city, IL	40,743	Georgetown city, TX	47,400
Dade City city, FL	6,437	Gilbert town, AZ	208,453
Dakota County, MN	398,552	Gillette city, WY	29,087
Dallas city, OR	14,583	Gilmer city, CA	50,073
Dallas city, TX	1,197,816	Glenview village, IL	44,692
Danville city, KY	16,218	Globe city, AZ	7,532
Dardenne Prairie city, MO	11,494	Golden Valley city, MN	20,371
Davenport city, IA	99,685	Goodyear city, AZ	65,275
Davidson town, NC	10,944	Grafton village, WI	11,459

The National Citizen Survey™

Grand Blanc city, MI	8,276	La Porte city, TX	33,800
Grand Island city, NE	48,520	La Vista city, NE	15,758
Grass Valley city, CA	12,860	Lafayette city, CO	24,453
Greeley city, CO	92,889	Laguna Beach city, CA	22,723
Green Valley CDP, AZ	21,391	Laguna Hills city, CA	30,344
Greenville city, NC	84,554	Laguna Niguel city, CA	62,979
Greenwich town, CT	61,171	Lake Oswego city, OR	36,619
Greenwood Village city, CO	13,925	Lake Stevens city, WA	28,069
Greer city, SC	25,515	Lake Worth city, FL	34,910
Guilford County, NC	488,406	Lake Zurich village, IL	19,631
Gunnison County, CO	15,324	Lakeville city, MN	55,954
Gurnee village, IL	31,295	Lakewood city, CO	142,980
Hailey city, ID	7,960	Lane County, OR	351,715
Haines Borough, AK	2,508	Larimer County, CO	299,630
Hallandale Beach city, FL	37,113	Las Cruces city, NM	97,618
Hamilton city, OH	62,477	Las Vegas city, NV	583,756
Hanover County, VA	99,863	Lawrence city, KS	87,643
Harrisonburg city, VA	48,914	League City city, TX	83,560
Harrisonville city, MO	10,019	Lee's Summit city, MO	91,364
Hayward city, CA	144,186	Lehi city, UT	47,407
Henderson city, NV	257,729	Lenexa city, KS	48,190
Herridon town, VA	23,292	Lewis County, NY	27,087
High Point city, NC	104,371	Lewisville city, TX	95,290
Highland Park city, IL	29,763	Libertyville village, IL	20,315
Highlands Ranch CDP, CO	96,713	Lincoln city, NE	258,379
Hillsborough town, NC	6,087	Lindsborg city, KS	3,458
Holland city, MI	33,051	Littleton city, CO	41,737
Honolulu County, HI	953,207	Livermore city, CA	80,968
Hooksett town, NH	13,451	Lombard village, IL	43,165
Hopkins city, MN	17,591	Lone Tree city, CO	10,218
Hopkinton town, MA	14,925	Long Grove village, IL	8,043
Hoquiam city, WA	8,726	Longmont city, CO	86,270
Horry County, SC	269,291	Longview city, TX	80,455
Hudson city, OH	22,262	Los Alamos County, NM	17,950
Hudson town, CO	2,356	Louisville city, CO	18,376
Hudsonville city, MI	7,116	Lynchburg city, VA	75,568
Huntersville town, NC	46,773	Lynwood city, WA	35,836
Hurst city, TX	37,337	Macomb County, MI	840,978
Hutchinson city, MN	14,178	Madison city, WI	233,209
Hutto city, TX	14,698	Manhattan Beach city, CA	35,135
Hyattsville city, MD	17,557	Mankato city, MN	39,309
Independence city, MO	116,830	Maple Grove city, MN	61,567
Indian Trail town, NC	33,518	Maple Valley city, WA	22,684
Iowa city, IA	14,782	MariCopa County, AZ	3,817,117
Iowa City city, IA	67,862	Martinez city, CA	35,824
Issaquah city, WA	30,434	Maryland Heights city, MO	27,472
Jackson County, MI	160,248	Mathews town, NC	27,198
James City County, VA	67,009	McAllen city, TX	129,877
Jefferson City city, MO	43,079	McDonough city, GA	22,084
Jefferson County, CO	534,543	McKinney city, TX	131,117
Jefferson County, NY	116,229	McMinville city, OR	32,187
Jerome city, ID	10,890	Medford city, OR	74,907
Johnson City city, TN	63,152	Menlo Park city, CA	32,026
Johnston city, IA	17,278	Mercer Island city, WA	22,699
Jupiter town, FL	55,156	Meridian charter township, MI	39,688
Kalamazoo city, MI	74,262	Meridian city, ID	75,092
Kansas City city, KS	145,786	Merriam city, KS	11,003
Kansas City city, MO	459,787	Mesa County, CO	146,723
Keizer city, OR	36,478	Miami Beach city, FL	87,779
Kenmore city, WA	20,460	Miami city, FL	399,457
Kennedale city, TX	6,763	Middletown city, WI	17,442
Kennett Square borough, PA	6,072	Midland city, MI	41,863
Kettering city, OH	56,163	Milford city, DE	9,559
Key West city, FL	24,649	Milton city, GA	32,661
King County, WA	1,931,249	Minneapolis city, MN	382,578
Kirkland city, WA	48,787	Mission Viejo city, CA	93,305
Kirkwood city, MO	27,540	Modesto city, CA	201,165
Knoxville city, IA	7,313	Monterey city, CA	27,810
La Mesa city, CA	57,065	Montgomery County, VA	94,392
La Plata town, MD	8,753	Monticello city, UT	1,972

