

PUBLIC WORKS

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

PUBLIC WORKS

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

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

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

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

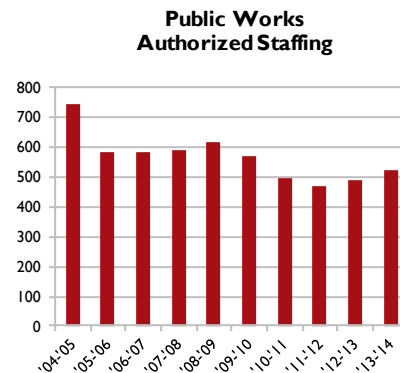
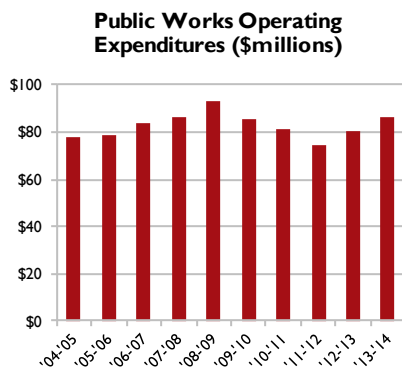
- Completing the Environmental Innovation Center
- Selecting a design/build firm for the United States Patent and Trademark Office's move to City Hall
- Finalizing an agreement with Chevron Energy Solutions to innovate and improve the City's energy usage
- Implementing a Citywide Minimum Wage plan

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

San José McEnergy Convention Center Expansion and Renovation Project

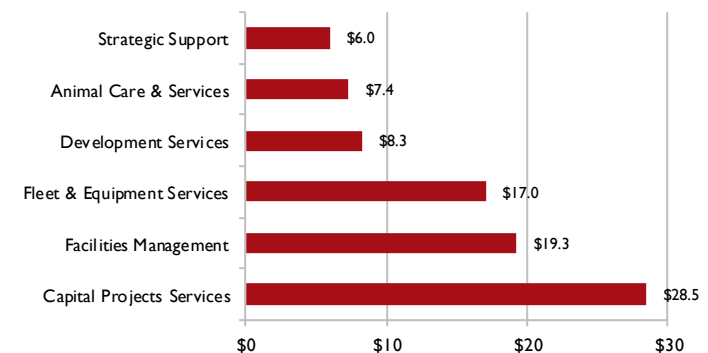


Photo courtesy of Team San Jose



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

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



CAPITAL PROJECT SERVICES

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

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

Of the projects intended for beneficial use in 2013-14, 27 of 34 projects were on schedule (79 percent compared to the 85 percent target). A project is considered on schedule when it is available for its intended use (i.e., completed street being used by vehicles, parks being utilized) within two months of the approved baseline schedule.

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

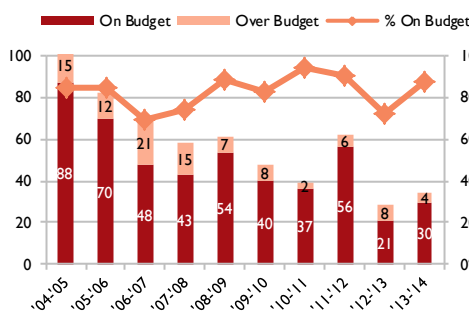
KEY FACTS (2013-14)

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

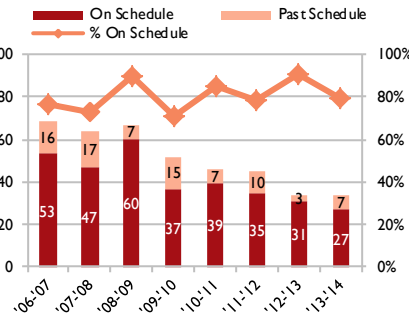
Examples of Public Construction Projects

