



Office of the City Auditor

**Report to the City Council
City of San José**

**STATUS OF OPEN AUDIT
RECOMMENDATIONS AS OF
JUNE 30, 2026**

June 2026

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Office of the City Auditor
Joe Rois, City Auditor

September 11, 2026

Honorable Mayor and City Council
City of San José
200 E. Santa Clara Street
San José, CA 95113

STATUS OF OPEN AUDIT RECOMMENDATIONS AS OF JUNE 30, 2026

RECOMMENDATION

We recommend the City Council accept the Status of Open Audit Recommendations as of June 30, 2026.

SUMMARY OF RESULTS

The City Auditor's Office reviews open audit recommendations every six months. Since the last update, City departments implemented or closed 29 recommendations from past performance audits covering various services and programs.

The Administration has implemented 90 percent of all recommendations made by the Auditor's Office over the past decade (target: 80 percent), and 80 percent of recommendations made over the past five years.

Currently, 73 recommendations remain open with 57 partly implemented.

Attached are:

- **Appendix A:** A summary table of all recommendations by report over the past ten years.
- **Appendix B:** The status of the 102 audit recommendations from our review as of June 30, 2026.¹

102 recommendations in this report

14 were issued in new reports

29 implemented / closed

73 partly or not implemented

90% of audit recommendations made over the last 10 years have been implemented or closed

¹ This report excludes the nine recommendations from the 2026 Audit of Affordable Multifamily Housing Loan Portfolio, presented to Council in August 2026. They will be included in future status reports.

Departments Implemented or Closed 29 Recommendations in the Last Six Months

Over the past six months, City departments have implemented or closed 29 recommendations.² Examples include:

- **Parks, Recreation and Neighborhood Services (PRNS):** PRNS implemented an assessment tool to screen participants for all Youth Intervention Services (YIS) programs. The tool is intended to ensure programs serve their intended populations based on their level of youth violence involvement risk. The BEST program also uses a screening assessment tool, and its strategic workplan aligns services with a tiered risk model. (*Audit of The Mayor's Gang Prevention Task Force (now the San José Youth Empowerment Alliance), 2019*)
- **Finance:** The Finance Department (Finance) implemented several procurement improvements, including using a project tracker to monitor procurement progress and developing performance measures to assess procurement activities. Finance also published an updated procurement handbook and developed purchasing templates to support City departments, and updated sections of the City Policy Manual to align with current operations and procedures. (*Audit of Procurement, 2025*)
- **Environmental Services Department (ESD):** ESD formalized standard operating procedures (SOPs) around conducting sanitary sewer flow and loading studies, as well as updated its rate development SOP to include guidelines on sewer reserve levels. ESD also updated its sewer rate web page to make information on rate calculations and frequently asked questions more accessible. (*Audit of Sewer Rates, 2026*)
- **Housing:** The Housing Department (Housing) amended several interim housing agreements, requiring grantees to monitor participants' progress towards housing plans and submit participants' housing plans to the City annually. (*Audit of Homelessness Coordination, 2025*)

Over the last decade, the City Auditor's Office has made 623 recommendations to improve City services, 90 percent of which have been implemented or closed. (See *Appendix A for a list of reports issued in the last ten years and the status of their recommendations.*)

Twelve Priority Recommendations

In June 2018, the City Council directed the Administration, in coordination with the City Auditor's Office, to identify and prioritize 12 open audit recommendations while continuing to make progress on all others. The current priority audit recommendations, categorized by intended benefit and listed with target dates, are:

² The City Auditor's Office recommends closing a recommendation when a department has not completed all elements of a recommendation, but the Office agrees that the department has made sufficient progress to address the underlying issues identified in the audit and remaining work may only have marginal additional benefits. We may also recommend closing a recommendation if it does not reflect the current operating environment because of changes to the service delivery model.

Potential Budgetary Savings / Revenue Generation

Develop a process to monitor compliance with the Police Department's current overtime approval expectations (*Police Staffing, Expenditures, and Workload Follow-Up Report, #2602-04*) – New priority added – Target date: February 2027.

In accordance with the Overtime Controls Memorandum No. 2026-008, the Police Department requires unplanned follow-up and report writing overtime to be reviewed and approved by staff's immediate supervisors during the timesheet approval process. The Department reports working on a process to ensure compliance with this requirement.

Partly
Implemented

Renegotiate the revenue sharing terms of the Integration Agreement with the Santa Clara Valley Water District (Valley Water). (*Audit of South Bay Water Recycling, #1605-04*) – Target date: December 2026 (delayed from January 2017).

Status: The City reached agreement with Valley Water to amend the revenue-sharing terms of the existing South Bay Water Recycling integration agreement. Changes to the agreement are pending completion of an Environmental Impact Report (EIR) for the development of an advanced water purification facility.

Partly
Implemented

Clarify maintenance responsibilities and the work order process at interim housing sites (*Audit of Homelessness Coordination, #2504-09*) – Target date: December 2026 (delayed from August 2026).

Status: Housing selected a contractor to provide property management services across the City's shelter portfolio. According to Housing, the contractor will provide a centralized maintenance management system, which will allow the City and site operators to submit maintenance requests and track work orders. Housing expects the initial rollout to begin in October 2026.

Partly
Implemented

Operational Efficiency	
Identify all vacant lands within the City’s real estate portfolio and report on that land and its intended use annually (<i>Audit of Real Estate Services, #2103-03</i>). <i>Status:</i> Real Estate uploaded all City-owned land to its Land Information System and has the capability to store information needed for annual reporting on the City's vacant land inventory. In April 2026, Real Estate issued an Information Memo on vacant lands as the first iteration of periodic reporting.	Implemented
Finalize and publish guidelines about CEQA requirements and the City’s process for environmental consultants (<i>Audit of Environmental Review for New Developments, #2202-09</i>). <i>Status:</i> City Council approved the Environmental Review Handbook and Environmental Standard Permits Conditions in May 2026, both of which can be found on Planning, Building and Code Enforcement’s (PBCE) website. Consultants were required to follow the standards starting August 2026.	Implemented
Develop a consolidated, user-friendly procurement handbook (<i>Audit of Procurement, #2503-06</i>) – <i>New priority added.</i> <i>Status:</i> Finance developed a procurement handbook for Citywide use, published on the Finance’s intranet site. The handbook provides updated guidance covering roles and responsibilities of Purchasing and other Finance staff, procurement thresholds and solicitation types, and instructions, templates, and forms on conducting procurements.	Implemented
Improved Service Delivery	
Increase language translations of vital documents and include translation options in the SJPermits.org website (<i>Audit of Residential Building Permits, #2307-15</i>) – Target date: December 2026 (delayed from December 2024). <i>Status:</i> PBCE reports it is developing a process to prioritize vital documents for translation and is working with the Information Technology Department (ITD) to add translation options for SJPermits.org.	Not Implemented

Develop protocols for timely outreach in advance of encampment abatements and tow enforcement, and incorporate areas affected by abatements, tows, and community submitted concerns into outreach prioritization (<i>Audit of Homelessness Coordination, #2504-01</i>) – New priority added. <i>Status:</i> Housing’s Enhanced Engagement Program deploys outreach staff based on BeautifySJ’s encampment abatement schedule and the Department of Transportation’s vehicle enforcement schedule.	Implemented
Incorporate languages spoken by 5 percent or more of the population into the SJ311 website and mobile application, as well as the 3-1-1 phone trees (<i>Audit of Access and Use of Neighborhood Blight Reduction Programs, #2408-03</i>) – Target date: June 2027 (delayed from June 2026). <i>Status:</i> Due to the transition of the SJ311 application to a new platform, ITD has deferred the implementation of support for Traditional Chinese and Simplified Chinese (including integration into the SJ311 Customer Call Center phone tree) to FY 2026-27. ITD added Cantonese and Mandarin options to the SJ311 Customer Call Center phone tree.	Partly Implemented
Citywide Security / Risk Mitigation	
Re-assess procurement policies to align the City’s risk strategy with timely procurements (<i>Audit of Procurement, #2503-01</i>) – Target date: December 2026 (delayed from April 2026). <i>Status:</i> Finance has revised several policies around procurement, including raising the competitive procurement threshold, waiving certain insurance requirements, and updating the City’s standard contract terms and conditions as appropriate. Finance is working with the City Attorney’s Office and City Manager’s Office on a procedure to streamline small software purchases.	Partly Implemented
Separate critical duties for management of the central supply of controlled substances (<i>Audit of Fire Inventory Controls Over Controlled Substances, #2505-03</i>). <i>Status:</i> The Fire Department has finalized its revisions to the SJFD Policy and Procedure Manual regarding controlled substances. These revisions created separate roles for records management, access to the central supply of controlled substances, and user account controls. Staff have been assigned to serve in these separate roles.	Implemented

Ensure City fleet assets are properly maintained by improving preventative maintenance (PM) compliance (*Audit of Fleet Maintenance and Operations, #2002-04*) – New priority added – Target date: October 2026 (delayed from December 2021).

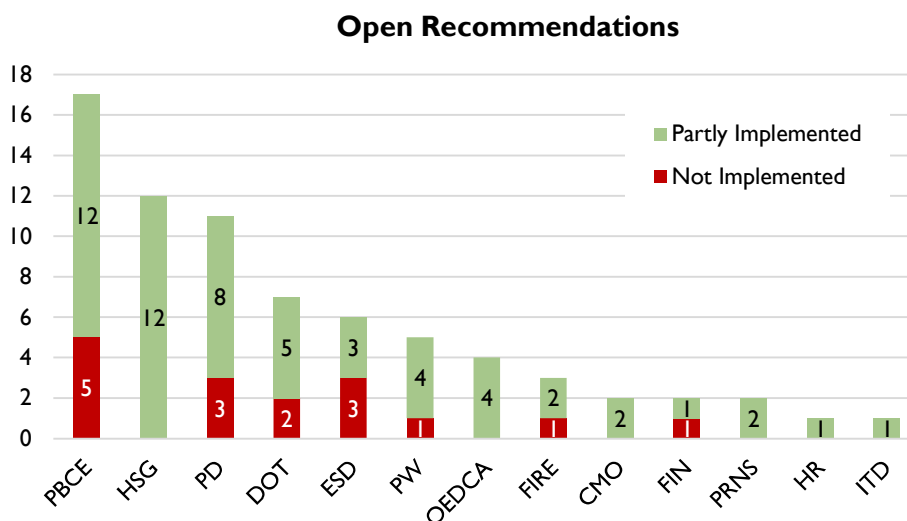
Status: Public Works developed dashboards for customer departments to monitor PM compliance and established a PM target of 80 percent completion within 10 days of receiving a vehicle. Public Works also reports it has begun disabling fuel access for vehicles that are not brought in for required maintenance, and is finalizing email notifications to inform the appropriate department directors of overdue vehicles.

Partly Implemented

More detail about each of the priority recommendations is shown in our online dashboard and in Appendix B of this report.

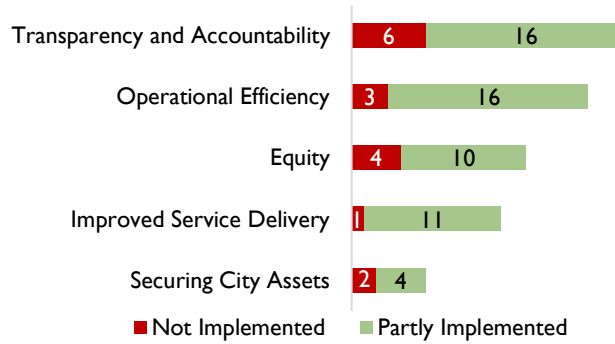
Total of 73 Recommendations Are Still Pending

Of the 73 recommendations that are still pending, 57 (78 percent) are partly implemented and 16 (22 percent) are not implemented. PBCE has the largest number of open audit recommendations, followed by the Housing Department.



When implemented, many recommendations will improve operational efficiency of City departments. Others will improve transparency and accountability, improve service delivery, ensure equity in service delivery, or help to secure City assets.

Open Audit Recommendations by Intended Outcome



CONCLUSION

Information about all open recommendations is available online:

- The *Dashboard of the Status of Open Audit Recommendations* contains information about the status of all pending recommendations as of June 30, 2026 – sortable by priority, department, year published, target date, and type/benefit.
- The *Dashboard of All Recommendations 2010 to Present* contains all recommendations (both open and closed) made since 2010 – sortable by report, department, year published, and status. A search feature allows users to search by keyword, status, and report number.

Both dashboards are online at:

www.sanjoseca.gov/your-government/appointees/city-auditor/audit-recommendations

The City Auditor's Office would like to thank the City Manager's Office and all the departments for their efforts to implement audit recommendations and for their assistance in compiling this report.

Respectfully submitted,

Joe Rois
City Auditor

Audit staff: Michelle Mallari, Hiwad Haider, Dilnoza Khudoyberganova, Gitanjali Mandrekar, Michael O'Connell Jr., Alison Pauly, Adrian Perez, and Maria Valle

Appendix A: Summary Listing of Recommendations by Report (June 30, 2016 – June 30, 2026)

Appendix B: Detailed Listing of the Status of Open Recommendations as of June 30, 2026

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Appendix A:

SUMMARY LISTING RECOMMENDATIONS BY REPORT

(July 1, 2016 – June 30, 2026)

Audit Title	Recommendation Purpose	Status of Recommendations
#16-08 Police Overtime: The San José Police Department Relies on Overtime to Patrol the City Due to Unprecedented Vacancies	We made recommendations to: Increase efficiency of staffing, improve tracking of hours worked by Police Department employees, and improve the tools for supervisors to monitor overtime worked.	12 Recommendations Implemented / Closed
#16-09 Team San Jose's Performance 2015-16	No recommendations.	
#16-10 The Apartment Rent Ordinance: Additional Investment, Improved Processes, and Strategic Resource Deployment Needed to Better Serve Tenants and Landlords	We made recommendations to: Better deploy resources, improve processes, and recover program costs.	19 Recommendations Implemented / Closed
#16-11 Mobile Devices: Improvements Needed to Ensure Efficient, Secure, and Strategic Deployment	We made recommendations to: Ensure efficient, secure, and strategic deployment of mobile devices across the organization.	16 Recommendations Implemented / Closed
#16-12 Annual Report on City Services FY 2015-16	No recommendations.	
#17-01 Audit of Our City Forest	We made recommendations to: Ensure consistency and accountability with the City's grant agreements with Our City Forest and improve the off-site tree replacement program.	4 Recommendations Implemented / Closed
#17-02 Office of Equality Assurance: Increased Workload Warrants Reevaluation of Resource Needs	We made recommendations to: Reallocate staff and update procedures considering the growing number of OEA responsibilities.	8 Recommendations Implemented / Closed

Audit Title	Recommendation Purpose		Status of Recommendations
#17-03 Audit of Residential High-Rises: Considerations for A City with A Growing Number of Tall Buildings	We made recommendations to: Consistently assure health and safety standards are met, and ensure transparency of development reviews for high-rise development projects.	3 Recommendations Implemented / Closed	
#17-04 Open Government: The City Has Made Progress in Meeting the Goals of the Sunshine Reform Task Force	We made recommendations to: Promote government transparency and ensure compliance with the City's Consolidated Open Government and Ethics Provisions.	11 Recommendations Implemented / Closed	1 Recommendation Partly Implemented
#17-05 Audit of Environmental Services Department Consulting Services: Agreements Require Additional Oversight	We made recommendations to: Protect City resources by strengthening controls and improve contract monitoring.	10 Recommendations Implemented / Closed	
#17-06 Audit of Retirement Services: Greater Transparency Needed in the Budgeting Process, Interactions Among Stakeholders, Investment Policies, and Plan Administration	We made recommendations to: Increase transparency in the budgeting process, interactions among stakeholders, investment policies, and plan administration.	25 Recommendations Implemented / Closed	
#17-07 Preliminary Review of San José Clean Energy: The City Is Developing Controls to Manage Risks	No recommendations.		
#17-08 Audit of Employee Travel Expenses	We made recommendations to: Clarify portions of the existing City travel policy to improve compliance and strengthen controls over the gas card program.	4 Recommendations Implemented / Closed	

Audit Title	Recommendation Purpose	Status of Recommendations	
#17-09 San José's Tier 3 Defined Contribution Plan: The City Should Clarify How Contributions Are Calculated	We made recommendations to: Clarify how contributions to employee accounts are calculated.	I Recommendation Implemented / Closed	
#17-10 Team San Jose's Performance 2016-17	No recommendations.		
#17-11 Airport Financial Projections	No recommendations.		
#17-12 Annual Report on City Services 2016-17	No recommendations.		
#18-01 Pensionable Earnings: Tighter Controls and More Transparency Can Ensure Retirement Contributions Continue to be Accurate	We made recommendations to: Improve controls and transparency to ensure retirement contributions continue to be accurate.	4 Recommendations Implemented / Closed	
#18-02 Audit of the San José Police Activities League	We made recommendations to: Improve the City's oversight and management of the San José Police Activities League.	23 Recommendations Implemented / Closed	
#18-03 Department of Public Works: Enhancing Management of Capital Projects	We made recommendations to: Enhance management of capital projects.	10 Recommendations Implemented / Closed	
#18-04 Audit of Vehicle Abatement: The City Could Improve Customer Service for Vehicle Abatement Requests	We made recommendations to: Improve customer service for vehicle abatement requests.	11 Recommendations Implemented / Closed	I Recommendation Partly Implemented
#18-05 Cities Association of Santa Clara County Expenditure Review, Fiscal Years Ending June 30, 2017 & 2018	No recommendations.		

