The National Citizen Survey™

CITY OF PALO ALTO, CA
2008

Contents

The National Citizen Survey™

Survey Background

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS

Survey Objectives
- Identify community strengths and weaknesses
- Identify service strengths and weaknesses

Assessment Methods
- Multi-contact mailed survey
- Representative sample of 1,200 households
- 415 surveys returned; 36% response rate
- 5% margin of error
- Data statistically weighted to reflect population

Assessment Goals

Immediate
- Provide useful information for:
  - Planning
  - Resource allocation
  - Performance measurement
  - Program and policy

Long-term
- Improved services
- More civic engagement
- Better community quality of life
- Stronger public trust

The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS

COMMUNITY QUALITY

Quality of life
Quality of neighborhood

COMMUNITY DESIGN

Transportation
Ease of travel, transit
services, street maintenance

Housing
Housing options, cost,
affordability

Land Use and Zoning
New development, growth,
code enforcement

PUBLIC SAFETY

Safety in neighborhood and
downtown
Crime victimization
Police, fire, Emergency

ENVIRONMENTAL SUSTAINABILITY

Cleanliness
Air quality
Preservation of natural areas

RECREATION AND WELLNESS

Parks and Recreation
Recreation opportunities, use
of parks and facilities,
programs and classes

Culture, Arts and Education
Cultural and educational
opportunities, libraries,
schools

COMMUNITY INCLUSIVENESS

Sense of community
Racial and cultural
acceptance

CIVIC ENGAGEMENT

Civic Activity
Volunteerism
Civic attentiveness
Voting behavior

Social Engagement
Neighborliness, social and
religious events

PUBLIC TRUST

Cooperation in community
Value of services
Direction of community
Citizen involvement

The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 415 completed surveys were obtained, providing an overall response rate of 36%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Palo Alto was developed in close cooperation with local jurisdiction staff. Palo Alto staff selected items from a menu of questions about services and community problems and provided the appropriate letterhead and signatures

for mailings. City of Palo Alto staff also augmented The National Citizen Survey™ basic service by including several policy questions.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' reports about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

Margin of Error

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional confidence level, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the estimates made from the survey results. The confidence interval for the City of Palo Alto survey is no greater than plus or minus 5 percentage points around any given percent reported for the entire sample (415 completed surveys). A 95% confidence interval indicates that for every 100 random samples of this many residents, the population response to that question would be within the stated interval 95 times. For example, if 75% of residents rate a service as "excellent" or "good," then the 5% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 70% and 80%.

Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in the City of Palo Alto, but from City of Palo Alto services to services like them provided by other jurisdictions.

Interpreting Comparisons to Previous Years

This report contains comparisons with prior years' results. In this report, we are comparing this year's data with existing data in the graphs. Differences between years can be considered "statistically significant" if they are greater than seven percentage points. Trend data for your jurisdiction represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially represent opportunities for

understanding how local policies, programs or public information may have affected residents' opinions.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The City of Palo Alto chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Palo Alto Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons were available, the City of Palo Alto results were noted as being "above" the benchmark, "below" the benchmark or "similar to" the benchmark. This evaluation of "above," "below" or "similar to" comes from a statistical comparison of the City of Palo Alto's rating to the benchmark.

"Don't Know" Responses and Rounding

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

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

Executive Summary

This report of the City of Palo Alto survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experience a good quality of life in the City of Palo Alto and believe the City is a good place to live. The overall quality of life in the City of Palo Alto was rated as "excellent" or "good" by 91% of respondents. Almost all report they plan on staying in the City of Palo Alto for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The three characteristics receiving the most favorable ratings were educational opportunities, overall image or reputation of Palo Alto, and opportunities to volunteer. The three characteristics receiving the least positive ratings were the availability of affordable quality housing, availability of affordable quality child care, and ease of bus travel in Palo Alto.

Ratings of community characteristics were compared to the benchmark database. Of the 32 characteristics for which comparisons were available, 26 were above the benchmark comparison, two were similar to the benchmark comparison and four were below.

Residents in the City of Palo Alto were civically engaged. While only 26% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 93% had provided help to a friend or neighbor. About half had volunteered their time to some group or activity in the City of Palo Alto, which was higher than the benchmark.

In general, survey respondents demonstrated trust in local government. A majority rated the overall direction being taken by the City of Palo Alto as "good" or "excellent." This was similar to the benchmark. Those residents who had interacted with an employee of the City of Palo Alto in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as "excellent" or "good."

On average, residents gave favorable ratings to most local government services. City services rated were able to be compared to the benchmark database. Of the 32 services for which comparisons were available, 28 were above the benchmark comparison, three were similar to the benchmark comparison and one was below.

A Key Driver Analysis was conducted for the City of Palo Alto which examined the relationships between ratings of each service and ratings of the City of Palo Alto's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Palo Alto can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Street repair
- Land use, planning and zoning

Of these services, those deserving the most attention may be those that were below or similar to the benchmark comparisons: street repair. For land use, planning and zoning services, the City of Palo Alto is above the benchmark and should continue to ensure high quality performance.

Community Ratings

OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in the City of Palo Alto – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents' commitment to the City of Palo Alto. Residents were asked whether they planned to move soon or if they would recommend the City of Palo Alto to others. Intentions to stay and willingness to make recommendations provide evidence that the City of Palo Alto offers services and amenities that work.

Most of the City of Palo Alto's residents gave high ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years.

FIGURE 3: RATINGS OF OVERALL QUALITY OF LIFE BY YEAR

Percent rating overall quality of life as "excellent" or "good"
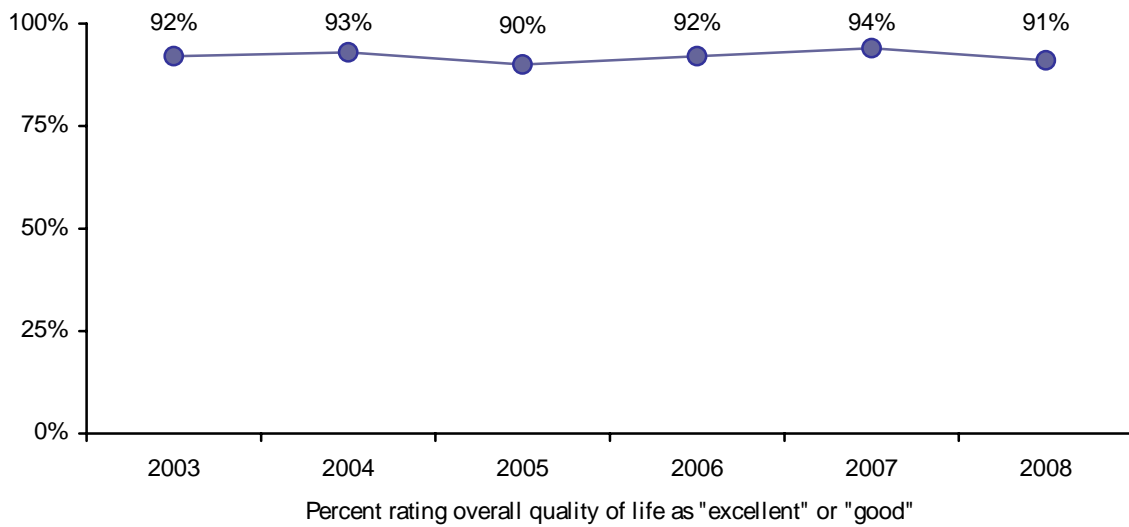
FIGURE 4: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

	2008	2007	2006	2005	2004	2003
The overall quality of life in Palo Alto	91%	94%	92%	90%	93%	92%
Your neighborhood as a place to live	91%	91%	91%	90%	91%	88%
Palo Alto as a place to live	95%	96%	94%	94%	96%	95%
Percent "excellent" or "good"

FIGURE 5: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

Recommend living in Palo Alto to someone who asks   91%

Remain in Palo Alto for the next five years   85%

Note: These questions were not asked in previous surveys.

