

Introduction

City Service Areas

CITY SERVICE AREAS

Community and
Economic Development

Environmental and Utility
Services

Neighborhood Services

Public Safety

Transportation and
Aviation Services

Strategic Support

What is a City Service Area?

City Service Areas (CSAs) integrate services provided in individual departments into the City's five key lines of business – Community and Economic Development, Environmental and Utility Services, Neighborhood Services, Public Safety, and Transportation and Aviation Services. An additional CSA, referred to as "Strategic Support," represents the internal functions that enable the other five CSAs to provide services to the community. These cross-departmental CSAs provide a forum for strategic planning and investment decisions within the context of the Mayor and City Council policy priorities. Plans, policies, and investment decisions at the CSA level are then carried out through departmental core and operational services.

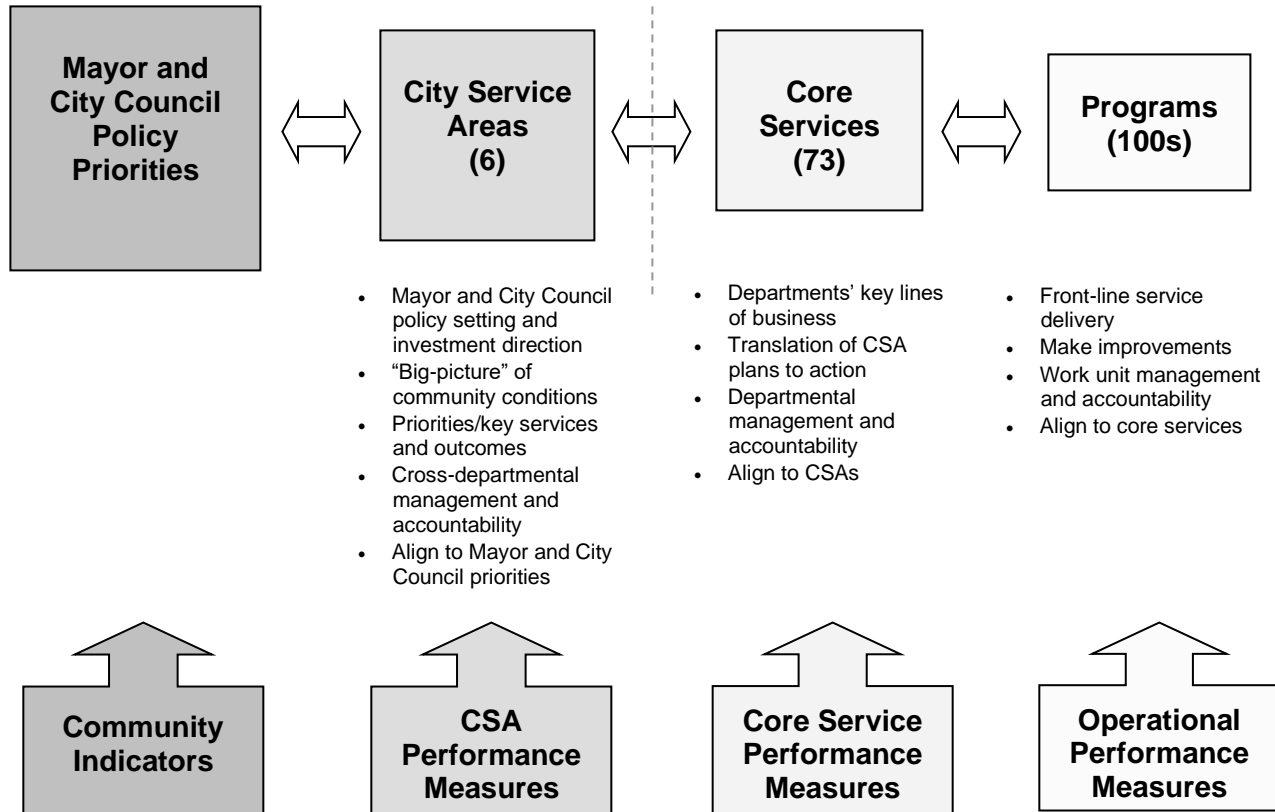
Each CSA is guided by a Mission Statement, which is informed by the City's Mission Statement. The City's Mission Statement can be found on the City Service Area – Core Service Map at the end of this section.

The following pages present an overview of the CSA framework and how it is used in San José's operating and capital budgets and in performance reporting to the City Council and the public.

Introduction

City Service Areas

City of San José's Service Delivery Framework for Performance-Driven Government



The City of San José's Service Delivery Framework for Performance-Driven Government aligns front line services (or programs) to the Mayor and City Council Policy Priorities. This structure acknowledges the complexity of the organization and the wide variety of services delivered and provides tools at all levels of the organization to plan, manage, and measure the results that customers experience.

The 2002-2003 Operating Budget was San José's first performance-based budget developed by City Service Area (CSA). CSAs enable the City to strategically plan and show results of the collaboration among departments. Each CSA aligns the efforts of a number of core services (each with its own set of performance measures) into the City's key lines of business. In 2017-2018, programs were identified and aligned to the Core Services.

Both the operating and capital budget documents are aligned to the CSA framework. A CSA-based capital project reporting system has been implemented along with consistent performance measures to ensure that the City meets its on-time and on-budget goals for project delivery.

Introduction

City Service Areas

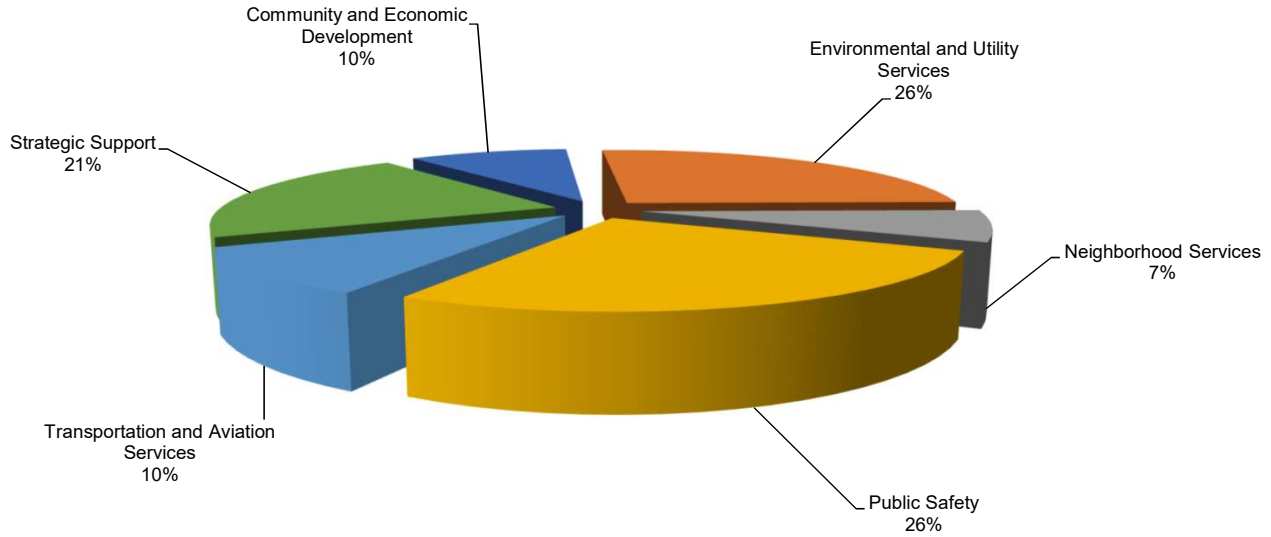
CSA Alignment for the Budget Document

The operating budget document reflects San José's service delivery-based framework for performance-driven government. In that framework, each of the 73 departmental core services is aligned to one of six CSAs to which it contributes. A "map" detailing the alignment of the 73 core services to the six CSAs, including a description of the CSA mission and a listing of the CSA outcomes (the "ends" to which the plans, efforts, resources, and results of the CSA are directed) is provided at the end of this Introduction.

Each of the CSA overview sections that follow includes a description of the CSA's mission, partner departments, and a CSA outcome listing. The Service Delivery Framework displays the CSA's mission, outcomes, and the Core Services for each of the partner departments. A CSA Dashboard is also included to highlight key performance measures for the CSA.

Introduction City Service Areas

City Service Area Budget

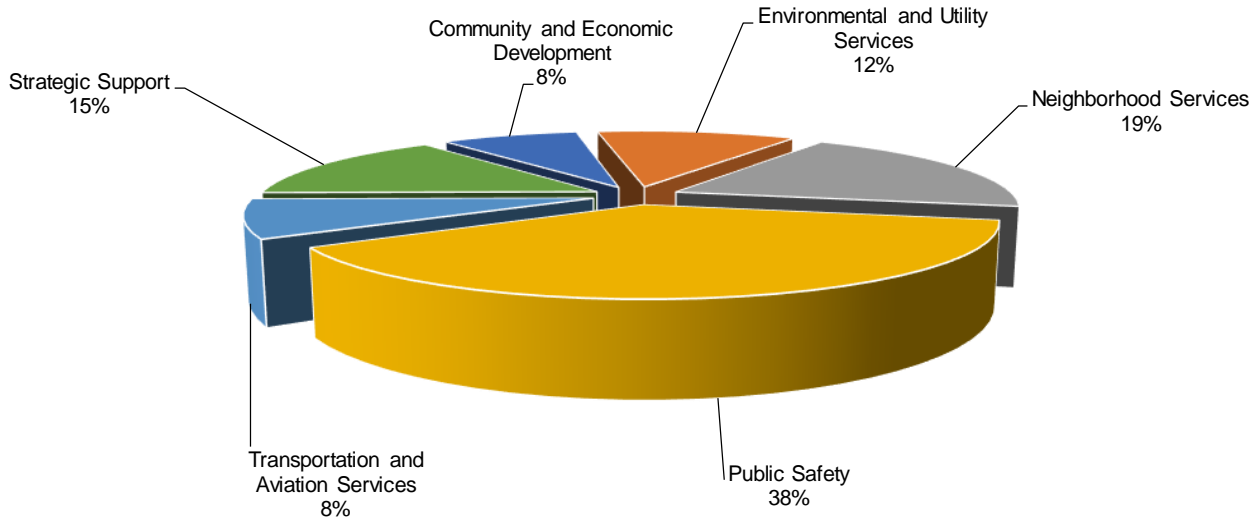


	2018-2019 Actuals 1	2019-2020 Adopted 2	2020-2021 Forecast 3	2020-2021 Adopted 4	% Change (2 to 4)
Dollars by CSA*					
Community and Economic Development	\$ 197,540,926	\$ 245,196,089	\$ 250,599,752	\$ 264,807,422	8.00%
Environmental and Utility Services	531,043,792	694,409,252	728,807,127	728,777,915	4.95%
Neighborhood Services	231,648,193	197,178,605	180,012,699	198,201,867	0.52%
Public Safety	664,799,090	721,501,393	730,620,427	740,546,842	2.64%
Transportation and Aviation Services	427,440,562	289,370,413	294,507,095	288,924,037	-0.15%
Strategic Support	650,218,910	485,087,739	449,611,768	594,640,285	22.58%
Total	\$ 2,702,691,473	\$ 2,632,743,491	\$ 2,634,158,869	\$ 2,815,898,369	6.96%

* Fund Balance, Transfers, Reserves, and Capital Project expenditures for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

Introduction City Service Areas

City Service Area Position Summary



	2018-2019 Actuals*	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Adopted	% Change (2 to 4)
	1	4	3	4	
Staffing by CSA					
Community and Economic Development	507.11	533.65	508.47	522.19	-2.15%
Environmental and Utility Services	724.46	753.46	750.96	761.36	1.05%
Neighborhood Services	1,223.97	1,296.07	1,259.70	1,270.07	-2.01%
Public Safety	2,498.72	2,530.24	2,514.64	2,518.65	-0.46%
Transportation and Aviation Services	533.04	567.04	564.54	555.14	-2.10%
Strategic Support	925.30	966.55	960.90	964.80	-0.18%
Total	6,412.60	6,647.01	6,559.21	6,592.21	-0.82%

* The positions displayed in the 2018-2019 Actuals column reflect those included in the 2018-2019 Adopted Budget.

Introduction

City Service Area – Core Service Map

COMMUNITY AND ECONOMIC DEVELOPMENT CSA

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

Outcomes:

- Strong Economic Base
- Safe, Healthy, Attractive, and Vital Community
- Diverse Range of Housing Options
- Range of Quality Events, Cultural Offerings, and Public Artworks

Core Services

ECONOMIC DEVELOPMENT

- Arts and Cultural Development
- Business Development and Economic Strategy
- Real Estate Services
- Regional Workforce Development

FIRE

- Fire Safety Code Compliance

HOUSING

- Affordable Housing Portfolio Management
- Affordable Housing Production and Preservation
- Homelessness Interventions and Solutions
- Neighborhood Capital Investment and Public Services
- Rent Stabilization and Tenant Protection

PBCE

- Citywide Land Use Planning
- Development Plan Review and Building Construction Inspection

PUBLIC WORKS

- Regulate/Facilitate Private Development

ENVIRONMENTAL AND UTILITY SERVICES CSA

Mission: Provide environmental leadership through policy development, program design, and reliable utility services.

Outcomes:

- Reliable Utility Infrastructure
- Healthy Streams, Rivers, Marsh, and Bay
- “Clean and Sustainable” Air, Land, and Energy
- Safe, Reliable, and Sufficient Water Supply

Core Services

COMMUNITY ENERGY

- Providing Clean Energy to the Community
- Community Energy Customer Support
- Community Energy Community Programming

ENVIRONMENTAL SERVICES

- Potable Water Delivery
- Recycled Water Management
- Recycling and Garbage Services
- Storm Water Management
- Sustainability and Environmental Health
- Wastewater Management

TRANSPORTATION

- Sanitary Sewer Maintenance
- Storm Sewer Maintenance

NEIGHBORHOOD SERVICES CSA

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

Outcomes:

- Safe and Clean Parks, Facilities, and Attractions
- Vibrant Cultural, Learning, Recreation, and Leisure Opportunities
- Healthy Neighborhoods and Capable Communities

Core Services

LIBRARY

- Access to Information, Library Materials, and Digital Resources
- Literacy and Learning, Formal and Life-Long Self-Directed Education

PRNS

- Community Facilities Development
- Parks Maintenance and Operations
- Recreation and Community Services

PBCE

- Code Enforcement

PUBLIC WORKS

- Animal Care and Services

The Mission of the City of San José is to provide quality public services, facilities and opportunities that create, sustain, and enhance a safe, livable and vibrant community for its diverse residents, businesses and visitors.

Introduction

City Service Area – Core Service Map

PUBLIC SAFETY CSA

Mission: Provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations.

Outcomes:

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety

Core Services

CITY MANAGER

- City-Wide Emergency Management

FIRE

- Emergency Response
- Fire Prevention

INDEPENDENT POLICE AUDITOR

- Independent Police Oversight

POLICE

- Crime Prevention and Community Education
- Investigative Services
- Regulatory Services
- Respond to Calls for Service and Patrol Support

TRANSPORTATION AND AVIATION SERVICES CSA

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

Outcomes:

- Provide Safe and Secure Transportation Systems
- Provide Viable Transportation Choices that Promote a Strong Economy
- Travelers Have a Positive, Reliable, and Efficient Experience
- Preserve and Improve Transportation Assets and Facilities
- Provide a Transportation System that Enhances Community Livability

Core Services

AIRPORT

- Airport Business Development
- Airport Facilities
- Airport Operations
- Airport Planning and Capital Development

TRANSPORTATION

- Parking Services
- Pavement Maintenance
- Street Landscape Maintenance
- Traffic Maintenance
- Transportation Planning and Project Delivery
- Transportation Safety and Operations

STRATEGIC SUPPORT CSA

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

Outcomes:

- A High Performing Workforce that is Committed to Exceeding Internal and External Customer Expectations
- Safe and Functional Public Infrastructure, Facilities, and Equipment
- Effective Use of Technology
- Sound Fiscal Management that Facilitates Meeting the Needs of the Community

Core Services

FINANCE

- Disbursements
- Financial Reporting
- Purchasing and Risk Management
- Revenue Management
- Treasury Management

HUMAN RESOURCES

- Employee Benefits
- Employment Services
- Health and Safety
- Training and Development

INFORMATION TECHNOLOGY

- Customer Contact Center
- Business Solutions
- Technology Infrastructure and Operations

PUBLIC WORKS

- Facilities Management
- Fleet and Equipment Services
- Plan, Design, and Construct Public Facilities and Infrastructure

MAYOR, CITY COUNCIL AND APPOINTEES

Mission: Council appointees exist to support and advance the collective work done of the City organization through leadership, communication, and coordination.

MAYOR AND CITY COUNCIL

- Office of the Mayor
- City Council
- Council General

CITY ATTORNEY

- Legal Services

CITY AUDITOR

- Audit Services

CITY CLERK

- City Clerk Services

CITY MANAGER

- Lead and Manage the Organization

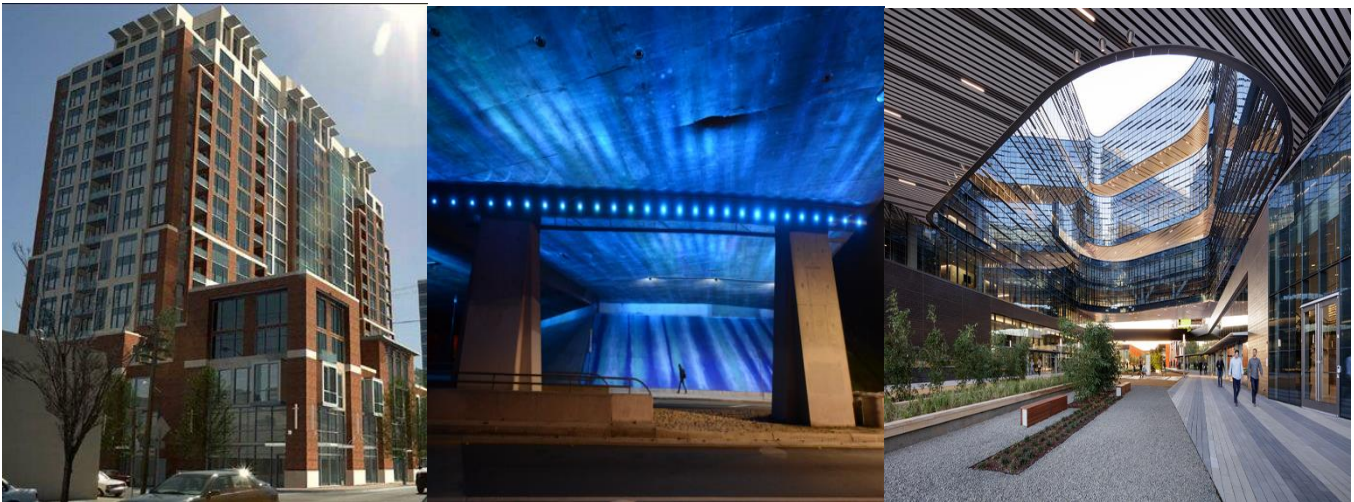
RETIREMENT

- Retirement Plan Administration

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City Service Area

Community and Economic Development



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

Primary Partners

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

CSA OUTCOMES

- Strong Economic Base
- Safe, Healthy, Attractive, and Vital Community
- Diverse Range of Housing Options
- Range of Quality Events, Cultural Offerings, and Public Artworks

City Service Area
Community and Economic Development
SERVICE DELIVERY FRAMEWORK

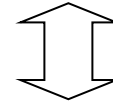
CITY SERVICE AREA
 A cross-departmental collection of core services that form one of the City's 6 key "lines of business"

MISSION STATEMENT
 Why the CSA exists

Community & Economic Development CSA

Mission:

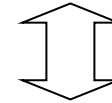
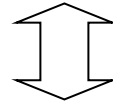
To manage the growth and change of the City of San José in order to encourage a strong economy, create and preserve healthy neighborhoods, ensure a diverse range of employment and housing opportunities, and encourage a diverse range of arts, cultural, and entertainment offerings



CSA OUTCOMES
 The high level results of service delivery sought by the CSA partners

Outcomes:

- Strong Economic Base
- Safe, Healthy, Attractive, and Vital Community
- Diverse Range of Housing Options
- Range of Quality Events, Cultural Offerings, and Public Artworks



PRIMARY PARTNERS
 Departments with Core Services that contribute to achievement of CSA Outcomes

City Manager - Office of Economic Development

Core Services:

Arts and Cultural Development

Business Development and Economic Strategy

Real Estate Services

Regional Workforce Development

Fire Department

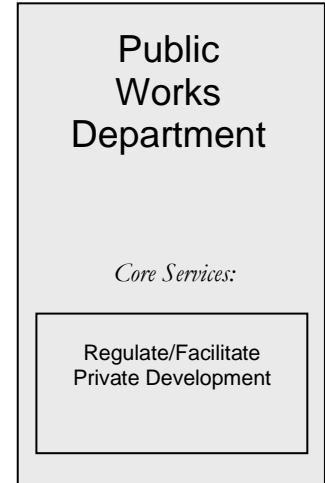
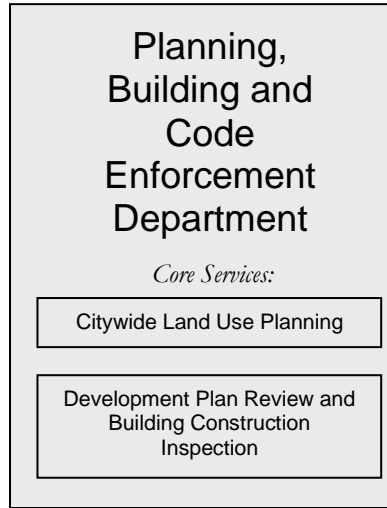
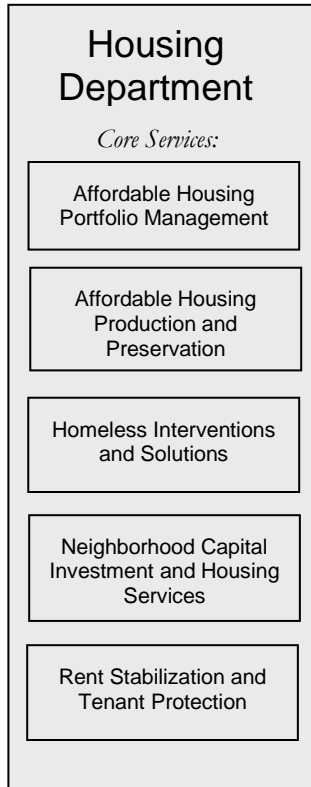
Core Services:

Fire Safety Code Compliance

CORE SERVICES
 Primary deliverables of the organization

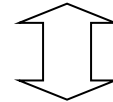
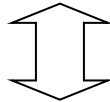
City Service Area
Community and Economic Development
SERVICE DELIVERY FRAMEWORK