The National Citizen Survey™

Monument town, CO	5,530	Pompano Beach city, FL	99,845
Mooreville town, NC	32,711	Port Huron city, MI	30,184
Morrisville city, TN	29,137	Port Orange city, FL	56,048
Morrisville town, NC	18,576	Portland city, OR	583,776
Moscow city, ID	23,800	Post Falls city, ID	27,574
Mountain Village town, CO	1,320	Prince William County, VA	402,002
Mountlake Terrace city, WA	19,909	Prior Lake city, MN	22,796
Muscatine 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	Radnor township, PA	31,531
New Hanover County, NC	202,667	Ramsey city, MN	23,668
New Orleans city, LA	343,829	Rapid City city, SD	67,956
New Smyrna Beach city, FL	22,464	Raymore city, MO	19,206
Newberg city, OR	22,068	Redmond city, WA	54,144
Newport Beach city, CA	85,186	Rehoboth Beach city, DE	1,327
Newtown News city, VA	180,719	Reno city, NV	225,221
Newtown city, IA	15,254	Reston CDP, VA	58,404
Noblesville city, IN	51,969	Richmond city, CA	103,701
Nogales city, AZ	20,837	Richmond Heights city, MO	8,603
Norfolk city, VA	242,803	Rifle city, CO	9,172
North Richland Hills city, TX	63,343	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 Hills city, MI	70,995
O'Fallon city, MO	79,329	Rock Hill city, SC	66,154
Oak Park village, IL	51,878	Rockford city, IL	152,871
Oakland city, CA	390,724	Rockville city, MD	61,209
Oakland Park city, FL	41,363	Rogers city, MN	8,597
Oakley city, CA	35,432	Rolla city, MO	19,559
Ogdensburg city, NY	11,128	Roselle village, IL	22,763
Oklahoma City city, OK	579,999	Rosemount city, MN	21,874
Olathe city, KS	125,872	Roseville city, MN	33,660
Old Town city, ME	7,840	Rosewell city, GA	88,346
Olmsted County, MN	144,248	Round Rock city, TX	99,887
Olympia city, WA	46,478	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
Osherno charter township, MI	21,705	Sammamish city, WA	45,780
Otsego County, MI	24,164	San Anselmo town, CA	12,336
Overland Park city, KS	173,372	San Antonio city, TX	1,327,407
Oviedo city, FL	33,342	San Carlos city, CA	28,406
Paducah city, KY	25,024	San Diego city, CA	1,307,402
Palm Coast city, FL	75,180	San Francisco city, CA	805,235
Palo Alto city, CA	64,403	San Jose city, CA	945,942
Papillion city, NE	18,894	San Juan County, NM	130,044
Park City city, UT	7,558	San Marcos city, CA	83,781
Parker town, CO	45,297	San Marcos city, TX	44,894
Parkland city, FL	23,962	San Rafael city, CA	57,713
Pasadena city, CA	137,122	Sandy Springs city, GA	93,853
Passo city, WA	59,781	Sanford city, FL	53,570
Passo County, FL	464,697	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
Petoskey city, MI	5,670	Savage city, MN	26,911
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
Plano city, TX	259,841	Sevierville city, TN	14,807
Platte City city, MO	4,691	Shawnee city, KS	62,209
Plymouth city, MN	70,576	Sheboygan city, WI	49,288
Pocatello city, ID	54,255	Shoreview city, MN	25,043
Polk County, IA	430,640	Shorewood city, MN	7,307