Percent "somewhat" or "very" likely
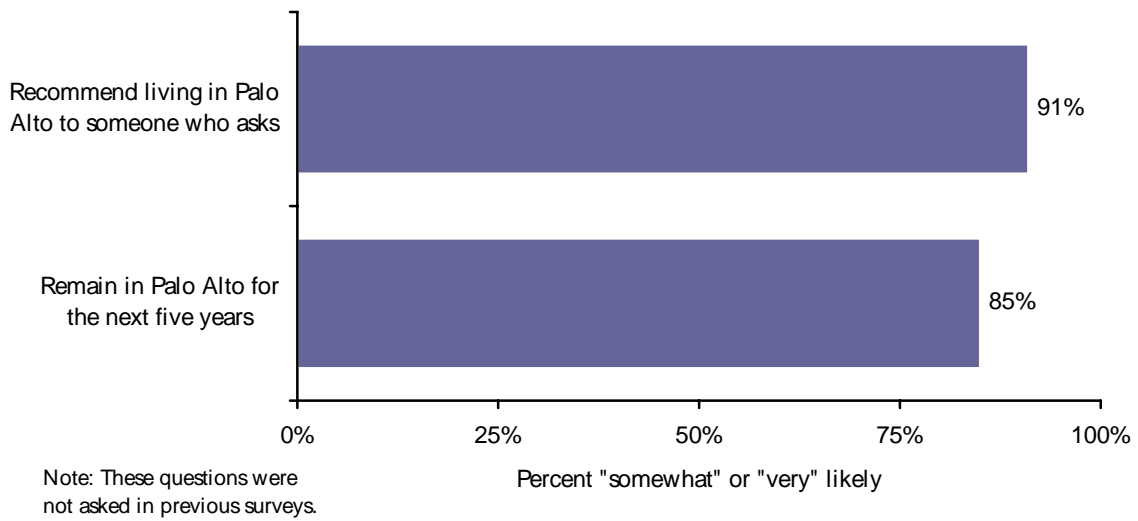
FIGURE 6: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in Palo Alto	Above
Your neighborhood as place to live	Above
Palo Alto as a place to live	Above
Remain in Palo Alto for the next five years	Above
Recommend living in Palo Alto to someone who asks	Above

Overall community quality was compared to survey data from previous years. Average ratings were computed for the previous years' data to make comparison easier. Trends from 2007 to 2008 were generally stable.

COMMUNITY DESIGN

Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of seven aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." Ease of walking in Palo Alto was given the most positive rating, followed by ease of bicycle travel. These ratings tended to be higher than the national benchmark and similar to years past.

FIGURE 7: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

	2008	2007	2006	2005	2004	2003
Ease of car travel in Palo Alto	60%	65%	60%	61%	52%	55%
Ease of bus travel in Palo Alto	34%	37%	44%	44%	43%	41%
Ease of rail or subway travel in Palo Alto	52%	55%	60%	69%	64%	.
Ease of bicycle travel in Palo Alto	78%	84%	78%	79%	80%	84%
Ease of walking in Palo Alto	86%	88%	87%	86%	85%	86%
Availability of paths and walking trails	74%	.	.	.	.	.
Traffic flow on major streets	38%	.	.	.	.	.
Percent "excellent" or "good"						

FIGURE 8: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of bus travel in Palo Alto	Below
Ease of rail or subway travel by in Palo Alto	Similar
Ease of car travel in Palo Alto	Above
Ease of walking in Palo Alto	Above
Ease of bicycle travel in Palo Alto	Above
Availability of paths and walking trails	Above
Traffic flow on major streets	Above

Seven transportation services were rated in Palo Alto. As compared to most communities across America, ratings tended to be somewhat favorable. Five services were above the benchmark, two were similar to the benchmark.

FIGURE 9: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

	2008	2007	2006	2005	2004	2003
Street repair	47%	47%	47%	48%	47%	50%
Street cleaning	75%	77%	77%	74%	77%	75%
Street lighting	64%	61%	66%	63%	65%	67%
Sidewalk maintenance	53%	57%	53%	51%	50%	50%
Traffic signal timing	56%	60%	55%	49%	57%	.
Bus or transit services	49%	57%	58%	.	.	.
Amount of public parking	52%	65%	58%	56%	56%	.

Percent "excellent" or "good"

FIGURE 10: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to benchmark
Street repair /maintenance	Similar
Street cleaning	Above
Street lighting	Above
Sidewalk maintenance	Above
Light timing	Above
Bus or transit services	Similar
Amount of public parking	Above

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, five percent of work commute trips were made by transit, 16% by bicycle and about four percent by foot.

FIGURE 11: FREQUENCY OF BUS USE IN LAST 12 MONTHS
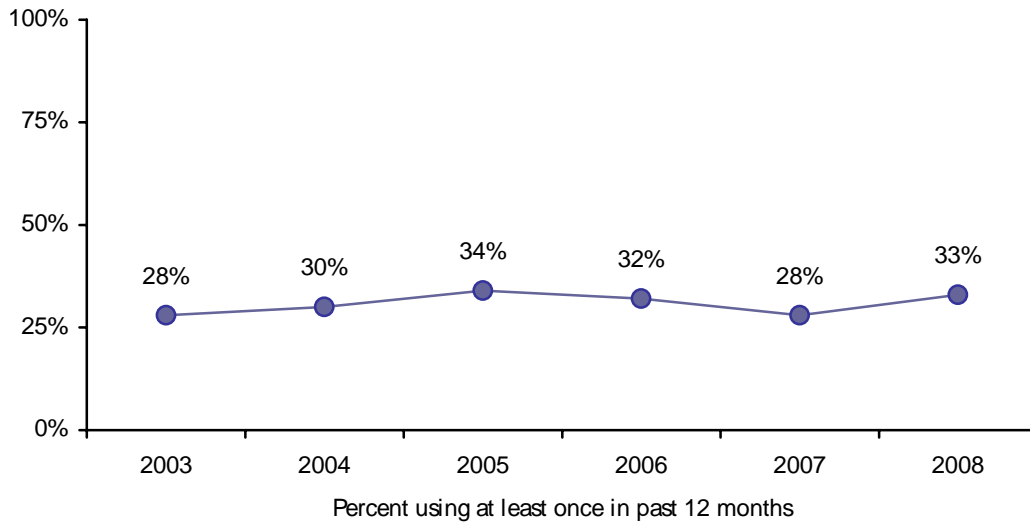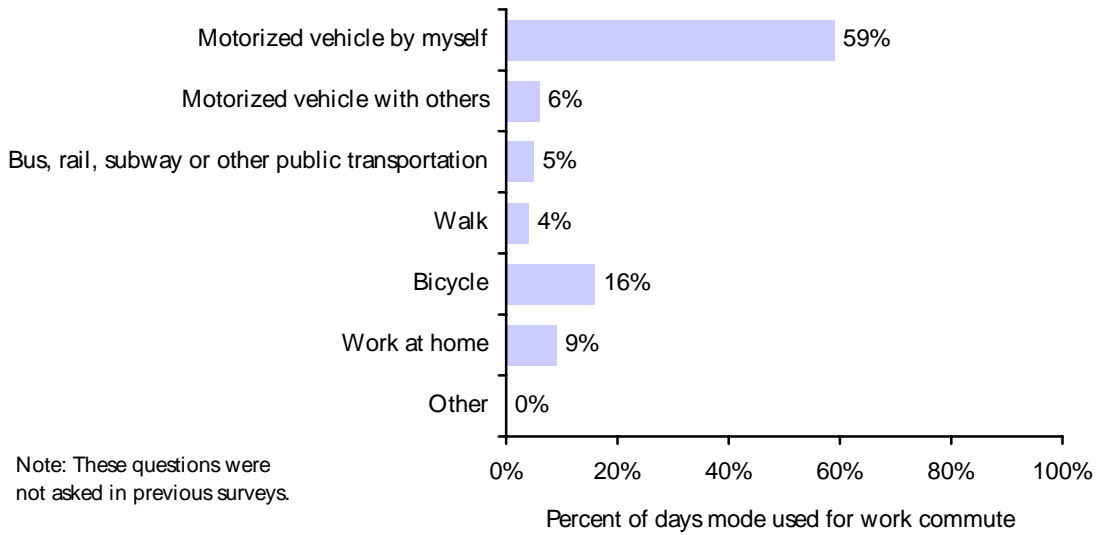