PRIMARY PARTNERS
 Departments with Core Services that contribute to achievement of CSA Outcomes

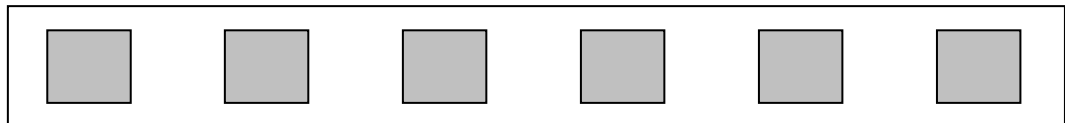


CORE SERVICES
 Primary deliverables of the organization

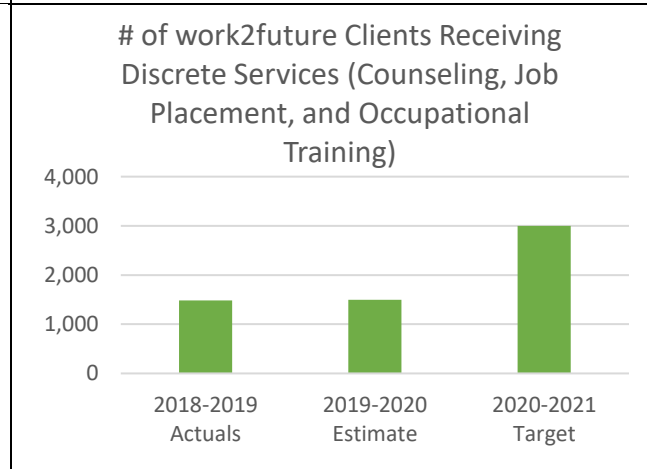
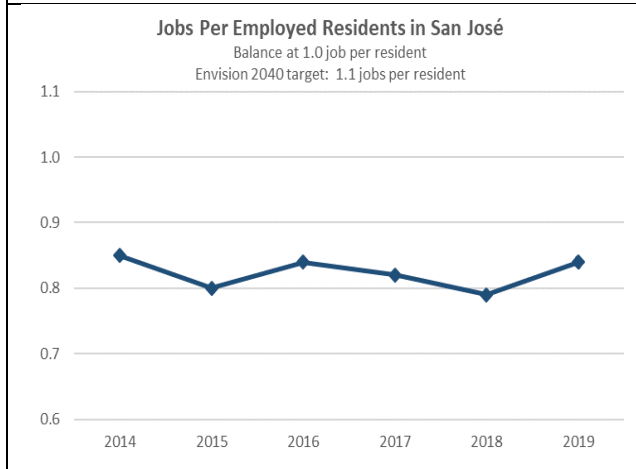
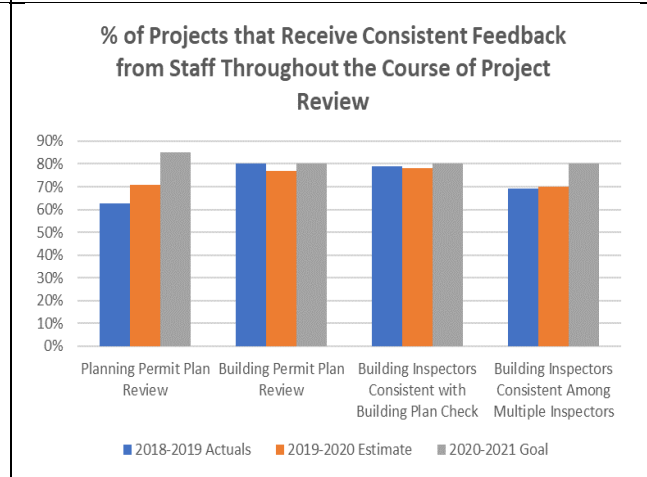
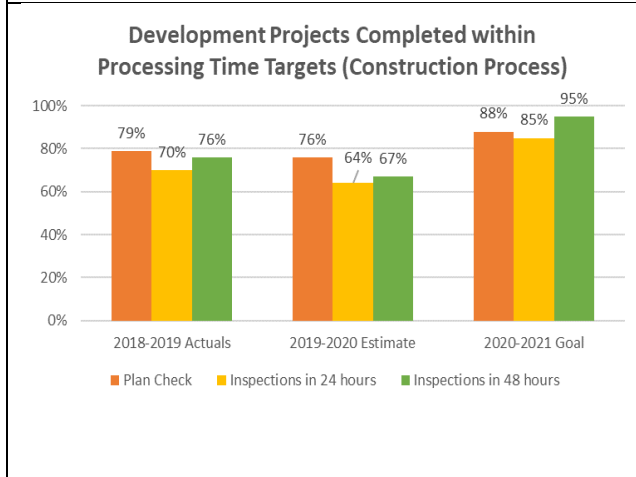
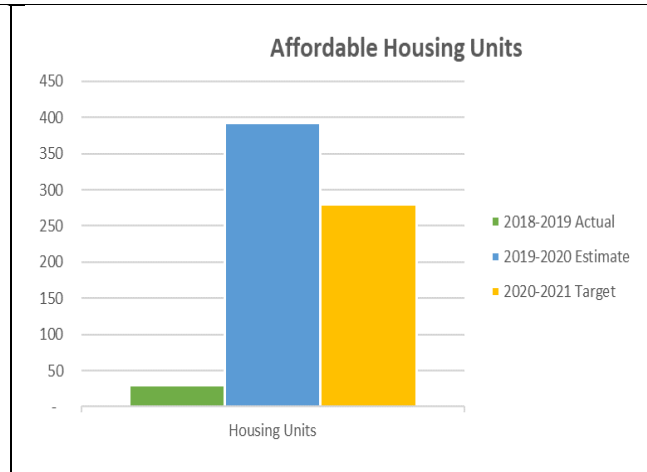
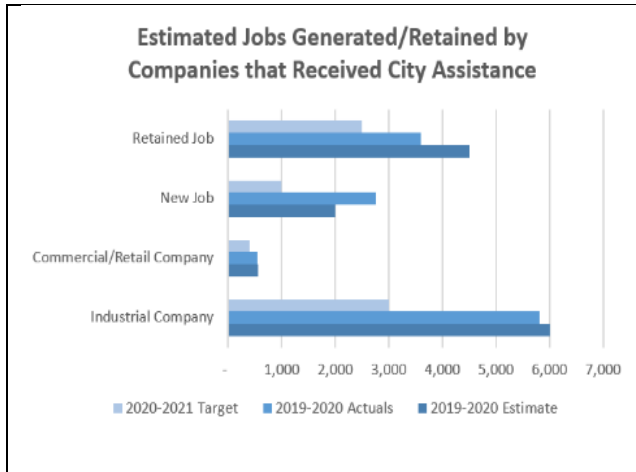
PROGRAMS
 Elements of Core Services; the "front-line" of service delivery



STRATEGIC SUPPORT
 Organization-wide guidance and support to enable direct service delivery



City Service Area Community and Economic Development DASHBOARD



City Service Area

Community and Economic Development

BUDGET SUMMARY

Expected 2020-2021 Service Delivery

- The Office of Economic Development will preserve current staff capacity to address the myriad, growing needs for economic development services, business communications, and economic policy support that will arise as the City seeks to recover from the pandemic-induced recession.
- The Housing Department will establish the \$30 million Measure E Program to assist the homeless and provide new affordable housing; use \$23.8 million in Homeless Emergency Aid Program (HEAP) funds to assist the homeless and construct additional Emergency Interim and Bridge Housing Communities; and continue to program state and federal funds as they are received for COVID-19 related emergency shelter operations, food services, bridge housing, homeless youth and family assistance, job creation and retention, emergency hotel/motel vouchers, and encampment hygiene activities.
- The Planning, Building, and Code Enforcement Department will finalize draft City-initiated Diridon Station Area Plan amendment and finalize development and environmental review analyses for the Downtown West Mixed-Use Development proposal for Council action.
- Digitally transform the Development Services operations with an upgraded portal, integrated electronic plan submission and review, and digital inspection forms.

2020-2021 Key Budget Actions

- The Office of Economic Development implemented a combination of vacant position reductions, reductions in non-personal line items, and additional real estate revenue generation to help address the General Fund shortfall. Additionally, the Department will continue to facilitate the agreement between the City and Google and Diridon Station Area development.
- The Housing Department adds 2.0 positions ongoing (1.0 Housing Policy and Planning Administrator and 1.0 Analyst II) to support the continued development and operation of Bridge Housing Communities; adds 4.0 positions ongoing (2.0 Senior Development Officer, 1.0 Development Officer, 1.0 Analyst II) to support affordable housing development; adds 1.0 Analyst II ongoing to support administration of the Measure E program; adds 1.0 Information Systems Analyst position ongoing to support the Housing Department's Salesforce System which is the foundation for the City's online rent registry and loan portfolio management system; adds 1.0 Assistant to the Director position and deletes 1.0 Analyst II position in a staffing realignment to provide higher level special project support to the Director of Housing; adds 1.0 Senior Development Officer through June 30, 2022 to assist in the development of several Council policy initiatives including anti-displacement; establishes \$30 million in Measure E programming to assist the homeless and provide affordable housing; and shifts \$4.0 million in homeless rapid rehousing funding from the General Fund to the Housing Authority Litigation Award Fund.
- The Planning, Building, and Code Enforcement Department realigns department staff resources by eliminating 8.0 permanent vacancies and continuing 10 temporary positions, including 4.0 Integrated Permitting System positions through June 30, 2021 to maintain the department's ability to support critical functions such as Environmental Review of Private Development or Public Projects, Diridon Station Area Development Planning, Accessory Dwell Unit (ADU) Ally Program, and various key service delivery expectations throughout the department.

City Service Area Community and Economic Development BUDGET SUMMARY

City Service Area Budget Summary**

	2018-2019 Actuals **	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Adopted
Dollars by Core Service *				
<i>City Manager - Office of Economic Development</i>				
Strategic Support - Other - Community & Economic Development	47,044,580	4,003,734	1,711,651	4,445,150
Strategic Support - Community & Economic Development	1,154,347	6,522,342	3,495,228	3,678,828
Arts and Cultural Development	20,296,105	35,451,844	35,876,784	24,376,506
Business Development and Economic Strategy	14,795,782	9,443,177	7,055,798	7,363,866
Regional Workforce Development	8,528,931	11,248,545	12,341,673	11,496,808
Real Estate Services	2,083,587	2,504,985	2,656,513	2,651,958
<i>Fire Department</i>				
Fire Safety Code Compliance	5,167,287	7,018,728	6,573,850	7,943,516
Strategic Support - Other - Community & Economic Development	1,208	0	0	0
Strategic Support - Community & Economic Development	1,264,825	819,779	549,967	545,918
<i>Housing Department</i>				
Strategic Support - Other - Community & Economic Development	3,523,426	2,278,217	1,263,921	3,046,894
Strategic Support - Community & Economic Development	4,206,699	4,142,696	4,198,068	4,725,801
Rent Stabilization and Tenant Protection	1,762,382	3,053,824	2,948,378	3,056,670
Neighborhood Capital Investment and Public Services	8,318,866	19,436,136	18,735,452	27,545,657
Affordable Housing Portfolio Management	2,049,936	2,317,807	2,461,887	2,449,750
Homelessness Interventions and Solutions	8,622,371	24,697,325	32,418,069	33,436,313
Affordable Housing Production and Preservation	12,461,994	41,234,819	46,576,114	54,085,514
<i>Planning, Building and Code Enforcement Department</i>				
Strategic Support - Other - Community & Economic Development	857,745	1,823,017	7,550,146	8,229,751
Strategic Support - Community & Economic Development	3,069,158	2,308,864	2,034,044	1,942,739
Development Plan Review and Building Construction Inspection	31,584,056	40,754,747	38,516,725	38,536,115
Citywide Land Use Planning	4,357,731	8,501,209	6,095,723	7,801,973
<i>Public Works Department</i>				
Strategic Support - Other - Community & Economic Development	82,917	1,565,000	566,500	566,500
Strategic Support - Community & Economic Development	151,296	0	0	0
Regulate/Facilitate Private Development	16,175,697	16,069,494	16,973,261	16,881,195
Total CSA	\$197,540,926	\$245,196,089	\$250,599,752	\$264,807,422
Authorized Positions	507.11	533.65	508.47	522.19

* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The positions displayed in the 2018-2019 Actuals column reflect those included in the 2018-2019 Adopted Budget. 2018-2019 Actuals may not subtotal due to rounding.

City Service Area

Community and Economic Development

OVERVIEW

Service Delivery Accomplishments

- Secured a Revenue Capture Agreement with eBay providing new revenue to the City's General Fund.
- The Housing Department completed three innovative projects to address housing needs in the community by opening the first Bridge Housing site with 40 new tiny homes for the unhoused, opened Second Street Studios providing the first permanent supportive housing development for 134 unhoused households, and implemented the rent registry providing a proactive tool to track rents in rent-stabilized apartments.
- The Development Review team processed over 246 applications with 156 land use entitlements for residential, commercial, and industrial projects and improved Planning customers' success rate of complete applications. The Citywide Planning team completed two Council Policy Priority items that help to address the Council's Housing Crisis Plan: ADUs and Garage Conversions, and Mobile Home land use designation.
- Successfully implemented the upgrade of the Development Services permitting system to AMANDA7. The upgrade includes: 1) improved GIS functionality, 2) electronic content management system, and 3) digital workflows that enable staff to process permits more efficiently. The new platform is a first step to implement additional technologies, including an updated public portal.

Service Delivery Environment

- Identify new service delivery provider for a wide range of re-employment services to the community via libraries, community centers, non-profits, and adult education centers to work2future to residents who are unemployed and underemployed by creating opportunities to earn job skills and credentials in growing-demand occupations, including advanced manufacturing, information technology, and construction.
- Rental Market: Rents in San José continue to remain among the highest in the nation and unaffordable to lower-income residents. According to Costar, the average rent for a market-rate one-bedroom as of December 2019 was \$2,236, representing a 4% increase over the prior year. Over the same time period, the average rent for a market-rate two-bedroom was \$2,738, an increase of 2%. Assuming that no more than 30% of income goes to housing costs, a household would need to earn \$89,440 annually to afford a one-bedroom apartment and \$109,520 for a two-bedroom apartment in San José.
- Housing Affordability: According to the Santa Clara County Association of Realtors, the median sales price of a single-family' home in San José as of December 2019 was \$1,070,500, an increase of 2% from the December 2018 median sales price of \$1,050,000.

CSA Priorities/Key Services

- Complete significant housing policy updates including the Anti-Displacement Strategy, Assessment of Fair Housing, the Affordable Housing Siting Policy, and the Diridon Affordable Housing Implementation Plan for the Diridon Station Area.
- Continue to provide high quality land-use development and permitting services for all customers.
- Ensure that the City speaks with "one voice" on development issues while improving the speed, consistency, and predictability of the development review process.
- Support art organizations and artists and their resiliency and sustainability.

City Service Area Community and Economic Development OVERVIEW

Development Services Budget Summary

	Revenue	Cost	% Cost Recovery*	Positions	Works-in-Progress Reserves**
2019-2020 Modified					
	\$	\$			\$
Building	33,800,000	40,602,601	83.2%	171	23,898,975
Fire	8,410,021	10,971,884	76.7%	41.32	7,203,391
Planning	6,342,483	6,932,184	91.5%	43.21	2,068,956
Public Works	9,900,000	13,727,631	72.1%	69.31	6,109,226
Total	\$ 58,452,504	\$ 72,234,300	80.9%	324.84	\$ 39,280,548
2020-2021 Adopted					
	\$	\$			\$
Building	24,606,000	39,456,517	62.4%	164.23	9,548,858
Fire	6,195,280	10,465,983	59.2%	39.57	1,982,523
Planning	5,891,328	7,191,627	81.9%	35.48	799,657
Public Works	10,925,200	13,754,765	79.4%	67.67	1,557,919
Total	\$ 47,617,808	\$ 70,868,892	67.2%	306.95	\$ 13,888,957

* Excludes the development fee program reserves. In 2019-2020, all programs reach 100% cost recovery once the use of Works-in-Progress reserves are incorporated.

** The Works-in-Progress Reserves for 2020-2021 are the estimated reserve levels once 2019-2020 revenues and expenditures are reconciled and 2019-2020 balancing actions are included.

Development Services is a \$70.9 million business for the City of San José, providing integrated technical plan review and inspection services across Planning, Building, Public Works, and Fire (Development Services Partners). Businesses, homeowners, and other customers use Development Services when remodeling, building new structures, or making other investments to their properties. These investments bring tax revenue, jobs, and other direct benefits to the City. Development Services are provided in an efficient, thorough, and quality-driven manner. While each partner's budget is discussed within their Department section, all partners are committed to working closely together to provide "one voice" to Development Services customers.

City Service Area Community and Economic Development OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: STRONG ECONOMIC BASE

Strategic Goals	CSA Performance Measures	2018-2019 Actuals	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Facilitate Major Corporate Development	1. Estimated jobs generated/retained by companies that received OED assistance by:					
	Type of Company:					
	- Industrial	6,356	6,000	5,818	3,000	16,000
	- Commercial/Retail	552	550	578	500	2,000
	Type of Job:					
- New	2,032	2,000	2,760	1,000	5,000	
- Retained	4,876	4,500	3,636	2,500	9,500	
Stimulate Revenue for City Services	1. Economic Impact of Convention Center (attendance by visitor type)					
	- Local/Social ¹	970,845	1,135,624	685,321	268,187	3,113,601
	- Out of Town ¹	76,054	29,780	24,640	9,973	118,201
	- Exhibitors ¹	7,566	7,968	5,126	2,504	30,005
	2. Estimated increases in sales and business taxes from attracted or expanding businesses which previously received assistance from the City (excludes property and utility taxes):					
	- Taxes from new companies	\$981,545	\$1.0 M	\$1.5M	\$1.0M	\$4.5M
	- Taxes from retained companies	\$2,174,887	\$1.5 M	\$7.7M	\$22.0M	\$3.0M
Total	\$3,156,432	\$2.5 M	\$9.2M	\$23.0M	\$7.5M	

¹ Attendance was impacted in 2019-2020 as a result of the COVID-19 pandemic and the 2020-2021 Target assumes the continued impact.

City Service Area Community and Economic Development OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: STRONG ECONOMIC BASE

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Retain Industrial Jobs, Suppliers and Industrial Land Uses	1. Jobs gained/(lost) in areas with "heavy" and "light" Industrial General Plan land designation (acres converted in parenthesis)	0 jobs (0 acres)	0 jobs (0 acres)	179 jobs ¹ (3 acres)	0 jobs (0 acres)	0 jobs (0 acres)
	2. Jobs gained/(lost) in areas with "Industrial Park" and "Campus Industrial," and other R&D General Plan land designation (acres converted in parenthesis)	0 jobs (0 acres)	0 jobs (0 acres)	0 jobs (0 acres)	0 jobs (0 acres)	0 jobs (0 acres)
	3. Estimated ratio of San José jobs to employed residents	0.82	0.85	0.85	0.87	0.95
Facilitate Small Business Expansion	1. # of Business Owner Space participants receiving assistance, access to capital, technical or human resources support or information	13,000	13,000	13,000	13,000	65,000
Be Active Partner in Developing a Skilled Workforce	1. Number of work2future clients receiving discrete services (counseling, job placement, and occupational training)	1,481	1,300	1,500	1,000	N/A ²
	- Adults	750	1,040	500	500	N/A ²
	- Dislocated Workers	475	485	754	1,000	N/A ²
	- Youth	256	310	246	300	N/A ²
	2. Estimated % of clients employed six months after initial placement					
	- Adults	61.8%	55%	55%	55%	N/A ²
	(% of target met)	(114.4%)	(100%)	(100%)	(100%)	
	- Dislocated Workers	68.3%	64%	64%	65%	N/A ²
	(% of target met)	(110.2%)	(100%)	(100%)	(100%)	
	3. Estimated % of clients placed in jobs					
	- Adults	65.2%	55%	55%	55%	N/A ²
	(% of target met)	(118.5%)	(100%)	(100%)	(100%)	
	- Dislocated Workers	64.5%	60%	64%	64%	N/A ²
(% of target met)	(107.5%)	(100%)	(100%)	(100%)		
- Youth	73.3%	60%	61%	61%	N/A ²	
(% of target met)	(122.2%)	(100%)	(100%)	(100%)		

¹ For the 2019 Envision San José 2040 General Plan annual review cycle, hearings took place October 2019 through January 2020 with the Planning Commission and November 2019 and February 2020 with the City Council. In the 2019 General Plan annual review cycle, there was one City-initiated General Plan text amendments, and one City-initiated and six privately initiated land use amendments. For 2020, it is anticipated that 11 private and City initiated land use amendments will be reviewed.

² There is no 5-Year Goal for this measure. The goal is set by the Employment Development Department yearly.

City Service Area Community and Economic Development OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 2: SAFE, HEALTHY, ATTRACTIVE, AND VITAL COMMUNITY

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Quality Living and Working Environment	1. % of residents surveyed who rate the quality of architecture and landscaping design/maintenance in new development in their neighborhood as good or better	N/A ¹	N/A ¹	N/A ¹	N/A ¹	70%
Increase the City's Housing Unit Capacity	1. # of dwelling units added to the General Plan holding capacity annually	0 ²	0 ²	0 ²	0 ²	0 ²
	2. San José housing production compared to regional fair share number target (in parenthesis)	2,985 units (4,385)	2,750 units (4,385)	2,980 units (4,385)	2,825 units (4,385)	13,825 units (21,925)
	3. % of units receiving development permit approval compared to target (actuals in parenthesis)	68% (2,985 units)	63% (2,750 units)	68% (2,980 units)	64% (2,825 units)	63% (13,825 units)
Provide Seamless and Effective Development Review Including Implementation of Environmental Regulations, in a Customer Friendly Fashion	1. % of projects receiving consistent feedback from staff throughout the course of the project review:					
	- Planning Permit Plan Review	64%	75%	71%	75%	80%
	- Public Works Permit Plan Review	73%	79%	78%	79%	85%
	- Building Permit Plan Check	76%	77%	77%	77%	85%
	- Fire Permit Plan Check	83%	84%	86%	84%	90%
	2. Ratio of current year fee revenue to fee program cost (includes use of reserves)	100%	100%	100%	100%	100%
	3. Development projects completed within processing time targets:					
	- Entitlement Process	66%	85%	67%	85%	85%
	- Construction Process:					
	- Plan Check	79%	88%	76%	88%	88%
	- Inspections in 24 hours	70% ³	85%	64% ³	85%	85%
	- Inspections in 48 hours	76% ³	95%	67% ³	95%	95%
	4. % of development services walk-in customers served in less than 30 minutes (wait time)	64%	80%	54%	80%	80%
5. % of customers surveyed rating service as good or better						
- Discretionary ⁴	68%	75%	64%	75%	80%	
- Ministerial ⁵	74%	80%	65%	80%	80%	
6. % of customers surveyed who indicate the City has improved customer service in the past 12 months						
- Discretionary ⁴	64%	70%	59%	70%	80%	
- Ministerial ⁵	69%	80%	59%	80%	80%	

¹ Staffing vacancies have reduced capacity for soliciting feedback on new development projects.