The National Citizen Survey™

Shorewood village, IL	15,615	Twin Falls city, ID	44,125
Shorewood village, WI	13,162	Tyler city, TX	96,900
Sioux Center city, IA	7,048	Umatilla city, OR	6,906
Sioux Falls city, SD	153,888	Upper Arlington city, OH	33,771
Skokie village, IL	64,784	Urbandale city, IA	39,463
Snellville city, GA	18,242	Vail town, CO	5,305
Snowmass Village town, CO	2,826	Vancouver city, WA	161,791
South Kingstown town, RI	30,639	Vestavia Hills city, AL	34,033
South Lake Tahoe city, CA	21,403	Victoria city, MN	7,345
South Portland city, ME	25,002	Virginia Beach city, VA	437,994
Southborough town, MA	9,767	Wake Forest town, NC	30,117
Southlake city, TX	26,575	Walnut Creek city, CA	64,173
Sparks city, NV	90,264	Washington County, MN	238,136
Spokane Valley city, WA	89,755	Washington town, NH	1,123
Spring Hill city, KS	5,437	Washoe County, NV	421,407
Springboro city, OH	17,409	Watauga city, TX	23,497
Springfield city, MO	159,498	Wauwatosa city, WI	46,396
Springfield city, OR	59,403	Waverly city, IA	9,874
Springville city, UT	29,466	Weddington town, NC	9,459
St. Charles city, IL	32,974	Wentzville city, MO	29,070
St. Cloud city, FL	35,183	West Carrollton city, OH	13,143
St. Cloud city, MN	65,842	West Chester borough, PA	18,461
St. Joseph city, MO	76,780	West Des Moines city, IA	56,609
St. Louis County, MN	200,226	West Richland city, WA	11,811
St. Louis Park city, MN	45,250	Western Springs village, IL	12,975
Stallings town, NC	13,831	Westerville city, OH	36,120
State College borough, PA	42,034	Westlake town, TX	992
Steamboat Springs city, CO	12,088	Westminster city, CO	106,114
Sterling Heights city, MI	129,699	Weston town, MA	11,261
Sugar Grove village, IL	8,997	Wheat Ridge city, CO	30,166
Sugar Land city, TX	78,817	White House city, TN	10,255
Summit city, NJ	21,457	Wichita city, KS	382,368
Summit County, UT	36,324	Williamsburg city, VA	14,068
Sunnyvale city, CA	140,081	Wilmington city, NC	106,476
Surprise city, AZ	117,517	Wilsonville city, OR	19,509
Suwanee city, GA	15,355	Winchester city, VA	26,203
Tacoma city, WA	198,397	Windsor town, CO	18,644
Takoma Park city, MD	16,715	Windsor town, CT	29,044
Tamarac city, FL	60,427	Winnetka village, IL	12,187
Temecula city, CA	100,097	Winston-Salem city, NC	229,617
Tempe city, AZ	161,719	Winter Garden city, FL	34,568
Temple city, TX	66,102	Woodbury city, MN	61,961
The Woodlands CDP, TX	93,847	Woodland city, CA	55,468
Thornton city, CO	118,772	Woodland city, WA	5,509
Thousand Oaks city, CA	126,683	Wrentham town, MA	10,955
Tigard city, OR	48,035	Yakima city, WA	91,067
Tracy city, CA	82,922	York County, VA	65,464
Tualatin city, OR	26,054	Yorktown town, IN	9,405
Tulsa city, OK	391,906		

The National Citizen Survey™

Appendix C: Detailed Survey Methods

The National Citizen Survey (The NCS™), conducted by National Research Center, Inc., 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. The City of San José funded this research. Please contact the Office of the City Auditor at 408-535-1250 if you have any questions about the survey.

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

The National Citizen Survey™

with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents' tendency to report what they think the "correct" response should be.

Research on the correlation of resident opinion about service quality and "objective" ratings of service quality 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