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

"On Budget" Construction Projects - Completed within Baseline Budget



Projects Completed On Schedule



On Budget Performance, 2013-14



Buena Vista Park Expansion

On Schedule Performance, 2013-14



Commodore Park

PUBLIC WORKS

PUBLIC WORKS—DEVELOPMENT SERVICES

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

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

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

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

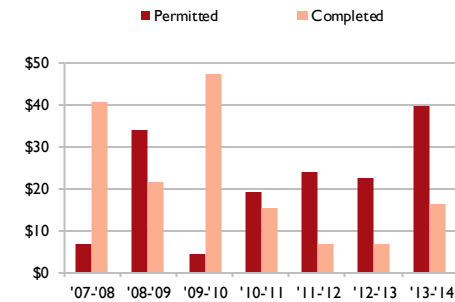
- Planning, Building & Code Enforcement Department (see *PBCE* section)
- Fire Department (see *Fire* section)
- Public Works Department

Major Projects & their Public Improvement Values, 2013-14

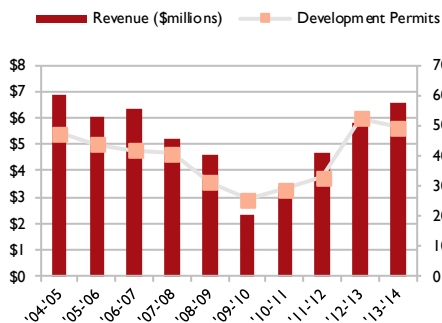
Permitted		Completed	
Market Place Phase I – Flea Market Development (242 residential units)	\$13.5 million*	Crescent Village (1,750 residential units, 11,940 sq. ft. commercial, 5 acre public park)	\$11.6 million
Almaden Ranch (400,000 sq. ft. of commercial space)	\$4.8 million	San José Regional Medical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

* Public improvement value will support future projects

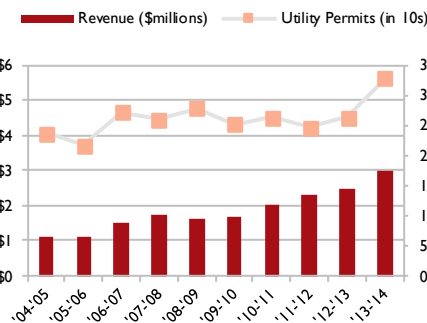
Value of Public Improvements (\$millions)



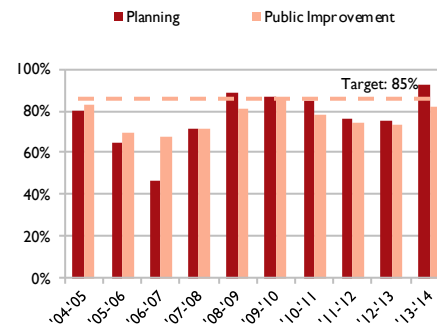
Development Revenues and Permits



Utility Revenues and Permits



Permitting Timeliness Target



Examples of Permitting Timelines*	
Planning	20 days
Public Improvement	20/30 days**
Private Street	30 days
Lateral	5 days
Grading	20 days

* Working days
** Depends on scope

FLEET & EQUIPMENT SERVICES

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

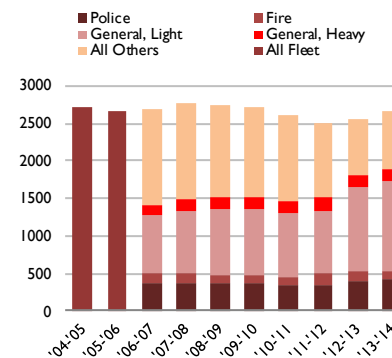
The City’s Green Vision plan set a goal that all City vehicles run on alternative fuels by 2022-23. In 2013-14, 41 percent of City vehicles ran on alternative fuels, including compressed natural gas, propane, electricity, and biodiesel.