² The Envision San José 2040 General Plan includes capacity/plans for 120,000 new dwelling units. No additional dwelling units were added or are planned to be added to the overall capacity of the General Plan.

³ While additional positions have been added in the past several years and some positions have been filled, vacancies still remain as a result of the continuous departure of existing staff and difficulties in filling the positions quickly with qualified candidates. The Administration continues to recruit for a wide range of development services positions. The fire inspections within 24 hours is currently measured from the point a requested inspection was placed on the schedule rather than when it was requested. The methodology for this performance measure is under review and an update to this measure and methodology may be presented in the 2021-2022 Budget.

⁴ Discretionary projects are those that require a public hearing (e.g. zoning change, General Plan amendment).

⁵ Ministerial projects are administrative in nature and do not require a public hearing (e.g. water heater replacement).

City Service Area Community and Economic Development OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 3: DIVERSE RANGE OF HOUSING OPTIONS

5 Year Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Increase the Supply of Affordable Housing	1. % of target achieved for completion of affordable housing (housing units)	37% (30)	100% (280)	100% (393)	100% (280)	15% (1,500)
	2. % of City's 10,000 unit affordable target with funding commitment (pending construction)	5% (539)	6% (280)	4% (451)	3% (327)	20% (2,000)
	3. % of City's 10,000 unit affordable target under construction	4% (440)	10% (563)	5% (563)	4% (440)	20% (2,000)
	4. % of City's 10,000 unit affordable target completed	1% (111)	1% (30)	4% (393)	3% (280)	15% (1,500)
Direct Significant Affordable Housing Resources to Lower-Income Households	1. % of Housing Department funds reserved by income levels over 5 years ¹ :					
	- Very Low (<=50% of median)	N/A	60%	N/A	N/A	N/A
	- Extremely Low (<=30% of median)	39%	45%	69%	45%	45%
	- Very Low (31-50% of median)	N/A	15%	N/A	N/A	N/A
	- Low (51-80% of median)	N/A	25%	N/A	N/A	N/A
	- Moderate (81-120% of median)	N/A	15%	N/A	N/A	N/A

¹ On September 24, 2019, the City Council approved a new policy stating that 45% of all Housing funds be spent on extremely low-income households. This measure reflects this updated policy, which focuses on a goal for one income category.

City Service Area Community and Economic Development OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 4: RANGE OF QUALITY EVENTS, CULTURAL OFFERINGS, AND PUBLIC ARTWORKS

5 Year Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Provide a diverse range of arts and cultural offerings for residents and visitors	1. % of residents rating the availability of a diverse range of quality arts and cultural activities in the City as good or excellent	39%	50%	39%	50%	50%
Encourage a full range of outdoor special events that serve diverse communities and visitors	1. % of residents rating the City's efforts at providing an adequate number and variety of outdoor special events as good or excellent	35%	45%	38%	40%	44%

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City Service Area

Environmental and Utility Services



***Mission:** Provide environmental leadership through policy development, program design, and reliable utility services*

Primary Partners
Community Energy
Environmental
Services
Transportation

CSA OUTCOMES

- Reliable Utility Infrastructure
- Healthy Streams, Rivers, Marsh, and Bay
- “Clean and Sustainable” Air, Land, and Energy
- Safe, Reliable, and Sufficient Water Supply

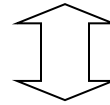
City Service Area Environmental and Utility Services SERVICE DELIVERY FRAMEWORK

CITY SERVICE AREA
A cross-departmental collection of core services that form one of the City's six key "lines of business"

MISSION STATEMENT
Why the CSA exists

Environmental & Utility Services CSA

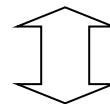
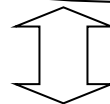
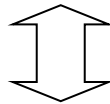
Mission:
Provide environmental leadership through policy development, program design, and reliable utility services.



CSA OUTCOMES
The high level results of service delivery sought by the CSA partners

Outcomes:

- Reliable Utility Infrastructure
- Healthy Streams, Rivers, Marsh, and Bay
- "Clean and Sustainable" Air, Land, and Energy
- Safe, Reliable, and Sufficient Water Supply



PRIMARY PARTNERS
Departments with Core Services that contribute to achievement of CSA Outcomes

Community Energy Department

Core Services:

Providing Clean Energy to the Community

Community Energy Customer Support

Community Energy Community Programming

Environmental Services Department

Core Services:

Potable Water Delivery

Recycled Water Management

Recycling and Garbage Services

Stormwater Management

Sustainability and Environmental Health

Wastewater Management

Transportation Department

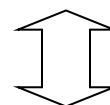
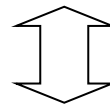
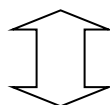
Core Services:

Sanitary Sewer Maintenance

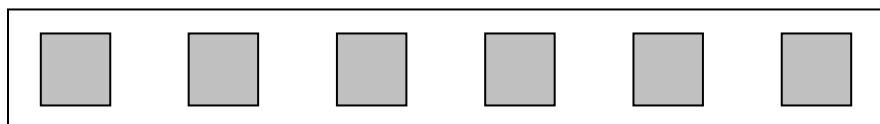
Storm Sewer Maintenance

CORE SERVICES
Primary deliverables of the organization

PROGRAMS
Elements of Core Services; the "front-line" of service delivery

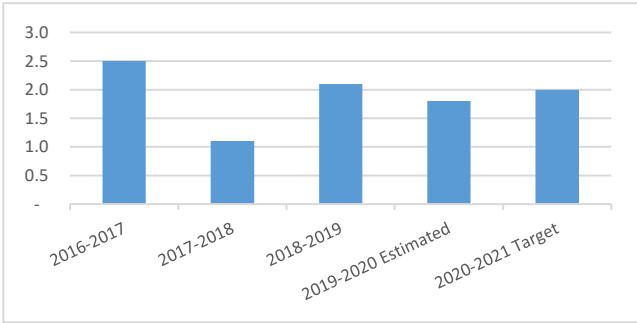


STRATEGIC SUPPORT
Organization-wide guidance and support to enable direct service delivery

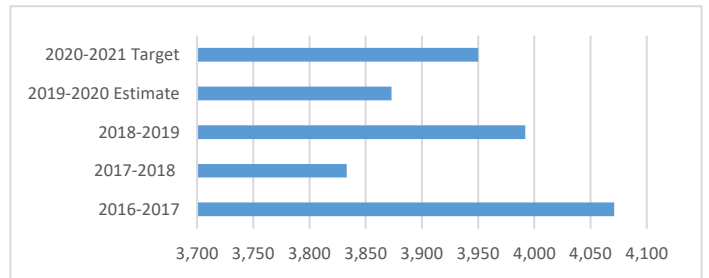


City Service Area Environmental and Utility Services DASHBOARD

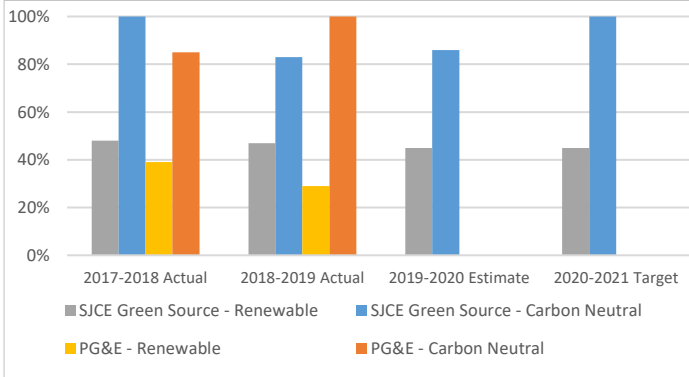
Number of Sanitary Sewer Overflows per 100 Miles of Sanitary Sewer Lines



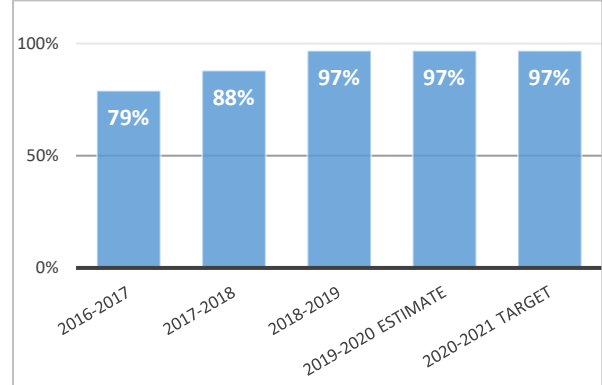
Millions of Gallons of Recycled Water Delivered Annually



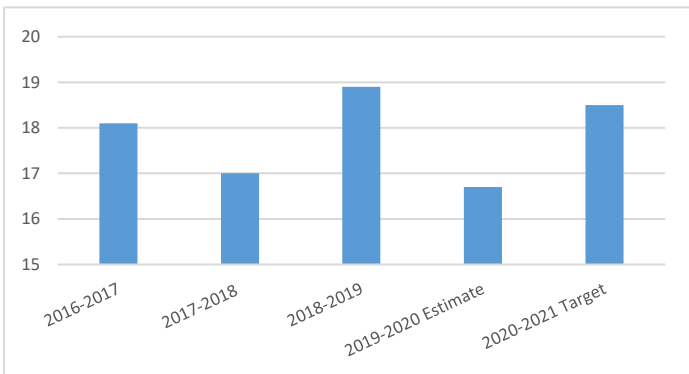
San Jose Clean Energy and PG&E Power Content



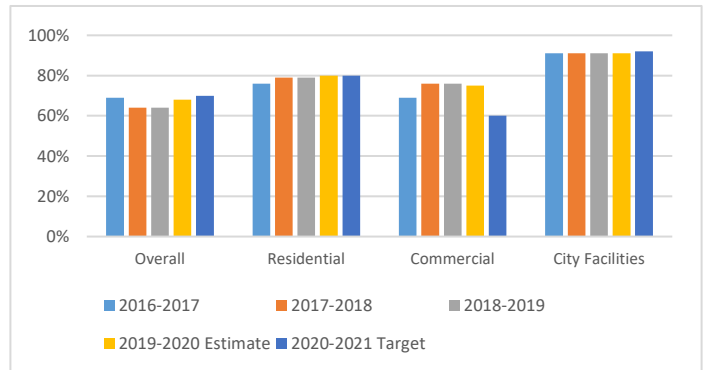
% of Trash Reduced from the Storm Sewer System



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



% of Waste Diverted from Landfills



City Service Area
Environmental and Utility Services
BUDGET SUMMARY

Expected 2020-2021 Service Delivery

- ❑ **Utility Infrastructure Management** – Build, operate, and maintain the City’s wastewater, stormwater, recycled water, and potable water utility infrastructure to ensure system reliability and public health and safety.
- ❑ **Solid Waste Diversion** – Oversee programs to collect, recycle, and dispose of solid waste to maximize diversion from landfills and protect public health, safety, and the environment.
- ❑ **Promote Climate Action in the Community** – Provide leadership on climate action through policy, measures, or programs that reduces greenhouse gases and ensure a long-term water supply. Support environmentally sustainable practices throughout the community through education, public-private partnerships, and the implementation of the Climate Smart San José plan.
- ❑ **San José Clean Energy** – Continue full operations of the San José Clean Energy program, including the final enrollment of residential and small commercial solar customers.

2020-2021 Key Budget Actions

- ❑ Utility Rates
 - **Sewer Service Rates** – An increase of 4.0% to fund the Regional Water Quality Control Board mandated Legacy Lagoons Remediation project, and for the continued rehabilitation and replacement of critical infrastructure and equipment at the San José / Santa Clara Water Pollution Control Plant (Plant) and the sanitary sewer collection system.
 - **Recycle Plus Rates** – A 9.0% increase in single family dwelling and a 5.0% increase in multi-family dwelling rates will maintain cost recovery as contract expenditures increase due to annual cost-of-living adjustments and negotiated hauler payments.
 - **Municipal Water and Storm Sewer Rates** – maintains current rates in 2020-2021.
- ❑ **Regional Wastewater Facility Legacy Lagoons Remediation** – Adds \$39.3 million in funding for Phase II of the remediation of 25 biosolids storage basins (lagoons) as ordered by the Water Quality Control Board.
- ❑ **Citywide Energy Resiliency** – Adds funding to support the City’s continuing efforts developing and implementing energy resiliency strategies and programs. The City will explore, develop, coordinate, and deliver a comprehensive package of strategies and programs aimed to improve energy resiliency at critical City-owned and community facilities, areas of new development, and for residents and businesses.
- ❑ **Storm Sewer Trash Capture Device Maintenance** - Provides one-time funding of \$152,000 to acquire an additional flatbed utility truck with a crane to transport crew members and “stop logs” used to block water inflow into large trash capture devices and pumps so the devices can be cleaned per regulatory requirements.
- ❑ **Sanitary Sewer Maintenance Program Augmentation – Graveyard Shift** - Adds one-time funding of \$37,000 to acquire one pickup truck with a radio for the Graveyard Shift.

**City Service Area
Environmental and Utility Services
BUDGET SUMMARY**

City Service Area Budget Summary**

	2018-2019 Actuals **	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Adopted
Dollars by Core Service *				
<i>Community Energy Department</i>				
Strategic Support - Other - Environmental & Utility Services	453,368	14,121,686	22,188,677	13,716,636
Strategic Support - Environmental & Utility Services	1,717,647	4,315,979	4,514,305	4,615,063
Providing Clean Energy to the Community	87,309,115	290,402,269	314,914,675	276,071,821
Community Energy Customer Support	3,566,443	8,134,725	8,283,293	8,625,390
Community Energy Community Programming	155,000	150,000	0	863,031
<i>Environmental Services Department</i>				
Strategic Support - Other - Environmental & Utility Services	7,191,999	19,728,747	20,506,812	20,895,032
Strategic Support - Environmental & Utility Services	13,223,331	16,059,468	13,621,818	13,811,838
Recycling & Garbage Services	130,767,231	154,055,688	162,011,175	160,771,020
Potable Water Delivery	44,007,056	44,007,889	43,079,974	43,847,539
Recycled Water Management	10,225,038	9,304,275	8,818,129	8,782,922
Wastewater Management	188,608,772	86,295,904	85,791,870	129,916,324
Stormwater Management	7,853,892	9,557,792	9,250,213	9,299,560
Sustainability and Environmental Health	4,495,229	7,710,552	5,725,805	6,478,383
<i>Transportation Department</i>				
Sanitary Sewer Maintenance	17,148,856	20,108,449	20,271,229	20,679,892
Storm Sewer Maintenance	6,997,776	7,740,853	7,818,714	8,112,059
Strategic Support - Other - Environmental & Utility Services	5,896,003	1,340,381	0	43,051
Strategic Support - Environmental & Utility Services	1,427,036	1,374,595	2,010,438	2,248,354
Total CSA	\$531,043,792	\$694,409,252	\$728,807,127	\$728,777,915
Authorized Positions	724.46	753.46	750.96	761.36

* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The positions displayed in the 2018-2019 Actuals column reflect those included in the 2018-2019 Adopted Budget. 2018-2019 Actuals may not subtotal due to rounding.

City Service Area

Environmental and Utility Services

OVERVIEW

Service Delivery Accomplishments

- In September 2019, City Council approved the Green Stormwater Infrastructure Plan that describes how the City will incorporate multi-benefit green infrastructure to improve water quality and supplement current traditional storm drain infrastructure. Staff focused on refining the implementation strategy, developing a public outreach plan, and identifying funding. Staff continued to progress with the design and construction of the River Oaks project. Public meetings were conducted in March and May 2020, and the project is on track to complete the preliminary design and obtain California Environmental Quality Act clearance and permits this year.
- Climate Smart San José passed an award-winning Building Electrification Reach Code that includes a partial prohibition on natural gas connections for new construction; adopted multiple mobility plans to reduce emissions from the transportation sector; held an Electrification Expo to educate the public on ways to move away from fossil fuel use; and completed a pilot for low-income high school students that combined project-based learning around campus energy efficiency projects with civic engagement training.
- Maintained essential utility services during the Public Safety Power Shutdown (PSPS) and the COVID-19 pandemic shelter-in-place order. Solid waste contractors developed contingency plans for PSPS and uninterrupted service was provided; the Municipal Water System (Muni Water) lost power to approximately 30% of its service area. Muni Water staff utilized the opportunity to put into action years of staff planning and training, allowing Muni Water to continue to provide customers with clean, safe drinking water without service disruptions. During the COVID-19 pandemic, staff scheduling was adjusted for the Municipal Water System and the Plant to maintain continuous and uninterrupted services.
- Continued to work to reduce the number and impacts of Sanitary Sewer Overflows (SSOs). In 2019-2020, Transportation Department proactively cleaned approximately 800 miles of sewer lines and responded to 48% of sanitary calls within 30 minutes. The number of SSOs is estimated to align with the three-year average of 45 sanitary sewer overflows.
- In October 2019, City Council adopted a resolution approving the implementation of the California Electric Vehicle Infrastructure Project in San José, which included San José Clean Energy (SJCE) contributing \$4 million over the next 2 to 4 years as a condition for the California Energy Commission to disburse \$10 million to SJCE's program under a grant awarded to SJCE and other public entities.

Service Delivery Environment

- The Plant was reissued a new NPDES permit in April 2020 that governs pollutant removal at the facility with monitoring requirements remaining largely unchanged. Regional watershed permits, that apply to all wastewater treatment plants discharging to San Francisco Bay, were reissued in July 2019 (for PCBs and mercury in December 2017) and contain new monitoring requirements. The Title V air quality permit from the Bay Area Air Quality Management District was renewed and issued on March 20, 2017.

City Service Area Environmental and Utility Services OVERVIEW

- The City's sanitary sewer collection system pipes continue to age, and many have exceeded the standard life span for their type of material. The City's 17 sanitary sewer pump stations are an average of 31 years old, while the standard life of a pump station is up to 25 years.
- On November 19, 2015, the RWQCB adopted a new NPDES Stormwater Permit (Stormwater Permit) to regulate 76 municipalities in the San Francisco Bay Area. City staff, in conjunction with other regional stormwater agencies, are actively engaged in discussions regarding the requirements of the next Stormwater Permit currently scheduled to become effective July 1, 2021.
- An aging storm sewer infrastructure unsuitable for accommodating planned growth and increased regulatory interest in using "green infrastructure" approaches to address stormwater issues continue to drive the need for a multiyear master planning effort for the storm sewer system.
- San José Clean Energy (SJCE) is providing electric generation service to almost all of the residents, businesses, and schools in the city, which represents approximately 1 million residents. The base service, GreenSource, is 45% renewable and 86% carbon-free, and is priced (inclusive of added PG&E fees) at a 1% discount to PG&E's generation service. Customer opt-out of SJCE service has been less than 2%.

CSA Priorities/Key Services

- Operate and maintain the City's utilities, reliably and efficiently providing storm sewer, sanitary sewer, wastewater treatment, potable water, San José Clean Energy, and recycled water service.
- Continue to meet NPDES wastewater and stormwater permit compliance.
- Continue to implement critical capital improvement projects with an estimated value of \$1.4 billion over a ten-year period to rebuild and rehabilitate infrastructure at the Plant.
- Implement the Green Stormwater Infrastructure Plan to improve water quality.
- Make strategic investment to increase service levels and maintenance activity on the City's Sanitary Sewer Collection System in order to reduce the number and mitigate the impacts of SSOs.
- Develop and advance innovative strategies to create a more energy resilient City; advance community awareness of the Council-approved Climate Smart San José Plan; partner with other agencies and pursue grants to promote energy efficiency, building electrification, and clean, renewable energy in the community.

City Service Area Environmental and Utility Services OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: RELIABLE UTILITY INFRASTRUCTURE

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Preserve the City's utility infrastructure to optimize service delivery capabilities	1. % of utility assets in working condition:					
	- SJ/SC Water Pollution Control Plant ¹	97%	95%	95%	95%	95%
	- Storm Sewer Inlets	99%	96%	98%	96%	99%
	- SJ Municipal Water	97%	98%	98%	98%	98%
	- South Bay Water Recycling	100%	100%	100%	100%	90%
	2. Ratio of Municipal Water System average residential water bill to weighted average residential water bill of the San José water retailers ²	79%	<100%	80%	<100%	<100%
	3. # of sanitary sewer overflows per 100 miles of sanitary sewer mains (annualized)	2.1	2.2	1.6	2.0	2.0
Provide for collection, disposal & processing of solid waste	1. % of waste diverted from landfills (State Goal: 50%) ³					
	- Overall ⁴	64%	70%	68%	70%	90%
	- Residential	79%	81%	80%	80%	90%
	- Commercial	76%	90%	75%	60%	90%
	- City Facilities	91%	92%	91%	92%	95%
	# of debris removals that address safety and obstructions in the public right-of-way (Priority 1 illegal dumping resources)	1,638	1,947	1,693	1,660	1,665
	Cubic yards of debris removed (Priority 1 illegal dumping requests)	2,932	3,494	2,915	2,880	2,995
	# of debris removals that reduce neighborhood blight (Priority 2 illegal dumping requests)	20,561	25,000	17,000	26,000	30,000
	Cubic yards of debris removed	22,306	37,000	18,000	23,000	30,000

¹ The % of utility assets in working condition for the Plant is calculated based on an average number of hours critical equipment is unavailable during the year due to repairs.

² Other San José water retailers include San José Water Company and Great Oaks Water Company.

³ To continue increasing solid waste diversion and support the Council-approved Zero Waste Strategic Plan, new solid waste management infrastructure and programs will be necessary in the coming decade. The private sector has invested over \$100 million in recycling facilities in San José since 2007 and this level of investment will need to continue.

⁴ The measurement for the Overall diversion category is based upon the State's guidelines, which use a per-capita standard. Moreover, the Overall measurement for the City includes solid-waste streams outside of the Department's collection, and includes construction, demolition, and self-haul categories. The remaining three categories are those directly within the City's collection process, and diversion in these are measured by total collected versus total recycled.

City Service Area Environmental and Utility Services OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 2: HEALTHY STREAMS, RIVERS, MARSH, AND BAY

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Manage stormwater for suitable discharge into creeks, rivers, and the Bay	1. % of residents surveyed who understand that any substances that get washed down the street end up in the Bay without treatment through the storm drain system ¹	N/A	70%	59%	N/A	70%
	2. % of trash reduced from the storm sewer system.	96.8%	96.5%	96.8%	96.8%	100% ²
Manage wastewater for suitable discharge into the Bay	1. Mgd discharged to Bay during the average dry weather effluent flows (ADWEF) season ³	79.4 mgd	<120 mgd	80 mgd	<120 mgd	<120 mgd
	2. % of time pollutant discharge requirements for wastewater NPDES permit are met or surpassed	100%	100%	100%	100%	100%
Develop, operate, and maintain a recycled water system that reduces effluent to the Bay	1. Millions of gallons per day diverted from flow to the Bay for beneficial purposes during the dry weather period ⁴	18.9 mgd	19.0 mgd	16.7 mgd	18.5 mgd	20.0 mgd

¹ Data for this measure is collected on a biennial basis via survey. The next surveys are scheduled for 2021-2022. No survey will be conducted in 2020-2021.