Percent using at least once in past 12 months

FIGURE 12: FREQUENCY OF BUS USE BENCHMARKS

	Comparison to benchmark
Ridden a local bus within Palo Alto	Above

FIGURE 13: MODE OF TRAVEL USED FOR WORK COMMUTE

Note: These questions were
not asked in previous surveys.

Percent of days mode used for work commute

Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt heavily to a homogeneous palette, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore, lower income residents who can sustain in a community with mostly high cost housing pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of the City of Palo Alto residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as "excellent" or "good" by 12% of respondents, while the variety of housing options was rated as "excellent" or "good" by 34% of respondents. The rating of perceived affordable housing availability was worse in the City of Palo Alto than the ratings, on average, in comparison jurisdictions.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY BY YEAR

	2008	2007	2006	2005	2004	2003
Availability of affordable quality housing	12%	10%	11%	8%	7%	6%
Variety of housing options	34%	.	.	.	.	.

Percent "excellent" or "good"

FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Below
Variety of housing options	Below

To augment the perceptions of affordable housing in Palo Alto, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the City of Palo Alto experiencing housing cost stress. About 31% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 16: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

Housing costs LESS than 30% of income 69%

Housing costs 30% or MORE of income 31%
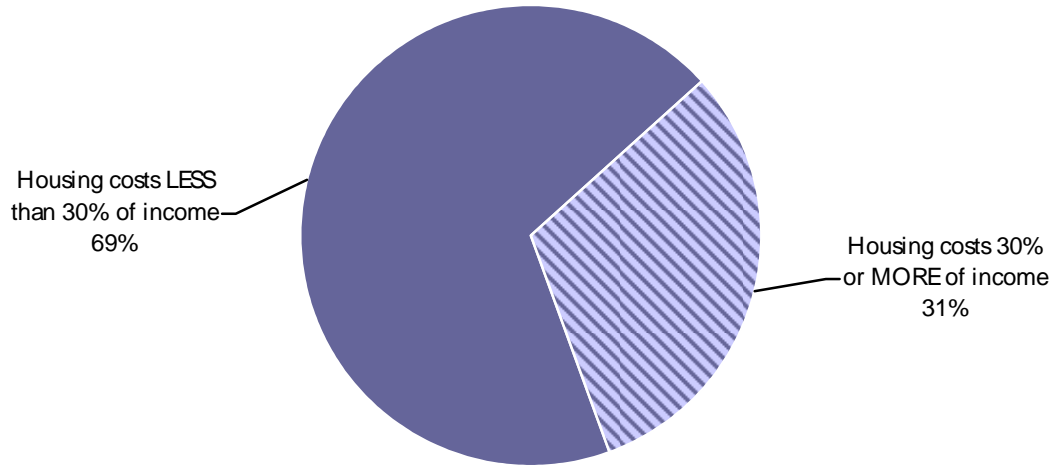
Note: This question was not asked in previous surveys.

FIGURE 17: HOUSING COSTS BENCHMARKS

	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or more of income)	Below

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community's overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of Palo Alto and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City of Palo Alto was rated as "excellent" or "good" by 57% of respondents. The overall appearance of Palo Alto was rated as "excellent" or "good" by 89% of respondents and was higher than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Palo Alto, 73% thought they were a "major" problem. The services of land use, planning and zoning, code enforcement (weeds, abandoned buildings, etc) and animal control were rated above the benchmark.

FIGURE 18: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

	2008	2007	2006	2005	2004	2003
Overall quality of new development in Palo Alto	57%	57%	62%	56%	.	.
Overall appearance of Palo Alto	89%	86%	85%	85%	86%	87%
Percent "excellent" or "good"						

FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in city	Similar
Overall appearance of Palo Alto	Above

FIGURE 20: RATINGS OF POPULATION GROWTH BY YEAR

Percent rating the "right amount" of population growth
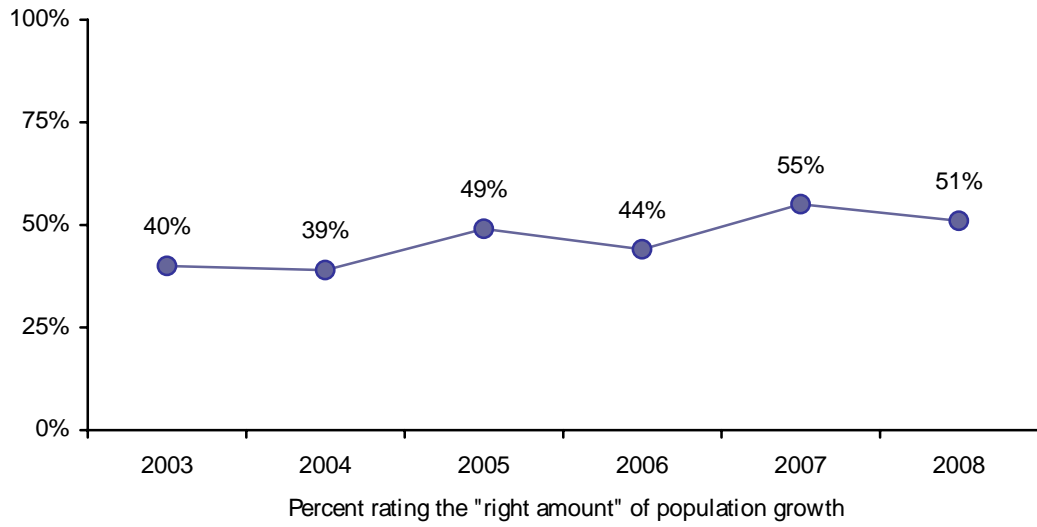
FIGURE 21: POPULATION GROWTH BENCHMARKS