Audit Title	Recommendation Purpose	Status of Recommendations	
#18-06 Community Center Reuse (now the Neighborhood Center Partner Program): Efficient Monitoring and Better Data Can Help Determine the Next Phase of Reuse	We made recommendations to: Improve program monitoring and use of facility- and provider-level data to better assess services delivered to residents.	19 Recommendations Implemented / Closed	
#18-07 Audit of the City's Homeless Assistance Programs: More Coordination and Better Monitoring Can Help Improve the Effectiveness of Programs	We made recommendations to: Improve the City's oversight and management of its homeless assistance programs.	14 Recommendations Implemented / Closed	
#18-08 Team San Jose Performance FY 2017-18	We made recommendations to: Establish and formalize the target for theater occupancy.	1 Recommendation Implemented / Closed	
#18-09 Annual Report on City Services 2017-18	No recommendations.		
#18-10 Audit of Towing Services: Changes to Contract Terms and Consolidated Oversight Could Improve Operations	We made recommendations to: Address towing contract violations, standardize towing and storage fees, update contract terms, and improve oversight.	17 Recommendations Implemented / Closed	
#19-01 Audit of 9-1-1 and 3-1-1: Changes to Call Handling and Increased Hiring Efforts Could Improve Call Answering Times	We made recommendations to: Improve emergency call answering times.	18 Recommendations Implemented / Closed	1 Recommendation Partly Implemented
#19-02 Employee Benefit Fund Administration: Opportunities Exist to Improve Controls	We made recommendations to: Improve administration of employee benefit funds.	8 Recommendations Implemented / Closed	

Audit Title	Recommendation Purpose	Status of Recommendations		
#19-03 Development Noticing: Ensuring Outreach Policies Meet Community Expectations	We made recommendations to: Update outreach policies to reflect current conditions, and improve mechanisms for reaching neighborhood associations and limited-English speaking populations.	4 Recommendations Implemented / Closed	3 Recommendations Partly Implemented	1 Recommendation Not Implemented
#19-04 The Mayor's Gang Prevention Task Force (now the San José Youth Empowerment Alliance): Better Coordination and Use of Data Can Further the Task Force's Strategic Goals	We made recommendations to: Support and enhance the Youth Empowerment Alliance's continuum of care strategy.	16 Recommendations Implemented / Closed	1 Recommendation Partly Implemented	
#19-05 Employee Reimbursements: Strengthening and Streamlining the Reimbursement Process	We made recommendations to: Streamline and better monitor the employee reimbursement process.	4 Recommendations Implemented / Closed		
#19-06 Form 700s: Despite High Overall Filing Rates, the City Can Improve Timeliness and Completeness of Filings	We made recommendations to: Streamline processes and standardize procedures to improve the timeliness and completeness of Form 700 filings.	9 Recommendations Implemented / Closed		
#19-07 Procurement Cards: Clarification on Policies and Additional Oversight Can Improve the P-Card Program	We made recommendations to: Improve program controls and oversight, as well as monitoring of agreements.	9 Recommendations Implemented / Closed		
#19-08 Street and Utility In-Lieu Fees: Transparency and Coordination Can Improve the Administration of Fee Programs	We made recommendations to: Improve the calculation, collection, and use of in-lieu fees for street and utility-related public improvements.	7 Recommendations Implemented / Closed	1 Recommendation Partly Implemented	
#19-09 Team San Jose Performance FY 2018-19	We made recommendations to: No recommendations.			

Audit Title	Recommendation Purpose	Status of Recommendations		
#19-10 Technology Deployments: Processes Can Be Improved to Ensure Long-term Success of the City's Technology Vision	We made recommendations to: Strengthen the City's technology deployments processes across the organization.	10 Recommendations Implemented / Closed		
#19-11 Annual Report on City Services 2018-19	No recommendations.			
#20-01 Memo - Preliminary Review of Controls to Document COVID-19 Recovery Costs	No recommendations.			
#20-02 Fleet Maintenance and Operations: Public Works Can Continue to Improve Fleet Operations	We made recommendations to: Enhance fleet operations by utilizing data to identify fleet replacements and monitor operations.	10 Recommendations Implemented / Closed	2 Recommendations Partly Implemented	1 Recommendation Not Implemented
#20-03 Audit of Fire Development Services: Staff Resources and Process Efficiencies Will Help to Reduce Backlog	We made recommendations to: Improve customer service and the efficiency of the Fire development services program.	14 Recommendations Implemented / Closed		
#20-04 Park Maintenance: Improved Data Collection and Analysis Would Enhance Park Maintenance Operations	We made recommendations to: Improve park maintenance operations by reassessing data collection protocols and using targeted data to inform resource decisions.	13 Recommendations Implemented / Closed		
#20-05 Development Partners' Work-in-Progress Reserves: Better Monitoring Can Ensure Reserves Align with Resource Needs	We made recommendations to: Improve workload and resource planning through better tracking of development work in progress.	3 Recommendations Implemented / Closed	2 Recommendations Partly Implemented	
#20-06 Memo - Preliminary Review of Documentation for Costs Included in the July 2020 Coronavirus Relief Fund Interim Report	We made recommendations to: No recommendations.			

Audit Title	Recommendation Purpose		Status of Recommendations
#20-07 Memo - Cities Association of Santa Clara County Expenditure Review, Fiscal Years Ending June 30, 2019 & 2020	No recommendations.		
#20-08 Team San Jose Performance FY 2019-20	No recommendations.		
#20-09 Memo - Preliminary Review of the Allocation and Monitoring of COVID-19 Related Housing Grants	We made recommendations to: No recommendations.		
#20-10 Annual Report on City Services 2019-20	We made recommendations to: No recommendations.		
#21-01 Police Staffing, Expenditures, and Workload: Staffing Reductions Have Impacted Response Times and Led to High Overtime Costs	We made recommendations to: Review and compare Police staffing, spending, and calls for service over time, and provide recommendations about managing overtime and staffing to meet Council and community priorities.	9 Recommendations Implemented / Closed	1 Recommendation Partly Implemented
#21-02 Advocate Referrals: Further Improvements to Processes and Data Sharing Can Help Connect More Survivors to Services	We made recommendations to: Connect more survivors to services by making further improvements to advocate referral processes and data sharing.	6 Recommendations Implemented / Closed	
#21-03 Real Estate Services: Better Tools and Coordination Can Improve Asset Management and Service Delivery	We made recommendations to: Improve oversight and coordination for managing the City's real estate assets.	6 Recommendations Implemented / Closed	
#21-04 Code Enforcement Management Controls: Improvements to Oversight and Coordination Needed	We made recommendations to: Improve oversight and management controls over code enforcement activities.	19 Recommendations Implemented / Closed	1 Recommendation Partly Implemented

Audit Title	Recommendation Purpose	Status of Recommendations		
#21-05 Municipal Water Billing and Customer Service: The City Can Take Steps to Enhance Customer Service During an Unprecedented Time	We made recommendations to: Enhance Municipal Water customer service and support.	11 Recommendations Implemented / Closed		2 Recommendations Not Implemented
#21-06 Team San Jose Performance FY 2020-21	We made recommendations to: Address an error in the incentive fee paid to Team San Jose.	1 Recommendation Implemented / Closed		
#21-07 Annual Report on City Services 2020-21	We made recommendations to: No recommendations.			
#22-01 Information Technology: Improved Governance Would Strengthen the City's Cybersecurity	We made recommendations to: Improve controls around the City's information and technology assets.	5 Recommendations Implemented / Closed		
#22-02 Environmental Review for New Developments: Better Project Management and Reviewing Resources Can Improve the CEQA Process	We made recommendations to: Improve the CEQA process through better project management and reviewing resources.	8 Recommendations Implemented / Closed	2 Recommendations Partly Implemented	2 Recommendations Not Implemented
#22-03 Citywide Grant Management: Improved Coordination Can Increase Federal Grant Opportunities and Standardize Grant Administration	We made recommendations to: Improve Citywide grant management by developing guidelines and training around the different phases of grant management.	3 Recommendations Implemented / Closed		
#22-04 Take-Home Vehicles: Improved Controls Can Better Ensure Compliance With City Policies	We made recommendations to: Improve the efficiency of the take-home vehicle process and compliance with City policy.	5 Recommendations Implemented / Closed		

Audit Title	Recommendation Purpose	Status of Recommendations	
#22-05 Bill of Rights for Children and Youth: Incorporating the Bill of Rights into Planning Can Enhance Services	We made recommendations to: Enhance the City's service delivery and promote continuous improvement of programs for children and youth in San José.	2 Recommendations Implemented / Closed	
#22-06 COVID-19 Food Distribution Expenditures: The City Should Address Gaps in Emergency Documentation and Procedures	We made recommendations to: Ensure the City collects documentation to support federal procurement compliance and contract service delivery and update policies to improve the City's emergency preparedness.	5 Recommendations Implemented / Closed	
#22-07 Team San Jose Performance FY 2021-22	No recommendations.		
#22-08 Tree Removals and Replacements: The City Can Improve Processes to Protect and Grow the Community Forest	We made recommendations to: Improve management of the community forest program.	8 Recommendations Implemented / Closed	2 Recommendations Partly Implemented
#22-09 Firearm Regulations: The City Should Update Procedures Around Gun Violence Restraining Orders and Firearm Business Inspections	We made recommendations to: Enhance firearm regulatory processes and policies.	7 Recommendations Implemented / Closed	
#22-10 Annual Report on City Services 2022-23	We made recommendations to: No recommendations.		
#23-01 San Jose Conservation Corps: The Corps Provides Essential Services to Residents, However The City Can Better Monitor Performance and Promote Workplace Safety	We made recommendations to: Enhance performance monitoring and promote workplace safety for Corps members.	5 Recommendations Implemented / Closed	

Audit Title	Recommendation Purpose	Status of Recommendations	
#23-02 Employee Travel Expenses: Additional Training Can Enhance Compliance With the City's Travel Policy	We made recommendations to: Ensure compliance with the City's Employee Travel Policy.	1 Recommendation Implemented / Closed	
#23-03 Integrated Waste Management Enforcement Program: Clarifying Goals and Performance Expectations Would Improve Enforcement Coverage	We made recommendations to: Improve the team's performance by having clear goals and success metrics including performance expectations for inspectors.	6 Recommendations Implemented / Closed	1 Recommendation Partly Implemented
#23-04 Housing Performance Measures: The City Should Focus and Align Measures to Support Decision-Making	We made recommendations to: Streamline and improve current performance measures.	3 Recommendations Implemented / Closed	
#23-05 Retirement Services: Interim Report on the Alignment of Controls Between the City and the Office of Retirement Services	We made recommendations to: Strengthen the internal controls around administrative functions in the Office of Retirement Services.	1 Recommendation Implemented / Closed	
#23-06 Team San Jose Performance FY 2022-23	We made recommendations to: No recommendations.		
#23-07 Residential Building Permits: Additional Resources and Further Process Enhancements Can Reduce Wait Times and Improve Service Delivery	We made recommendations to: Align PBCE resources to its building permit workload, create standard processes for permit intake and plan review, and improve communication with customers.	13 Recommendations Implemented / Closed	2 Recommendations Not Implemented
#23-08 Annual Report on City Services 2022-23	We made recommendations to: No recommendations.		
#24-01 Non-Management Performance Appraisals: The Administration Should Improve and Clarify Appraisal Processes	We made recommendations to: Improve the performance appraisal process through better tracking and clarification of processes.	7 Recommendations Implemented / Closed	1 Recommendation Partly Implemented

Audit Title	Recommendation Purpose	Status of Recommendations		
#24-02 Language Accessibility: The City Can Strengthen Efforts to Address Language Equity Across Its Services	We made recommendations to: Enhance language accessibility across City departments and services.	11 Recommendations Implemented / Closed	1 Recommendation Partly Implemented	
#24-03 Retirement Services: The Office Has Not Consistently Followed City Procurement Policies and Standard Practices	We made recommendations to: Ensure appropriate controls around procurement and contracting for the Office of Retirement Services.	3 Recommendations Implemented / Closed		
#24-04 Encumbrances: Departments Should Regularly Review All Encumbrances to Ensure Timely Liquidation	We made recommendations to: Improve the timeliness of encumbrance liquidation.	5 Recommendations Implemented / Closed		
#24-05 Tenant Protection Ordinance: Housing Should Refine its Fee Calculation Process and Standardize Procedures to Improve Program Administration	We made recommendations to: Refine the fee calculation process and improve program administration.	2 Recommendations Implemented / Closed	10 Recommendations Partly Implemented	
#24-06 Animal Care and Services: Addressing Capacity Constraints and Updating Shelter Protocols Will Help Improve Animal Outcomes	We made recommendations to: Improve animal outcomes through consistent protocols and better data management practices.	39 Recommendations Implemented / Closed		
#24-07 Team San Jose Performance FY 2023-24	No recommendations.			
#24-08 Access and Use of Neighborhood Blight Reduction Programs: BeautifySJ Can Continue and Expand Its Equity Efforts	We made recommendations to: Improve access and use of BeautifySJ Neighborhood Blight Reduction and Beautification programs by traditionally marginalized communities.	3 Recommendations Implemented / Closed	2 Recommendations Partly Implemented	1 Recommendation Not Implemented
#24-09 Annual Report on City Services 2023-24	No recommendations.			