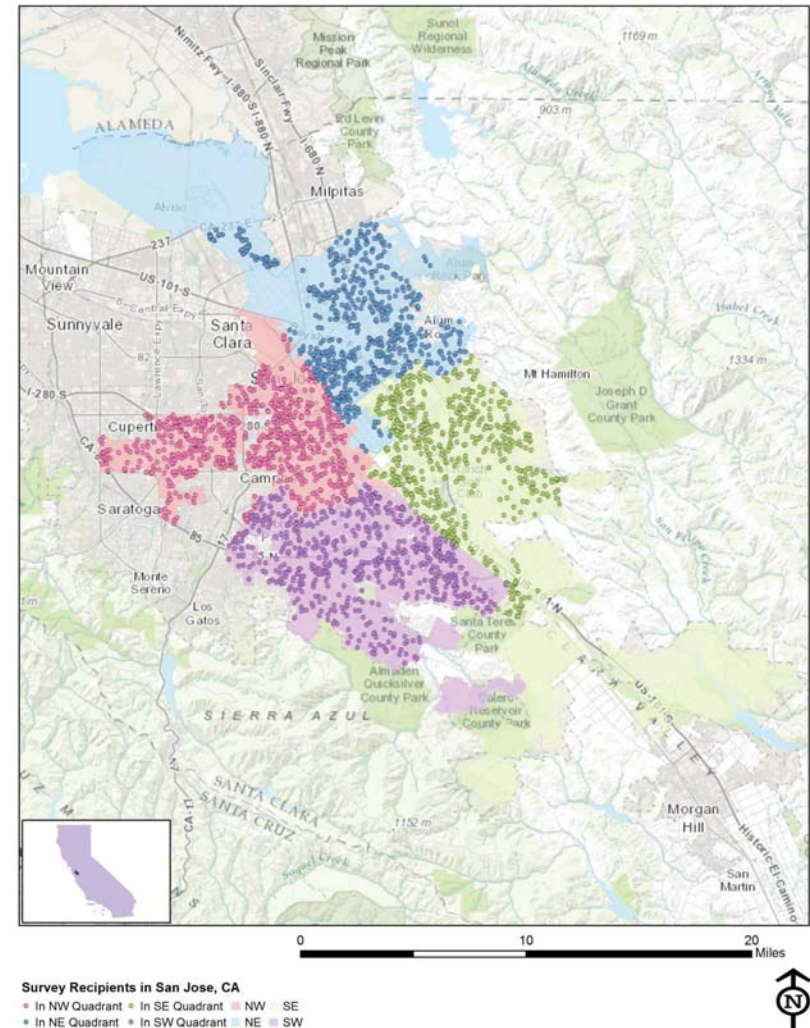
"Sampling" refers to the method by which households were chosen to receive the survey. All households within the City of San José were eligible to participate in the survey. A list of all households was represented by a United States Postal Service listing of housing units within the zip codes serving 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 on September 21, 2015. 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 1% 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 2,961 households that received the survey, 505 completed the survey, providing an overall response rate of 17%. Of the 505 completed surveys, two were completed in Spanish, none were completed in Vietnamese and 30 were completed online. Additionally, responses were tracked by geographic area; response rates by area ranged from 15% to 21%.

Table 69: Survey Response Rates by Area

Geographic Area	Number mailed	Undeliverable	Eligible	Returned	Response rate
Northeast	811	11	800	117	15%
Northwest	901	12	889	154	17%
Southeast	598	8	590	90	15%
Southwest	690	8	682	144	21%
Overall	3,000	39	2,961	505	17%

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 four percentage points around any given percent reported for the entire sample (505 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 2015 Weighting Table

Characteristic	Population Norm	Unweighted Data	Weighted Data
Housing			
Rent home	42%	26%	40%
Own home	58%	74%	60%
Detached unit	59%	64%	58%
Attached unit	41%	36%	42%
Race and Ethnicity			
White	45%	57%	42%
Not white	55%	43%	58%
Not Hispanic	70%	84%	70%
Hispanic	30%	16%	30%
Sex and Age			
Female	50%	47%	52%
Male	50%	53%	48%
18-34 years of age	33%	11%	30%
35-54 years of age	40%	31%	41%
55+ years of age	27%	58%	28%
Females 18-34	16%	7%	17%
Females 35-54	20%	14%	20%
Females 55+	14%	26%	15%
Males 18-34	17%	4%	13%
Males 35-54	21%	18%	21%
Males 55+	12%	32%	13%
Geographic Area			
Northeast	26%	23%	34%
Northwest	28%	30%	26%
Southeast	20%	18%	22%
Southwest	25%	28%	18%

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

The City of San José 2015 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:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
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:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
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:

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
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:

	<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>
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:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
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:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
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
Neighborhoodliness 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.

	<i>No</i>	<i>Yes</i>
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?

	<i>2 times a week or more</i>	<i>2-4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
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?

	<i>2 times a week or more</i>	<i>2-4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
Attended a local public meeting	1	2	3	4
Watched (online or on television) a local public meeting.....	1	2	3	4

The National Citizen Survey™ • © 2000-2015 National Research Center, Inc.

The City of San José 2015 Citizen Survey

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
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?

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
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

The City of San José 2015 Citizen Survey

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

D1. 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