	Comparison to benchmark
Population growth seen as too fast	Similar

FIGURE 22: RATINGS OF NUISANCE PROBLEMS BY YEAR

Percent rating run down buildings, weed lots or junk vehicles as a "major" problem
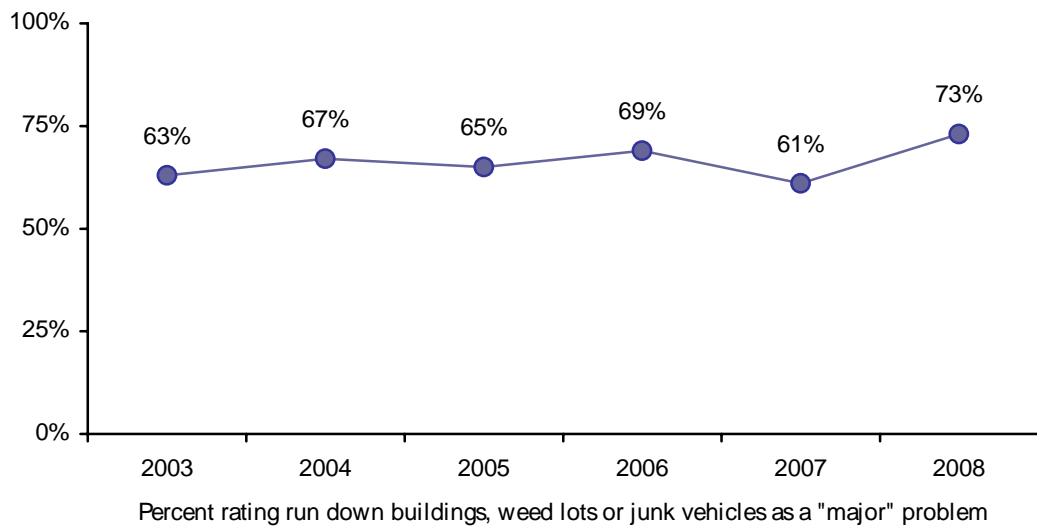
FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

	Comparison to benchmark
Run down buildings, weed lots and junk vehicles are a "major" problem	Below

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

	2008	2007	2006	2005	2004	2003
Land use, planning and zoning	47%	49%	50%	46%	48%	41%
Code enforcement (weeds, abandoned buildings, etc)	59%	59%	61%	56%	59%	55%
Animal control	78%	79%	78%	79%	79%	79%
Percent "excellent" or "good"						

FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	Comparison to benchmark
Land use, planning and zoning	Above
Code enforcement (weeds, abandoned buildings, etc)	Above
Animal control	Above

Economic Sustainability

The health of the economy may color how residents perceive their environment and all the services that local government delivers. In particular, a strong or weak local economy will shape what residents think about job and shopping opportunities. Just as residents have an idea about the speed of local population growth, they have a sense of how fast job and shopping opportunities are growing.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were Palo Alto as a place to work and Overall quality of business and service establishments. Receiving the lowest rating was employment opportunities.

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004	2003
Employment opportunities	61%	61%	59%	45%	43%	33%
Shopping opportunities	71%	79%	80%	75%	.	.
Palo Alto as a place to work	90%	90%	84%	81%	.	.
Overall quality of business and service establishments in Palo Alto	77%	.	.	.	.	.
Percent "excellent" or "good"						

FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Above
Shopping opportunities	Above
Place to work	Above
Overall quality of business and service establishments in Palo Alto	Above

Residents were asked to evaluate the speed of jobs growth and retail growth on scale from "much too slow" to "much too fast." When asked about the rate of job growth in Palo Alto, 48% responded that it was "too slow," while 28% reported retail growth as "too slow." Fewer residents in Palo Alto compared to other jurisdictions believed that retail growth was too slow and fewer residents believed that job growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

	2008	2007	2006	2005	2004	2003
Jobs growth (too slow)	48%	38%	49%	63%	69%	76%
Retail growth (too fast)	10%	18%	17%	19%	18%	22%

Percent of respondents of growth

FIGURE 29: RETAIL AND JOB GROWTH BENCHMARKS

	Comparison to benchmark
Retail growth seen as too slow	Below
Jobs growth seen as too slow	Below

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

Percent "excellent" or "good"
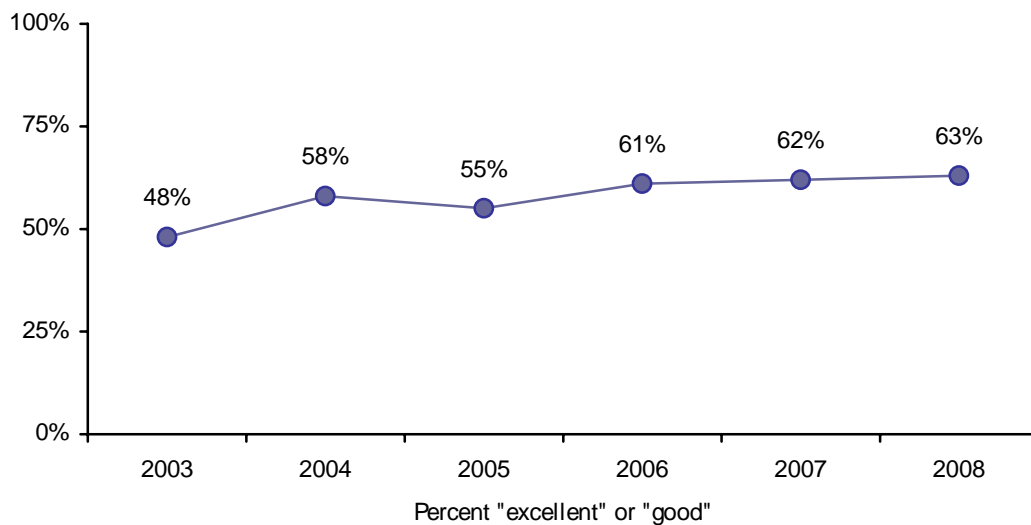
FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Below

Residents were asked to reflect on their economic prospects in the near term. Four percent of the City of Palo Alto residents expected that the coming six months would have a "somewhat" or "very" positive impact on their family.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

Percent "very" or "somewhat" positive
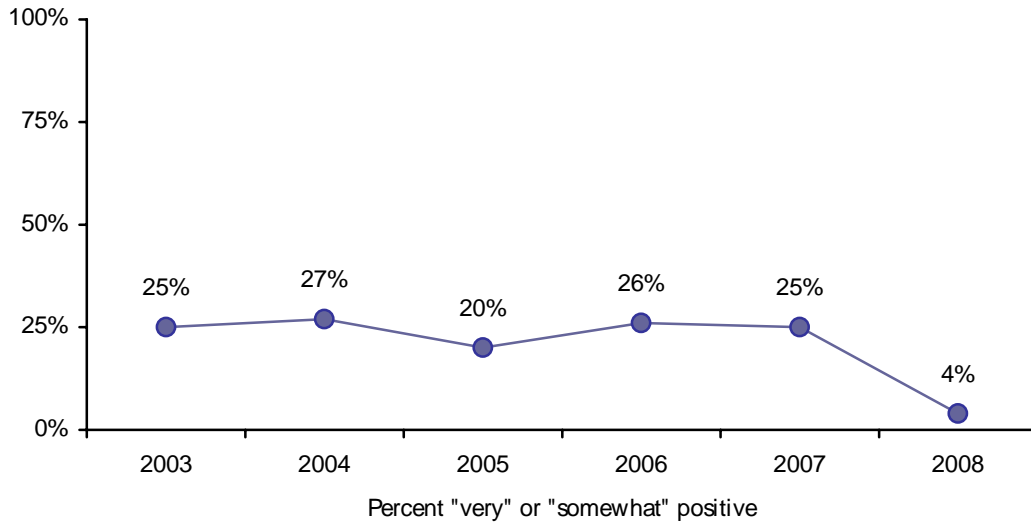
PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. A majority gave positive ratings of safety in the City Palo Alto. About 85% percent of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 80% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety.