Audit Title	Recommendation Purpose		Status of Recommendations		
#25-01 City Costs for Outdoor Special Events: Opportunities Exist to Enhance Customer Service	We made recommendations to: Assess and provide transparency regarding the city-required security and other costs for external special event organizers..			4 Recommendations Partly Implemented	
#25-02 Access and Use of Traffic Safety Services: Targeted Outreach and Other Improvements Can Enhance Equity in Services	We made recommendations to: Enhance equity in traffic safety services and programs through targeted outreach and other improvements.	2 Recommendations Implemented / Closed	4 Recommendations Partly Implemented	2 Recommendations Not Implemented	
#25-03 Procurement: The City Should Review its Risk Strategy, Performance Measurement, and Guidance to Improve the Procurement Process	We made recommendations to: Improve the efficiency of the procurement process through re-assessing risk and updating guidance	7 Recommendations Implemented / Closed	1 Recommendation Partly Implemented		
#25-04 Homelessness Coordination: Expanding Outreach, Strengthening Grant Oversight, and Aligning Performance Goals Can Improve the City's Response	We made recommendations to: Improve coordination between City departments and service providers to strengthen the City's response to homelessness.	7 Recommendations Implemented / Closed	2 Recommendations Partly Implemented		
#25-05 Fire Inventory Controls Over Controlled Substances: Clarifying Policies and Separating Duties Would Further Improve Security	We made recommendations to: Enhance the security of controlled substances by clarifying policies and separating duties	5 Recommendations Implemented / Closed	1 Recommendation Partly Implemented	1 Recommendation Not Implemented	
#25-06 Team San Jose Performance FY 2024-25	No recommendations.				
#25-07 Annual Report on City Services 2024-25	No recommendations.				

Audit Title	Recommendation Purpose	Status of Recommendations		
#26-01 Sewer Rates: Reviewing Rate Model Assumptions and Developing Reserve Policies Would Improve the Rate-Setting Process	We made recommendations to: Improve the City's sewer rate-setting process.	4 Recommendations Implemented / Closed	1 Recommendation Partly Implemented	1 Recommendation Not Implemented
#26-02 Police Staffing, Expenditures, and Workload Follow-Up Report	We made recommendations to: Improve transparency around operational changes, hiring and retention, and overtime management.	2 Recommendations Implemented / Closed	3 Recommendations Partly Implemented	3 Recommendations Not Implemented

Appendix B:

DETAILED LISTING OF THE STATUS OF PENDING
RECOMMENDATIONS AS OF JUNE 30, 2026

Report and Recommendations	Current Status	Comments
Report #12-04 Police Department Secondary Employment		
Recommendation #22: The Police Department should: (a) calculate the cost of bringing all coordination into SEU and the related impact on employers' fees, and (b) assess the impact on the hourly rate charged to employers, as well employer fees, if coordination were brought into SEU and employees were paid at an overtime rate. Given that information, the Department should seriously consider three options moving forward: (1) phasing into SEU the coordination of additional pay jobs, (2) bringing all coordination into SEU, (3) bringing all coordination into SEU and also paying employees on overtime through the City.	Current Status: Partly Implemented	The Police Department conducted an analysis of the costs associated with the Secondary Employment Unit (SEU) and has developed an implementation proposal that includes an amendment to Section 8.16.090 of the San José Municipal Code. This amendment would authorize administrative fees to recover costs associated with the administration of the Secondary Employment Program that are not currently recovered through the secondary employment fees. Finally, the Department has also recommended bringing all coordination duties into the SEU and adding staff to the Unit. The Budget Office is in the process of reviewing the feasibility of the proposal. Target Date: Dec-2026 (Delayed From: Dec-2019)
Report #12-04 Police Department Secondary Employment		
Recommendation #28: The Police Department should: (a) calculate the comprehensive cost of the secondary employment program (personnel, administrative costs, etc.), (b) compare those costs to the revenue generated by related fees, and (c) determine the fees that would be required to make the program 100% cost recovered and present this data to the City Council.	Current Status: Partly Implemented	As discussed in recommendation #1204-22, the Police Department conducted an analysis of the costs associated with the Secondary Employment Unit and has developed an implementation proposal that includes an amendment to Section 8.16.090 of the San José Municipal Code. This amendment would authorize administrative fees to recover costs associated with the administration of the Secondary Employment Program that are not currently recovered through the secondary employment fees. The Budget Office is in the process of reviewing the feasibility of the proposal. Target Date: Dec-2026 (Delayed From: Dec-2019) Potential Monetary Benefit: The Department has estimated that as of FY 2024-25, the personnel costs of operating the Secondary Employment Unit (SEU) as it is currently staffed is \$1.2 million. Recovery of these costs through fees would reduce the subsidy by the General Fund.
Report #12-04 Police Department Secondary Employment		
Recommendation #30: Assuming that the City continues to offer uniformed off-duty employment to private employers, the City should assess the public and private benefits of the current provision of uniformed security services to a broad range of private and public entities. The Department should analyze the costs and benefits of continuing to provide this service on such a broad scale as well as the potential effects of limiting the program to certain types of jobs. The Department should propose a plan for the future of the program to the City Council that includes the results of this analysis.	Current Status: Partly Implemented	The Police Department conducted an analysis of the costs associated with the Secondary Employment Unit (SEU) and has developed an implementation proposal that includes an amendment to Section 8.16.090 of the San José Municipal Code. This amendment would authorize administrative fees to recover costs associated with the administration of the Secondary Employment Program that are not currently recovered through the secondary employment fees. Finally, the Department also recommended bringing all coordination duties into the SEU and adding staff to the Unit. The Budget Office is in the process of reviewing the feasibility of the proposal. Target Date: Dec-2026 (Delayed From: Dec-2019)

Report and Recommendations	Current Status	Comments
Report #13-11 Code Enforcement Recommendation #08: The City Administration should propose to expand the Residential Occupancy Permit program to include condominiums functioning as rental apartment complexes.	Current Status: Partly Implemented	In May 2024, Code Enforcement executed a contract with a vendor for a new case management system. Staff expects this new system will provide the capability to incorporate condominiums into the Residential Occupancy Permit Program. The implementation of this system is currently underway. In addition, the City's Housing Element Strategy includes a feasibility study on the cost, needed staffing, potential timeline for expansion, and other resources needed to expand the types of housing units covered by proactive code inspections which help avoid complaint-based evictions. The Department reports that other priorities have delayed work on this recommendation. Target Date: Jun-2028 (Delayed From: Jul-2018)
Report #13-11 Code Enforcement Recommendation #12: To ensure tenants are aware of deficiencies found in their place of residence, Code Enforcement should formally inform tenants of the violations found and the deadline for compliance.	Current Status: Partly Implemented	Code Enforcement executed a contract with a vendor for a new case management system in May 2024 and is in the process of implementation. The Department reports that a feature to inform tenants of deficiencies found in their place of residence is expected to be implemented as part of Phase 1 of the implementation schedule. However, the implementation timeline for the new code enforcement system has been delayed, with an expected date of implementation of 2027. The Department reports that it is exploring the use of door hangers to inform tenants of a visit along with information to contact the inspector for further information. Target Date: Jul-2027 (Delayed From: Jul-2018)
Report #14-08 Development Services Recommendation #18: Eliminate the Construction & Demolition Diversion Deposit.	Current Status: Partly Implemented	The Environmental Services Department (ESD) reports that, in response to feedback from Planning, Building and Code Enforcement and the City Attorney's Office regarding potential elimination of the Construction and Demolition Diversion Deposit (CDDD) program, they are considering changes to increase permittee awareness of the refundable deposit. Changes may include enhanced communications and potentially eliminating deposits for small-dollar projects, which are often abandoned. As of June 2026, ESD reports it has continued outreach to permit holders eligible for CDDD refunds while program enhancements, including necessary Municipal Code amendments, are finalized, prepared for Council approval as needed, and implemented. Target Date: Jan-2027 (Delayed From: Mar-2017)
Report #14-08 Development Services Recommendation #19: To increase accessibility of online fee estimation, PBCE should update and simplify the online fee calculator.	Current Status: Partly Implemented	In December 2024, Planning, Building and Code Enforcement (PBCE) reported that the Information Technology Department (ITD) had completed the first two phases of the fee estimator tool for accessory dwelling units and new residential construction. The third phase of the fee estimator tool, covering multifamily new construction, was implemented in August 2025. PBCE reports that implementation of the final phase of the fee estimator tool, covering single-family additions and alterations, has been delayed due to ITD staff losses. According to the Department, the final phase is expected to launch in June 2027. Target Date: Jun-2027 (Delayed From: Jun-2016)

Report and Recommendations	Current Status	Comments
Report #16-05 South Bay Water Recycling Recommendation #04: To sustain South Bay's operational and capital cost recovery status in the future, ESD should: A) Renegotiate the revenue sharing terms of the Integration Agreement to allow the City to access South Bay revenue to fund South Bay's projected capital costs sooner than is projected to occur under the Agreement as currently written; and B) Secure a recycled water wholesale cost of service study that can be used to maximize the ability to maintain cost recovery for South Bay.	Current Status: Partly Implemented - Priority	A) The City has reached an agreement with Valley Water to amend their ground lease, enabling the development of an advanced water purification facility and amending the revenue-sharing terms of the existing South Bay Water Recycling (SBWR) integration agreement. The changes to the cost sharing agreement are pending completion of an Environmental Impact Report (EIR) for the further development of the site, which is expected to be finalized at the end of 2026. B) In 2018, SBWR participated in a statewide rate study sponsored by the WaterReuse Research Foundation. SBWR reviewed the study findings to determine an optimum fee study structure to address program needs. SBWR reports that currently wholesale rates are sufficient to cover program needs. Pending agreement finalization in the coming months, the wholesale rate structure will be periodically re-evaluated. Target Date: Dec-2026 (Delayed From: Jan-2017) Potential Monetary Benefit: At the time of the audit, we estimated the City would be able to invest an additional \$2.8 million annually for needed reliability projects if the City renegotiated the Integration Agreement with the Water District.
Report #17-04 Open Government Recommendation #10: To better manage electronic records on the City's enterprise file share and email systems, the Administration should consider a combination of strategies, including but not limited to: A) Developing procedures for department records administrators to conduct electronic file clean outs to dispose of unnecessary electronic files as well as those saved past the City's approved retention schedules. B) Periodic reminders to City staff to clean out their email folders, along with guidance on what is a public record that should be saved, and what is not.	Current Status: Partly Implemented	To better manage electronic records within the City, the City Manager's Office (CMO) coordinated with the City Attorney's Office (CAO) and Information Technology Department (ITD) to clarify policy objectives governing the retention and disposition of electronic records and City email. This resulted in revisions to City Administrative Policy 1.7.1 - Use of E-Mail, Internet Services, and Other Electronic Media in September 2025. Staff finalized training material based on the policy updates, with Citywide training beginning in September 2026 and the first automatic deletion is scheduled to occur in January 2027. The Open Government Manager (OGM) continues to provide training to department Public Records Act (PRA) Coordinators, monitors the records center to ensure PRA requests are completed in a timely manner, and communicates with PRA Coordinators to provide feedback on PRA responses. Target Date: Jan-2027 (Delayed From: Dec-2024)
Report #18-04 Audit of Vehicle Abatement Recommendation #12: The Police Department should: a) revisit the calculation of impound costs and recommend that the City Council approve an adjustment to the vehicle release fee accordingly, and b) bring forward to the City Council a recommendation for the City to institute a subsidized vehicle release fee for low-income vehicle owners.	Current Status: Partly Implemented	The Police Department adjusted the fee to \$122 per vehicle; the Council adopted the revised fee effective February 2019. The responsibility of administering the program shifted to the Police Department after the City onboarded a new vendor to manage tow administrator services. The Department still needs to complete the analysis necessary to evaluate a subsidized vehicle release fee for low-income vehicle owners and develop a proposal for City Council consideration. The Department reports that due to staffing limitations, competing Tow Program workloads, and the operational demands associated with transitioning to a new tow contractor, staff have not yet been able to complete this work. The Department plans to complete the analysis and, as appropriate, develop a recommendation for City Council consideration by June 2027. Target Date: Jun-2027 (Delayed From: Jun-2019)

Report and Recommendations	Current Status	Comments
Report #19-01 Audit of 9-1-1 and 3-1-1 Recommendation #07: The Police and Fire Departments should work with the Public Works Department to make closer parking options available to Communications staff that work night shifts.	Current Status: Partly Implemented	Police and Fire Communications personnel continue to have parking options across the street in a county lot. The N. San Pedro Street and Mission Street parking lot is also available and secured by Department card readers. The Police Department offers interior parking spots for Police Communications personnel working on swing and night shifts. The Fire Department purchased a vehicle for escorting personnel during hours of darkness in March 2023. The Fire Department reports that efforts to achieve security guard services through a vendor were unsuccessful due to the requirement that the security guard personnel undergo background checks through the Police Department. Due to security guard turnover and failures of prospective personnel to pass the background process, the Fire Department has determined that this concept is not feasible. The Fire Department intends to explore an alternative route to hire a temporary City position for this pilot project. Target Date: Jun-2027 (Delayed From: Dec-2020)
Report #19-03 Development Noticing Recommendation #01: Planning should propose updates to Council Policy 6-30 that set realistic goals for the timing of on-site notices, and require evidence of on-site posting prior to setting a hearing date.	Current Status: Partly Implemented	In June 2024, Planning, Building and Code Enforcement (PBCE) developed guidelines for staff to provide applicants with the initial City comment letter to ensure the public receives accurate information. The Department reported staff do not accept any future submittals from an applicant until they provide confirmation of the required on-site notice is posted. PBCE reports work to update Council Policy 6-30 was deferred to prioritize completion of the General Plan Four-Year Review based upon direction received from City Council. Efforts to update Council Policy 6-30 resumed in June 2026; however, key staff assigned to this work departed the City in July 2026. The Citywide Planning Group intends to restart this work in August 2026 following the transition to new staff, with an estimated completion date of June 2027. The comprehensive update is intended to encompass the remaining recommendations from this audit and fulfill obligations to update the Policy that were included in the City's 6th Cycle Housing Element. Target Date: Jun-2027 (Delayed From: Dec-2021)
Report #19-03 Development Noticing Recommendation #03: Planning should propose updates to Council Policy 6-30 and develop and implement procedures to: A. Proactively identify projects and dominant neighborhood languages to ensure hearing notices are properly translated, B. Include guidance on when interpretation services for hearings should be provided, and C. Remove the requirement that requesting parties pay for the translation of hearing notices, and determine an appropriate funding source.	Current Status: Partly Implemented	In January 2020, a language map was incorporated into the City's integrated permitting system to help staff identify predominant languages in project areas. Planning, Building and Code Enforcement reports work to update Council Policy 6-30 was deferred to prioritize completion of the General Plan Four-Year Review based upon direction received from City Council. Efforts to update Council Policy 6-30 resumed in June 2026; however, key staff assigned to this work departed the City in July 2026. The Citywide Planning Group intends to restart this work in August 2026 following the transition to new staff, with an estimated completion date of June 2027. The comprehensive update is intended to encompass the remaining recommendations from this audit and fulfill obligations to update the Policy that were included in the City's 6th Cycle Housing Element. Target Date: Jun-2027 (Delayed From: Dec-2021)