² The current stormwater permit refers to a goal of 100% trash load reduction or no adverse impact to receiving waters from trash by July 1, 2022.

³ In accordance with the NPDES permit, the maximum effluent to the Bay during the dry weather period is restricted to 120 mgd. These measures continue to be below this trigger point, which is set by the State to protect wildlife habitat. The Plant continues to consistently meet permit discharge requirements.

⁴ Dry weather period is defined as the lowest continuous three months average rainfall between May and October, which during the fiscal year report period is July to September.

OUTCOME 3: “CLEAN AND SUSTAINABLE” AIR, LAND, AND ENERGY

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Reduce, reuse, and recycle solid waste at home, work, and play ¹	1. % of residents rating the City’s job of providing information on how to recycle as good or excellent ²	N/A ²	60%	45%	N/A ²	75%
Promote energy efficiency and clean, renewable energy in the community	2. Annual reduction in citywide greenhouse gas (GHG) emissions ³	N/A ³	N/A ³	N/A ³	N/A ³	N/A ³

¹ San José has one of the highest diversion rates among large cities in the country. The structure of the City’s commercial and residential programs facilitate effective sorting of garbage and recycling by residents and businesses. Customer outreach to neighborhoods, schools, and businesses will continue to help reduce recycle cart contamination and blight, as well as account for commercial customers.

² Data for this measure is collected on a biennial basis via survey. The next survey is scheduled for 2021-2022. No survey will be conducted in 2020-2021.

³ This measure is new as of 2018-2019. The data collection methodology for this measure is under review and will be available in 2020-2021.

**City Service Area
Environmental and Utility Services
OVERVIEW**

Budget Dollars at Work: Performance Goals

OUTCOME 4: SAFE, RELIABLE, AND SUFFICIENT WATER SUPPLY

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Ensure availability of future water supplies.	1. Mgd of water conserved and recycled ^{1/2}	79	83	86	86	89
	2. Millions of gallons of recycled water delivered annually	3,992	3,915	3,873	3,950	4,500
Public is educated regarding water conservation, and the safe and appropriate use of recycled water and water resources	1. % of Municipal Water System customers demonstrating water conservation knowledge ³	N/A ³	91%	91%	N/A ³	95%
	2. % of Municipal Water System customers with water saving fixtures in their home or property ³	N/A ³	93%	91%	N/A ³	95%
	3. % of residents who are in favor of using recycled water ^{2/3}	N/A ³	85%	82%	N/A ³	95%

¹ The South Bay Water Recycling Program (SBWR) delivers more than 10,000 acre feet per year of recycled water from the Plant to over 700 customers for reuse in irrigation, industrial cooling, and other beneficial purposes. SBWR supplies more than 75% of all recycled water used in Santa Clara County.

² Starting in 2013-2014, data reported is based on County-wide water savings from both indoor and outdoor water conservation programs, passive water savings (from behavioral, policies, and code changes), and recycled water use. The County-wide data is collected and provided by SCVWD.

³ Data for this measure is collected through the biennial City-Wide Community Survey. The next community survey will be conducted in spring 2021, and those results will be reported in the 2021-2022 Proposed Budget.

City Service Area

Neighborhood Services



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

Primary Partners

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

CSA OUTCOMES

- Safe and Clean Parks, Facilities, and Attractions
- Vibrant Cultural, Learning, Recreation, and Leisure Opportunities
- Healthy Neighborhoods and Capable Communities

City Service Area Neighborhood Services SERVICE DELIVERY FRAMEWORK

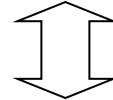
CITY SERVICE AREA
A cross-departmental collection of core services that form one of the City's 6 key "lines of business"

MISSION STATEMENT
Why the CSA exists

Neighborhood Services CSA

Mission:

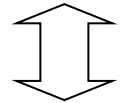
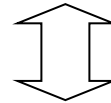
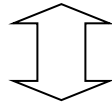
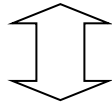
To serve, foster, and strengthen the community by providing access to lifelong learning, opportunities to enjoy life, and preserving healthy neighborhoods



CSA OUTCOMES
The high level results of service delivery sought by the CSA partners

Outcomes:

- Safe and Clean Parks, Facilities, and Attractions
- Vibrant Cultural, Learning, Recreation, and Leisure Opportunities
- Healthy Neighborhoods and Capable Communities

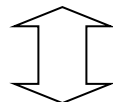
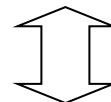
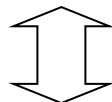
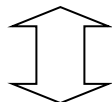


PRIMARY PARTNERS
Departments with Core Services that contribute to achievement of CSA

	<h3>Library Department</h3> <p><i>Core Services:</i></p> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Access to Information, Library Materials, and Digital Resources</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Literacy and Learning, Formal and Lifelong Self-Directed Education</div>	<h3>Parks, Recreation and Neighborhood Services Department</h3> <p><i>Core Services:</i></p> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Parks Maintenance and Operations</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Recreation and Community Services</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Community Facilities Development</div>	<h3>Planning, Building and Code Enforcement Department</h3> <p><i>Core Services:</i></p> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Code Enforcement</div>	<h3>Public Works Department</h3> <p><i>Core Services:</i></p> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Animal Care and Services</div>
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CORE SERVICES
Primary deliverables of the organization

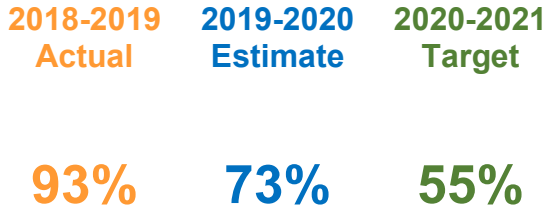
PROGRAMS
Elements of Core Services; the "front-line" of service delivery



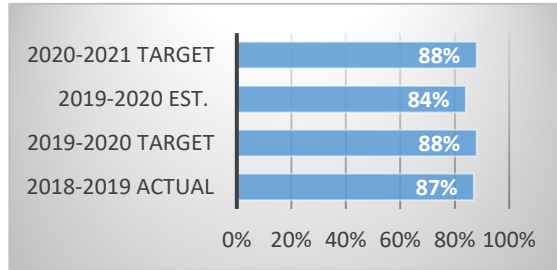
STRATEGIC SUPPORT
Organization-wide guidance and support to enable direct service delivery

City Service Area Neighborhood Services DASHBOARD

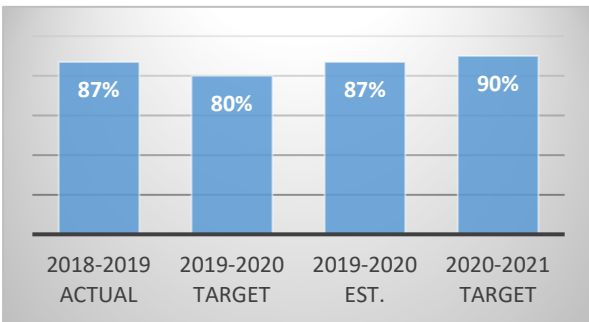
% of customers rating library services as good or better (Point of Service)



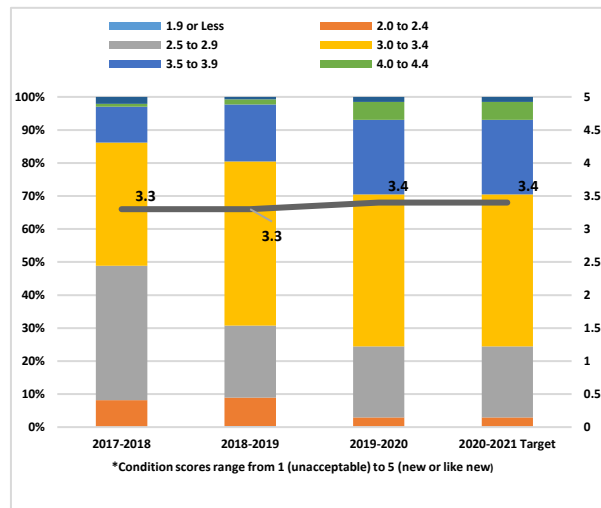
% of community center participants rating City efforts at providing recreational opportunities as "good" or "excellent" (Point of Service)



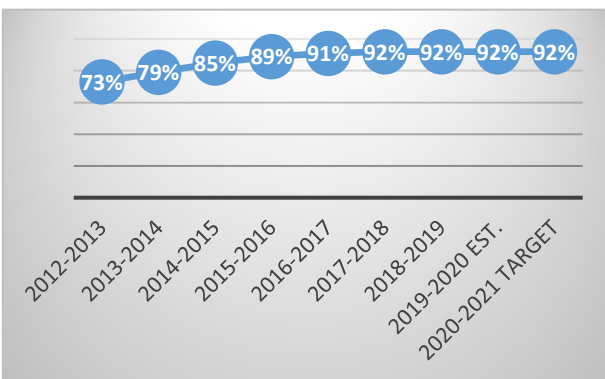
% of parents and caregivers who report reading more to their children following participation in a library program or activity



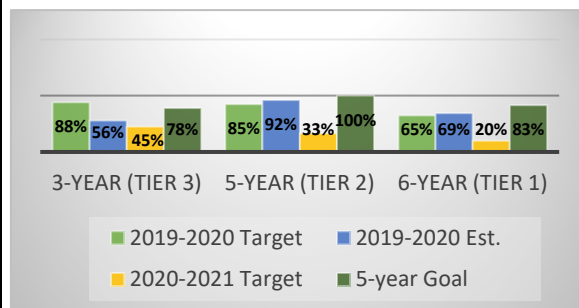
Percent of Park Acres by Park Condition Assessment Score and Citywide Average



Animal Care Center Live Release Rate



% of Multiple Housing Residential Occupancy Permit Program buildings receiving a routine inspection within Annual Tier Target



**City Service Area
Neighborhood Services
BUDGET SUMMARY**

Expected 2020-2021 Service Delivery

- The Animal Care Center anticipates caring for 17,000 incoming animals with an estimated 22,000 calls for service while maintaining a live release rate of 92%.
- Code Enforcement inspection services for all General Code and Fee Programs identified as Emergency and Priority complaints will be completed within 24 and 72 hours respectively.
- Code Enforcement's Building Code Compliance program will continue to provide services to address building code cases, many of which require permits and include review of unsafe construction.
- PRNS will provide city-wide emergency response and recovery efforts by staffing and supporting the Parks, Food and Necessities, Community and Economic Recovery, BeautifySJ, Childcare, and Emergency Public Information Officer branches of the Emergency Operations Center, while providing key direct services to individuals and families impacted by the COVID-19 pandemic.
- PRNS will implement ActivateSJ, the Department's strategic plan that guides the department's actions and decisions around service delivery and programming through the guiding principles of Stewardship, Nature, Equity & Access, Identity, and Public Life.
- The Library will re-open branches with modified and limited services in response to the COVID-19 pandemic. The Library anticipates phased re-opening of branches to adhere to social distancing guidelines and other public health requirements throughout 2020-2021.

2020-2021 Key Budget Actions

- Shifts a vacant 1.0 Code Enforcement Inspector II in the General Code Program to the Multiple Housing Program to better support response needs and maintain Planning, Building, and Code Enforcement's ability in meeting service delivery expectations.
- Reduces PRNS' water budget by 18%, resulting in savings of \$1.25 million.
- Eliminates staff ongoing for Downtown placemaking activation, including Viva CalleSJ and Viva Parks, although one-time funding is allocated for Outdoor Park Activation and San José Al Fresco in 2020-2021.
- Suspends Aquatics Program and San José Family Camp at Yosemite in 2020-2021 only.
- Reduces community center personal services costs by \$975,000 and non-personal/equipment costs by \$400,000 one-time. Community centers are anticipated to be closed or have limited programming for the foreseeable future.
- Adds one-time funding of \$500,000 to expand the San Jose Bridge Program, which is a partnership with Downtown Streets Team and Goodwill to help the homeless get back on their feet.
- Continues 4.0 positions through June 30, 2021 to support Police Activities League (PAL) business model assessments and long-term business strategy development intended to make the PAL facility and its programs sustainable and to support limited operations at the facility in the interim.
- Savings of approximately \$964,000 will be realized through Library's revised service delivery model resulting from the impact of the COVID-19 in 2020-2021 and implementation of an ongoing reduction to hours beginning 2021-2022.
- Adds one-time funding in the amount of \$540,000 from the San Jose Public Library Foundation to support the Child Care Workforce Development priority identified by the Mayor and City Council in the 2019-2020 budget process and the city-wide Education and Digital Literacy initiative.

City Service Area Neighborhood Services BUDGET SUMMARY

City Service Area Budget Summary**

	2018-2019 Actuals **	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Adopted
Dollars by Core Service *				
<i>Library Department</i>				
Strategic Support - Other - Neighborhood Services	11,415,319	1,635,855	1,684,233	1,532,854
Strategic Support - Neighborhood Services	7,090,042	7,297,214	7,081,671	6,943,816
Literacy and Learning, Formal and Lifelong Self-Directed Education	3,837,255	4,752,410	3,862,425	4,380,561
Access To Information, Library Materials, and Digital Resources	31,609,401	35,211,665	36,801,495	35,794,659
<i>Parks, Recreation and Neighborhood Services Department</i>				
Strategic Support - Other - Neighborhood Services	51,092,004	16,168,109	4,474,831	15,033,137
Strategic Support - Neighborhood Services	5,508,701	5,844,464	5,593,942	5,789,418
Recreation and Community Services	40,970,655	48,197,388	39,866,912	42,704,139
Parks Maintenance and Operations	46,504,593	50,150,462	52,270,344	57,674,107
Community Facilities Development	4,864,844	5,728,036	5,485,475	5,859,525
<i>Planning, Building and Code Enforcement Department</i>				
Strategic Support - Other - Neighborhood Services	5,720	0	0	0
Strategic Support - Neighborhood Services	436,039	704,641	655,494	636,137
Code Enforcement	11,197,840	12,183,482	12,340,912	12,401,056
<i>Public Works Department</i>				
Animal Care and Services	8,270,681	8,255,305	8,722,086	8,675,310
Strategic Support - Other - Neighborhood Services	8,115,234	327,861	415,274	225,000
Strategic Support - Neighborhood Services	729,864	721,715	757,606	752,148
Total CSA	\$231,648,193	\$197,178,605	\$180,012,699	\$198,201,867
Authorized Positions	1,223.97	1,296.07	1,259.70	1,270.07

* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The positions displayed in the 2018-2019 Actuals column reflect those included in the 2018-2019 Adopted Budget. 2018-2019 Actuals may not subtotal due to rounding.

City Service Area Neighborhood Services OVERVIEW

Service Delivery Accomplishments

- The Animal Care Center cared for an estimated 15,100 incoming animals and responded to an estimated 20,500 calls for service while maintaining an estimated live release rate of 92%.
- Code Enforcement's activities in 2019-2020 included General Code response to an estimated 3,500 complaints involving municipal code and land use permit violations; reaching several key milestones for the City Administration response to the Tow Audit; co-leading the development and launch of the Accessory Dwelling Unit Amnesty Program; and completing inspections for the Multiple Housing Program's first 5-year cycle for Tier 2 (moderate risk buildings).
- PRNS supported the Emergency Operations Center Food + Necessities Branch, coordinating meal delivery to families and individuals impacted by the COVID-19 pandemic. PRNS staff also supported the BeautifySJ Branch, Childcare and Digital Literacy Branch, and the Community and Economic Recovery Branches of the Emergency Operations Center.
- The Library continued the Juvenile Fines-Free pilot program which eliminated late-fees for all juvenile materials and reduced barriers to accessing library materials for youth. Since inception, the Juvenile Fines-Free pilot spurred a 90.3% increase in juvenile and teen library card holders and a 43.6% increase in physical material check-outs by juvenile and teen cardholders; in a one-year period (April 2019 to April 2020), circulation of juvenile and teen eBooks and eAudio-books has increased by 137.28%

Service Delivery Environment

- PRNS continues to dedicate portions of its staff to San José's Emergency Operations Center's Food and Necessities Branch, BeautifySJ Branch, Childcare and Digital Literacy Branch, and the Community and Economic Recovery Branch.
- The Library continues to provide a vast array of eResources to the public.
- The Animal Care Center will continue to provide key services to pet owners, to provide assistance to low income and un-housed pet owners, and to implement new strategies to improve license and rabies vaccination compliance.
- Code Enforcement continues to conduct Mobile Vendor Outreach and provide support as part of the Beautify SJ multi-department team with a focus on resolving blight throughout the community.

CSA Priorities/Key Services

- Provide animal licensing, rabies vaccination compliance, housing and care for stray animals, and outreach regarding responsible animal ownership.
- Provide field inspection services for Emergency and Priority complaints within 24 and 72 hours respectively and perform routine and annual inspections for all fee-funded programs.
- Provide safe, fun, and healthy recreational opportunities for residents of all ages and persons with disabilities, such as: educational and skill-building; sports fields for youth and adult leagues; trails for outdoor enthusiasts; parks for avid skateboarders and bikers; playgrounds for toddlers and youth; and lakes, dog parks, and community garden plots for all to enjoy.
- Support the city-wide Education and Digital Literacy Strategy to align City resources and programs to increase educational outcomes, manage quality standards, assessment, evaluation of programs, and coordinate partnerships with schools, school districts, and non-traditional school networks to ensure that City resources are aligned to maximize student achievement.

City Service Area Neighborhood Services OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: SAFE AND CLEAN PARKS, FACILITIES AND ATTRACTIONS

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
All parks and facilities will be safe, clean, and well maintained	1. % of residents rating maintenance of public parks as "good" or better	54%	55%	48%	55%	60%
	2. % of residents that rate the appearance of public parks as "good" or better	58%	60%	50%	60%	65%
	3. % of residents reporting they visited a regional park more than three times in the last year	47%	45%	47%	50%	55%

OUTCOME 2: VIBRANT CULTURAL, LEARNING, RECREATION AND LEISURE OPPORTUNITIES

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Provide a full range of affordable and accessible learning and leisure opportunities which fulfill customer and residents' needs for lifelong learning and well being	1. % of community center participants reporting that services have positively impacted their quality of life	93%	95%	94%	95%	100%
	2. % of customers and residents rating library services as "good" or better					
	* Point of Service	93%	92%	73%	55% ¹	91%
	* Community Survey	78%	70%	N/A ²	42% ¹	70%
	3. % of community center participants and residents rating City efforts at providing recreational opportunities as "good" or "excellent"					
	* Point of Service	87%	90%	84%	89%	90%
	* Community Survey	37%	43%	N/A ²	43%	45%
Offer programs and services that support successful youth and their families	1. % of parents and caregivers who report reading more to their children following participation in a library program or activity	87%	90%	87%	90%	90%
Provide services and programs that promote independent living for City older adults and persons with disabilities	1. % of older adult participants who feel connected to community center resources	85%	90%	88%	89%	90%
	2. % of persons with disabilities who feel connected to community center resources	83%	90%	87%	89%	90%
	3. % of residents rating City efforts at providing programs to help older adults that live on their own, as "good" or "excellent"	29%	30%	23%	30%	35%
	4. # of participants in programs for older adults	24,902	20,000	15,922	12,500	27,000
	5. # of participants in programs for persons with disabilities	1,740	1,500	1,198	1,500	2,200
	6. % of older adult community center participants rating City efforts at providing programs to help older adults that live on their own, as "good" or "excellent"	83%	85%	81%	85%	90%

¹ The 2020-2021 Target is set lower than previous years in anticipation of the impacts of COVID-19.

² Data for this measure is collected through the biennial City-Wide Community Survey. The next community survey will be conducted in spring 2021, and those results will be reported in the 2021-2022 Proposed Budget.

City Service Area Neighborhood Services OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 3: HEALTHY NEIGHBORHOODS AND CAPABLE COMMUNITIES

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Establish San José as a "Graffiti-Free and Litter-Free City"	1. % of customers rating City efforts at removing graffiti as "good" or better	N/A ¹	95%	N/A ¹	95%	95%
Residents will perceive that their neighborhood has improved	1. % of residents indicating that the physical condition of the neighborhood has gotten somewhat better over the last two years	41%	33%	41%	45%	60%
Provide effective animal care and control for residents of San José	1. % of Priority 1 calls with response time in one hour or less (Priority 1: injured or aggressive animal, or public safety assist)	95%	96%	95%	95%	95%
	2. Animal Care Center Live Release Rate	92%	92%	92%	92%	92%
Ensure safe, decent and sanitary housing through routine inspections in Multi-Family dwellings	1. % of buildings receiving a routine inspection within 3-year, 5-year or 6-year cycle based upon risk assessment					
	-3 year (Tier 3)	74%	85%	56%	45% ²	78%
	-5 year (Tier 2)	99%	100%	92%	33% ²	100%
	-6 year (Tier 1)	84%	75%	69%	20% ²	83%
Revitalize and Rehabilitate Uses, Sites, and Structures in Neighborhoods, Commercial, and Industrial Areas	1. % of residents who indicate that the physical condition of the neighborhood is about the same or better (Annual Code Enforcement Survey)	71%	70%	65%	70%	74%
Quality Living and Working Environment	1. % of residents rating their neighborhood in "good" or better physical condition based on the biennial Community Survey	53%	70%	53%	60%	60%
	2. % of time inspection/assessment for Code cases occurs within targeted times:					
	- Emergency Cases (within 24 hours)	97%	100%	100%	100%	100%
	- Priority Cases (within 72 hours)	72%	75%	75%	75%	75%

^{1.} Data was collected through SJClean App. When the City transitioned to collecting graffiti reports through the San Jose 311 App, this survey was no longer conducted. PRNS will reevaluate how they collect and report this information over the next year.

^{2.} The 2020-2021 Target is set lower than previous years in anticipation of the impacts of COVID-19.