FIGURE 33: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

	2008	2007	2006	2005	2004	2003
Safety in your neighborhood during the day	95%	98%	94%	98%	98%	97%
Safety in your neighborhood after dark	78%	85%	79%	84%	82%	83%
Safety in Palo Alto's downtown area during the day	96%	94%	91%	96%	94%	95%
Safety in Palo Alto's downtown area after dark	65%	74%	69%	69%	76%	71%
Safety from violent crime	85%	86%	75%	87%	84%	84%
Safety from property crimes	74%	75%	62%	76%	71%	73%
Safety from environmental hazards	80%	.	.	.	.	.
Percent "very" or "somewhat" safe						

FIGURE 34: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
Safety in your neighborhood during the day	Above
Safety in your neighborhood after dark	Above
Safety in Palo Alto's downtown area during the day	Above
Safety in Palo Alto's downtown area after dark	Above
Safety from violent crime (e.g., rape, assault, robbery)	Above
Safety from property crimes (e.g., burglary, theft)	Above
Toxic waste or other environmental hazard(s)	Above

As assessed by the survey, ten percent of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 73% had reported it to police. Compared to other jurisdictions fewer Palo Alto residents had been victims of crime in the 12 months preceding the survey and fewer Palo Alto residents had reported their most recent crime victimization to the police.

FIGURE 35: CRIME VICTIMIZATION AND REPORTING BY YEAR

	2008	2007	2006	2005	2004	2003
During the past twelve months, were you or anyone in your household the victim of any crime?	10%	9%	12%	10%	11%	13%
If yes, was this crime (these crimes) reported to the police?	73%	62%	62%	69%	62%	80%
Percent "yes"						

FIGURE 36: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Below
Reported crimes	Below

Residents rated seven City public safety services; of these, six were rated above the benchmark comparison, one was rated similar to the benchmark comparison. Results were varied when compared to previous years.

FIGURE 37: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

	2008	2007	2006	2005	2004	2003
Police services	84%	91%	87%	87%	90%	89%
Fire services	96%	98%	95%	94%	97%	96%
Ambulance or emergency medical services	95%	94%	94%	95%	95%	95%
Crime prevention	74%	83%	77%	86%	86%	.
Fire prevention and education	87%	86%	84%	82%	85%	.
Traffic enforcement	64%	72%	63%	63%	64%	64%
Emergency preparedness	71%	.	.	.	.	.
Percent "excellent" or "good"						

FIGURE 38: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Above
Fire services	Above
EMS/ambulance	Above
Crime prevention	Above
Fire prevention and education	Above
Traffic enforcement	Similar
Emergency preparedness	Above

ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going "Green". These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears

Residents of the City of Palo Alto were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as "excellent" or "good" by 85% of survey respondents. Cleanliness of Palo Alto received the highest rating, and it was above the benchmark.

FIGURE 39: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

	2008	2007	2006	2005	2004	2003
Cleanliness of Palo Alto	88%	.	.	.	.	.
Quality of overall natural environment in Palo Alto	85%	.	.	.	.	.
Preservation of natural areas such as open space, farmlands and greenbelts	78%	.	.	.	.	.
Air quality	75%	79%	80%	.	.	.

Percent "excellent" or "good"

FIGURE 40: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Cleanliness of Palo Alto	Above
Quality of overall natural environment in Palo Alto	Above
Preservation of natural areas such as open space, farmlands and greenbelts	Above
Air quality	Above

Resident recycling was greater than recycling reported in comparison communities.

FIGURE 41: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

Percent using at least once in past 12 months
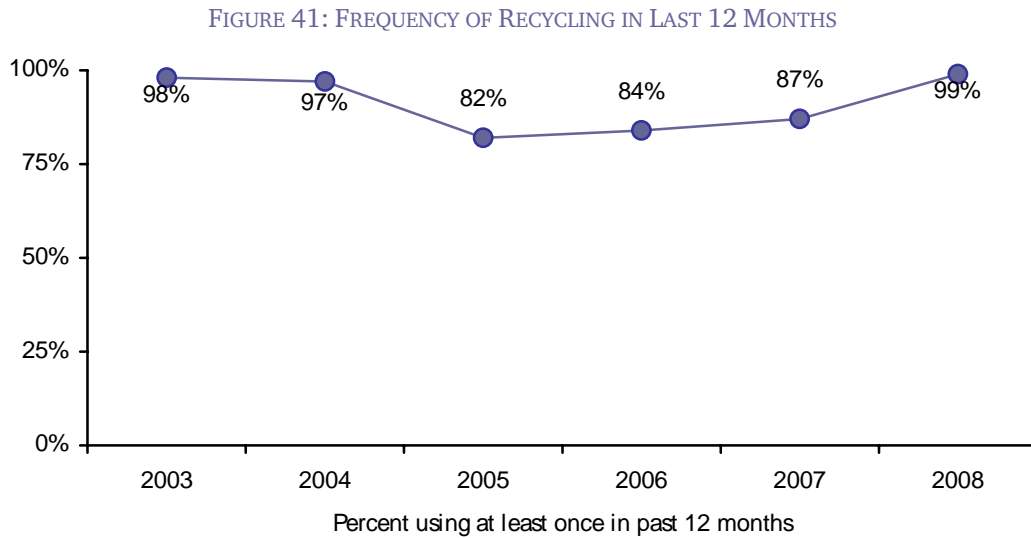
FIGURE 42: FREQUENCY OF RECYCLING BENCHMARKS

	Comparison to benchmark
Recycled used paper, cans or bottles from your home	Above

Of the six utility services rated by those completing the questionnaire, all were higher than the benchmark comparison. These service ratings trends were varied when compared to past surveys.

FIGURE 43: RATINGS OF UTILITY SERVICES BY YEAR

	2008	2007	2006	2005	2004	2003
Sewer services	81%	83%	83%	82%	80%	84%
Drinking water	87%	79%	80%	80%	74%	82%
Storm drainage	70%	59%	61%	60%	57%	65%
Yard waste pick-up	89%	93%	90%	91%	88%	88%
Recycling	90%	93%	92%	91%	90%	90%
Garbage collection	92%	91%	92%	92%	91%	94%

Percent "excellent" or "good"

FIGURE 44: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Sewer services	Above
Drinking water	Above
Storm drainage	Above
Yard waste pick-up	Above
Recycling	Above
Garbage collection	Above

RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related to the community's parks and recreation services.