Report and Recommendations	Current Status	Comments
Report #19-03 Development Noticing Recommendation #04: To clarify expectations on noticing practices, Planning should propose changes to Council Policy 6-30 to provide additional guidance on mailing radii and permit types.	Current Status: Not Implemented	According to Planning, Building and Code Enforcement, implementation of this recommendation would be included in a full review of Policy 6-30. The Department reports work to update Council Policy 6-30 was deferred to prioritize completion of the General Plan Four-Year Review based upon direction received from City Council. Efforts to update Council Policy 6-30 resumed in June 2026; however, key staff assigned to this work departed the City in July 2026. The Citywide Planning Group intends to restart this work in August 2026 following the transition to new staff, with an estimated completion date of June 2027. The comprehensive update is intended to encompass the remaining recommendations from this audit and fulfill obligations to update the Policy that were included in the City's 6th Cycle Housing Element. Target Date: Jun-2027 (Delayed From: Dec-2021)
Report #19-03 Development Noticing Recommendation #05: Planning should propose changes to Council Policy 6-30 to set goals to increase the availability of online information prior to a public hearing.	Current Status: Partly Implemented	In September 2021, the Development Services Partners and the Information Technology Department completed the technical requirements to enhance the availability of information online. According to Planning, Building and Code Enforcement, full implementation of this recommendation would be included in a full review of Policy 6-30. The Department reports work to update Council Policy 6-30 was deferred to prioritize completion of the General Plan Four-Year Review based upon direction received from City Council. Efforts to update Council Policy 6-30 resumed in June 2026; however, key staff assigned to this work departed the City in July 2026. The Citywide Planning Group intends to restart this work in August 2026 following the transition to new staff, with an estimated completion date of June 2027. The comprehensive update is intended to encompass the remaining recommendations from this audit and fulfill obligations to update the Policy that were included in the City's 6th Cycle Housing Element. Target Date: Jun-2027 (Delayed From: Dec-2021)
Report #19-04 The Mayor's Gang Prevention Task Force (now the San José Youth Empowerment Alliance) Recommendation #04: The Department of Parks, Recreation and Neighborhood Services should ensure participant needs are consistently assessed by developing processes to: a) Assess youth participants through the adoption of a standardized assessment tool to be used for all Task Force programming, b) Create corresponding service plans based on those risk levels, and c) Track and report enrollment by risk level including pre and post results for all Task Force services.	Current Status: Implemented	a) Parks, Recreation and Neighborhood Services (PRNS) implemented an initial screening assessment tool created by its consultant to screen participants for all Youth Intervention Services (YIS) programs. The screening tool was meant to help programs measure the level of risk for involvement in youth violence to ensure that programs are serving the populations they intended (e.g., at-risk, high-risk, gang impacted, or gang-intentional). Since then, they have implemented a revised model where services are aligned with three tiers. The Department has updated its model and focused its BEST programming on Tier 2 (early intervention services) and Tier 3 (intensive intervention services). The Department has developed a screening tool to support this change. b) For its 2026-29 strategic workplan BEST programming is aligned with the tier model described above. c) Grantees are required to administer the participant risk screener tool to all participants to ensure that enrolled participants meet the priority population criteria.

Report and Recommendations	Current Status	Comments
Report #19-04 The Mayor's Gang Prevention Task Force (now the San José Youth Empowerment Alliance)		
Recommendation #15: To evaluate the satisfaction of services provided to youth participants and their families, the Department of Parks, Recreation and Neighborhood Services should establish a formal mechanism for youth to provide feedback through the annual administration of participant surveys. The results of the surveys should be included in the annual report to Council on Task Force activities.	Current Status: Partly Implemented	Parks, Recreation and Neighborhood Services (PRNS) has developed pre- and post-program surveys for all participants for the Youth Intervention Services (YIS) and BEST programs. According to PRNS, they anticipate reporting the results of the completed surveys at the Neighborhood Services and Education committee in 2028. Target Date: Jun-2028 (Delayed From: Jul-2020)
Report #19-08 Street and Utility In-Lieu Fees		
Recommendation #05: To ensure that the City's utility undergrounding fee is a fair estimate of the cost of utility undergrounding projects, Public Works should reassess the utility undergrounding in-lieu fee.	Current Status: Partly Implemented	Based on the projected costs of a project that was underway at the time of the audit, there was concern that the undergrounding fee was not a fair estimate of the costs of utility undergrounding projects. While Public Works had anticipated updating the undergrounding fee based on recent project costs, two projects were delayed because of COVID-19, unforeseen utility congestion, and design issues. Staff report that one project was completed in Fall 2025, and another is anticipated to begin construction in Summer 2027. The first project experienced numerous procurement delays, and the second project is currently delayed due to easement needs for utility substructures. Public Works plans to evaluate an alternative method to calculate the undergrounding fee using comparable construction projects completed by the City and PG&E estimated costs. Target Date: Dec-2026 (Delayed From: Jun-2021)
Report #20-02 Fleet Maintenance and Operations		
Recommendation #04: To improve Citywide preventive maintenance (PM) compliance, Public Works' Fleet Division should: a) Work with departments to confirm point of contacts for PM notifications and complete implementation of the automated PM notifications, b) Establish a Citywide PM compliance target, as well as internal PM compliance targets for departments/asset classes, and c) Implement a PM compliance incentive program, that could include expansion of the fuel shut-off program for noncompliant assets that meet criteria identified by the Fleet Division, or including departmental PM compliance performance into the fleet replacement prioritization process.	Current Status: Partly Implemented - Priority	a) Public Works has implemented automated emails for preventative maintenance notifications, and its Technology Services team has developed dashboards that will help the Division and customer departments monitor preventive maintenance (PM) compliance. b) Public Works has established a PM compliance target of 80 percent completion within 10 days of receipt of vehicle. The Department reports that because of vehicle and equipment shortages, users have a high workload and bring in vehicles late. c) Public Works created a dashboard to track compliance with PM requirements. The Department reports that Fleet has begun disabling fuel access for vehicles not brought in for required maintenance. However, some staff have bypassed this restriction by using another staff's fuel access. Fleet is working on notifying the appropriate department director by email when one or more vehicles are more than 90 days overdue for an inspection or preventive maintenance. Target Date: Oct-2026 (Delayed From: Dec-2021)

Report and Recommendations	Current Status	Comments
Report #20-02 Fleet Maintenance and Operations		
Recommendation #07: To enhance performance monitoring and inform resource allocation decisions, Public Works' Fleet Division should develop internal performance measures and reports to monitor availability of specific assets at the department level.	Current Status: Implemented	Fleet worked with Public Works' Technology Services to develop internal reports to monitor the availability of specific assets. The reports are available for Airport Shuttle Buses, Animal Care & Service Kennel Trucks, and Electric Vehicle charging stations. Specific partner departments have dashboards (such as Fire, Police, and Parks, Recreation and Neighborhood Services) to show the availability of City-owned assets. Fleet also developed a dashboard that has information about specific vehicles as well as City department inventories.
Report #20-02 Fleet Maintenance and Operations		
Recommendation #09: To support consistent data entry and reporting, Public Works' Fleet Division should create procedures around: a) Classification of repair reason IDs in AssetWorks, b) Data entry of work orders and contracted services work orders, and c) Pulling reports on active assets, preventive maintenance compliance, vehicle utilization, work orders, and/or others as necessary.	Current Status: Partly Implemented	Public Works has finalized the classification of repair reason IDs in its fleet management software and reports that staff are making progress on a Standard Operating Procedure (SOP) to standardize data entry. The Department also reports that a training is being developed regarding the SOP. Target Date: Dec-2026 (Delayed From: Dec-2021)
Report #20-02 Fleet Maintenance and Operations		
Recommendation #12: Public Work's Fleet Division should develop performance targets related to the timeliness of fleet asset purchases and actual costs of acquisitions against budgeted funds. Performance against those targets should be reported in the department's Fleet Management Annual Report.	Current Status: Not Implemented	Public Works reports that it has been unable to start working on this recommendation because external factors (such as budgets, purchasing timelines, or supply chain issues) may impact performance around timelines and costs. However, they intend to identify the parts of the fleet acquisition process they are responsible for to develop goals or targets. Target Date: Dec-2026 (Delayed From: Jun-2022)
Report #20-05 Development Partners' Work-in-Progress Reserves		
Recommendation #01: To better assess workload and resources, Planning, Building and Code Enforcement's Planning Division should develop and implement procedures to track the work in progress on current development projects, based on staff hours worked, milestones, or some other metric.	Current Status: Partly Implemented	Planning, Building and Code Enforcement (PBCE) reports that the Planning Division has created a draft work-in-progress report structure. Additionally, staff report they continue to assess existing open fees to evaluate how inflight permits and open invoices will impact the report. After these steps, the Division plans to submit the report requirements to the Information Technology Department. Target Date: Dec-2026 (Delayed From: Sep-2021)
Report #20-05 Development Partners' Work-in-Progress Reserves		
Recommendation #02: To better assess workload and resources, Public Works Development Services Division should develop and implement procedures to track the work in progress on current development projects, based on staff hours worked, milestones, or some other metric.	Current Status: Partly Implemented	Public Works reports implementing time tracking in the City's integrated permitting system for engineering review and inspection work; data collection is ongoing. The next phase of implementation focuses on using these records to develop work-in-progress measures by aligning tracked staff time with funds expended on active projects, allowing reporting to reflect workload and costs to date for work-in-progress. Public Works staff report coordinating with Planning, Building and Code Enforcement to establish consistent milestone definitions and a shared methodology so milestone progress aligns with project schedules and supports work-in-progress estimates. This cross-department alignment is still in development. Target Date: Dec-2026 (Delayed From: Jun-2020)

Report and Recommendations	Current Status	Comments
Report #21-01 Police Staffing, Expenditures, and Workload Recommendation #02: To optimize police staffing, the Police Department should include an analysis of alternative schedules either in its current redistricting work or in a separate study, and report to the City Council on the results of the studies.	Current Status: Partly Implemented	In 2023, the Police Department contracted with a consultant to conduct a redistricting and staffing deployment analysis, which was completed in 2024. The analysis included recommendations for alternative staffing schedules. Based on the consultant's work, the Department identified four priorities to support redistricting efforts: transitioning from a 16-district to a 12-district patrol structure, shifting to a district-based deployment model, continuing and potentially expanding the use of two-person patrol cars, and piloting district-wide response in certain areas of the city. The Department noted that alternative scheduling options will be evaluated after the redistricting transition is completed in November 2026. Target Date: Nov-2027 (Delayed From: Jun-2023)
Report #21-03 Real Estate Services Recommendation #03: The Real Estate Services Division should work with other City departments to identify all vacant lands within the City's real estate portfolio, and report on that land and their intended uses to the City Council on an annual basis.	Current Status: Implemented - Priority	Real Estate has uploaded all City-owned lands to its Land Information System and now has the capability to store information needed for annual reporting on the City's vacant land inventory. Real Estate generated a report on the vacant lands inventory containing a brief description of each property to help identify if there is a City purpose or use for the land. Real Estate issued an informational memo for the first iteration of this periodic reporting on April 24, 2026, and intends to report annually moving forward.
Report #21-03 Real Estate Services Recommendation #04: The Real Estate Services Division should work with the multiple departments involved in maintenance of City properties and the Information Technology Department to: a) Identify business process and service integration to ensure the data in its asset management software can be cross-referenced with other departments' databases, and b) Coordinate with other departments to ensure the City's vacant properties are provided with ongoing maintenance.	Current Status: Implemented	Real Estate uploaded facilities and land data from Public Works; the Department of Transportation; Parks, Recreation and Neighborhood Services; and other sources into the Land Information System. Real Estate and Public Works created a system to cross-reference their databases to keep facilities and land data up to date. Real Estate also implemented fields and reporting functionality needed to support maintenance coordination and reporting on City-owned properties.
Report #21-04 Code Enforcement Management Controls Recommendation #19: To align performance evaluations with Division goals, the Department of Planning, Building and Code Enforcement should review and revise its employee expectations and incorporate into Code Enforcement performance evaluations based on objective criteria and measurement (e.g., inspector use of photos, consistency in case notes; supervisor quality of supervisory case review).	Current Status: Partly Implemented	Code Enforcement plans to review and revise its employee expectations based on current and updated division policies and procedures, objective criteria, and performance measures. The Department reports that it is currently working on developing measurable performance metrics for its Multiple Housing and General Code inspectors which it then plans to include in future performance evaluations. Target Date: Apr-2027 (Delayed From: Dec-2025)

Report and Recommendations	Current Status	Comments
Report #21-05 Municipal Water Billing and Customer Service Recommendation #04: To streamline the service order process, the Environmental Services Department, in coordination with the Information Technology Department, should update the process to enable staff to coordinate service orders electronically.	Current Status: Not Implemented	According to the Environmental Services Department (ESD), staff investigated managing service orders with online forms. However, there was not a method to automatically sync data between the City's utility billing system and an online form without significant investment. ESD intends to address this with an update to the City's utility billing system expected to be operational in winter 2026, and Advanced Metering Infrastructure (AMI) that may include a mobile work order module, anticipated to be completed in 2028. Target Date: Dec-2028 (Delayed From: Jun-2022)
Report #21-05 Municipal Water Billing and Customer Service Recommendation #05: To better assess performance, the Environmental Services Department should revise the performance measure methodology for "% of customer service requests handled within 24 hours" to use operational data instead of customer survey data.	Current Status: Not Implemented	The purpose of this recommendation was to accurately measure the timeliness of responses to customer service requests. The Environmental Services Department reports that an update to the City's utility billing system is expected to be operational in winter 2026, and implementation of an Advanced Metering Infrastructure (AMI) system anticipated for completion in 2028, may result in better work order and response tracking. Target Date: Dec-2028 (Delayed From: Dec-2023)
Report #22-02 Environmental Review for New Developments Recommendation #04: To promote consistency of environmental review data entry, the Department of Planning, Building and Code Enforcement should: a. Update and expand AMANDA guidelines and related expectations around data entry for areas such as recording of staff hours, use of entry codes, and use of comments, and b. Develop training for staff about the AMANDA guidelines.	Current Status: Not Implemented	a) Planning, Building and Code Enforcement (PBCE) reports that the Environmental Review Team has been focusing on improving time tracking in the City's integrated permitting system (AMANDA). Per PBCE, planners are now expected to enter their AMANDA hours and submit them weekly to their supervisor, which has resulted in an improvement in the number of hours captured. PBCE plans to update the AMANDA 7 guidelines after updates are made to the folder used for capturing environmental review (ENV) in AMANDA. Staff focus over the past year has been on the Environmental Review Handbook, Environmental Standard Permit Conditions, and templates. Since these tasks are complete or nearing completion, staff expect to shift focus to the cost-recovery analysis and AMANDA tracking improvements over the next fiscal year. In the interim, PBCE prepared a guideline for timecard and AMANDA data entry. b) PBCE has held interim training on AMANDA 7. PBCE reports its current goal is to improve time tracking in AMANDA within the current system until the AMANDA 7 ENV folder is updated. According to PBCE, due to competing priorities with completing the Environmental Review Handbook, budget considerations, and the current workload for Information Technology Department staff, work on updates to the ENV folder is not anticipated to start until the end of 2026 at the earliest. Target Date: Jun-2027 (Delayed From: Dec-2023)