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

KEY FACTS (2013-14)

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

City Vehicles and Equipment



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

FACILITIES MANAGEMENT

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

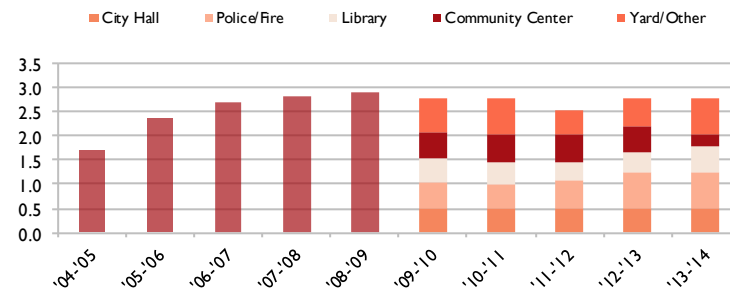
The Department completed 21,597 corrective and preventive work orders in 2013-14, 20 percent more than a year ago as a result of continued increases in funding. Out of 14,303 preventive maintenance work orders, 85 percent were completed and closed during the year.

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

KEY FACTS (2013-14)

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

Facilities Managed, by Millions of Square Feet



PUBLIC WORKS

ANIMAL CARE SERVICES

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

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

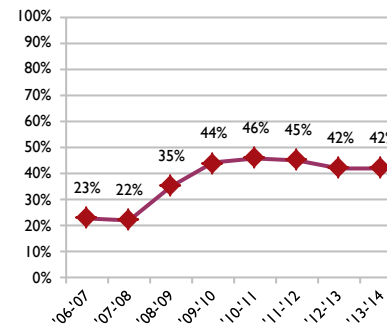
In 2013-14, the Center sheltered 16,643 domestic and 955 wild animals. Among incoming animals, 73 percent of dogs and 73 percent of cats were adopted, rescued, returned to their owner, or transferred. According to the division, the number of incoming cats has decreased as a result of the Shelter Neuter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

In 2013-14, animal service officers responded to 24,710 service calls, a 4 percent increase from the previous year. For emergency calls, such as dangerous situations or critically injured or sick animals, the time target is to respond to calls within one hour. In 2013-14, the Center met this target 96 percent of the time, the same rate as the year before.

KEY FACTS (2013-14)

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

Cost Recovery

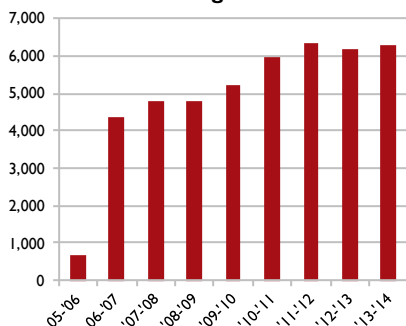


* Based on Animal Care and Services Division revenues and expenses

NATIONAL CITIZEN SURVEY™

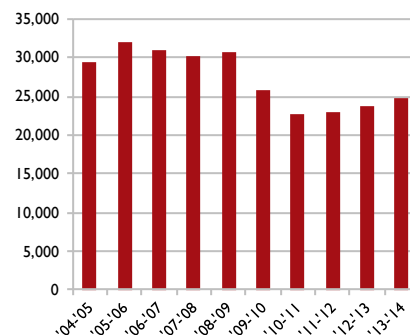
49% of residents surveyed rated San José's animal control services as "excellent" or "good".

Low-Cost Spay/Neuter Surgeries*



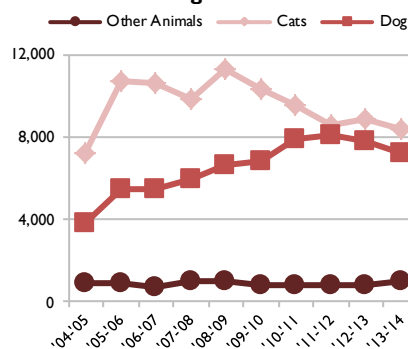
* Low-cost spay/neuter surgeries began in March 2006.

Calls for Service**



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

Incoming Shelter Animals



Percent Adopted, Rescued, Returned to Owner, or Transferred