Recreation opportunities in the City of Palo Alto were rated positively as were services related to parks and recreation. All were rated higher than the benchmark.. Parks and recreation ratings have stayed constant over time.

Resident use of Palo Alto parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Palo Alto recreation centers was greater than the percent of users in comparison jurisdictions. Similarly, recreation program use in Palo Alto was higher than use in comparison jurisdictions.

FIGURE 45: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR
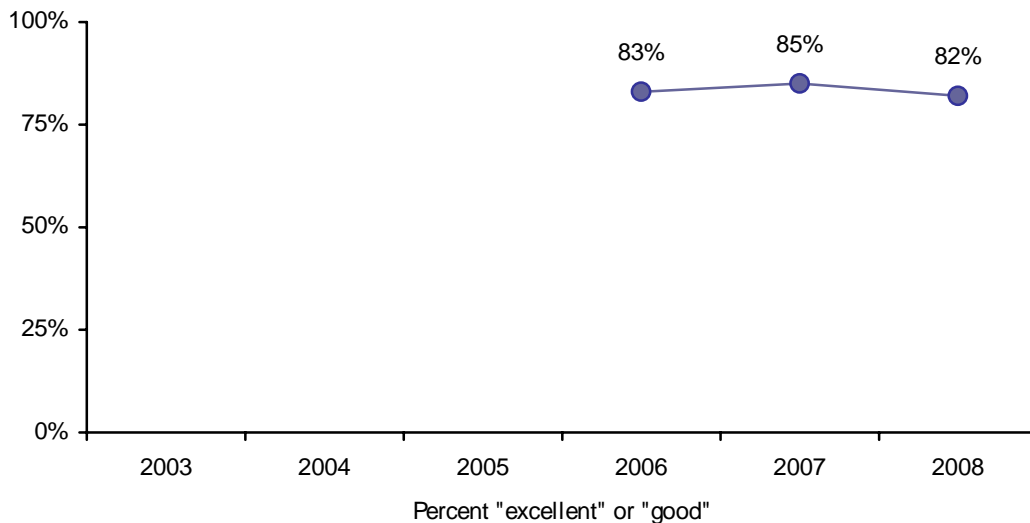
FIGURE 46: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Recreation opportunities	Above

FIGURE 47: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004	2003
Used Palo Alto recreation centers	68%	67%	63%	62%	60%	53%
Participated in a recreation program or activity	56%	53%	54%	52%	50%	49%
Visited a neighborhood park or City park	93%	92%	93%	93%	91%	92%

Percent using at least once in last 12 months

FIGURE 48: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Palo Alto recreation centers	Above
Participated in a recreation program or activity	Above
Visited a neighborhood park or City park	Above

FIGURE 49: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

	2008	2007	2006	2005	2004	2003
City parks	89%	91%	87%	92%	91%	90%
Recreation programs or classes	87%	90%	85%	87%	85%	83%
Recreation centers or facilities	77%	82%	81%	78%	84%	77%

Percent "excellent" or "good"

FIGURE 50: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
City parks	Above
Recreation programs or classes	Above
Recreation centers or facilities	Above

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like an individual who drudges to the office and returns home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring to business and individuals. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities was rated as "excellent" or "good" by 79% of respondents. Educational opportunities were rated as "excellent" or "good" by 93% of respondents. Compared to the benchmark data, educational opportunities were above the average of comparison jurisdictions, as was/while cultural activity opportunities.

About 74% of Palo Alto residents used a City library at least once in the twelve months preceding the survey. This participation rate for library use was similar to comparison jurisdictions.

FIGURE 51: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004	2003
Opportunities to attend cultural activities	79%	81%	85%	77%	83%	.
Educational opportunities	93%	94%	93%	.	.	.
Percent "excellent" or "good"						

FIGURE 52: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Above
Educational opportunities	Above

FIGURE 53: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004	2003
Used Palo Alto public libraries or their services	74%	79%	76%	79%	77%	80%
Participated in religious or spiritual activities in Palo Alto	40%	.	.	.	.	.
Percent using at least once in last 12 months						

FIGURE 54: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Palo Alto public libraries or their services	Similar
Participated in religious or spiritual activities in Palo Alto	Below

FIGURE 55: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

	2008	2007	2006	2005	2004	2003
Public library services	75%	81%	78%	80%	81%	81%

Percent "excellent" or "good"

FIGURE 56: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public library services	Below

Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of the City of Palo Alto were asked to rate the community's health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of preventative health services was rated most positively for the City of Palo Alto.

Among Palo Alto residents, 57% rated affordable quality health care as "excellent" or "good." Those ratings were above the ratings of comparison communities.

FIGURE 57: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004	2003
Availability of affordable quality health care	57%	56%	57%	.	.	.
Availability of affordable quality food	64%	71%	62%	.	.	.
Availability of preventive health services	70%	.	.	.	.	.

Percent "excellent" or "good"

FIGURE 58: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of affordable quality health care	Above
Availability of affordable quality food	Above
Availability of preventive health services	Above

Of the three health related services offered in the City of Palo Alto, all were above the benchmark.

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City of Palo Alto as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

A high percentage of residents rated the City of Palo Alto as an "excellent" or "good" place to raise kids and a moderate percentage rated it as an excellent or good place to retire. Most residents felt that the local sense of community was "excellent" or "good." Most survey respondents felt the City of Palo Alto was open and accepting towards people of diverse backgrounds. Availability of affordable quality child care was rated the lowest by residents and was lower than the benchmark.

FIGURE 59: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

	2008	2007	2006	2005	2004	2003
Sense of community	70%	70%	66%	68%	69%	70%
Openness and acceptance of the community towards people of diverse backgrounds	77%	79%	75%	72%	73%	73%
Availability of affordable quality child care	28%	26%	35%	26%	25%	25%
Palo Alto as a place to raise children	94%	92%	92%	92%	93%	90%
Palo Alto as a place to retire	67%	61%	68%	60%	63%	62%

Percent "excellent" or "good"

FIGURE 60: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Above
Openness and acceptance of the community toward people of diverse backgrounds	Above
Availability of affordable quality child care	Below
Palo Alto as a place to raise kids	Above
Palo Alto as a place to retire	Above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 46 to 81 percent with ratings of "excellent" or "good." All were above the benchmark.

FIGURE 61: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

	2008	2007	2006	2005	2004	2003
Services to seniors	81%	79%	84%	78%	82%	77%
Services to youth	73%	73%	70%	68%	68%	66%
Services to low-income people	46%	46%	54%	45%	37%	.

Percent "excellent" or "good"

FIGURE 62: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Above
Services to youth	Above
Services to low income residents	Above

CIVIC ENGAGEMENT

Government leaders, elected or hired, cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Staff and elected officials require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the City can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. This survey information is essential for public communication and for helping local government staff to conceive strategies for reaching reluctant voters whose confidence in government may need boosting prior to important referenda.

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City of Palo Alto. Survey participants rated the volunteer opportunities in the City of Palo Alto favorably. Opportunities to attend or participate in community matters were rated similarly.

Ratings of civic engagement opportunities were above ratings from comparison jurisdictions where these questions were asked.