Report and Recommendations	Current Status	Comments
Report #22-02 Environmental Review for New Developments Recommendation #06: To make the environmental review process more standardized and consistent, the Department of Planning, Building and Code Enforcement should update and expand relevant tools and templates for the environmental review team, as well as develop related procedures on the expected usage, including: a. Establish a standard project schedule tracker that staff are expected to use for projects, and b. Create additional tools and templates to support project management, such as agenda templates for meetings with different stakeholders, a consolidated list of the City's thresholds of significance, and City resolution templates for adoption for the different types of environmental reviews.	Current Status: Partly Implemented	a) Planning, Building and Code Enforcement (PBCE) developed templates in Excel to use for project schedule planning by staff and environmental consultants. These have been posted on the Environmental Review Team SharePoint site and include City target review times for environmental impact reports (EIRs), negative declarations/mitigated negative declarations, and initial study/addendums. Templates are expected to be shared with consultants during the scope of work review or the project kick-off meeting. b) PBCE now has an Environmental Review Handbook, which includes a list of the City's thresholds of significance. Following that, staff are developing a set of templates for common environmental review documents, including for environmental impact reports and mitigated negative declarations. Target Date: Dec-2026 (Delayed From: Jun-2023)
Report #22-02 Environmental Review for New Developments Recommendation #08: To better manage the work done by environmental consultants, the Department of Planning, Building and Code Enforcement should: a. Establish project management requirements for the relationship with consultants, including regular check-ins, expectations for communication with the consultant, and guidelines for dealing with delays, and b. Consider instituting a list of required consultants.	Current Status: Implemented	a) Planning, Building and Code Enforcement (PBCE) developed standard operating procedures (SOPs) for environmental impact reports (EIRs), negative declarations/mitigated negative declarations, and addendums. The SOPs include check-in expectations and recommendations at certain milestones. PBCE has also finalized the Environmental Review Handbook, which includes expectations for staff and consultants for check-ins, schedules, and delays. The handbook and the Environmental Review Policy were adopted by the City Council in May 2026. b) Beginning January 1, 2023, the City has required that all applications for private development that need California Environmental Quality Act (CEQA) analysis must use a consultant on the City's Approved Environmental Consultants list. An updated City List of Approved Environmental Consultants was published on the City's website in July 2025. At the time of the audit, use of a City-approved consultant was optional. The audit found that, since 2019, negative declaration/mitigated negative declaration projects with an approved consultant were completed about three months faster than projects with other consultants.
Report #22-02 Environmental Review for New Developments Recommendation #09: The Department of Planning, Building and Code Enforcement should finalize and publish guidelines about the City's CEQA requirements and process for environmental consultants to help them prepare environmental documents according to the City's standards.	Current Status: Implemented - Priority	City Council approved the Environmental Review Handbook and Environmental Standard Permit Conditions (together the Environmental Review Policy) on May 19, 2026. The Environmental Review Handbook and Environmental Standard Permit Conditions can be found on the City's website. Consultants were required to follow the standards beginning August 19, 2026.

Report and Recommendations	Current Status	Comments
Report #22-02 Environmental Review for New Developments Recommendation #11: To reduce workload on environmental review planners, the Department of Planning, Building and Code Enforcement should re-assign invoicing and other administrative duties to support staff, to the extent possible. This could include filling the administrative position assigned to the environmental review team.	Current Status: Not Implemented	According to Planning, Building and Code Enforcement (PBCE), recruitment for a Principal Office Specialist has been put on hold because of budget considerations. Target Date: Jun-2027 (Delayed From: Dec-2022) Potential Monetary Benefit: At the time of the audit, we estimated the cost of invoicing and other administrative duties would be \$49,000 less if conducted by administrative staff rather than planners.
Report #22-02 Environmental Review for New Developments Recommendation #12: To enable the City Council to make informed decisions about strategic planning, the Department of Planning, Building and Code Enforcement should develop a process to regularly present to Council options for analyses that could streamline environmental reviews as part of the City's comprehensive planning efforts. This should include resources and tentative timelines needed to complete the work.	Current Status: Partly Implemented	Since the audit, PBCE reports that the approach to program-level CEQA coverage has changed significantly due to changes to state law, changes to the zoning code allowing more ministerial approvals, and the upcoming General Plan 4-year review. These factors have shifted PBCE's approach to streamlining environmental reviews. Changes in state law exempt most residential projects in the City. Under the new laws that came into effect on July 1, 2025, many residential projects that meet the General Plan and zoning code will be exempt from CEQA review with limited technical analysis. This will be a significantly more streamlined process for residential and mixed-use projects than the original plan to pursue Community Plan Exemptions for qualifying projects in urban villages. To augment the new state laws, staff report that PBCE will be writing an ordinance to allow ministerial review of certain types of residential projects in the Downtown planning area. This will give applicants for eligible residential projects multiple options for streamlined review. The Downtown ministerial ordinance is anticipated to be adopted by City Council in 2027. PBCE is now focusing efforts on preparing a program-level Environmental Impact Report for the General Plan 4-Year Review rather than separate environmental reviews for each urban village or specific plan. Staff expect that this approach will conserve City funds while maximizing streamlining potential for projects that conform with the General Plan. The 4-Year Review will include zoning ordinance updates to expand eligibility of residential projects for ministerial review to much of the City. Ministerial permits are not subject to CEQA. Target Date: Dec-2027 (Delayed From: Dec-2022)
Report #22-08 Tree Removals and Replacements Recommendation #05: To verify that trees are planted according to replacement requirements for development permits, the Department of Planning, Building and Code Enforcement should develop a process for staff to collect a certification of substantial completion of landscape and irrigation installation prior to the issuance of a certificate of occupancy, as described in the Municipal Code.	Current Status: Partly Implemented	Planning, Building and Code Enforcement (PBCE) has drafted submittal guidelines to include requirements for landscape and irrigation plan sets to be submitted as part of the Development Review Entitlement process. PBCE has also drafted a building submittal checklist and a Certificate of Compliance form which will need to be submitted prior to issuance of a Certificate of Occupancy. Staff have determined next steps for how to implement these processes for different types of permit applications, both for intake and review as well as verification of the installation. This includes requiring the forms to be included in landscape plans. PBCE reports that staff will cross-reference the forms and also double-check the permit condition to ensure landscaping is consistent with requirements. PBCE will be working with the Information Technology Department (ITD) to integrate these processes into the permitting system to ensure that they are completed prior to issuing a certificate of occupancy for these developments. Target Date: Dec-2026 (Delayed From: Jan-2025)

Report and Recommendations	Current Status	Comments
Report #22-08 Tree Removals and Replacements Recommendation #10: To ensure the City is able to increase the scale of tree planting and grow the canopy effectively, the Department of Transportation should work with the Community Forest Advisory Committee to develop an outreach plan, including metrics to determine success of the outreach program.	Current Status: Partly Implemented	Through a federal grant with the U.S. Forest Service, the Department of Transportation (DOT) developed a multi-year outreach campaign to encourage residents to request new street trees to be planted in the public right of way. The campaign is intended to be a multi-year effort, developing translated outreach materials, messaging, and methods in year one, with the goals of contacting around 5,600 property owners in year two, and an additional 5,600 property owners in year three to facilitate the planting goal of 2,800 new street trees. DOT reports that the grant has been confirmed and approved, and outreach materials are currently under review for publication. At their July 2026 meeting, the Community Forest Advisory Committee discussed the foundation of an outreach plan. DOT reports that the committee will further discuss at their meeting in October 2026. Target Date: Dec-2026 (Delayed From: Dec-2023)
Report #23-03 Integrated Waste Management Enforcement Program Recommendation #06: The Environmental Services Department should procure a new software solution for the Integrated Waste Management team that allows for streamlined data entry and management to free up time for inspectors to spend more time in the field.	Current Status: Partly Implemented	The Environmental Services Department (ESD) coordinated with the Information Technology Department and the Finance Purchasing Division on a Request for Proposal to procure a new Environmental Enforcement Data Management System (EEDMS) for the Integrated Waste Management and Watershed Protection enforcement teams. ESD reports that a vendor has been procured and contracted, and staff are currently configuring, migrating, and testing the new system. According to the Department, the system is targeted to go live in December 2026, with full implementation expected by June 2027. Target Date: Jun-2027 (Delayed From: Jun-2026) Potential Monetary Benefit: At the time of the audit, we estimated that reducing the time required for data entry and administration would free up one hour of inspector time per day. The annual savings of four inspectors having one more hour per day would be \$77,000.
Report #23-04 Housing Performance Measures Recommendation #02: To ensure consistency and reliability of performance measures, the Housing Department should document methodology for measures in the Operating Budget and other year-over-year reports and dashboards.	Current Status: Closed	The Housing Department (Housing) has made significant progress in documenting the methodology for performance measures included in Adopted Operating Budget. Housing provided the City Auditor's Office with documented methodology for nearly all of the performance measures in the Neighborhood Services and Community and Economic Development CSA chapters, as well as the Housing Department chapter. For this reason, we recommend closing this recommendation.
Report #23-07 Residential Building Permits Recommendation #02: In conjunction with the long-term staffing strategy, to ensure that the Building Division has the resources needed to accommodate ongoing workload, Planning, Building and Code Enforcement should reassess the assumptions in its permit fee model and update and document current staffing assumptions related to the expected time necessary for staff to complete work, vacancy rates, dedicated ADU staffing, use of consultants for residential plan review, estimated workload volume, and use of reserves.	Current Status: Not Implemented	As of June 30, 2026, Planning, Building and Code Enforcement was analyzing the workload and capacity for residential building permits, specifically for new accessory dwelling unit construction to accurately document staffing assumptions. Following this step, the Department reports it would address the remaining parts of the recommendation, including analyzing the permit fee model, and updating the staffing assumptions related to vacancies, workload, and the use of reserves. Target Date: Dec-2026 (Delayed From: Sep-2024)

Report and Recommendations	Current Status	Comments
Report #23-07 Residential Building Permits Recommendation #03: In order to ensure consistency of plan review fees, Planning, Building and Code Enforcement should: a. Provide ongoing training to Plan Reviewers on charging actual time, even when hours spent exceed the initial estimates. Further, the training should include whether Senior Engineers may charge time to customers for oversight and coordination when plan reviews are completed by consultants. b. Work with the Information Technology Department to adjust plan check fees in AMANDA to the current fiscal year adopted fee rates.	Current Status: Implemented	Planning, Building and Code Enforcement (PBCE) implemented a policy clarifying billable and non-billable time for plan review staff, including Senior Engineers. In collaboration with the Information Technology Department, PBCE completed updates to the City's integrated permitting system (AMANDA) to ensure that additional plan review fees are billed at the current adopted fee rate.
Report #23-07 Residential Building Permits Recommendation #15: To maximize language accessibility and comply with the City's Language Equity Policy & Guidelines, Planning, Building and Code Enforcement should: a. Include language translation options for the sjpermits.org website and phone lines, and b. Develop a process to identify and prioritize vital documents for translation related to the residential permit process in accordance with the policy.	Current Status: Not Implemented - Priority	a. Planning, Building and Code Enforcement (PBCE) plans to work with the Information Technology Department (ITD) to add translation options to SJPermits.org and its phone lines. PBCE reports that the SJPermits.org portal update timeline has been extended for ITD to accommodate other major systems upgrades. b. PBCE developed a draft policy on steps staff should take when requesting translation and interpretation services for project outreach and communication. PBCE reports that staff are creating a process to identify and prioritize vital documents for translation to include in this policy, and converting customer-facing PDF documents to webpages to enable the browser translation option. Target Date: Dec-2026 (Delayed From: Dec-2024)
Report #24-01 Non-Management Performance Appraisals Recommendation #05: To streamline the non-management employee performance appraisal process, the Human Resources Department should work with the Information Technology Department to implement automated workflows, which could include routing of appraisals for signatures within departments, routing of appraisals to the Human Resources Department for data entry and filing, and notifications for upcoming appraisals.	Current Status: Partly Implemented	According to the Human Resources Department (HR), staff had begun work to automate the Non-Management Performance Program (NMPP) appraisal form through the same process as the Management Performance Program, but found that the system was not conducive for the NMPP appraisal process. According to HR, staff researched a new system for the NMPP process. Due to budget constraints, no funding was allocated to purchase the system module during fiscal year (FY) 2026-27. HR plans to request funding during the FY 2027-28 cycle. In the meantime, staff report that they will continue researching available systems, engaging with stakeholders, and refining an implementation plan to ensure the project can move forward once funding is available. Target Date: Jul-2027 (Delayed From: Jun-2026)

Report and Recommendations	Current Status	Comments
Report #24-02 Language Accessibility		
Recommendation #04: To ensure departments incorporate language considerations into their services, the Administration should require departmental Language Access Plans for either customer facing departments or all departments, as appropriate. This may require an update to the Language Equity Policy and Guidelines.	Current Status: Implemented	The City Manager's Office of Communications, in partnership with the Office of Racial and Social Equity, updated the Racial and Social Equity Action Plan template. As of July 2026, the plans require each City department to include one objective related to language accessibility. The intent of this is to streamline and strengthen equity efforts across the City while being mindful of budget and staff capacity. The Language Access Manager will support departments in developing and implementing their objectives by providing guidance and technical assistance.
Report #24-02 Language Accessibility		
Recommendation #05: The Office of Communications should develop and distribute a template for Language Access Plans which at a minimum asks departments to address: • Procedures for addressing language accessibility in verbal, written, and visual communication, • Identifying customer-facing positions for requiring language access training, and • Procedures for identifying necessary resources for language services.	Current Status: Implemented	The City Manager's Office of Communications, in partnership with the Office of Racial and Social Equity, updated the Racial and Social Equity Action Plan template. As of July 2026, the plans require each City department to include one objective related to language accessibility. The intent of this is to streamline and strengthen equity efforts across the City while being mindful of budget and staff capacity. The Language Access Manager intends to support departments in developing and implementing their objectives by providing guidance and technical assistance. The City's Interpretation and Translation Standard Operating Procedures provide step-by-step guidance for staff to address verbal, written, and visual communications, as well as instructions for identifying and securing appropriate language services for residents with limited English proficiency. Lastly, as of September 2025, all City staff are required to complete Language Access and Customer Service training.
Report #24-02 Language Accessibility		
Recommendation #09: To ensure continued progress towards equitable language access for City services, the Administration should better define its language equity goals, and develop performance metrics and a system to monitor performance.	Current Status: Partly Implemented	According to the City Manager's Office of Communications, they continue to draft preliminary language equity goals, performance metrics, and a system to monitor performance, and plans to review the draft with department Accessibility Liaisons. Target Date: Dec-2026 (Delayed From: Dec-2025)
Report #24-05 Tenant Protection Ordinance		
Recommendation #01: To improve the efficiency and consistency of the Tenant Protection Ordinance (TPO) fee calculation, the Housing Department should: a.Document the methodology for how units are identified as covered by the TPO, if using data from the City's integrated permitting system, or b.Develop a database or roster of TPO units based on data from the integrated permitting system or a landlord registry.	Current Status: Partly Implemented	The Housing Department reports that data testing of a Tenant Protection Ordinance (TPO) unit roster was conducted in January 2026, and further adjustments are needed on the developer side to address discrepancies between data sources. Staff are making final adjustments before the TPO database goes live in November 2026. Target Date: Nov-2026 (Delayed From: Apr-2026)