City Service Area

Public Safety



***Mission:** Provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations*

Primary Partners

City Manager's Office
Fire
Independent Police Auditor
Police

CSA OUTCOMES

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety

City Service Area Public Safety SERVICE DELIVERY FRAMEWORK

CITY SERVICE AREA
A cross-departmental collection of core services that form one of the City's six key "lines of business"

MISSION STATEMENT
Why the CSA exists

Public Safety CSA

Mission:

Provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations

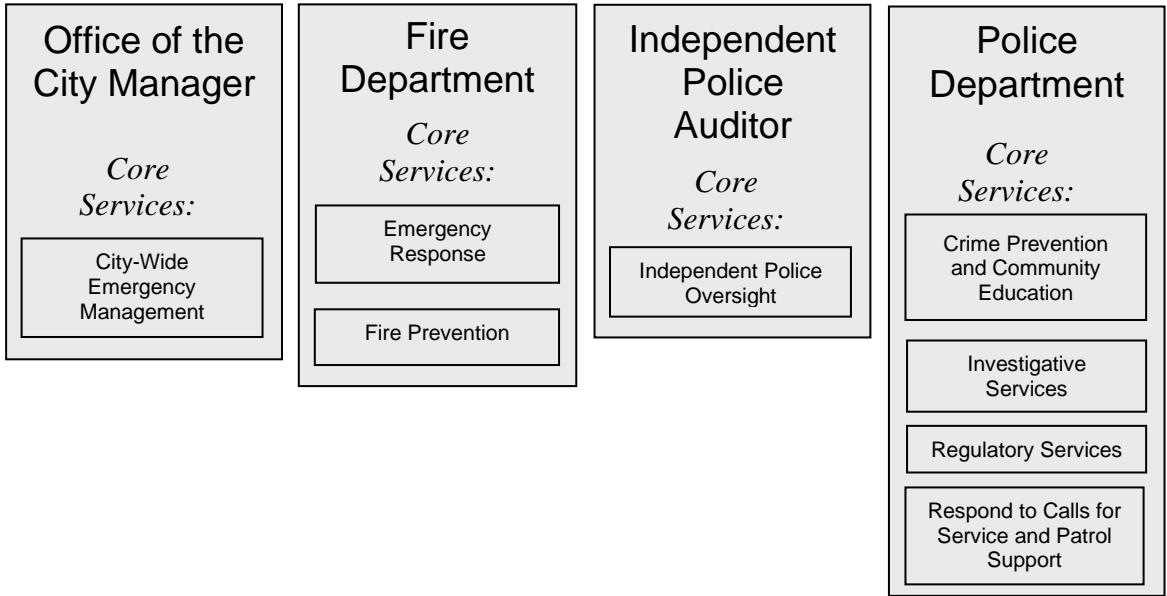
CSA OUTCOMES
The high level results of service delivery sought by the CSA partners

Outcomes:

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety

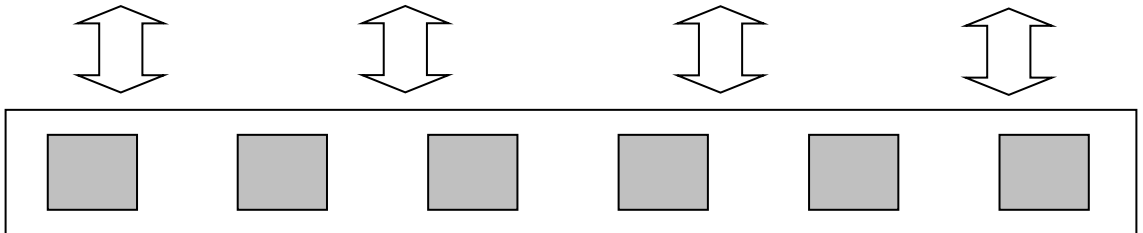
PRIMARY PARTNERS
Departments with Core Services that contribute to achievement of CSA Outcomes

CORE SERVICES
Primary deliverables of the organization

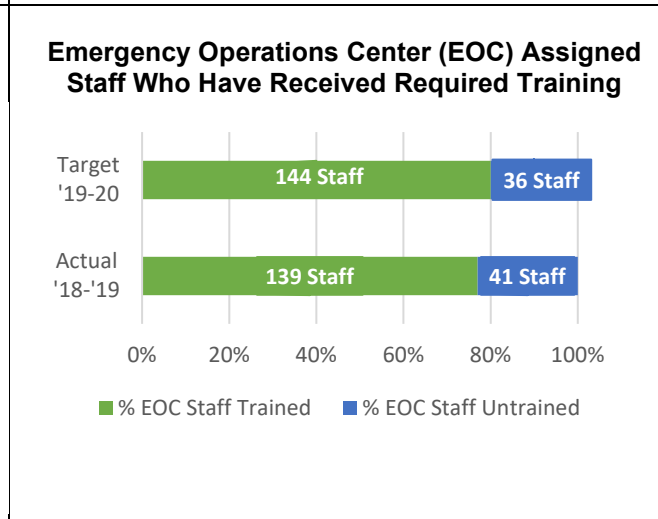
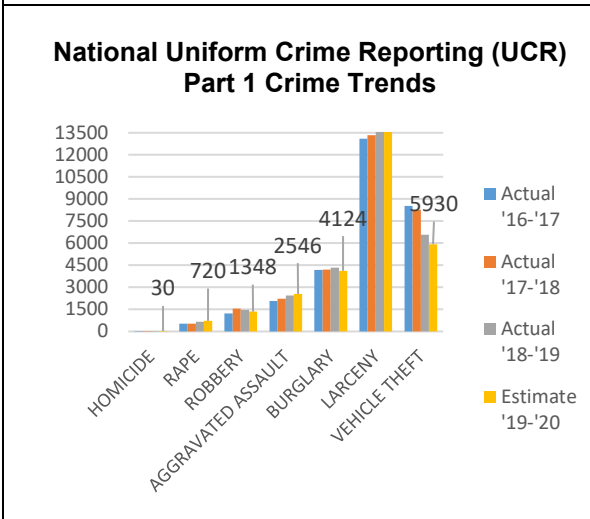
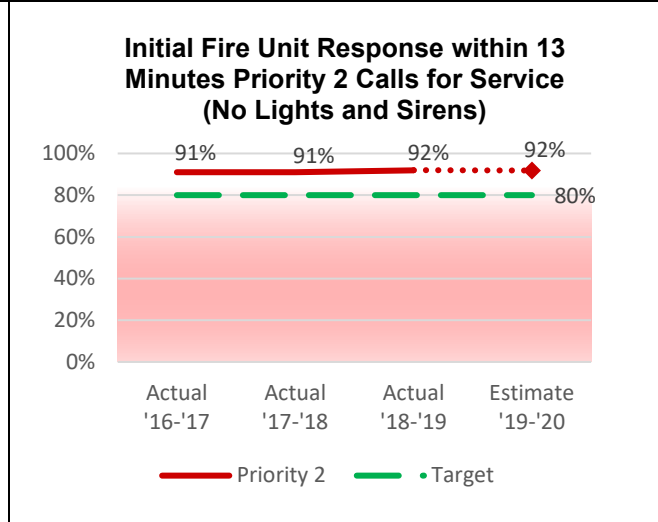
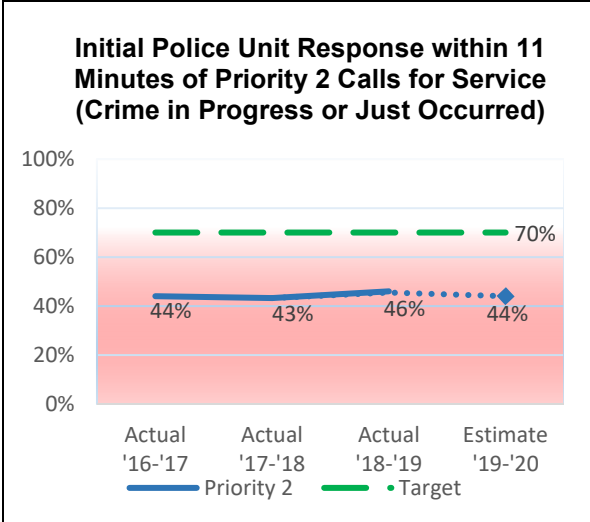
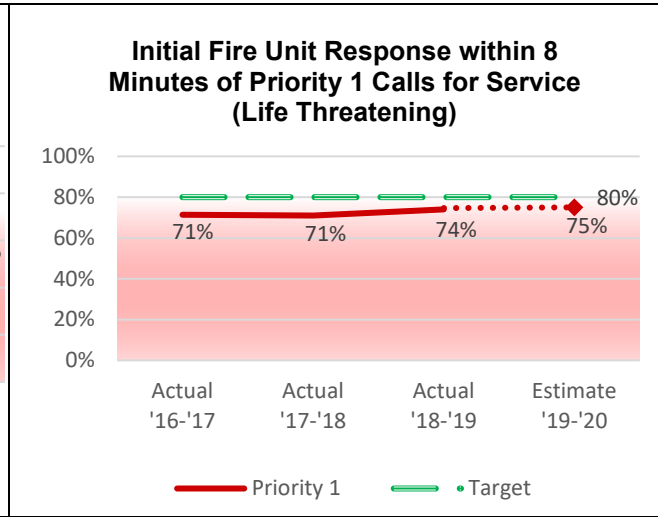
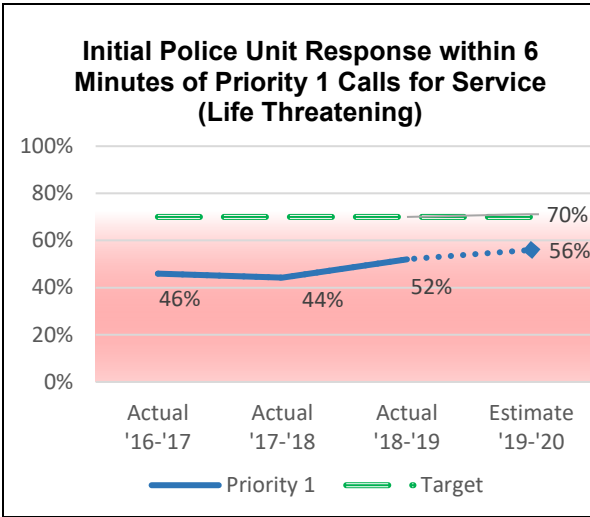


PROGRAMS
Elements of Core Services; the "front line" of service delivery

STRATEGIC SUPPORT
Organization-wide guidance and support to enable direct service delivery



City Service Area Public Safety DASHBOARD



City Service Area Public Safety BUDGET SUMMARY

Public Safety

Expected 2020-2021 Service Delivery



- ❑ Advance the deployment and use of technology to enhance the delivery of essential emergency services (patrol, fire suppression, rescue, and emergency medical services) in a safe, efficient, and effective manner.
- ❑ Continue regional all-hazard emergency management planning, training, and exercises.
- ❑ Provide a police misconduct complaint process that is thorough, objective, and fair.
- ❑ Effectively investigate crimes and seek successful prosecution of suspects.

2020-2021 Key Budget Actions



- ❑ Adds 1.0 Network Engineer position to the Fire Department to support the ongoing network infrastructure required by the Fire Station Alert System and Dual Cellular Network Connectivity.
- ❑ Adds 1.0 Automotive Equipment Specialist position, offset by the elimination of 1.0 Fire Captain position, to reorganize the Apparatus program and deletes 3.0 vacant relief Fire Engineer positions, offset by an increase to overtime, and deletes 1.0 vacant Staff Specialist position in the Bureau of Field Operations.
- ❑ Continues 1.0 Senior Analyst through June 30, 2021 in the Office of Emergency Management (OEM) and additional one-time non-personal/equipment funding to sustain management of the Community Emergency Response Team and deliver an additional 12 classes throughout the City.
- ❑ Continues Urban Areas Security Initiative Grant funding for 4.0 Executive Analyst I/II positions through June 30, 2021 in the OEM to allow for continued work on community resource planning, development of a Mass Care Plan, coordination of the Emergency Alert and Warning services, and preparation and readiness of the primary, alternate, and mobile Emergency Operations Centers.
- ❑ Continues 5.0 positions for the Police Department's Public Records staffing on a one-time basis.
- ❑ Creates a new Special Victims Unit within Police Department facilitating an internal reorganization of the Sexual Assaults Investigative Unit to more effectively prioritize response to sexual assault.
- ❑ Eliminates 10.0 vacant Community Service Officer (CSO) positions and adds 5.0 CSO positions through June 30, 2022.
- ❑ Reduces Police's non-personal/equipment budget by \$542,000 to reflect various department-wide cost-saving and efficiency measures.



City Service Area Public Safety BUDGET SUMMARY

City Service Area Budget Summary**

	2018-2019 Actuals **	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Adopted
Dollars by Core Service *				
<i>Office of the City Manager</i>				
City-Wide Emergency Management	2,162,766	6,001,483	2,088,568	6,561,908
<i>Fire Department</i>				
Strategic Support - Other - Public Safety	14,910,003	15,146,543	13,181,050	16,896,920
Strategic Support - Public Safety	5,274,913	7,404,742	6,534,343	6,997,088
Emergency Response	205,872,008	219,872,333	233,032,003	229,631,425
Fire Prevention	6,259,506	7,152,500	7,689,509	7,295,271
City-Wide Emergency Management	1,834	0	0	0
<i>Independent Police Auditor's Office</i>				
Independent Police Oversight	1,196,335	1,317,667	1,215,395	1,368,191
Strategic Support - Other - Public Safety	94,774	3,000	2,178	152,366
Strategic Support - Public Safety	37,876	136,375	114,461	113,481
<i>Police Department</i>				
Strategic Support - Other - Public Safety	18,126,927	17,431,967	12,462,984	15,837,057
Strategic Support - Public Safety	55,658,635	50,823,460	54,321,000	60,018,841
Crime Prevention and Community Education	6,581,536	7,467,502	7,138,018	7,092,256
Investigative Services	72,612,597	78,807,788	88,956,501	88,465,656
Regulatory Services	4,911,563	4,700,216	4,741,986	4,763,504
Respond To Calls For Service and Patrol Support	271,097,817	305,235,817	299,142,431	295,352,878
Total CSA	\$664,799,090	\$721,501,393	\$730,620,427	\$740,546,842
 Authorized Positions	 2,498.72	 2,530.24	 2,521.64	 2,530.65

* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The positions displayed in the 2018-2019 Actuals column reflect those included in the 2018-2019 Adopted Budget. 2018-2019 Actuals may not subtotal due to rounding.

City Service Area Public Safety OVERVIEW

Service Delivery Accomplishments

- The Fire Department has successfully met the County of Santa Clara Emergency Medical Services (EMS) Response time requirements for 27 consecutive months, from April 2018 to June 2020.
- City Manager’s Office of Emergency Management improved readiness to emergencies by updating plans; responding to the Public Safety Power Shutoffs and COVID-19; providing Community Emergency Response Team trainings to over 326 graduates; conducting a Seismic UnConference with partner agencies; and training staff of the Emergency Operations Center prior to the emergencies.
- To increase opportunities for community engagement, the IPA launched a new text-messaging system and website (<https://sjipaengage.com>) to gather citizen feedback about the police, display that feedback in interactive charts, and to take complaints.
- For Priority One calls (present or imminent danger to life or major damage/loss of property), the Police Department responded on average in 7.01 minutes in 2019-2020.



Service Delivery Environment

- A major contributing factor to the overall effectiveness and efficiency of the Police and Fire Departments in recent years has been the increased use of data analytics to analyze existing business processes and change emergency response strategies.
- The engagement of volunteers to augment the talents of staff in response to emergencies has provided an opportunity for the public to take on more responsibility for preparedness and to assist in a major event.

CSA Priorities/Key Services

- Continue providing high-quality fire suppression, rescue, emergency medical, and other related public-assistance services.
- Continue projects that support the integration of volunteer resources, improve support for our most vulnerable populations, and address the direct needs of the public following a disaster.
- Continue to provide civilian oversight of the Police misconduct complaint process to ensure its fairness, thoroughness, and objectivity.
- Continue to maintain the safety of residents throughout the City by keeping crime rates down, reducing and investigating crimes, and maintaining a vibrant, safe community.
- Continue to provide quality Police response to calls for service and maintain visible patrol throughout the City.

Part 1 Crimes Index by Calendar Year					
Offense	2019	2018	Year over Year % Change	5 Year Average	2019 to 5 Year % Change
Criminal Homicide	32	28	14.3%	33.8	-5.3%
Rape	671	615	9.1%	536.6	25.0%
Robbery	1,339	1,593	-15.9%	1,332.4	0.5%
Aggravated Assault	2,517	2,208	14.0%	2,192.8	14.8%
Burglary	4,114	4,539	-9.4%	4,347.0	-5.4%
Theft	14,924	13,510	10.5%	13,537.4	10.2%
Motor Vehicle					
Theft	6,126	7,704	-20.5%	7,320.4	-16.3%
Arson	135	121	11.6%	131.8	2.4%
Totals	29,858	30,318	-1.5%	29,432	1.4%

City Service Area Public Safety OVERVIEW

Budget Dollars at Work: Performance Goals

The Public Safety CSA encompasses City services focusing on crime, fire, emergency medical, hazardous, and disaster-related needs of the San José community. The CSA partners continuously evaluate public safety data to assess operational changes necessary to resolve crime, medical, or fire-related situations successfully. Despite the challenges of limited staff and increased demand for service, the CSA is engaged in an ongoing effort to organize and analyze data in the development of resource deployment strategies.

OUTCOME 1: THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSÉ

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Achieve safe neighborhoods throughout the City	1. % change in incidents of selected crime types (change in # of incidents)					
	- Gang Related Incidents	-8.1%	0% change	-10.5%	0% change	0% change
	- Domestic Violence	0.9%	0% change	5.5%	0% change	0% change
	- Residential Burglaries	0.6%	0% change	-14.2%	0% change	0% change
	- Strong-Arm Robbery	9.8%	0% change	-7.1%	0% change	0% change
	- Sexual Assault	19.4%	0% change	14.6%	0% change	0% change
	- Traffic Accidents	0.5%	0% change	2.0%	0% change	0% change
	- Fire Arson	12.6%	0% change	40.2%	0% change	0% change
	2. % of residents surveyed who perceive themselves to be "Safe" or "Very Safe" walking during the day/night					
	- in their neighborhood	76% / 50%	90% / 70%	N/A ¹	90% / 70%	90% / 70%
- in the City park closest to residence	68% / 34%	85% / 45%	N/A ¹	85% / 45%	85% / 45%	
- in the Downtown area	50% / 27%	85% / 45%	N/A ¹	85% / 45%	85% / 45%	

¹ Data for this measure is collected through the biennial City-Wide Community Survey. The next community survey will be conducted in summer 2021, and those results will be reported in the 2021-2022 Adopted Budget.

City Service Area Public Safety OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSÉ

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Maintain/Reduce response times	1. % of time the initial responding Fire unit arrives within eight minutes after 9-1-1 call is received (Priority One)	74%	80%	75%	80%	80%
	2. % of time first dispatched Police unit arrives within six minutes to Priority One calls (life threatening) (dispatch to arrival)	52%	70%	56%	70%	70%
	3. % of time the initial responding Fire unit arrives within thirteen minutes to Priority Two calls (no lights & siren)	92%	80%	92%	80%	80%
	4. % of time first dispatched Police unit arrives within eleven minutes to Priority Two calls (crime in progress or just occurred) (dispatch to arrival)	46%	70%	44%	70%	70%
Increase investigative & inspection efforts (Police Investigations)	1. Clearance Rates of Part 1 crimes (# cleared/ total cases)					
	- Homicide	75.0% (24/32)	N/A ¹	78.9% (30/38)	N/A ¹	N/A ¹
	- Rape	8.5% (57/669)	N/A ¹	10.6% (66/622)	N/A ¹	N/A ¹
	- Robbery	33.9% (498/1,470)	N/A ¹	37.3% (496/1,330)	N/A ¹	N/A ¹
	- Aggravated Assault	39.6% (964/2,435)	N/A ¹	39.1% (974/2,488)	N/A ¹	N/A ¹
	- Burglary	6.5% (282/4,338)	N/A ¹	7.4% (302/4,104)	N/A ¹	N/A ¹
	- Larceny	7.5% (1,074/14,314)	N/A ¹	7.8% (1,136/14,544)	N/A ¹	N/A ¹
	- Vehicle Theft	7.0% (461/6,568)	N/A ¹	8.7% (548/6,322)	N/A ¹	N/A ¹
	- Overall	11.3% (3,360/29,826)	N/A ¹	12.1% (3,552/29,448)	N/A ¹	N/A ¹

¹ The Police Department's goal is to improve clearance rates. Leveraging a new records management system, work is underway to review clearance rate methodology and targeting. Targets for Part 1 crimes are anticipated for inclusion in the 2021-2022 Proposed Operating Budget.

City Service Area Public Safety OVERVIEW

Budget Dollars at Work: Performance Goals

Residents are a critical link to community disaster preparedness in areas where first response may be several minutes away, requiring some self-reliance at the neighborhood level. The goal of crime, fire, and life safety education is to provide awareness and informational services to the community through multiple programs, including Police oversight, Police Volunteer Program, Neighborhood Watch, and Community Emergency Response Team (CERT) program.

OUTCOME 2: RESIDENTS SHARE THE RESPONSIBILITY FOR PUBLIC SAFETY

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Increase public education & awareness through a variety of community services and education programs	1. % of San José households with demonstrated emergency preparedness action plan					
	-Have three gallons of bottled water per person per household	N/A ¹	65%	N/A ¹	65%	65%
	-Have three day supply of medicine	N/A ¹	75%	N/A ¹	75%	75%
	-Have designated an outside of area contact person	N/A ¹	70%	N/A ¹	70%	70%
Empower residents to respond appropriately to emergencies and disasters ²	1. # of residents receiving Office of Emergency Management Training annually	2,083	2,000	1,250	1,500	1,250
Explore and secure alternate funding to supplement public safety responsiveness and resources	1. % of grants awarded					
	- Fire Department	83%	100%	50%	100%	100%
	- Office of Emergency Management	56%	75%	100%	83%	100%
	- Police Department	100%	100%	93%	100%	100%
	2. Dollar value of grants awarded					
	- Fire Department	\$247,746	\$3.0 million	\$61,188 ³	\$5.2 million	\$1.0 million
- Office of Emergency Management	\$1,084,816	\$350,000	\$584,049	\$785,000	\$2.0 million	
- Police Department	\$7.7million	\$4.8 million	\$5.7million	\$6.0 million	\$6.0 million	

¹ Data for this measure is not available since the question to collect the data was removed from the biennial City-Wide Community Survey. Survey questions were removed in an effort to streamline the survey to improve effectiveness and participation. A reevaluation of the entire set of survey questions will be conducted, and any corresponding performance measure changes will be reported in a future budget document.

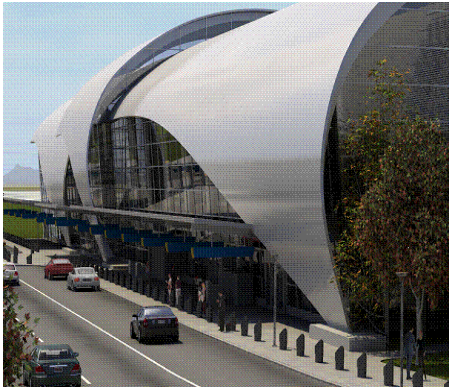
² COVID-19 response reduced the number of classes in 2019-2020 and will impact possible 2020-2021 courses.