FIGURE 63: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES
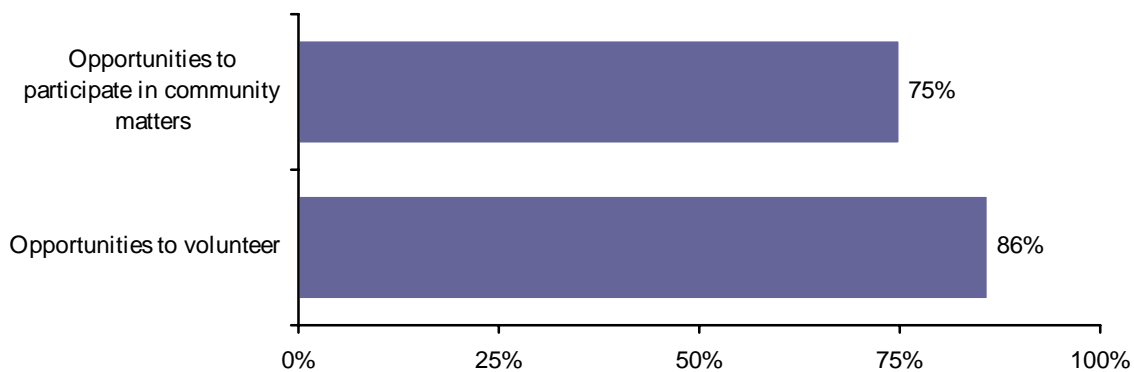
Note: These questions were not asked in previous surveys.

FIGURE 64: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Above
Opportunities to volunteer	Above

Most of the participants in this survey had not attended a public meeting, or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Attended a meeting of local elected officials or other local public meeting, participated in a club or civic group in Palo Alto and provided help to a friend or neighbor showed similar rates of involvement; volunteered your time to some group or activity showed higher rates. Those who had watched a meeting of local elected officials or other local public meeting on cable television showed lower rates of community engagement.

FIGURE 65: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

	2008	2007	2006	2005	2004	2003
Attended a meeting of local elected officials or other local public meeting	26%	26%	27%	30%	28%	30%
Watched a meeting of local elected officials or other local public meeting on cable television	26%	26%	31%	29%	27%	28%
Volunteered your time to some group or activity in Palo Alto	51%	52%	53%	52%	52%	49%
Participated in a club or civic group in Palo Alto	34%	.	.	.	.	.
Provided help to a friend or neighbor	93%	.	.	.	.	.
Percent participating at least once in the last 12 months						

FIGURE 66: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	Similar
Watched a meeting of local elected officials or other local public meeting on cable television	Below
Volunteered your time to some group or activity in Palo Alto	Above
Participated in a club or civic group in Palo Alto	Similar
Provided help to a friend or neighbor	Similar

City of Palo Alto residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-nine percent reported they were registered to vote and 87% indicated they had voted in the last general election. This rate of self-reported voting was higher than that of comparison communities.

FIGURE 67: REPORTED VOTING BEHAVIOR BY YEAR

	2008	2007	2006	2005	2004	2003
Registered to vote	89%	79%	77%	80%	83%	78%
Voted in the last general election	87%	76%	70%	79%	78%	72%

Percent "yes"

FIGURE 68: VOTING BEHAVIOR BENCHMARKS

	Comparison to benchmark
Registered to vote	Similar
Voted in last general election	Above

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of Palo Alto Web site in the previous 12 months, 78% reported they had done so at least once. Public information services were rated favorably compared to benchmark data.

FIGURE 69: USE OF INFORMATION SOURCES BY YEAR

	2008	2007	2006	2005	2004	2003
Read Palo Alto Newsletter	83%	83%	84%	63%	62%	.
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	78%	62%	54%	52%	.	.
Percent using at least once in last 12 months						

FIGURE 70: USE OF INFORMATION SOURCES BENCHMARKS

	Comparison to benchmark
Read Palo Alto Newsletter	Similar
Visited the City of Palo Alto Web site	Above

FIGURE 71: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

	2008	2007	2006	2005	2004	2003
Public information services	76%	73%	72%	74%	77%	72%
Percent "excellent" or "good"						

FIGURE 72: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Public information services	Above

Social Engagement

Opportunities to participate in social events and activities were rated as "excellent" or "good" by 80% of respondents, a similar proportion rated opportunities to participate in religious or spiritual events and activities as "excellent" or "good."

FIGURE 73: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

Note: This question was not asked in previous surveys.
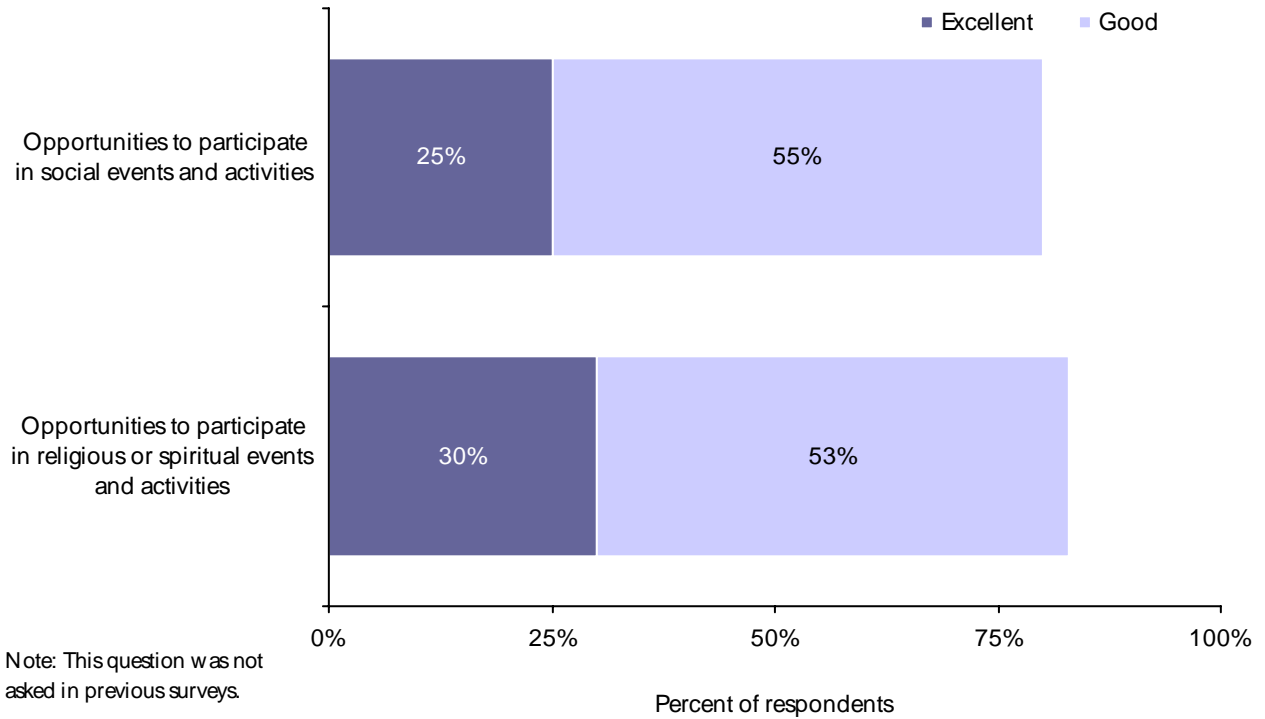
FIGURE 74: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in social events and activities	Above
Opportunities to participate in religious or spiritual events	Above

Residents in Palo Alto reported a fair amount of neighborliness. About 81% indicated talking or visiting with their neighbors at least once a month. This amount of contact with neighbors was less than the amount of contact reported in other communities.