Report and Recommendations	Current Status	Comments
Report #24-05 Tenant Protection Ordinance		
Recommendation #02: To better identify properties subject to the Tenant Protection Ordinance and ensure accurate billings, the Housing Department should work with Planning, Building and Code Enforcement to: a.Create a process to correct and validate unit counts in the integrated permitting system as necessary based upon landlord feedback, and b.Ensure the exemption field in the City's integrated permitting system is properly filled in.	Current Status: Partly Implemented	Status of validating unit counts is part of the updates noted in the response to Recommendation #2405 #1 and will be completed by November 2026. Housing reports that during the period January 2026 – June 2026, program staff finalized its review of existing and pending exemption requests and exemption entries in AMANDA. Additional staff were trained and are processing new and revised exemption requests for the FY 2026-27 billing cycle. As part of the coordination with Code Enforcement's Multiple Housing Program, Housing staff plan to further review the Multiple Housing Roster to ensure accuracy of exemptions entered into AMANDA, prior to the issuance of fee invoices. Target Date: Nov-2026 (Delayed From: Apr-2026)
Report #24-05 Tenant Protection Ordinance		
Recommendation #03: The Housing Department and the City Attorney's Office should clarify the Tenant Protection Ordinance exemptions in the San José Municipal Code and update communications to landlords accordingly.	Current Status: Partly Implemented	The Exemption Request Form was revised to address prior issues regarding exemption requirements and was sent out in preparation for FY 2026-27 next billing cycle. Housing reports that this process will be outlined in the final TPO Regulations, which are expected to be adopted by October 2026. Target Date: Oct-2026 (Delayed From: Apr-2026)
Report #24-05 Tenant Protection Ordinance		
Recommendation #05: To better allocate staff time across the Rent Stabilization Program areas, the Housing Department should assess the most appropriate way to track and estimate staff time spent on different fee programs and formalize related procedures, including supervisory review.	Current Status: Partly Implemented	The Housing Department (Housing) reports that for FY 2025-26, the Rent Stabilization Program (RSP) implemented time allocation instructions for staff when submitting their timecards and supervisors review allocations when approving timecards. Housing's Budget team conducted a review of the time allocations for FY 2025-26 as part of the FY 2026-27 budget process and budgeted program expenses accordingly in calculating the proposed TPO fee for FY 2026-27. Based on each staff's time allocation to different fee programs for FY 2025-26, the Budget Team assigned a unique account code for each staff member which allocates their time accordingly on the backend. This simplifies the timecard entry process for staff and mitigates misallocation of time. In FY 2026-27, RSP plans to conduct a time study and workflow analysis of program related tasks to further improve the time allocation analysis for fee calculation. Once the Salesforce updates described in Recommendation #2405-01 are finalized, a report consisting of: types of tasks, staff who performed the task, and what category of rental unit was involved will be run and used to calculate staffing costs per fee program. The necessary Salesforce database upgrades and time-study results and analysis are expected to be completed in the second half of FY 2026-27. Target Date: Jul-2027 (Delayed From: Jun-2026)
Report #24-05 Tenant Protection Ordinance		
Recommendation #06: To standardize service delivery, the Housing Department should update its Rent Stabilization Program Manual to include procedures to guide day-to-day interactions with stakeholders and establish an enforcement process for addressing Tenant Protection Ordinance non-compliance. Additionally, the Department should create a review schedule to ensure procedures continue to align with program needs and practices.	Current Status: Partly Implemented	Housing reports that the Tenant Protection Ordinance (TPO) process and procedures have been incorporated into the program manual and continue to be refined. TPO case tracking and management through Salesforce is under development as part of a larger Salesforce TPO database project. Target Date: Dec-2026 (Delayed From: Jun-2026)

Report and Recommendations	Current Status	Comments
Report #24-05 Tenant Protection Ordinance		
Recommendation #07: To better track interactions with tenants and landlords, the Housing Department should refine their interaction data collection to label which ordinances are being inquired about, clarify when staff are enforcing ordinances, and eliminate unnecessary data fields.	Current Status: Partly Implemented	Housing has refined their interaction data collection to label which ordinances are being inquired about, clarify when staff are enforcing ordinances, and eliminate unnecessary data fields. Full completion of this recommendation is tied to the database updates referenced in Recommendation #2405-01 becoming fully implemented. Target Date: Nov-2026 (Delayed From: Jun-2026)
Report #24-05 Tenant Protection Ordinance		
Recommendation #08: To better assess performance of Tenant Protection Ordinance activities, the Housing Department should develop individual performance measures for the Tenant Protection Ordinance that are aligned with the overall goals and measures highlighted in the Rent Stabilization Program Strategic Plan.	Current Status: Partly Implemented	Housing reports that the Rent Stabilization Program will work with the Data Division after the TPO database is finalized (see update to recommendation #2405-01) to develop and launch a dashboard with the data points that are typically provided in semi-annual and annual reporting to HCDC. Those data points and measures will be updated quarterly. Target Date: Dec-2026 (Delayed From: Jun-2026)
Report #24-05 Tenant Protection Ordinance		
Recommendation #09: To better reach tenants and landlords in areas where there is a high risk of evictions, the Housing Department should update the Rent Stabilization Program Community Outreach Plan to detail how staff will identify designated high-risk areas or neighborhoods and develop goals and targets for outreach and education events in such areas. This should also include addressing any language accessibility needs within these communities.	Current Status: Partly Implemented	Housing staff have updated the Rent Stabilization Program Community Outreach Plan, but is waiting for the Tenant Protection Ordinance (TPO) database to be finalized to refine the outreach strategy (see recommendation #2405-01). Target Date: Jan-2027 (Delayed From: Jun-2026)
Report #24-05 Tenant Protection Ordinance		
Recommendation #10: To better communicate responsibilities under the Tenant Protection Ordinance, the Housing Department should update the Rent Stabilization Program Community Outreach Plan to detail how staff will proactively communicate ordinance information and requirements to landlords.	Current Status: Partly Implemented	The Housing Department (Housing) reports that further improvements were planned for Rent Registry 8.0 relating to information about the Tenant Protection Ordinance (TPO) and draft revisions to the TPO flyer were made with the goal of providing a final version to property owners when they register units in Fall 2026. The overall project of updating materials and developing focused workshops for property owners is expected to be underway in Fall 2026 with the hiring of a Policy and Public Engagement Manager and Senior Communications manager. The Rent Stabilization Program began working with the Communications team in June 2026 to continue to revise its flyers and the website, with the goal of information being more accessible and easier to understand. Once the TPO flyer is finalized, Housing reports they will coordinate with Code Enforcement to include the revised TPO flyer in annual billings to all TPO buildings (charged through Code's Multiple Housing Inspection Program). Target Date: Jan-2027 (Delayed From: Jun-2026)

Report and Recommendations	Current Status	Comments
Report #24-05 Tenant Protection Ordinance		
Recommendation #11: To ensure landlord compliance with the Tenant Protection Ordinance (TPO), the Housing Department should: a. Coordinate with the Department of Planning, Building and Code Enforcement's Multiple Housing Inspection Program to check whether TPO information is posted during routine inspections of multiple housing properties, and b. Develop a process to follow up with landlords to determine whether information had been distributed to tenants in accordance with the Municipal Code.	Current Status: Partly Implemented	The Rent Stabilization Program (RSP) has had multiple interactions and meetings with Code Enforcement staff about protocol for providing tenants information, communications, and referring impacted tenants to RSP. The Housing Department plans to set up regular meetings with Code Enforcement's new Division Manager with the goal of developing procedures for coordination between departments. Target Date: Dec-2026 (Delayed From: Jun-2026)
Report #24-08 Access and Use of Neighborhood Blight Reduction Programs		
Recommendation #03: To ensure accessibility of languages in accordance with the City's Language Equity Policy & Guidelines (6.1.10), the Information Technology Department should incorporate languages spoken by 5 percent or more of the population into the SJ311 website and mobile application, as well as the 3-1-1 phone tree.	Current Status: Partly Implemented - Priority	According to the Information Technology Department, implementation of support for both Traditional and Simplified Chinese has been deferred to FY 2026–27 due to the planned transition of the SJ311 application to a new technology platform as part of the Customer Relationship Management (CRM) initiative. However, the Department has added Cantonese and Mandarin options to the SJ311 Customer Call Center phone tree. Target Date: Jun-2027 (Delayed From: Jun-2026)
Report #24-08 Access and Use of Neighborhood Blight Reduction Programs		
Recommendation #04: The City Administration should, in its next Request for Proposal for a grant platform, require translated information and ensure web accessibility in accordance with the City's Language Equity Policy & Guidelines (6.1.10) and Website and Digital Services Governance (1.7.9).	Current Status: Not Implemented	The Finance Department (Finance) Accounting Fiscal Recovery and Grant Management Unit is pursuing renewal of the City's WebGrants contract with Dulles Technology through a Brand Name Request and cooperative purchasing agreement. Since the previous update, Dulles Technology added multilingual features that satisfy a requirement that had prompted consideration of a new platform. The Department expects this approach to reduce costs and implementation time while preserving the City's existing investment. Finance plans to submit the purchase request at least two months before the intended start date. Target Date: Jun-2027
Report #24-08 Access and Use of Neighborhood Blight Reduction Programs		
Recommendation #06: The Department of Parks, Recreation and Neighborhood Services should provide translated guidance of how to use BeautifySJ's volunteer website in languages identified in the City's Language Equity Policy & Guidelines (6.1.10).	Current Status: Partly Implemented	The Parks, Recreation and Neighborhood Services Department has developed multilingual materials that provide guidance on how to utilize the BeautifySJ volunteer website in languages identified in the City's Language Equity Policy & Guidelines (6.1.10). As of January 2026, English, Spanish, and Vietnamese outreach materials had been finalized, while translation of these materials to Traditional and Simplified Chinese is projected to be complete by December 2026. Target Date: Dec-2026 (Delayed From: Dec-2025)

Report and Recommendations	Current Status	Comments
Report #25-01 City Costs for Outdoor Special Events Recommendation #01: To better inform event organizers about potential City security costs, the Administration and the Police Department should update the Special Event Guidelines and the Secondary Employment Unit Procedures Guide to: a. Identify a threshold for which labor cost estimates are required to be provided to event organizers for security and traffic control. b. Identify a reasonable timeframe in which the Police Department is required to notify event organizers of potential gaps in Secondary Employment Unit Staffing for organizers to secure additional private security.	Current Status: Partly Implemented	The Office of Economic Development and Cultural Affairs (OEDCA) reports that it is working with the Police Department's Secondary Employment Unit (SEU) to identify a reasonable timeframe within which event organizers are notified of potential staffing gaps. OEDCA has since established and documented timelines in the revised Special Event Guidelines, which state that labor cost estimates for required security and traffic control services are generally provided 14 to 60 days before an event. The Guidelines also state that organizers will be notified of anticipated SEU staffing gaps as soon as practicable and, whenever possible, no later than two weeks before the event, allowing time to consider alternative staffing arrangements. The Police Department reports that it provides labor cost estimates during pre-event planning meetings for large-scale events and upon request for smaller events. The Department is also in the process of updating its SEU Procedure Manual to codify requirements for providing cost estimates and establish a reasonable timeframe for notifying organizers of potential staffing gaps. Target Date: Dec-2026
Report #25-01 City Costs for Outdoor Special Events Recommendation #02: To ensure transparency of rates, the Police Department and the Office of Economic Development and Cultural Affairs should update the City's special event's website and the Special Event Guidelines to reflect all police costs, including large event rates, holiday rates, and all rates for sworn and non-sworn staffing.	Current Status: Partly Implemented	The Office of Economic Development and Cultural Affairs (OEDCA) worked with the Police Department to publish sworn and non-sworn staffing rates on the City's special events website. OEDCA has since updated the City Costs webpage to include current Police Department sworn officer and supervisor rates, Department of Transportation Parking and Traffic Control Officer rates, applicable holiday rates, and the 1.5x overtime rate for large-scale events requiring 15 or more sworn officers. OEDCA also updated the Special Event Guidelines to explain factors affecting City service costs and direct event organizers to current rates. The Police Department reports that it is working to expand information on its website and permit application to include non-sworn personnel rates and large-event information and incorporate this information into its Secondary Employment Unit Procedure Manual. Target Date: Jul-2027 (Delayed From: Dec-2025)
Report #25-01 City Costs for Outdoor Special Events Recommendation #03: To reduce costs and address sworn staffing challenges, the Administration and Police Department should update the Special Event Guidelines and the Secondary Employment Unit Procedures Guide to define and prioritize roles for: a. Private security which could include enforcing event rules and regulations, crowd control, parking, or other roles as appropriate; and b. Non-sworn personnel around traffic control, including Community Service Officers, Crossing Guards, and the Department of Transportation's Parking and Traffic Control Officers.	Current Status: Partly Implemented	OEDCA has updated the Special Event Guidelines to clarify the respective roles of sworn Police personnel, non-sworn City personnel, certified traffic control flaggers, and licensed private security in supporting outdoor special events. The Guidelines identify roles for Community Service Officers, Crossing Guards, and Department of Transportation Parking and Traffic Control Officers to support the efficient use of sworn personnel while maintaining public safety. The Guidelines also clarify that final staffing determinations remain the Police Department's responsibility based on event-specific operational and public safety considerations. The Police Department reports that it is updating its Secondary Employment Unit (SEU) Procedure Manual to further define and prioritize the roles of private security and non-sworn personnel, including their use for traffic control. Target Date: Dec-2026 (Delayed From: Jun-2026)

Report and Recommendations	Current Status	Comments
Report #25-01 City Costs for Outdoor Special Events		
Recommendation #04: To improve customer service and ensure alignment with the City's Customer Service Vision and Standards: a. The Administration should assess how the City can better coordinate or consolidate the permitting process, potentially through a technology solution. b. The Office of Economic Development and Cultural Affairs should formalize their procedures to follow up with appropriate department staff post event to ensure organizers receive all necessary invoices in a timely manner.	Current Status: Partly Implemented	The Office of Economic Development and Cultural Affairs (OEDCA) reports that it continues to work with the Police Department and other departments to develop a Citywide approach to special event permitting and billing. OEDCA reports staff are currently documenting interdepartmental processes and requirements for a shared permitting, review, and billing system. Additionally, OEDCA has also drafted standard operating procedures to improve consistency in event permitting, post-event billing, and interdepartmental follow-up under the current process. OEDCA reports staff will continue working with relevant departments to develop a coordinated Citywide permitting and billing platform that reduces duplicative processes and improves transparency and customer service for event organizers. Target Date: Jun-2027
Report #25-02 Access and Use of Traffic Safety Services		
Recommendation #01: To ensure more schools receive traffic safety services, including Walk N' Roll programming and other services, the Department of Transportation should develop an outreach plan to expand outreach to all schools in San José and target schools in equity priority communities.	Current Status: Partly Implemented	The Department of Transportation revised its outreach workplan to prioritize Walk N' Roll support for Title 1 schools concerning education and encouragement activities. The Department plans to incorporate other services to the outreach plan and add more details on how to reach more schools in equity priority communities. Target Date: Dec-2026 (Delayed From: Jun-2026)
Report #25-02 Access and Use of Traffic Safety Services		
Recommendation #02: To ensure more schools in equity priority communities receive the Police Department's school traffic safety services, the Department should: a. Update the School Safety and Education webpage to include information about the process to request crossing guards, b. Develop an outreach plan that includes focusing on schools in equity priority communities, and c. Consider using the Schools-City Collaborative as a channel for disseminating outreach materials for the School Safety and Education Unit's programs.	Current Status: Partly Implemented	a. The Police Department's School Safety & Education Unit (SSEU) updated its webpage to include information on the process of requesting guards along with a request form. The website can be reached at: https://www.sjpd.org/community/community-services/school-safety-education b. The Department plans to revise its outreach plan to include how it will focus on reaching schools in equity priority communities and incorporate the revised plan into the SSEU manual. c. The Department also plans to consider using the Schools-City Collaborative as a channel for disseminating outreach materials about SSEU programs. Target Date: Dec-2026
Report #25-02 Access and Use of Traffic Safety Services		
Recommendation #03: The Department of Transportation and the Police Department's School Safety and Education Unit should coordinate proactive outreach to increase the number of schools participating in traffic safety educational programs. This could include having a consolidated contact list, performing joint outreach, or other options.	Current Status: Not Implemented	The Department of Transportation and the Police Department's School Safety and Education Unit plan to exchange school contact information to update their respective contact lists, co-create a brochure highlighting traffic safety services provided by both departments, and distribute the brochure to schools. Target Date: Dec-2026 (Delayed From: Jun-2026)