³ 2019-2020 estimate is lower than originally anticipated due to being awarded only two of four grants applied for. In addition, the \$416,936 for one of the grants were returned for the Dual Cellular Network Connectivity project since this funding was already budgeted through FirstNet project.

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City Service Area

Transportation and Aviation Services



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

Primary Partners

Airport
Transportation

CSA OUTCOMES

- Provide Safe and Secure Transportation Systems
- Provide Viable Transportation Choices that Promote a Strong Economy
- Travelers Have a Positive, Reliable, and Efficient Experience
- Preserve and Improve Transportation Assets and Facilities
- Provide a Transportation System that Enhances Community Livability

City Service Area Transportation and Aviation Services SERVICE DELIVERY FRAMEWORK

CITY SERVICE AREA
A cross-departmental collection of core services that form one of the City's 6 key "lines of business"

MISSION STATEMENT
Why the CSA exists

Transportation & Aviation Services CSA

Mission:

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



CSA OUTCOMES
The high level results of service delivery sought by the CSA partners

Outcomes:

- Preserve and Improve Transportation Assets and Facilities
- Provide a Transportation System that Enhances Community Livability
- Provide Safe and Secure Transportation Systems
- Provide Viable Transportation Choices that Promote a Strong Economy
- Travelers Have a Positive, Reliable, and Efficient Experience



PRIMARY PARTNERS
Departments with Core Services that contribute to achievement of CSA Outcomes

CORE SERVICES
Primary deliverables of the organization

Airport Department

Core Services:

Airport Business Development

Airport Facilities

Airport Operations

Transportation Department

Core Services:

Parking Services

Pavement Maintenance

Street Landscape Maintenance

Traffic Maintenance

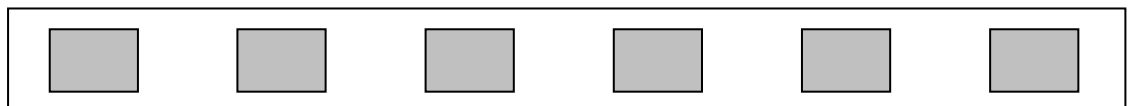
Transportation Planning and Project Delivery

Transportation Safety and Operations

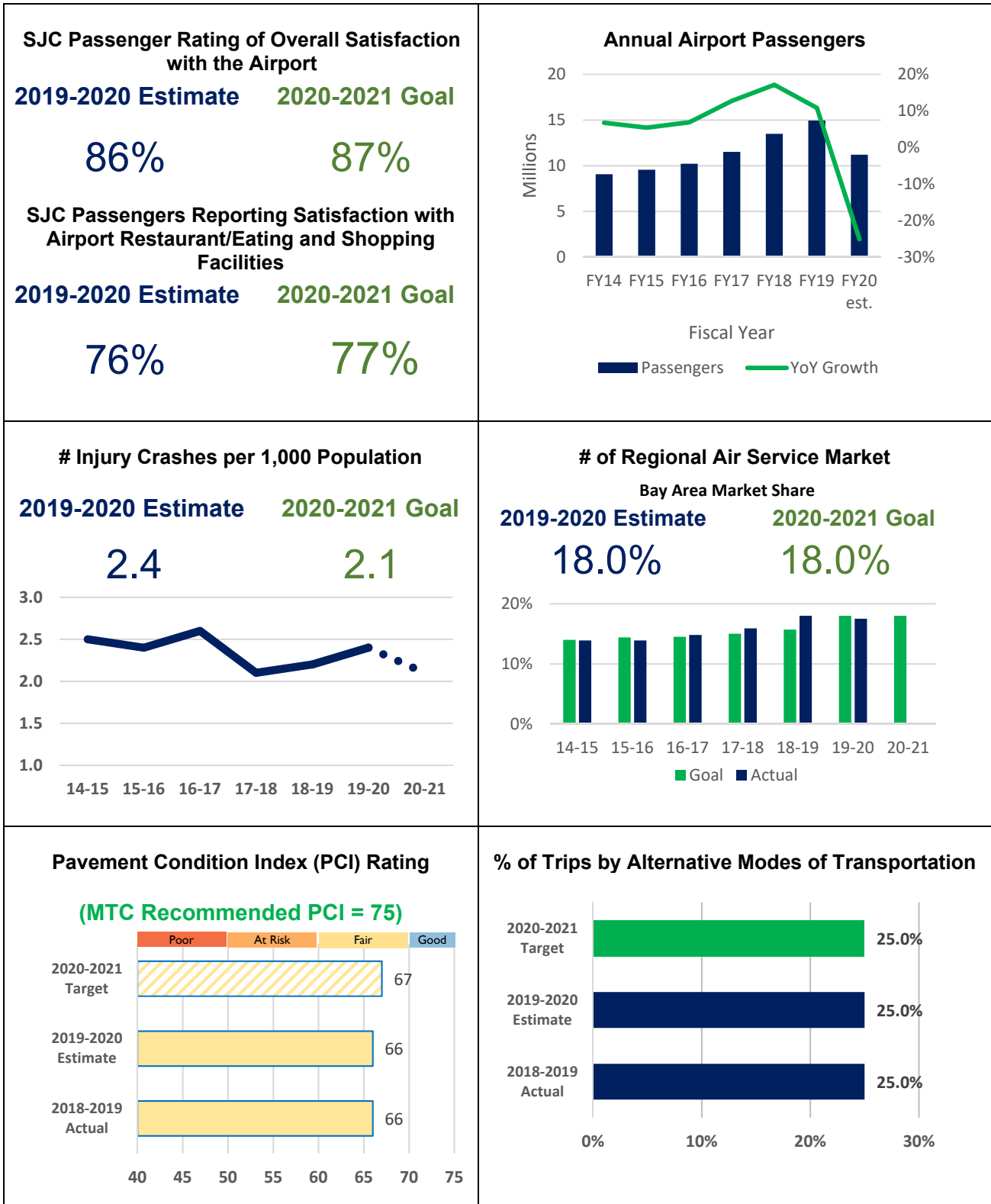
PROGRAMS
Elements of Core Services; the "front-line" of service delivery



STRATEGIC SUPPORT
Organization-wide guidance and support to enable direct service delivery



City Service Area Transportation and Aviation Services DASHBOARD



City Service Area
Transportation and Aviation Services
BUDGET SUMMARY

Expected 2020-2021 Service Delivery

- Provide a safe, efficient, and well-maintained transportation system for the traveling public.
- Maintain and operate public on-street and off-street parking facilities and encourage compliance of posted regulations.
- Plan, build and encourage use of multi-modal transportation options.
- Maintain Airport safety and security compliance.
- Provide suitable levels of customer service.
- Rebuild passenger service.

2020-2021 Key Budget Actions

- General Fund balancing actions include reductions to the Streetlight Maintenance and Neighborhood Traffic Management Programs, as well as partially funding Roadway Marking Maintenance with eligible Pavement Maintenance funding in the Traffic Capital Improvement Program.
- Continues the Beautify San José Street Landscape Maintenance Program, the Contract Vehicle Abatement Services Program, and funding for Our City Forest leases through June 30, 2021.
- Creates a new Vision Zero "Quick Build" Project Delivery Team by adding 1.0 Associate Engineer and 1.0 Engineer I/II positions (both limit-dated through June 30, 2021) and converting 1.0 Engineer I/II position to 1.0 Associate Engineer position to focus on quick build projects where paint and plastic can be used to change roadway geometry at intersections and along corridors to reduce severe injuries and fatalities.
- Extends 1.0 Associate Transportation Specialist position through June 30, 2021, to deliver Climate Smart program services as part of the Bloomberg-funded American Climate Cities Challenge (ACCC) plans and projects, including developing the Electric Mobility Strategy, measuring performance of sustainability efforts and developing reports, community outreach efforts and pilots as it relates to electric vehicles, and Encourage New Mobility Options effort of the work plan.
- Technology infrastructure improvements to support efficient and effective operation of Airport enterprise.
- Community engagement and sustainability programs to improve customer communication and experiences as well as reducing the environmental impact of Airport operations.
- Eliminates 6.0 vacant positions including 1.0 Air Conditioning Mechanic, 1.0 Building Maintenance Superintendent, 1.0 Electrician, 1.0 Maintenance Worker II, 1.0 Painter, and 1.0 Senior Electrician. While passenger levels have dropped in response to travel restrictions on all but nonessential travel, the building maintenance needs throughout the Airport campus can be maintained with current staffing levels.
- Eliminates 2.5 vacant positions including 1.0 Airport Operations Superintendent I, 1.0 Senior Airport Operations Specialist I, and 0.50 Office Specialist II PT and a total of \$2.3 million of ongoing non-personal/equipment funding. The reduction in travelers means fewer demands on the facility. Contractual services funding for shuttle bus ground boarding (\$699,000), funding to cover passenger shuttle bus lease and maintenance costs (\$638,000), and funding for overtime hours for Customs and Border Protection staff (\$1.0 million) are eliminated.

**City Service Area
Transportation and Aviation Services
BUDGET SUMMARY**

City Service Area Budget Summary**

	2018-2019 Actuals **	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Adopted
Dollars by Core Service *				
<i>Airport Department</i>				
Strategic Support - Other - Transportation & Aviation	133,009,198	106,178,631	106,438,291	102,827,504
Strategic Support - Transportation & Aviation	17,387,614	15,515,232	16,792,163	14,875,266
Airport Facilities	101,672,061	33,563,608	35,717,542	34,383,620
Airport Operations	31,380,700	31,983,869	36,394,928	33,243,758
Airport Business Development	3,074,833	3,184,195	3,070,055	3,288,158
<i>Transportation Department</i>				
Street Landscape Maintenance	17,092,020	18,869,574	16,336,696	19,529,696
Parking Services	19,264,872	20,203,797	19,824,090	20,670,526
Pavement Maintenance	39,543,000	9,601,534	9,518,811	9,356,313
Traffic Maintenance	15,243,597	15,589,093	15,358,872	15,268,588
Transportation Safety and Operations	14,394,443	12,726,394	12,804,414	11,280,959
Transportation Planning and Project Delivery	18,943,042	7,450,854	7,530,995	7,941,977
Strategic Support - Other - Transportation & Aviation	13,284,059	11,932,665	11,811,657	13,293,912
Strategic Support - Transportation & Aviation	3,151,122	2,570,967	2,908,581	2,963,760
Total CSA	\$427,440,562	\$289,370,413	\$294,507,095	\$288,924,037
 Authorized Positions	 533.04	 567.04	 564.54	 555.14

* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The positions displayed in the 2018-2019 Actuals column reflect those included in the 2018-2019 Adopted Budget. 2018-2019 Actuals may not subtotal due to rounding.

City Service Area

Transportation and Aviation Services

OVERVIEW

Service Delivery Accomplishments

- The Department of Transportation (DOT) completed over 39 traffic safety and traffic calming projects. In addition, over 36,500 children, 4,100 adults, 2,000 seniors, and 360 people experiencing homelessness received traffic safety education at a variety of special events.
- During the 2019 construction season, the Pavement Maintenance Program performed maintenance on an all-time high of nearly 290 miles of the 2,424-mile street network, installed over 2,400 ADA curb ramps, and, in partnership with San Jose's multimodal programs, completed 33 miles of new and enhanced bikeways.
- 15.7 million Airport passengers served and 404 commercial landings and takeoffs per day in Calendar Year 2019.
- New Environmental Impact Report and Airport Master Plan amendment, approved by City Council on April 28, 2020, provides an updated long-term development plan for the Airport to adequately accommodate projected aviation demand.

Service Delivery Environment

- The Vision Zero Action Plan, which was approved by City Council in February 2020, outlines strategies to be delivered in the next 4-6 years to drastically improve safety on our roadways, including the design and construction of quick build projects on approximately 11 miles of the City's Priority Safety Corridors.
- Financial impacts from the COVID-19 pandemic continues to be evaluated. Two critical funding sources for DOT, the General Purpose Parking Fund and the Construction Excise Tax Fund, have been severely affected with additional impacts expected to Pavement Program revenue sources.
- COVID-19 pandemic environment is volatile, unprecedented, and challenging for the Aviation industry.

CSA Priorities/Key Services

- Safe Streets for All Modes of Travel
- Balanced Transportation and Convenient Mobility
- Deliver safe and secure environment for employees, tenants, passengers, contractors and all that do business at the Airport
- Work collaboratively with Airport tenants to manage negative economic impacts resulting from the COVID-19 pandemic to achieve long-term stability
- Rebuild passenger traffic once public health conditions improve

City Service Area Transportation and Aviation Services OVERVIEW

Budget Dollars at Work: Performance Goals

The TAS CSA facilitates the movement of people and goods in a manner that both strengthens the economy and enhances the quality of life for San José residents. TAS is responsible for a wide range of services, operations, and infrastructure that support other City Service Areas, chiefly Community and Economic Development and Public Safety.

OUTCOME 1: PROVIDE SAFE AND SECURE TRANSPORTATION SYSTEMS

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimated	2020-2021 Target	5-Year Goal
Improve Surface Transportation System Safety	1. % of residents rating traffic conditions as safe while:					
	Driving	63%	82%	82%	82%	83%
	Bicycling	30%	50%	50%	48%	60%
	Walking	53%	75%	75%	75%	81%
	2. # of injury crashes per 1,000 population	2.2	2.1	2.4	2.1	2.0
	3. # of pedestrian and bicycle-related injury crashes per 1,000 population ¹	0.46	0.44	0.54	0.44	0.40
Achieve Safe and Secure Air Transportation System and Infrastructure	1. Pass Annual Federal Aviation Regulation FAR 139 inspection with no discrepancies identified	0% ²	100%	100%	100%	100%

¹ Pedestrian and bicycle related injury crashes includes scooters.

² FAA Letter of Compliance identified two discrepancies noted during the annual inspection.

City Service Area Transportation and Aviation Services OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 2: PROVIDE VIABLE TRANSPORTATION CHOICES THAT PROMOTE A STRONG ECONOMY

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimated	2020-2021 Target	5-Year Goal
Facilitate Completion of Planned Local and Regional Transportation System	1. % of planned roadway network changes in the Envision San José 2040 General Plan complete	NA ¹	65%	65%	65%	72%
	2. % of planned bikeway network complete	87%	89%	100% ²	NA ²	NA ²
	3. % of residents rating the City service in providing bike lanes and paths as good or better	59%	60%	60%	60%	70%
Expand Use of Alternate Commute Options	1. % of trips by alternative modes of transportation	25%	25%	25%	25%	30%
	2. % reduction in citywide daily vehicle-miles traveled per service population from the 2018 level	4.2%	4.2%	4.2%	4.2%	10.1%
Meet Communities' Needs for Air Service Destinations and Frequencies	1. SJC Passenger rating of overall satisfaction with the Airport	87%	87%	86%	87%	87%
	2. % of regional air service market	17.4%	18.0%	17.5%	18.0%	18.0%
Cost to Airlines of Operating at the Airport is Competitive with other Airports in the Region	1. Airline cost per enplaned passenger	\$8.21	\$11.54	\$18.84 ³	\$25.45 ³	\$20.00

¹ A new measure has been identified to serve as an indicator on progress towards the Envision San José 2040 General Plan's vision of the City's transportation network. Because this is a new measure as of 2019-2020, a 2018-2019 Actual was not included.

² The current 2020 bike plan is now complete. The upcoming 2025 bike plan is still in draft form and is scheduled to go to City Council in August 2020.

³ The 2019-2020 Estimate and 2020-2021 Target reflect the impacts of the COVID-19 pandemic and contraction in air travel.

**City Service Area
Transportation and Aviation Services
OVERVIEW**

Budget Dollars at Work: Performance Goals

OUTCOME 3: TRAVELERS HAVE A POSITIVE, RELIABLE, AND EFFICIENT EXPERIENCE

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimated	2020-2021 Target	5-Year Goal
Passengers Have a Positive Experience When Using the Airport	1. SJC passengers reporting satisfaction of Airport restaurant/eating and shopping facilities	77%	77%	76%	77%	77%
Improve Traffic Flow on Major Streets	1. % of residents rating commute traffic flow on city streets as "acceptable" or better	46%	50%	46%	55%	60%
Facilitate Efficient Operations of the Regional Freeway System	1. % of residents rating commute traffic flow on freeways and expressways as "acceptable" or better	27%	30%	53%	30%	35%
Enhance Access to Major Activity Centers and Events	1. % of customers rating access to major activity centers as "easy"					
	Downtown	N/A ¹	N/A ¹	N/A ¹	N/A ¹	N/A ¹
	Airport	N/A ¹	N/A ¹	N/A ¹	N/A ¹	N/A ¹
	SAP Center at San José	N/A ¹	N/A ¹	N/A ¹	N/A ¹	N/A ¹
	Regional Shopping Centers	N/A ¹	N/A ¹	N/A ¹	N/A ¹	N/A ¹

¹ Data for this measure is not available since the question to collect the data was removed from the biennial City-Wide Community Survey. Survey questions were removed in an effort to streamline the survey to improve effectiveness and participation. A reevaluation of the entire set of survey questions will be conducted, and any corresponding performance measure changes will be reported in a future budget document.

City Service Area Transportation and Aviation Services OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 4: PRESERVE AND IMPROVE TRANSPORTATION ASSETS AND FACILITIES

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimated	2020-2021 Target	5-Year Goal
Maintain Pavement Surfaces in Good Condition	1. % of residents rating "neighborhood" streets in "Excellent" or "Good" condition	41%	52%	41%	54%	60%
	2. % of streets rated in "good" or better condition (70 or greater on a 1-100 scale)					
	Major Streets	68%	72%	68%	72%	80%
	Local/Residential Streets	35%	37%	35%	39%	63%
Maintain Traffic Devices in Good Condition	3. City average Pavement Condition Index (PCI) rating (Metropolitan Transportation Commission recommended condition level is 75)	66	67	66	67	70
	1. % of traffic signals, signs, and markings in "good" or better condition (visible and functioning properly)	54%	58%	54%	58%	58%
Preserve and Enhance Neighborhood Streetscape	1. % of residents rating streetscapes in "good" or better condition (includes: sidewalks, street lights, landscaping, and trees)	41%	62%	41%	62%	65%
	2. % of residents rating adequacy of street lighting as "good" or better	51%	61%	51%	63%	70%

OUTCOME 5: PROVIDE A TRANSPORTATION SYSTEM THAT ENHANCES COMMUNITY LIVABILITY

Strategic Goals	CSA Performance Measures	2018-2019 Actual	2019-2020 Target	2019-2020 Estimated	2020-2021 Target	5-Year Goal
Provide Neighborhood-Friendly Traffic Operations	1. % of residents rating traffic impacts in their neighborhood as "acceptable" or better	65%	74%	65%	75%	80%

City Service Area *Strategic Support*



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

Primary Partners

Finance
Human Resources
Information
Technology
Public Works

CSA OUTCOMES

- Sound Fiscal Management that Facilitates Meeting the Needs of the Community
- A High Performing Workforce that is Committed to Exceeding Internal and External Customer Expectations
- Effective Use of Technology
- Safe and Functional Public Infrastructure, Facilities, and Equipment

City Service Area Strategic Support SERVICE DELIVERY FRAMEWORK

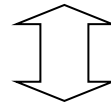
CITY SERVICE AREA
A cross-departmental collection of core services that form one of the City's six (6) key "lines of business"

MISSION STATEMENT
Why the CSA exists

Strategic Support CSA

Mission:

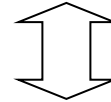
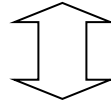
To effectively develop, manage, and safeguard the City's fiscal, physical, technological, and human resources to enable and enhance the delivery of City services and projects



CSA OUTCOMES
The high level results of service delivery sought by the CSA partners

Outcomes:

- Sound Fiscal Management that Facilitates Meeting the Needs of the Community
- A High Performing Workforce that is Committed to Exceeding Internal and External Customer Expectations
- Effective Use of Technology
- Safe and Functional Public Infrastructure, Facilities, and Equipment



PRIMARY PARTNERS
Departments with Core Services that contribute to achievement of CSA Outcomes

CORE SERVICES
Primary deliverables of the organization

Finance Department

Core Services:

Disbursements

Financial Reporting

Purchasing and Risk Management

Revenue Management

Treasury Management

Human Resources Department

Core Services:

Employee Benefits

Employment Services

Health and Safety

Training and Development

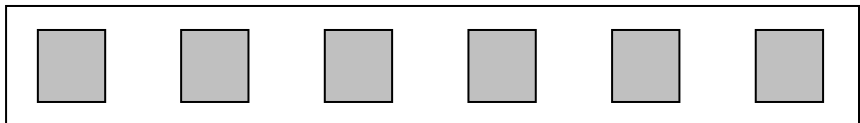
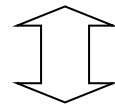
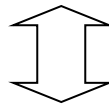
City Service Area Strategic Support SERVICE DELIVERY FRAMEWORK

PRIMARY PARTNERS
Departments with Core Services
that contribute to achievement of
CSA Outcomes

CORE SERVICES
Primary deliverables of the
organization

PROGRAMS
Elements of Core Services; the "front-
line" of service delivery

STRATEGIC SUPPORT
Organization-wide guidance and support
to enable direct service delivery

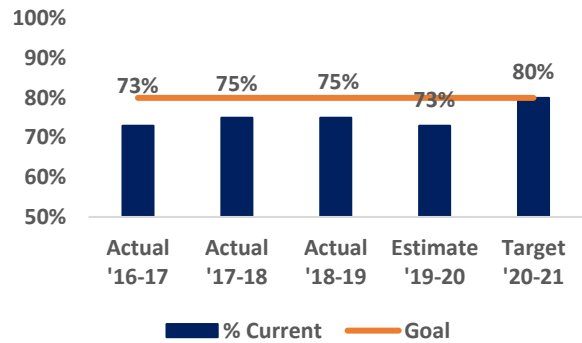


City Service Area Strategic Support DASHBOARD

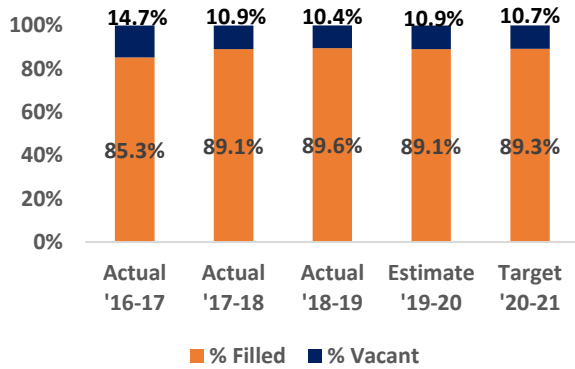
City's Bond Ratings (General Obligation Bond Rating)

	Moody's	Standard & Poor's	Fitch
Actual '15-16	Aa1	AA+	AA+
Actual '16-17	Aa1	AA+	AA+
Actual '17-18	Aa1	AA+	AA+
Actual '18-19	Aa1	AA+	AA+
Estimate '19-20	Aa1	AA+	AA+
Target '20-21	Aa1	AA+	AA+

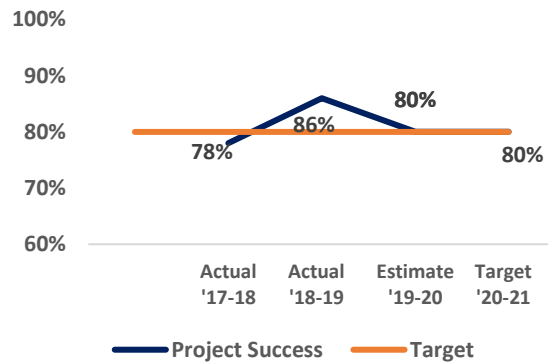
% of Non-Management Employee Performance Appraisals Completed on Schedule



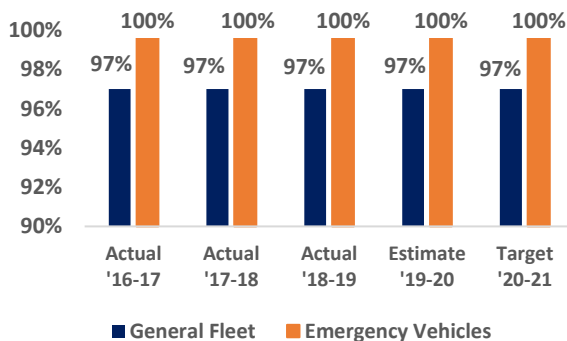
% of Positions Filled as a Total of Budgeted Positions



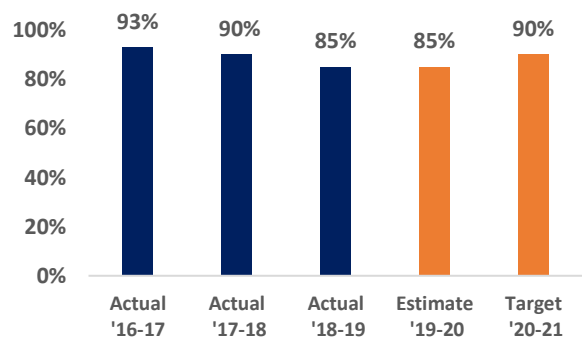
% of Information Technology Project Success Rate



% of Equipment that is Available for Use When Needed



% of Facilities with a Condition Assessment Rating of Good or Better



City Service Area Strategic Support BUDGET SUMMARY

Strategic Support

Expected 2020-2021 Service Delivery

- ❑ Ensure that the City's financial resources are protected and available to address the short-term and long-term needs of the community; accurate and timely payments to City employees and vendors; accurate and timely financial reports; and efficient business systems and processes for timely billing and collection efforts.
- ❑ Reduce vacancies, build long-term capacity through strategic pipeline programs, and build a citywide culture of Safety and Wellness.
- ❑ Maintain City facilities, equipment, and vehicles, and manage space usage; oversee the City's capital projects, ensuring on-time and on-budget delivery of facilities that meet both customers and City staff needs.
- ❑ Attain high resilience for the City's business systems. Manage cybersecurity risks, working with departments on effective controls, incident response, systems hygiene, and risk detection, resulting in clear audits and assessments and provide business systems that support municipal service goals, including: financials, human resources, payroll, budget, office productivity, records management, and collaboration platforms.



Expected 2020-2021 Key Budget Actions

- ❑ Adds 1.0 Deputy Director in Debt and Treasury, which enables the Finance Director and Assistant Finance Director to focus on Department-wide concerns, while the Deputy Director assumes the primary role of managing the day-to-day operations and functions of the Division. The Deputy Director will be involved in strategic planning and regular interaction with executive and senior level management, including the City Council and City Manager's Office.
- ❑ Adds 1.0 Supervising Environmental Services Specialist position to continue to manage the City's Building Energy Projects Program and serve as an energy advisor on other capital projects throughout the City as needed, including support of bond-funded LED conversion projects.
- ❑ Adds one-time funding of \$115,000 to implement multilingual translation in the SJ:311 mobile app and the online portal to improve equity and access in requesting non-emergency services.
- ❑ Adds one-time non-personal/equipment funding of \$100,000 to support the Talent Development Program, offset by the liquidation of a previously established reserve for this purpose.
- ❑ Reorganizes the Business Tax Customer Service Team by eliminating 5.0 Office Specialist positions and adding 1.0 Principal Office Specialist position and 3.0 Senior Office Specialist positions.
- ❑ Eliminates 1.0 vacant Products-Projects Manager position that supports project planning, implementation, and management and shifts one-time funding for Housing Department's IT Roadmap.
- ❑ Eliminates 1.0 vacant Nurse Practitioner position due to reduced Employee Health Services Workload.

City Service Area Strategic Support BUDGET SUMMARY

City Service Area Budget Summary**

	2018-2019 Actuals **	2019-2020 Adopted	2020-2021 Forecast	2020-2021 Adopted
Dollars by Core Service *				
<i>Finance Department</i>				
Strategic Support - Other - Strategic Support	77,700,611	49,688,768	50,314,865	59,643,973
Strategic Support - Strategic Support	1,663,797	2,528,165	2,318,597	2,166,272
Disbursements	2,817,935	2,898,429	2,750,065	3,059,974
Financial Reporting	2,216,232	3,111,301	2,702,074	3,123,785
Treasury Management	175,843,666	21,004,523	32,557,138	20,098,370
Revenue Management	8,170,126	7,757,721	6,965,739	7,120,904
Purchasing and Risk Management	2,777,794	4,631,365	4,746,724	4,938,010
<i>Human Resources Department</i>				
Strategic Support - Other - Strategic Support	1,161,050	1,455,999	1,345,304	1,383,250
Strategic Support - Strategic Support	1,591,400	1,840,950	1,757,744	1,744,468
Employment Services	2,902,855	3,397,839	2,997,590	2,773,622
Training and Development	285,306	958,969	428,000	533,000
Employee Benefits	90,898,140	100,485,209	100,613,126	95,427,204
Health and Safety	6,026,255	6,901,653	6,635,289	6,443,037
<i>Information Technology Department</i>				
Business Solutions	6,785,632	10,765,822	10,603,905	10,652,155
Technology Infrastructure and Operations	10,314,383	15,078,117	10,663,470	11,751,182
Customer Contact Center	1,777,177	2,121,139	2,191,491	2,292,139
Strategic Support - Other - Strategic Support	9,205	329,889	439,321	439,321
Strategic Support - Strategic Support	2,060,592	3,367,165	3,456,409	3,921,176
<i>Public Works Department</i>				
Strategic Support - Other - Strategic Support	11,805,385	44,993,085	19,215,493	43,664,056
Strategic Support - Strategic Support	17,814,444	8,670,273	9,894,828	10,068,403
Plan, Design, and Construct Public Facilities and Infrastructure	83,686,519	40,857,816	41,941,906	44,168,483
Facilities Management	29,967,469	26,384,763	26,553,724	33,809,434
Fleet and Equipment Services	26,900,154	26,654,339	28,025,440	26,053,202
Dollars by Core Service Subtotal	\$564,976,125	\$385,883,299	\$369,118,242	\$395,274,420
MAYOR, CITY COUNCIL, AND APPOINTEES	\$78,947,467	\$99,204,440	\$79,736,246	\$198,593,914
Total CSA	\$643,923,591	\$485,087,739	\$448,854,488	\$593,868,334
Authorized Positions	925.30	966.55	953.90	952.80

* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The positions displayed in the 2018-2019 Actuals column reflect those included in the 2018-2019 Adopted Budget. 2018-2019 Actuals may not subtotal due to rounding.

City Service Area Strategic Support OVERVIEW

Service Delivery Accomplishments

- Completed the Business Tax Amnesty Program; implemented the Procurement Resource Implementation Program (PRIP) including the establishment of the Procurement Prioritization Board (PPB); and issued the first series of Measure T Bonds, including refunding of all general obligation bonds totaling approximately \$500 million.
- The Learning and Development team started to re-build a City-wide Training and Development program under the City Manager's "Powered by People" initiative focusing in three areas: testing of Talent Development Courses and programs in priority areas; developing Strategic Partnerships between Local Education Systems and the City; and developing strategies to better market the City.
- Fleet Management, Facilities Management, and Radio Communications provided proactive and reactive support to critical City facilities affected by Public Safety Power Shutdown events, including fire stations, domestic water pump stations, radio towers, and community centers.
- The City of San José ranked second in the nation in the 2019 Digital Cities Awards for the City's use of technology for operational effectiveness, customer engagement, and innovation. The City also received recognition for local government technology leadership and cybersecurity leadership in the 2019 LocalSmart awards. ITD received 2 Smart 50 Awards for the Business Tax Amnesty System and the Centralized Emergency Vehicle Pre-emption (CEVP) solution. In addition, Mayor and City Council, CMO, and ITD – Team San Jose – was recognized as 2020 Top 25 Doers, Dreamers, and Drivers for innovation in public agencies.

Service Delivery Environment

- Completed an online registration portal prior to launch of the Business Tax Amnesty Program; enhanced customer payment capability through the City's Interactive Voice Response system; and implemented a new e-procurement system, Biddingo.
- Build a culture of safety by implementing a City-wide Safety Management System through the leadership of the City's Health and Safety Division; and improve the City's strategy for offering an attractive package of benefits to employees, including streamlining systems, policies, and practices to be employee-centric and efficient, and implement targeted wellness programs.
- The City's building inventory was expanded during the "decade of investment". Many of the newer facilities now are reaching the five- and ten-year thresholds, when they typically experience an increase in maintenance needs.
- Modernizing the City's technology operating environment with the 2017-2020 IT Strategic Plan – moving from >70% to <50% end of life/support and tracking for <20% end of life/support by early 2021, as well as Cybersecurity enhancements by increasing the ability to monitor and correlate data from strategic points of the network via a Virtual Security Operations Center. Further granularity in the state of security by conducting Application Assessments and providing risk mitigation based on findings.

City Service Area *Strategic Support* OVERVIEW

CSA Priorities/Key Services

- Provide compensation and payments to City employees and vendors in a timely and accurate manner; produce legally required compliance and regulatory information and financial reports; manage multi-billion-dollar debt and investment portfolios; and procure goods and services pursuant to City policies through open and competitive processes.
- Continue to reduce vacancies by evaluating, streamlining, and innovating for effective hiring practices and building long-term capacity through strategic pipeline programs.
- Maintain City-owned facilities and equipment to ensure public and employee safety and maximize the functionality of the City's assets; and provide quality capital project delivery.
- Work across City Departments to address the cybersecurity needs at all levels of the organization; advocate and contribute to raise the security baseline for all governments; and partner with City Departments to re-platform City information and communications systems onto modern and responsive technologies.

City Service Area Strategic Support OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 1: A HIGH PERFORMING WORKFORCE THAT IS COMMITTED TO EXCEEDING INTERNAL AND EXTERNAL CUSTOMER EXPECTATIONS

Strategic Goals	CSA Performance Measures	2018-2019 Actuals	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Develop and encourage supervisors and managers that support a high-performing workforce	1. % of employee performance appraisals completed on schedule	75%	80%	52% ¹	80%	98%
Attract, hire, and retain employees	1. Citywide vacancy rate	12.3%	10%	10.3%	10%	9%
Provide the necessary and required safety & health services that ensure employee health, safety and well-being	1. # of open Workers' Compensation claims	3,120	2,600	2,520	2,500	2,300
Facilitate employee engagement	1. Q12 – Question 8 (Belonging Measure): Does the Mission/Purpose of the City makes me feel my job is important?	3.97	4.00	4.03	4.03	4.50
Foster a shared vision with employees about the characteristics of a high-performing workforce	1. % of the public having contact with City employees who are satisfied or very satisfied with the ² : <ul style="list-style-type: none"> - timeliness of City employees - courtesy of City employees - competency of City employees 	64%	75%	N/A	70%	83%
		72%	75%	N/A	70%	83%
		67%	75%	N/A	70%	83%

¹ The 2019-2020 Estimate is lower than target due to the interruption of normal business operations and shift to remote work in March 2020 in response to the COVID-19 pandemic.

² Survey conducted on a biennial basis.

OUTCOME 2: SAFE AND FUNCTIONAL PUBLIC INFRASTRUCTURE, FACILITIES, AND EQUIPMENT

Strategic Goals	CSA Performance Measures	2018-2019 Actuals	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Provide well-maintained facilities that meet customer needs	1. % of facilities with a condition assessment rating of good or better (3 or better on a 5-point scale)	85%	90%	85%	90%	90%
	2. % of customers who rate facility services as good or excellent based on timeliness of response and quality of work	88%	85%	85%	85%	85%
	3. % of facility health & safety concerns mitigated within 24 hours	87%	100%	90%	100%	100%
Provide and maintain equipment that meets customer needs	1. % of equipment that is available for use when needed:					
	• Emergency Vehicles	100%	100%	100%	100%	100%
	• General Fleet	97%	97%	97%	97%	97%
	2. % of fleet in compliance with replacement cycle:					
	• Emergency Vehicles	100%	100%	100%	100%	100%
• General Fleet	87%	89%	82%	83%	85%	

City Service Area Strategic Support OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 3: EFFECTIVE USE OF TECHNOLOGY

Strategic Goals	CSA Performance Measures	2018-2019 Actuals	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Deploy technology resources effectively	1. % of customers rating services as "good" or "excellent"					
	-IT Overall	91.00%	≥80%	85%	≥80%	≥80%
	-Business Solutions	90.59%	≥80%	85%	≥80%	≥80%
	-Strategic Support	92.95%	≥80%	85%	≥80%	≥80%
	- Technology Infrastructure and Operations	89.55%	≥80%	85%	≥80%	≥80%
	-Help Desk	91.15%	≥80%	85%	≥80%	≥80%
	2. Uptime and availability					
	-Business applications	99.66%	≥99.8%	99.44%	≥99.8%	≥99.8%
	-Systems	99.97%	≥99.9%	99.97%	≥99.9%	≥99.8%
	-Network	99.50%	≥99.9%	99.89%	≥99.9%	≥99.8%
3. % of project success (schedule, cost, scope, value)	86.08%	≥80%	80%	≥80%	≥80%	

OUTCOME 4: SOUND FISCAL MANAGEMENT THAT FACILITATES MEETING THE NEEDS OF THE COMMUNITY

Strategic Goals	CSA Performance Measures	2018-2019 Actuals	2019-2020 Target	2019-2020 Estimate	2020-2021 Target	5-Year Goal
Maintain City's bond ratings ¹	1. City's bond ratings: (General Obligation Bond Rating)					
	• Moody's	Aa1	Aa1	Aa1	Aa1	Aa1
	• Standard & Poor's	AA+	AA+	AA+	AA+	AA+
	• Fitch	AA+	AA+	AA+	AA+	AA+
Improve and protect the financial management system and have it available to address short- and long-term needs	1. % of customers rating financial reporting services as good or better, based on accuracy, timeliness, and customer focused processes	TBD ²	TBD ²	TBD ²	TBD ²	TBD ²
Customers have the financial information they need to make informed decisions	1. % of customers who say they have the financial information they need to make informed decisions	TBD ²	TBD ²	TBD ²	TBD ²	TBD ²

¹ The City's general credit rating is rated Aa1/AA+/AA+ by all three leading national rating agencies. Moody's, Standard & Poor's, and Fitch, respectively. The Finance Department will continue efforts to maintain favorable bond ratings.

² Data for this measure is not available since the question to collect the data was removed from the City-Wide Community Survey. Survey questions were removed in an effort to streamline the survey to improve effectiveness and participation. A reevaluation of the entire set of survey questions will be conducted, and any corresponding performance measure changes will be reported in a future budget document.

Strategic Support

Mayor, City Council and Appointees



Mission: *The Mayor and City Council serve as the policy body that provides direction to the City Manager and all Council Appointees in the delivery of City services. Council Appointees support and advance the collective work of the City organization through leadership, communication, and coordination.*

- Mayor and City Council**
 - Office of the Mayor
 - City Council
 - Council General

- Office of the City Attorney**
 - Legal Services

- Office of the City Auditor**
 - Audit Services

- Office of the City Clerk**
 - Legislative Services

- Office of the City Manager**
 - City-Wide Emergency Management aligned to the Public Safety CSA
 - Lead and Manage the Organization

- Office of the Independent Police Auditor**
 - Core Service aligned to the Public Safety CSA

- Office of Retirement Services**
 - Retirement Plan Administration

Strategic Support
Mayor, City Council and Appointees
OVERVIEW

Mayor, City Council and Appointees

Expected 2020-2021 Service Delivery

- ❑ The Office of the Mayor provides leadership and guidance to the City Council. Using a variety of tools to engage the public, the Office of the Mayor will continue to ensure that the City's budget reflects the community's spending priorities and major initiatives of the City, including public safety, maintaining streets and roads, reducing homelessness, combatting blight, and economic development.
- ❑ The City Council will continue to exercise its power in determining policy through adoption of ordinances, resolutions, and motions, subject to the provisions of the City Charter and the State Constitution.
- ❑ The Office of the City Manager will provide strategic leadership and facilitate service delivery through executive management. The office supports the Mayor and City Council and challenges the organization to deliver high quality, cost-effective services that meet the needs of the community.
- ❑ The Office of the City Attorney will provide advice to the City, its Council, boards and commissions, and employees; will represent the same parties in all matters pertaining to their powers and duties; and will advocate, defend, and prosecute legal matters on behalf of the City.
- ❑ The Office of the City Auditor will conduct program performance audits; 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 of the City Clerk will maintain compliance with open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements as well as conduct elections for City Council, Retirement Boards, Civil Service Commission, City Charter amendments, potential issuance of bonds, and ballot measures in accordance with the City Charter and the State of California elections code.
- ❑ The Office of Retirement Services will work with the Retirement Plans' actuaries to ensure the plans have adopted and implemented the most appropriate rates, assumptions, and methodologies to remove risk from the plans, decrease volatility, and reduce intergenerational shifting of liabilities.

Strategic Support
Mayor, City Council and Appointees
OVERVIEW

2020-2021 Key Budget Actions

- ❑ Reduces ongoing funding for the Office of the Mayor by \$387,500.
- ❑ Reduces ongoing funding for each City Council Office, totaling \$631,750.
- ❑ In alignment with City Council's approval of the Mayor's June Budget Message for Fiscal Year 2020-2021, one-time funding of \$1.0 million, of which \$750,000 is allocated for personal services and \$250,000 for nonpersonal/equipment uses, was added to establish the Office of Racial Equity for the advancement of a city-wide racial equity framework that will examine and improve the City's internal policies, programs, and practices that ultimately improve outcomes for Black, Indigenous, and People of Color.
- ❑ As directed by the Mayor's March Budget Message for Fiscal Year 2020-2021, begins to stabilize the Office of Civic Innovation by adding 3.0 ongoing positions and continuing 2.0 limit-dated positions through June 30, 2022, offset by eliminating 1.0 position in the City Manager's Office.
- ❑ The Office of the City Manager eliminates 2.0 positions in the Office of Employee Relations, 1.6 positions and a portion of the overtime budget in the Budget Office, and 1.0 position in the Office of Communications. Reorganizes and eliminates 1.0 positions in the Office of Administration, Policy and Intergovernmental Relations, as well as, 1.0 administrative staff. Current work assignments will be absorbed by existing staff and there will be some reduced administrative, analytical and management capacity.
- ❑ As directed in the Mayor's March Budget Message for Fiscal Year 2020-2021, continues a 1.0 Senior Deputy City Attorney position through June 30, 2022 to support the Affordable Housing Program in the Low and Moderate-Income Housing Asset Fund in the City Attorney's Office.
- ❑ Eliminates 2.5 vacant positions (1.0 Legal Analyst II, 1.0 Legal Administrative Assistant II, and 0.5 Messenger Clerk PT) in the Office of the City Attorney. The remaining workload will be reallocated to current staff.
- ❑ Eliminates 1.0 filled Program Performance Auditor I/II position in the Office of the City Auditor, which will result in fewer performance audits.
- ❑ Eliminates 1.0 filled Office Specialist II position which will affect timeliness and responsiveness to requests to both internal and external customers in the Office of the City Clerk.

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Strategic Support

Office of the City Attorney



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

Primary Partners

Mayor and City Council
Office of the City Attorney
Office of the City Auditor
Office of the City Clerk
Office of the City Manager
Office of the Independent Police Auditor

CSA OUTCOMES

- City Business is Conducted Lawfully
- City's Interests are Protected and Advanced

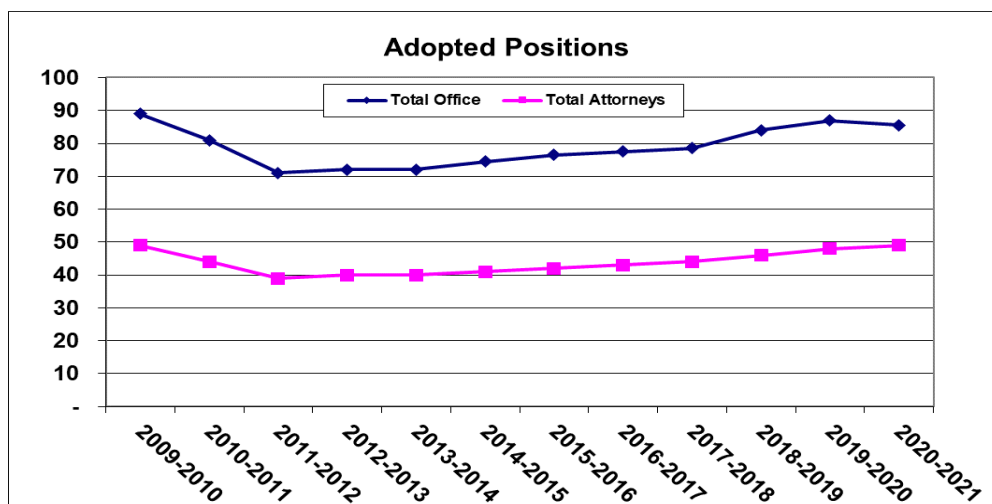
Strategic Support Office of the City Attorney OVERVIEW

Service Delivery Accomplishments

- The Office of the City Attorney effectively and economically represents and defends the City and its employees in all types of lawsuits, administrative hearings, arbitrations, appeals and criminal prosecutions. The Office also represents the City in Workers Compensation matters.
- The Office has coordinated with the Finance Department to pursue more collection cases resulting in increased revenue to the City.
- The Office of the City Attorney has successfully increased the handling of Gun Violence Restraining Orders. The Office continues to work with the Police Department and code enforcement to close unlawful and illegal businesses and to address blighted properties, recently including the use of receiverships.
- The Office has worked on a variety of matters with the Clean Energy Department to address the impacts of the PG&E Bankruptcy. In addition, the Office has assisted the Department in various filings with the California Public Utilities Commissions to address issues related to rates and procurement of energy for the City's ratepayers.
- Since the City's declaration of the local emergency related to COVID-19, attorneys working remotely, have worked with City staff to address the myriad of resulting issues and impacts, including 1) eviction moratorium and residential rent freeze ordinances, 2) agreements related to housing the unsheltered, 3) agreements related to food distribution, 4) advising on FEMA and CARES Act funding and 5) advising on the implementation of the County and State Orders.