Report and Recommendations	Current Status	Comments
Report #25-02 Access and Use of Traffic Safety Services		
Recommendation #04: To promote efficiency and timeliness of review of school requests for crossing guards, the Police Department's School Safety and Education Unit and the Department of Transportation should establish a process to better track and facilitate crossing guard requests and develop timeliness standards for department reviews.	Current Status: Implemented	The school requests for crossing guards are tracked in a live Safety Index Study List by both the Department of Transportation (DOT) and the Police Department (SJPD). DOT reports that SJPD notifies DOT of the crossing guard study locations, and intends to follow up to collect traffic data, conduct the study, update the study results in the spreadsheet, and notify SJPD in 8-12 weeks.
Report #25-02 Access and Use of Traffic Safety Services		
Recommendation #05: To increase access to traffic enforcement services, the Police Department should: a.Translate the online traffic enforcement request form into the languages identified in the City's Language Equity Policy & Guidelines (6.1.10), and b.Provide targeted outreach to equity priority communities about requesting traffic enforcement services.	Current Status: Implemented	a. The Police Department has translated the online traffic enforcement request form into the languages identified in the City's Language Equity Policy & Guidelines (6.1.10), so that the form is now available in Spanish, Chinese (Simplified and Traditional), and Vietnamese, in addition to English. b. The Department developed an informational card explaining how to file a traffic complaint and request traffic-related services. The card includes a QR code linking directly to the Department's "Request Traffic Enforcement" webpage and is available in the languages identified in the City's Language Equity Policy & Guidelines (6.1.10). The card also includes the Traffic Enforcement Unit's telephone number. The cards have been distributed in equity priority communities.
Report #25-02 Access and Use of Traffic Safety Services		
Recommendation #06: To ensure access to educational resources around traffic safety services, the Department of Transportation should update the Traffic Calming Toolkit to: a.Align information with current traffic safety programs, resources, and access points, including information from the Traffic Calming Policy for Residential Neighborhoods (Council Policy 5-6), and b.Translate the toolkit to the languages identified in the City's Language Equity Policy & Guidelines (6.1.10).	Current Status: Partly Implemented	The Department of Transportation (DOT) has drafted an update to the Traffic Calming Toolkit to align content with the updated Council Traffic Calming Policy for Residential Neighborhoods (Council Policy 5-6), as well as information about internal coordination, current services, best practices, and policies, as well as integration of recent project photos and compliance with accessibility requirements. Target Date: Dec-2026 (Delayed From: Dec-2026)
Report #25-02 Access and Use of Traffic Safety Services		
Recommendation #07: The Department of Transportation should translate the Walk N' Roll newsletter into the remaining language(s) identified in the City's Language Equity Policy & Guidelines (6.1.10).	Current Status: Partly Implemented	The Department of Transportation reports that due to a staff shortage during the 2026 bike rodeo season, the newsletter production was paused. Instead, staff shared bike safety and Walk N' Roll program information with school principals by email. Newsletter production has since resumed, and DOT plans to publish the October newsletter in both Simplified and Traditional Chinese, Spanish and Vietnamese. Target Date: Oct-2026 (Delayed From: Apr-2026)

Report and Recommendations	Current Status	Comments
Report #25-02 Access and Use of Traffic Safety Services Recommendation #08: To improve language accessibility, the Department of Transportation and the Police Department should translate telephone tree instructions of phone numbers for accessing traffic safety services, such as the phone number for traffic engineering services and the Police Department's non-emergency phone number, into all languages identified in the City's Language Equity Policy & Guidelines (6.1.10).	Current Status: Not Implemented	The Department of Transportation reports that its current telephone tree system is antiquated and is exploring alternative solutions. The Police Department reports that it intends to submit a budget request for an AI-powered call answering system to modernize its non-emergency call handling and improve service to the community. Target Date: Jun-2027 (Delayed From: Dec-2026)
Report #25-03 Procurement Recommendation #01: To align the City's risk strategy with the business need of having timely procurements, the City Administration should re-assess policies for key areas, including: a. Raising the competitive procurement threshold. b. Establishing formal criteria for waiving certain types of insurance based on an assessment of the risk of the contract. c. Developing a process to allow procurement of small-dollar software subscriptions without the need for City Attorney's Office review. d. Granting approval authority to department heads for more low-risk contracts. e. Examining the current standard contract terms and conditions.	Current Status: Partly Implemented - Priority	Parts (a), (b), (d), and (e) of the recommendation have been implemented. Following the previously completed increase in the City's competitive procurement threshold from \$10,000 to \$15,000, the Finance Department finalized procedures for waiving certain insurance requirements based on contract scope; revised the City's P-Card Policy to permit purchases of goods and services up to the \$15,000 threshold, supported by Citywide training; and updated the City's standard contract and purchase order terms and conditions for future procurements. Part (c) is partially implemented: Finance is coordinating with the City Attorney's Office and City Manager's Office on a procedure to streamline small software purchases, including a proposed Small Purchase Contract Review Form that could allow qualifying purchases of up to \$15,000 without City Attorney's Office review. Finance reports that these updates are under review. Target Date: Dec-2026 (Delayed From: Apr-2026)
Report #25-03 Procurement Recommendation #04: To promote greater transparency and accountability in the strategic procurement process, the Finance Department should implement a project status tracker or workflow system that enables: a. Tracking the timeliness of overall and interim milestones such as solicitation development, bid posting, vendor evaluation, and contract negotiations; and b. Supervisory review of project progress. This could include expanded use of the current electronic procurement platform.	Current Status: Implemented	The Finance Department has implemented Microsoft Project to track overall and interim milestones throughout the strategic procurement process, including solicitation development, bid posting, vendor evaluation, and contract negotiations. The tool enables Finance-Purchasing staff to identify, sequence, and assign tasks and monitor progress against established timelines. Finance-Purchasing supervisors and leadership plan to regularly review project progress through Microsoft Project to monitor milestone completion, identify delays, and take corrective action as needed to keep procurement activities on schedule. Finance also developed a sample project schedule illustrating how procurement milestones and timelines will be planned and tracked.

Report and Recommendations	Current Status	Comments
Report #25-03 Procurement Recommendation #05: The Finance Department should develop performance measures for strategic procurement projects including cycle times for key process milestones.	Current Status: Implemented	The Finance Department has developed performance measures and cycle-time standards for key strategic procurement activities. Requests for proposals are to be completed within 343 days of the initial request, with interim milestone timelines established in Finance's procurement tracking framework. Contract options and contract updates, including amendments, change orders, and service orders, are each to be completed within 90 days of the request. Finance has also documented the applicable processes and submittal requirements in its Guidelines for Purchasing Contract and RFP Procurements.
Report #25-03 Procurement Recommendation #06: The Finance Department should develop a consolidated, user-friendly procurement handbook with up-to-date policies, procedures, instructions, and guidance regarding: - a.Roles and responsibilities of Purchasing and other department staff, - b.Procurement thresholds and types of solicitations, and - c.Step-by-step instructions for conducting procurements including how to complete templates and forms.	Current Status: Implemented - Priority	The Finance Department developed and published a consolidated procurement handbook for Citywide use on its Finance-Purchasing intranet site. The handbook provides updated policies, procedures, instructions, and guidance covering the roles and responsibilities of Purchasing and department staff, procurement thresholds and solicitation types, and step-by-step instructions for conducting procurements and completing required templates and forms.
Report #25-03 Procurement Recommendation #07: To better support City departments in their procurement efforts, the Finance Department should develop and disseminate guidance in the form of practical examples, standardized templates, and other tools or resources for creating clear and functional scopes of work.	Current Status: Implemented	The Finance Department developed three standardized scope-of-work templates covering product, service, and information technology procurements. The templates include practical examples for each use case and are linked within existing procurement guidance on the Finance-Purchasing intranet site for use by City departments. Finance has also made additional scope-development resources available, including a "Developing Scopes of Work" presentation and related training materials.

Report and Recommendations	Current Status	Comments
Report #25-03 Procurement Recommendation #08: To ensure that City policies are up-to-date and applicable to current operations, the Finance Department should work with the City Attorney's Office, the City Manager's Office, and the Information Technology Department to review and update the City Policy Manual to reflect current procedures, particularly relating to: a. Section 5.1.1 Procurement and Contract Process Integrity; b. Section 5.1.3 Source Selection Plan; c. Section 5.1.4 Brand Name and Sole Source Procurements; d. Section 5.1.6 Procurements with Grant Funds; e. Section 5.1.7 Procurement of Supplies, Materials, and Equipment; f. Section 5.1.8 Procurement of Non-Professional Services; and g. Section 5.1.9 Procurement of Information Technology.	Current Status: Implemented	The Finance Department, in coordination with City stakeholders, updated nine purchasing-related sections of the City Policy Manual to align with current operations and procedures. These revisions encompass the seven sections identified in the audit recommendation as well as two additional purchasing-related sections. The updated policies address procurement integrity, source selection plans, sole-source and brand-name procurements, grant-funded purchases, and procurements involving supplies, non-professional services, and information technology, among other topics.
Report #25-04 Homelessness Coordination Recommendation #01: To ensure that unhoused residents citywide are appropriately considered in outreach efforts, the Administration should, in the context of limited outreach resources: a. Develop protocols to provide timely outreach in advance of encampment abatements and Oversized and Lived-in Vehicle Enforcement activations, and b. Reevaluate how outreach is prioritized to incorporate areas affected by imminent encampment abatements and tow-away zones, and the frequency of community submitted concerns.	Current Status: Implemented - Priority	a. In the Housing Department (Housing), the Enhanced Engagement Program (EEP) deploys staff around BeautifySJ's encampment abatement schedule and the Oversized and Lived-in Vehicle Enforcement (OLIVE) Program. The EEP team's role is to engage individuals before enforcement occurs; notify individuals of upcoming activity; and connect them with shelter and other services. Housing refers to BeautifySJ's abatement schedule and map, which indicates when BeautifySJ staff requested homeless response outreach. Housing aims to provide outreach two weeks before the abatement date. The Department of Transportation (DOT) also has a public map showing where vehicles were investigated through the OLIVE Program and may be towed. b. Through the EEP, Housing reorganized its outreach approach to expand geographic coverage. As noted in part a, the EEP is focused on aligning the timing of outreach deployment with encampment abatements and OLIVE enforcement. Although Housing does not directly respond to community submitted concerns, Housing provides outreach prior to encampment abatements that arose from SJ311. Additionally, Housing reported responding to concerns submitted by other City departments.

Report and Recommendations	Current Status	Comments
Report #25-04 Homelessness Coordination Recommendation #02: To ensure City staff across departments can provide consistent information to unhoused residents, the Housing Department should develop and distribute guidelines around interactions with unhoused residents, including: a. Providing handouts with information about available resources and contact information, and b. When staff should refer outreach requests from unhoused residents to the Housing Department.	Current Status: Implemented	The Housing Department (Housing) created and distributed a protocol to staff in other departments that engage with unhoused residents. a. The protocol outlines information that staff should provide when an unhoused person requests information or assistance, such as Housing's homelessness resource guide and the Here4You phone number. b. Per the protocol, City employees should submit outreach concerns to Housing through SJ311. Staff are expected to submit a concern if the unhoused individual is seeking homelessness-related assistance, and when staff are not sure if the individual will already receive outreach through Housing's Enhanced Engagement Program.
Report #25-04 Homelessness Coordination Recommendation #05: To better monitor grant performance, the Housing Department should update its grant oversight procedures to: a. Clarify staff and supervisory responsibilities across the different work groups involved in monitoring and tracking service provider performance, b. Include additional current oversight activities, such as reconciling service provider data with Homeless Management Information System data or other activities, and c. Clarify relevance of COVID-19 protocols to current environment.	Current Status: Implemented	The Housing Department (Housing) updated its grant monitoring procedures. a. The procedures note that grant oversight is a coordinated effort among grant monitoring staff, program staff, and the Data Division. The roles of each are described in b. Supervisors and managers of each team are responsible for reviewing monitoring activities and findings, ensuring appropriate follow-up, and escalating significant compliance or performance concerns. Housing also contracts with the PUN Group for external subrecipient monitoring. b. The procedures outline that grant monitoring staff are responsible for reviewing reports and invoices, site visits, and other routine monitoring activities. Some of this work is addressed by completing a Quarterly Performance Report. Program staff monitor grantees' service delivery and contract requirements, and communicate performance concerns with the grant monitoring staff and supervisors. The Data Division validates program data by reconciling data with HMIS and notifying discrepancies to grant monitoring staff. c. Housing removed COVID-19 references from their grant monitoring procedures. Housing also reported removed COVID-19 protocols for several contracts.
Report #25-04 Homelessness Coordination Recommendation #06: To enhance grant oversight, the Housing Department should implement regular trainings, at least annually, for staff responsible for monitoring and reviewing grants. These trainings should cover aspects of the grant oversight procedures including: a. Expectations for monitoring service delivery around contract terms and deliverables, b. Identification of potential risks of noncompliance, and c. Documentation of grantee service delivery.	Current Status: Implemented	Between January and July 2026, the Grants Manager within the Housing Department (Housing) held multiple trainings for Housing's grant monitoring team. Trainings touched on federal grant requirements, quarterly progress reports from grantees, contract development, and financial workbooks. Housing also updated its Quarterly Progress Report (QPR) template, which grant staff use to document their review of grantees' performance against contracted activities, deliverables, and goals. When verifying that a grantee provided a deliverable (e.g., drop-in services or monitoring housing plans), the QPR requires staff to include supporting documentation. Additionally, the QPR notes that if an agency experiences recurring or significant issues achieving contracted expectations, Housing may provide technical assistance, meet with the agency more frequently, or develop a corrective action plan to address performance concerns. For significant issues, Housing may recommend that an agency be removed from the contract, or that the contract not be renewed.