Service Delivery Environment

- The total budget decrease may jeopardize the Office's ability to meet basic daily operational demands and involve risks that could adversely affect the City. A substantial amount of the non-personal/equipment budget is earmarked for experts and consultants that assist the Office in complex litigation and transactional matters. If the funding for these expenditures is not adequate, it may be more difficult to effectively advocate the City's position.
- Staffing has remained almost static over the last eleven years and remain lower than 2009-2010 levels. General Fund budget reduction actions will decrease Office resources to minimum levels at a time when the demand for legal services has increased. The Office is approved to have 85.5 positions in 2020-2021 compared to 89 positions in 2009-2010.



**Strategic Support
Office of the City Attorney
OVERVIEW**

Budget Dollars at Work: Performance Goals

OUTCOME 1: CITY BUSINESS IS CONDUCTED LAWFULLY

- ✓ Provide legal counsel at all City Council and Council Committee meetings and certain meetings of major boards and commissions, as necessary. The Office continues to provide staffing at all Planning Commission, Civil Service Commission, and Appeals Hearing Board Commission meetings. In addition, the Office provides legal counsel to all other Boards and Commissions.
- ✓ Prepare and review ordinances, resolutions, permits, contracts, and other legal documents.
- ✓ Perform analyses on relevant federal and state legislative actions.
- ✓ Provide oral and written legal advice and opinions.
- ✓ Provide legal services to assist City staff in identifying additional revenue sources, including analysis and implementation of revenue sources (e.g. taxes, assessments, and fees).
- ✓ Continue to provide significant construction related legal services for the various Public Works capital projects as well as implementation of the Water Pollution Control Capital Program and the Sanitary Sewer System Capital Program.
- ✓ Respond, review, and coordinate complex Public Records Act requests. Considerable resources are dedicated to increasingly complex Public Records Act requests involving electronic data.

OUTCOME 2: CITY'S INTERESTS ARE PROTECTED AND ADVANCED

- ✓ Initiate and defend lawsuits and other legal actions involving the City.
- ✓ Initiate collection actions on behalf of the City for matters where the debt is over \$5,000.
- ✓ Provide legal representation at administrative hearings.
- ✓ Prosecute select municipal code violations to address serious health and safety concerns.
- ✓ Investigate and respond to claims filed against the City.
- ✓ Conduct and coordinate confidential internal City investigations.
- ✓ Devote considerable resources to respond to increasingly complex discovery and Public Records Act requests involving electronic data.

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Strategic Support

Office of the City Auditor



Mission: *To independently assess and report on City operations and services*

Primary Partners

Mayor and City Council
Office of the City Attorney
Office of the City Auditor
Office of the City Clerk
Office of the City Manager
Office of the Independent Police Auditor
Office of Retirement Services

CSA OUTCOMES

- Identify Ways to Increase the Economy, Efficiency, Effectiveness, and Accountability of City Government
- Provide Independent, Reliable, Accurate, and Timely Information to the City Council and Other Stakeholders

Strategic Support Office of the City Auditor OVERVIEW

Service Delivery Accomplishments

- The Office of the City Auditor completed, or substantially completed, 19 audit projects or approximately 1.6 audits per auditor (Target: 1.5 audits per auditor).
- During 2019-2020, the Office identified \$9,340,942 in potential cost savings or revenue enhancements, achieving a ratio of about \$3.67 in monetary benefits to every \$1 in audit costs (Target: \$2 to \$1).
- The Office provided oversight of external financial auditors regarding the City of San José Annual Financial Audit, Single Audit, and related financial audits; the audits of the Parks and Recreation bonds, Library bonds, Public Safety bonds, and Parcel Tax funds; and the Semi-Annual Reviews for compliance with the City's Investment Policy.
- The Office followed up on over 270 open audit recommendations. Over the past ten years, departments have implemented or closed about 73 percent of all audit recommendations that improve service delivery to residents, identify operational efficiencies or cost savings, increase transparency and accountability, or improve security over City assets. About 57 percent of recommendations made in the past five years have been implemented.

Service Delivery Environment

- The City Charter provides that the Office of the City Auditor conduct performance audits to determine whether City resources are being used in an economical, effective, and efficient manner; established objectives are being met; and desired results are being achieved.
- As the City continues to look for efficiencies in service delivery, the Office will continue its focus on identifying revenues and cost-savings opportunities, and will work with the Office of the City Manager to target areas for audit that are likely to yield the most benefit and address areas identified in the City Auditor's Citywide risk assessment model.
- The Office will also continue to improve the availability and usage of audited performance data and focus audit recommendations on improving City services through better use of technology.

**Strategic Support
Office of the City Auditor
OVERVIEW**

Budget Dollars at Work: Performance Goals

OUTCOME 1: IDENTIFY WAYS TO INCREASE THE ECONOMY, EFFICIENCY, EFFECTIVENESS, AND ACCOUNTABILITY OF CITY GOVERNMENT

- ✓ Conduct performance audits, special audits, and reviews that identify ways to increase the economy, efficiency, and effectiveness of City government. The Office's 2020-2021 Audit Workplan will target City Council and other City Appointee concerns and areas identified in the City Auditor's City-Wide Risk Assessment model.
- ✓ Conduct recommendation follow-up. The Office prepares a status report of all open audit recommendations as of June 30 and December 31 each year. Through December 2019 approximately 73% of the 860 recommendations made over the last 10 years have been implemented.
- ✓ The Office looks forward to participating in the implementation of the *Smart City Vision* by improving the availability and usage of audited performance data and focusing audit recommendations on improving City services through better use of technology.

OUTCOME 2: PROVIDE INDEPENDENT, RELIABLE, ACCURATE, AND TIMELY INFORMATION TO THE CITY COUNCIL AND OTHER STAKEHOLDERS

- ✓ Prepare audit reports and memoranda that provide independent, reliable, accurate, and timely information to the City Council. The 2020-2021 Audit Workplan was approved by the City Council in August 2020.
- ✓ Provide performance reporting and enhance the display of online performance information. In December 2019, the Office published the City's twelfth *Annual Report on City Services*. The Office will continue this project in 2020-2021, and will continue to work with City staff on audit projects designed to improve the City's performance management and reporting systems as outlined in the 2009 *Performance Management and Reporting in San José: A Proposal for Improvement* report.
- ✓ Continue to improve the website. The Office's website includes copies of audit reports issued by the Office since 1985 and links to the City Council Committee archive video of the hearings where available. The Office will continue to ensure that information on the site is current and relevant.

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Strategic Support **Office of the City Clerk**



***Mission:** Provide strategic support services and leadership to maximize public access to municipal government*

Primary Partners

Mayor and City Council
Office of the City Attorney
Office of the City Auditor
Office of the City Clerk
Office of the City Manager
Office of the Independent Police Auditor
Office of Retirement Services

CSA OUTCOME

- The Municipal Legislative Process is Accessible and Open to the Community

Strategic Support Office of the City Clerk OVERVIEW

Service Delivery Accomplishments

The Office of the City Clerk continued to ensure that mandated services were provided in the most cost-effective manner. In 2019-2020, the Office:

- Conducted an election for City Councilmembers, and ballot measures; worked with proponents of initiatives in accordance with the City Charter and the State Elections Code; and maintained compliance with open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements.
- Prepared and distributed agenda packets, synopses, and action minutes of City Council, Rules and Open Government committee meetings, and posted them on the City's website. Prepared and distributed minutes for other City Council committees, and other entities, such as the Financing Authority. All 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; reviewed and executed all City contracts for administrative compliance, and made them available for review. Fulfilled requests for the City's legislative records and related public documents under provisions of the California Public Records Act. Updated and posted the Municipal Code, City Charter, and Council Policy Manual on the City's website. Indexed all documents presented to the City Council for storage and retrieval, and made available to the public.
- Provided fiscal, grant, budget, human resources, payroll, administrative, and technical support services for the Office of the Mayor, City Council Offices, and for the City's Boards, Commissions, and Committees.

Service Delivery Environment

The Office of the City Clerk continues to see heavy workload in all areas of Office operations. As the Office plans for the next five years, the overarching goal remains to enhance the use of technology to improve and expedite services. Specific examples of trends, issues, and opportunities include:

- Continued work on new Open Government policies and procedures in line with the "Open Data Policy" and recommendations from the Sunshine Reform Task Force, including disclosure requirements (calendars, outside income, and fundraising) for the Mayor and City Councilmembers.
- The need for an improved, less labor-intensive process for creating and disseminating City Council meeting agendas and memoranda, and improved technology to enhance the public's access to the City's legislative process and records.
- The increased demand for access to a wide variety of public records, including a rising community expectation for online access to candidate and committee campaign disclosure statements and lobbyist activity reports.

**Strategic Support
Office of the City Clerk
OVERVIEW**

Budget Dollars at Work: Performance Goals

OUTCOME: THE MUNICIPAL LEGISLATIVE PROCESS IS ACCESSIBLE AND OPEN TO THE COMMUNITY

The Office of the City Clerk has three strategic goals and objectives:

- ✓ Deploy technology resources effectively;
- ✓ Increase efficiency of service delivery; and
- ✓ Maintain high levels of customer service.

The Office of the City Clerk will provide the following services directly related to this outcome:

- ✓ Successfully conducting municipal elections for the City Council members and ballot measures;
- ✓ Creating and distributing agenda packets, synopses, and minutes for all City Council meetings and City Council Rules and Open Government Committee meetings; additionally, provide legislative services to all other Council Committees by writing and distributing minutes pertaining to Ordinances, Resolutions, and Charter Amendments;
- ✓ Continue to conduct virtual Council Meetings and City Board, Commissions, and Committee meetings as needed in coordination with the Office of the City Manager;
- ✓ Posting all changes to the San José Municipal Code and the City Council Policy Manual on the web; publishing and distributing hard-copy supplements;
- ✓ Creating and maintaining a legislative history of City Council, Successor Agency to the Redevelopment Agency, the Oversight Board, and related entities' actions; and indexing and filing all public records such that the records can be retrieved in a timely manner and the history is readily available;
- ✓ Conducting the recruitment, application, and selection processes for boards and commissions through the Council Appointment Advisory Commission; directing City Council interview and appointment; and facilitating the City Council's appointment of public members to the Retirement Boards and the Civil Service Commission;
- ✓ Conducting employee and retiree elections for the employee and retiree members, as applicable, of both Retirement Boards and the Civil Service Commission;
- ✓ Providing administrative support services to the Board of Fair Campaign and Political Practices, Civil Service Commission, Council Salary Setting Commission, and the Council Appointment Advisory Commission;
- ✓ Researching City Council actions and records from the adoption of the City Charter to the present;
- ✓ Providing administrative support including fiscal management, human resources administration, budgeting, grant administration, and procurements for the Mayor and City Council Offices; and
- ✓ Accepting and making available all Statements of Economic Interests, campaign finance disclosure forms, lobbyist registration and reporting forms, and all disclosures required of the Mayor and City Council members (calendars, fundraising solicitations, and outside income disclosure).

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Strategic Support **Office of the City Manager**



Mission: *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*

Primary Partners

Mayor and City Council
Office of the City Attorney
Office of the City Auditor
Office of the City Clerk
Office of the City Manager
Office of the Independent Police Auditor
Office of Retirement Services

CSA OUTCOMES

- The Community Receives Customer-Focused, Results-Driven Services
- The Mayor and Council are Effectively Supported in Making Public Policy Decisions
- Support Employees to Actively Engage With and Achieve the City's Vision

Strategic Support
Office of the City Manager
OVERVIEW

Service Delivery Accomplishments

- **Executive Leadership and City Management** provided strategic leadership to support the Mayor and City Council, advanced the City Manager's eight Enterprise Priority work plans, and provided leadership through the COVID-19 pandemic by ensuring the continuation of essential City services, providing vulnerable residents with new services, and keeping City employees safe and supported.
- **Office of Administration, Policy, and Intergovernmental Relations** processed over 800 contracts; reviewed over 700 City Council Agenda reports; assigned and tracked 85 Council Referrals; and advocated for the City at the state and federal level through six City-sponsored bills.
- **Budget Office** provided ongoing review, monitoring, analysis, forecasts, and reporting on the City's 130 Operating and Capital funds totaling \$4.7 billion with 6,647 positions, allowing for effective oversight and controls throughout the fiscal year, including rebalancing several funds in 2019-2020 and resolving significant budgetary shortfalls anticipated for 2020-2021 in response to COVID-19.
- **Communications Office** coordinated response to over 80 multi-department Public Records Act requests; rolled out the City's new website; provided support for the Emergency Operations Center activation during PG&E Public Safety Power Shutoff (PSPS) events and COVID-19; and supported the transition to virtual City Council meetings on CivicCenterTV.
- **Office of Civic Innovation** issued \$1 million in digital inclusion grants; developed city-wide digital privacy principles; launched Wi-Fi for the James Lick High School community; permitted over 1,700 4G and 5G small cells to improve broadband speed and capacity by 500%; and built food and necessities distribution to serve 3 million meals per week to COVID-19 vulnerable and at-risk residents.
- **Office of Emergency Management (OEM)** hosted an UnConference to create a community-based plan for a seismic event, planned and responded to PG&E PSPS events, and responded to COVID-19. OEM also conducted the first City Council emergency response exercise and delivered 13 CERT courses and graduated 326 participants.
- **Office of Employee Relations (OER)** negotiated agreements with International Union of Operating Engineers, Local No. 3 (OE#3), Peace Officer Park Ranger Association (POPRA), and the San José Police Officers' Association (SJPOA), convened the Retirement Stakeholder Solutions Working Group, and continued to conduct training and personnel investigations. OER also oversaw new leave entitlement programs created by federal law and redeployed hundreds of City employees in response to COVID-19.
- **Office of Immigrant Affairs (renamed to Office of Racial Equity)** delivered language access training to nearly 200 staff, facilitated the submission of 397 naturalization applications, and supported the Rapid Response Network, which has received 6,269 hotline calls from June 2017 - June 2020 and trained 1,300 volunteers who have responded 24/7 to nearly 200 alerts of immigration enforcement activity.

Strategic Support Office of the City Manager OVERVIEW

Service Delivery Environment

The City Manager's Enterprise Priorities provide a statement of the critical issues ahead: Emergency Management & Preparedness; Creating Housing & Preventing Homelessness; Safe, Vibrant, and Inclusive Neighborhoods & Public Life; Building the San José of Tomorrow - Private Development Services; the Future of Downtown; and Smart & Sustainable City: 21st Century Infrastructure. The internally focused enterprise priorities – Strategic Fiscal Positioning & Resource Deployment, and Powered by People – serve as the foundation to accomplish the other priorities, as well as, other City services.

Budget Dollars at Work: Performance Goals

This section organizes the key goals and objectives of the Office of the City Manager based on three outcomes. These priorities guide the efforts of City Service Areas (CSAs) and departments in providing services.

OUTCOME 1: THE COMMUNITY RECEIVES CUSTOMER-FOCUSED, RESULTS-DRIVEN SERVICES

- ✓ Focus on providing leadership necessary for organizational initiatives that continue to position the City as a more focused, more efficient, and more sustainable organization for the future.
- ✓ Establish the City Manager's Office of Racial Equity to advance a city-wide equity framework that will examine and improve San José's internal policies, practices and systems to eradicate structural and/or institutional racism that may exist in our City government and ultimately improve outcomes for Black, Indigenous, and People of Color.
- ✓ Implement an aggressive communication plan for community outreach, ensuring the City's diverse population has access to City Hall and critical information.
- ✓ Provide organizational improvement efforts to change the way we do business, streamline processes, increase employee empowerment, and achieve results in an environment of constant change, increasing complexity, and constrained financial resources.
- ✓ Implement police reforms and work closely with the community, community-based agencies, faith-based organizations, social justice advocates, law enforcement agencies, County, State, and federal agencies, and youth on public safety issues.
- ✓ Work with regional governance partners on Bay Area inter-agency issues.
- ✓ Pursue public-private partnerships both directly with community and corporate partners, as well as convene City departments and offices to develop more effective workforce support and development practices.
- ✓ Ensure public access to current and accurate City data that is not otherwise protected through an ongoing focus on the Open Data initiative.

Strategic Support
Office of the City Manager
OVERVIEW

Budget Dollars at Work: Performance Goals

OUTCOME 2: THE MAYOR AND CITY COUNCIL ARE EFFECTIVELY SUPPORTED IN MAKING PUBLIC POLICY DECISIONS

- ✓ Monitor the fiscal and economic environment and adjust the 2020-2021 Adopted Budget, as appropriate, to ensure adequate resources to meet approved expenditure levels.
- ✓ Bring forward balanced budgets for the General Fund and all other City funds for 2021-2022 that reflect City Council and community goals and help ensure fiscal stability.
- ✓ Provide support to the City Council in implementing fiscal sustainability and other potential ballot measures or initiatives.
- ✓ Strengthen the City-County partnership by meeting regularly with the County Executive, supporting meetings between key City and County elected officials, and focusing attention on issues of shared services between the organizations.
- ✓ Continue the City Council Initiated Policy Priority-Setting process—ensuring Council can act and drive policy recommendations to meet community needs.
- ✓ Implement streamlined approaches for agenda management, including paperless distribution and use of technology and online agenda management services.
- ✓ Provide timely City Council Referral reports and Information Memos that support the ability to monitor and pace organization workload, reevaluate priorities periodically, and focus resources strategically.
- ✓ Invest in intergovernmental relations with the key focus on advocacy for the City's needs at the regional, State, and federal levels, as well as training and coordinating with departments to make San José's voice heard.
- ✓ Provide staff expertise and support for City Council committees.

OUTCOME 3: SUPPORT EMPLOYEES TO ACTIVELY ENGAGE WITH, AND ACHIEVE, THE CITY'S VISION

- ✓ Build ongoing communication between the City Manager and employees.
- ✓ Continue to ensure San José's position as a model 21st century city by engaging the City Council on SMART City implementation, including policy, advocacy, and funding priorities.
- ✓ Make pursuing grants and partnerships a top priority given the significantly limited funding available for infrastructure and new initiatives.
- ✓ Provide strategic leadership for the organization, support the City Council, and motivate the workforce to deliver high quality services in an environment of increasing demands and limited resources.

**Strategic Support
Office of the City Manager
OVERVIEW**

Budget Dollars at Work: Performance Goals

OUTCOME 3: SUPPORT EMPLOYEES TO ACTIVELY ENGAGE WITH, AND ACHIEVE, THE CITY'S VISION

- ✓ Continue to provide the leadership and strategically target efforts to challenge the organization to continue developing innovative ways to deliver services and streamline operations to be more efficient.
- ✓ Foster constructive and professional working relationships with the City's employee labor unions.
- ✓ Invest in employees by aligning their development needs with the current and future needs of the City.
- ✓ Continue to engage the workforce through ongoing structured communication and ongoing implementation of an overarching workforce support and development strategy to effectively engage, recruit, and retain top talent.
- ✓ Work with employees to develop the organization's capacity in civic engagement and make a difference in the civic life of our community.

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Strategic Support

Office of Retirement Services



Mission: *Provide quality services in the delivery of pension and related benefits and maintain financially sound pension plans*

Primary Partners

Mayor and City Council
Office of Retirement Services
Office of the City Attorney
Office of the City Auditor
Office of the City Clerk
Office of the City Manager
Office of the Independent Police Auditor

CSA OUTCOMES

- Retirement plans are properly administered.
- Investment of assets to satisfy Retirement Plans' obligations.

Strategic Support Office of Retirement Services OVERVIEW

Service Delivery Accomplishments

- Hired a new communications consultant to assist with the Office of Retirement Services (ORS) quarterly newsletter, The Retirement Connection, the first of which was issued in January 2020.
- Completed recruitment for a new IT Manager in September 2019. Current projects include the website redesign planned to be completed by December 2020.
- Launched the new Member portal, known as MemberDirect, which provides better access to Active and Retirees' accounts.
- Completed lease negotiations for the building for another five years.
- Completed implementation of Measure F.
- Quickly implemented the Boards' decision to change the strategic asset allocation for both plans to take advantage of market opportunities amid the COVID-19 pandemic.

Service Delivery Environment

- Work with new communications consultant to develop a strategic communications plan, including incorporating the social media presence for ORS.
- Complete Requests for Proposals for legal services and for custodian bank services.
- Implement performance metrics for the Chief Executive Officer and Chief Investment Officer.
- Publish revised Tier 1 and Tier 2 Member Handbooks.
- Identify return-driven investment opportunities, balancing risk, amid the global economic impacts of the COVID-19 pandemic.

Budget Dollars at Work: Performance Goals

OUTCOME 1: RETIREMENT PLANS ARE PROPERLY ADMINISTERED

- Work with the Retirement Plans' actuaries to ensure the plans have adopted and implemented rates, assumptions, and methodologies reflective of the plans' liabilities and with appropriate contribution volatility, which seeks to mitigate the intergenerational shifting of liabilities.
- Conduct and manage approximately 100 board meetings annually to provide the information necessary to assist the board members in fulfilling their fiduciary duties.
- Provide quality customer service by working with the members to ensure excellent retirement planning and counseling through educational classes and meetings via an average of a thousand phone inquiries and seventy walk-in visits per month.
- Publish annual financial reports, which include the CAFR and the PAFR, to maintain accountability and provide fiscal transparency.

**Strategic Support
Office of Retirement Services
OVERVIEW**

Budget Dollars at Work: Performance Goals

OUTCOME 2: INVESTMENT OF ASSETS TO SATISFY PLANS' OBLIGATIONS

- Manage Retirement Plan assets in a manner which seeks to achieve long-term net returns in excess of the actuarial investment return assumption and adopted benchmarks, while maintaining a reasonable level of investment risk.
- Work with investment consultants to review and adopt asset allocations reflective of the Retirement Boards' risk tolerances; developing enhanced framework for determining appropriate level of risk.
- Monitor and evaluate performance and attribution of Retirement Plan assets to determine areas for potential improvement and focus.
- Perform in-depth due diligence on investment managers, ensuring that investment managers are performing within acceptable parameters and delivering anticipated value-add. Source and perform due diligence on prospective investment managers and retain when appropriate.
- Develop, implement, and ensure compliance with Retirement Board-adopted investment policies.

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