Report and Recommendations	Current Status	Comments
Report #25-04 Homelessness Coordination Recommendation #07: To track progress toward case management goals and support successful transitions from interim housing, the Administration and Housing Department should require housing plans in future agreements and amend current agreements as needed.	Current Status: Implemented	The Housing Department (Housing) amended several interim housing agreements, formalizing a requirement that grantees monitor each participant's progress towards their housing goals. The agreements also require grantees to submit participants' housing plans to the City annually. For future agreements or amendments, Housing created a contract template; this template includes language that every program participant must have a housing plan, and that the grantee will monitor participants' progress. In addition to amending contracts, Housing reported developing Admission and Continued Occupancy Program Regulations. These regulations are intended to standardize operating requirements across the City's shelter portfolio, including formalizing expectations for case management and housing plans.
Report #25-04 Homelessness Coordination Recommendation #08: To ensure consistent evaluation of outreach and interim housing performance and outcomes, the Housing Department should align performance targets across service provider agreements, reported measures on internal dashboards and the Adopted Operating Budget for outreach activities, client exits, occupancy rates, and other key metrics.	Current Status: Partly Implemented	The Housing Department (Housing) updated performance measures and grantees' reporting requirements in areas such as occupancy rates, unit turnaround times, and client exits. In addition to changes to the Operating Budget's performance measures, Housing updated targets and data reporting requirements in grantees' contracts. These changes resulted in aligning performance data between the Operating Budget, Housing's interim housing dashboard, and grantee agreements. To fully implement this recommendation, Housing should better align performance targets for outreach activities. Target Date: Oct-2026 (Delayed From: Jun-2026)
Report #25-04 Homelessness Coordination Recommendation #09: To improve coordination and accountability for interim housing maintenance, the Housing Department should work with service providers and the Public Works Department to clearly define maintenance responsibilities, align ongoing maintenance plans, and establish a streamlined process for submitting, communicating, and tracking work orders. This may require amending service agreements with site operators.	Current Status: Partly Implemented - Priority	The Housing Department (Housing) has selected a contractor to provide centralized property management services across the City's shelter portfolio, with the exception of the motel-based shelter sites and the Navigation Center. Housing reports that the contractor will provide facility maintenance services, enabling the social service providers at each site to focus more on participant services. According to Housing, the property management contractor will provide a centralized maintenance management system, which will allow the City and site operators to submit maintenance requests and track work orders. Housing anticipates the initial rollout to begin with five shelter sites by October 2026. Housing reported they will work with the selected contractor, site operators, and the Public Works Department to address the recommendation. Target Date: Dec-2026 (Delayed From: Aug-2026) Potential Monetary Benefit: This recommendation could help reduce maintenance costs by clarifying the responsibilities of Public Works and service providers. At the time of the audit, we estimated Public Works could have saved at least \$375,000 had responsibilities been better defined.

Report and Recommendations	Current Status	Comments
Report #25-05 Fire Inventory Controls Over Controlled Substances Recommendation #02: To enhance the security of controlled substances on apparatus, once biometric safes are acquired, the Fire Department should update the Controlled Substances Control Policy to address access and usage, including: a. Who should have access to the apparatus safes, b. The storage and access to backup keys, and c. Whether daily verifications by paramedics are still needed.	Current Status: Not Implemented	The Department completed its procurement process and is finalizing the final quantity and models of the biometric safes with anticipated installation on Fire apparatus in Fall 2026. Once the Fire Department acquires and installs the biometric safes, staff will evaluate policy updates related to user access levels, backup key storage and access, or potential modification of daily verification requirements. Target Date: Dec-2026
Report #25-05 Fire Inventory Controls Over Controlled Substances Recommendation #03: To separate critical duties for management of the central supply of controlled substances, the Fire Department should: a. Assign system administration duties, primarily the ability to create new users in the system and change user permissions, to personnel that do not have controlled substance handling or record management duties. b. Assign certain duties for record management, such as reconciling ordered medication, logging new medication into the inventory, and logging the removal of medication upon destruction to personnel that do not have controlled substance handling or system administrator privileges. c. Disallow multiple log-in credentials to the inventory management system for any staff that have access to controlled substances.	Current Status: Implemented - Priority	The Department has finalized its revisions to the SJFD Policy and Procedure Manual Section 5.700.21 – "Controlled Substance Control Policy," which went into effect on March 6, 2026. The revisions formalize roles and responsibilities for the system administrator, distribution manager, and inventory control manager. These roles separate critical duties for central supply management. The system administrator is a civilian analyst who does not have access to controlled substances and does not oversee inventory reconciliation. The system administrator creates new user accounts and passwords. The EMS Fire Captain is the distribution manager who maintains physical custody of controlled substances, removes expired medications from service, and conducts random inventory audits. The inventory control manager responsibilities are assigned to the EMS Battalion Chief, overseeing records management, inventory reconciliation, purchase reconciliation, inventory adjustments, removals for destruction, and quarterly audits. The inventory control manager does not have access to the main safe with controlled substances and is not a system administrator. Multiple log-in credentials within the inventory management system have been deactivated and personnel with access to controlled substances can no longer create new user accounts.
Report #25-05 Fire Inventory Controls Over Controlled Substances Recommendation #06: To improve the security of main safe access, the Fire Department should: a. Update the Controlled Substances Control Policy to require a witness to be present any time the safe is opened, and b. Position a camera on the main safe to record activity or acquire biometric safes that log access.	Current Status: Partly Implemented	The Fire Department finalized its revisions to the SJFD Policy and Procedure Manual Section 5.700.21 – "Controlled Substance Control Policy" which went into effect on March 6, 2026. These revisions formalize the requirement that two witnesses be present whenever the safe is opened. The Department completed its procurement process and is finalizing the final quantity and models of the biometric safes with anticipated implementation in Fall 2026. Target Date: Dec-2026 (Delayed From: Jun-2026)

Report and Recommendations	Current Status	Comments
Report #26-01 Sewer Rates Recommendation #01: The Environmental Services Department should review the rate model assumptions for calculating sewer rates to ensure they reflect current conditions and update as applicable, including: - a.Strength assumptions for non-monitored users, - b.Working days in a year for non-residential users, - c.Allocations of operations and maintenance costs, and - d.Other assumptions as necessary that impact user rates.	Current Status: Not Implemented	The Environmental Services Department reports working to implement a two-year comprehensive flow and loading study for the San Jose / Santa Clara Regional Wastewater Facility service area that will evaluate current conditions and assumptions used for calculating sewer rates. Since this is a service area wide study, a subsequent study using this data will be conducted to evaluate and update San Jose's sanitary sewer rate model including: a. Strength assumptions for non-monitored users, b. Working days in a year for non-residential users, c.Allocations of operations and maintenance costs, and d. Other assumptions as necessary that impact user rates. Target Date: Dec-2027
Report #26-01 Sewer Rates Recommendation #02: The Environmental Services Department should strengthen its sewer rate model procedures to clarify how often strength, flow, and other assumptions should be reviewed and updated.	Current Status: Implemented	In May 2026, the Environmental Services Department (ESD) formalized its standard operating procedure (SOP) for Conducting Recurring Sanitary Sewer Flow and Loading Studies. The SOP outlines a plan to request funding for consultant-led flow and loading studies in 2034, 2044, and 2054, followed by issuing a Request for Proposal (RFP) and selecting a consultant in 2035, 2045, and 2055. The SOP also identifies the ESD parties responsible for reviewing and contributing to the RFP and specifies the types of activities which should be included in the consultant's scope of work for the study.
Report #26-01 Sewer Rates Recommendation #03: To improve the workflow for calculating sewer rates, the Environmental Services Department should consider implementing: - a.A rate model software solution, and - b.A more streamlined way to allocate costs, potentially with the use of a consultant.	Current Status: Partly Implemented	The Environmental Services Department received authorization to purchase rate modeling software as part of the FY 2026-27 Adopted Operating Budget. Procurement and implementation of this software is expected to take 18+ months. Target Date: Dec-2027
Report #26-01 Sewer Rates Recommendation #04: To better manage risk and plan for future needs in the Sewer Service and Use Charge Fund, the Environmental Services Department should: - a.Develop and adopt a formal sewer reserve policy that defines reserve types with intended uses and target levels, and - b.Report on targeted and actual reserve levels in the annual rate proposal memo to the City Council.	Current Status: Implemented	On March 3, 2026, Council approved an update to Council Policy 1-18. The Environmental Services Department (ESD) provided expanded discussion of use of reserves as part of its June 2, 2026 Council Memo regarding Sanitary and Storm Sewer Service Charges. Also in June 2026, ESD updated its SOP for Rate Development and Proposition 218 Noticing to include reserve level guidelines.

Report and Recommendations	Current Status	Comments
Report #26-01 Sewer Rates		
Recommendation #05: To enhance transparency around sewer rate setting for monitored users, the Environmental Services Department should document procedures for: a.Setting and reviewing sampling frequencies and calculation methodologies (e.g., rolling averages), and b.Notifying users as appropriate, including for the rationale of any changes in their sampling methodology.	Current Status: Implemented	The Environmental Services Department (ESD) reviewed and updated its sampling methodologies ('Monitored Industrial Fact Sheets') for every monitored industrial SSUC user. ESD drafted and sent out a communication to industrial users communicating approved rates effective July 1, 2026, and reminding them about their sampling methodology. Further, the department updated its website to include specialized information for Monitored Industrial Customers.
Report #26-01 Sewer Rates		
Recommendation #06: To improve the transparency and public understanding of sewer rate setting, the Environmental Services Department should update their sewer rate web page to: a.Make the "Frequently Asked Questions" information easily accessible, and b.Add descriptions of how rates are calculated for each customer category, including sample calculations and links to supporting studies.	Current Status: Implemented	As part of Spring 2026 rate noticing communications, the Environmental Services Department (ESD) moved its FAQ documents to a more easily accessible level of its web hierarchy, with links to utility rate information being added to the ESD homepage and a link to SJEnvironment.org/RatesOverview being included in printed rate notices. The posted FAQ document iterated from prior years as it included a discussion of how rates are calculated for different customer categories under the header "How are my rates determined?" and sample calculations for retail and restaurant customers.
Report #26-02 Police Staffing, Expenditures, and Workload Follow-Up Report		
Recommendation #01: To increase transparency around operational changes to improve police services, the Police Department should include outcomes from its redistricting efforts, such as response times and call volume distribution, and if needed, an analysis of alternative shift schedules, into future Increasing Community Safety Focus Area reports.	Current Status: Not Implemented	The Department reported that it is on track to transition from a 16-district to a 12-district patrol structure in November 2026. After the redistricting transition is complete, the Department plans to work with the City Manager's Office to incorporate the outcomes of its redistricting efforts into future Increasing Community Safety Area initiatives. According to the Department, these outcomes are expected to include, as appropriate, response time data, call volume distribution across districts, and other relevant performance indicators. Target Date: Jan-2028
Report #26-02 Police Staffing, Expenditures, and Workload Follow-Up Report		
Recommendation #02: To improve how response times are reported publicly or for internal purposes, the Police Department should update its methodology for calculating response times for Priority 1 and Priority 2 calls by: a.Excluding calls that are downgraded to a lower priority during a response; and/or b.Consider the use of median response times instead of average response times to reduce the impact of outliers.	Current Status: Not Implemented	The Police Department reports that the Bureau of Technical Services is evaluating the feasibility of excluding calls downgraded to a lower priority during the response and using median response times to reduce the impact of outliers. Target Date: Dec-2026

Report and Recommendations	Current Status	Comments
Report #26-02 Police Staffing, Expenditures, and Workload Follow-Up Report Recommendation #03: To measure progress around the Department's hiring and retention efforts, the Police Department should: a. Include recruit retention rates in the Increasing Community Safety Focus Area updates to augment the current recruitment reporting, and b. Include overall retention results for sworn staff in the Department's annual recruitment and hiring report to the Public Safety, Finance and Strategic Support (PSFSS) Committee.	Current Status: Partly Implemented	The Police Department tracks retention rates for recruits and sworn staff internally. The Department reports that it is working to incorporate recruit retention results into the Increasing Community Safety Focus Area and sworn staff retention rates into its annual recruitment and hiring report to the Public Safety, Finance, and Strategic Support (PSFSS) Committee. Target Date: Dec-2026
Report #26-02 Police Staffing, Expenditures, and Workload Follow-Up Report Recommendation #04: To ensure adequate oversight and the effectiveness of existing controls, the Police Department should develop a process to monitor compliance with the Overtime Controls Memorandum No. 2026-008, including requiring documented justification for report-writing and follow-up overtime and ensuring approvals are consistent with the revised expectations for pre-planned and unplanned overtime.	Current Status: Partly Implemented - Priority	In accordance with the Overtime Controls Memorandum No. 2026-008, the Police Department requires unplanned follow-up and report writing overtime to be reviewed and approved by staff's immediate supervisors during the timesheet approval process. The Department reports that it is working to implement a process for documenting the justification for report-writing and follow-up overtime as well as to monitor compliance with the Overtime Controls memorandum. Target Date: Feb-2027 Potential Monetary Benefit: At the time of the audit, we estimated that a 1 percent reduction in follow up and report writing overtime would result in a savings of \$280,000.
Report #26-02 Police Staffing, Expenditures, and Workload Follow-Up Report Recommendation #05: To improve supervisory oversight, the Police Department should develop a process to follow up when retroactive approval of overtime by sworn supervisors has not occurred.	Current Status: Implemented	The Police Department outlined the retroactive approval process in Overtime Control Memorandum 2026-008, requiring supervisors to approve or deny timecards retroactively when necessary. The Department's timekeepers have implemented a process for following up on overdue approvals.
Report #26-02 Police Staffing, Expenditures, and Workload Follow-Up Report Recommendation #06: To restrict sworn staff from signing up for secondary employment assignments that overlap with other shifts, the Police Department should evaluate whether its timekeeping software can be configured to prevent such occurrences. Alternatively, implement a regular review process to ensure compliance with the Duty Manual restrictions on overlapping hours.	Current Status: Not Implemented	The Police Department is no longer pursuing a technological solution due to limited funding. The Department reports that it will continue to explore other options. Target Date: Feb-2027

Report and Recommendations	Current Status	Comments
Report #26-02 Police Staffing, Expenditures, and Workload Follow-Up Report		
Recommendation #07: To better assess performance of the Community Service Officer program, the Police Department should develop performance metrics to assess whether the program is meeting its intended purpose. This may include metrics such as the number and types of calls responded to, or the geographic distribution across districts, or other similar metrics.	Current Status: Implemented	The Community Service Officer (CSO) program tracks CSO performance using established metrics and reports the results internally each quarter. The quarterly report describes the program's purpose and objectives and includes data on the types of calls handled by CSOs.
Report #26-02 Police Staffing, Expenditures, and Workload Follow-Up Report		
Recommendation #08: To better align calls that Community Service Officers (CSOs) respond to with the Duty Manual dispatchable calls for service list, the Police Department should update the Duty Manual to: a.Include call types not currently listed but which CSOs commonly handle, such as "evidence pick-up," "meet the citizen," and "parking violations," b.Remove call types that CSOs would not normally handle.	Current Status: Partly Implemented	The Police Department reports that a revision to the Duty Manual has been drafted that formally adds call types commonly handled by Community Service Officers (CSOs), such as "evidence pick-up," "meet the citizen," and "parking violations." The revision also clarifies the prioritization of call types to better align with the Department's intended use of CSOs to address part b of the recommendation. Target Date: Jul-2027