FIGURE 75: CONTACT WITH IMMEDIATE NEIGHBORS

About how often, if at all, do you talk to or visit with your immediate neighbors?

Less than once a month
19%

At least once a month
81%
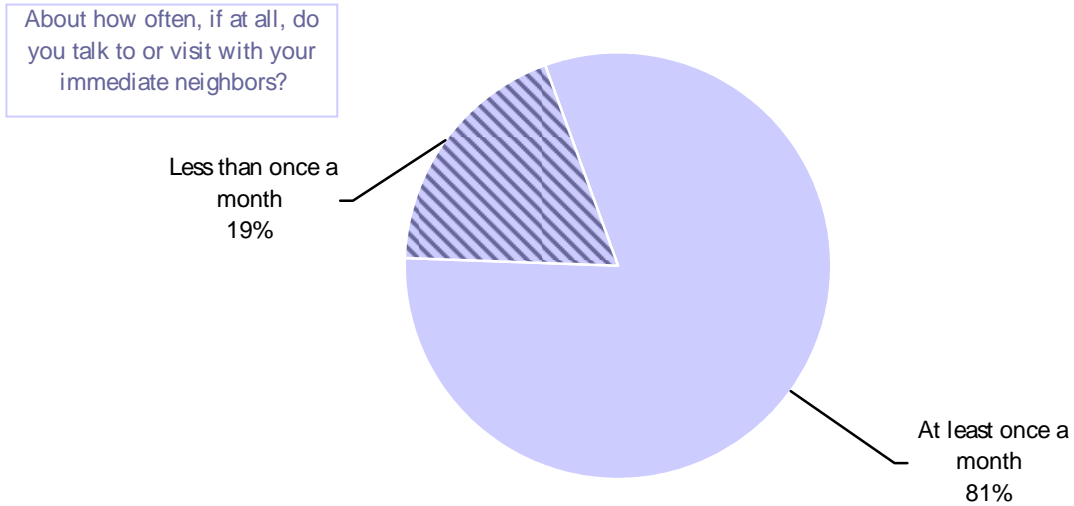
Note: This question was not asked in previous surveys.

FIGURE 76: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least once per month	Below

PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction the City of Palo Alto is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the City of Palo Alto could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the City of Palo Alto may be colored by their dislike of what all levels of government provide.

A majority of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Palo Alto does at listening to citizens, 52% rated it as "excellent" or "good." Of these five ratings, two were above the benchmark, two were similar to the benchmark and one was below the benchmark.

FIGURE 77: PUBLIC TRUST RATINGS BY YEAR

	2008	2007	2006	2005	2004	2003
The value of services for the taxes paid to Palo Alto	64%	67%	74%	70%	74%	69%
The overall direction that Palo Alto is taking	63%	57%	62%	54%	63%	54%
The job Palo Alto government does at welcoming citizen involvement	57%	68%	73%	59%	70%	65%
The job Palo Alto government does at listening to citizens	52%	53%	59%	50%	60%	54%
Overall image or reputation of Palo Alto	92%	93%	91%	.	.	.

Percent "excellent" or "good"

Note: In previous years, these questions were asked on an "agree/disagree" scale.

FIGURE 78: PUBLIC TRUST BENCHMARKS

	Comparison to benchmark
Value of services for the taxes paid to Palo Alto	Above
The overall direction that Palo Alto is taking	Similar
Job Palo Alto government does at welcoming citizen involvement	Below
Job Palo Alto government does at listening to citizens	Similar
Overall image or reputation of Palo Alto	Above

On average, residents of the City of Palo Alto gave the highest evaluations to their own local government and the lowest average rating to the federal government. The overall quality of services delivered by the City of Palo Alto was rated as "excellent" or "good" by 85% of survey participants. The City of Palo Alto's rating was above the benchmark when compared to other communities in the nation. Ratings of overall City services have remained stable over the last six years.

FIGURE 79: RATING OVERALL QUALITY OF SERVICES PROVIDED BY THE CITY OF PALO ALTO BY YEAR

Percent "excellent" or "good"
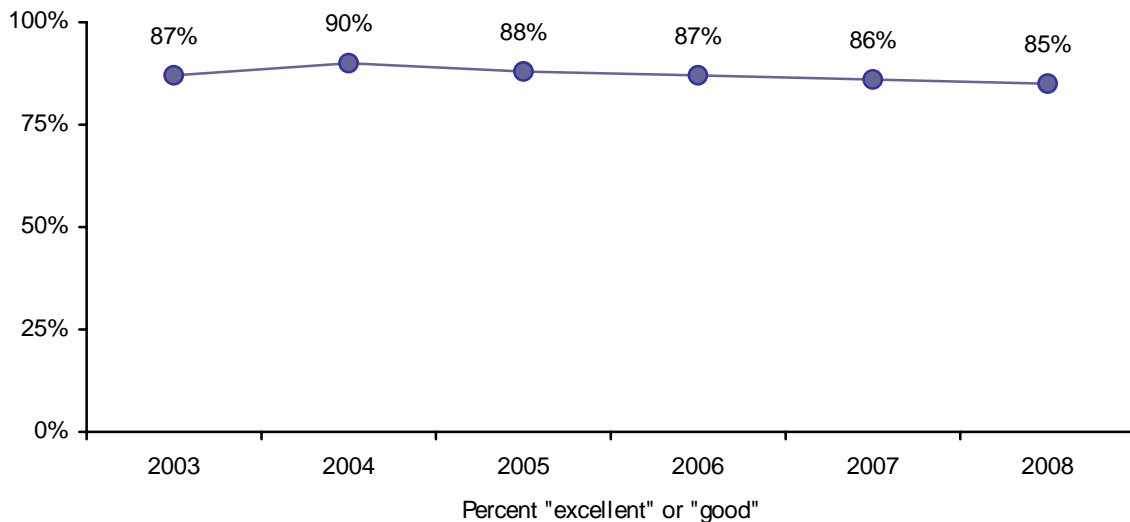
FIGURE 80: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

	2008	2007	2006	2005	2004	2003
Services provided by City of Palo Alto	85%	86%	87%	88%	90%	87%
Services provided by the Federal Government	33%	33%	33%	32%	38%	32%
Services provided by the State Government	34%	44%	38%	32%	35%	31%
Services provided by Santa Clara County Government	54%	.	.	.	.	.

Percent "excellent" or "good"

FIGURE 81: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of Palo Alto	Above
Services provided by the Federal Government	Below
Services provided by the State Government	Below
Services provided by Santa Clara County Government	Above

City of Palo Alto Employees

The employees of the City of Palo Alto who interact with the public create the first impression that most residents have of the City of Palo Alto. Front line staff who provide information, assist with bill paying, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City of Palo Alto. As such, it is important to know about residents' experience talking with that "face." When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the City of Palo Alto staff.

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 54% who reported that they had been in contact (a percent that is lower than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 73% of respondents rated their overall impression as "excellent" or "good." Employee ratings were mostly similar to the benchmark. Most were similar to past survey years.

FIGURE 82: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR
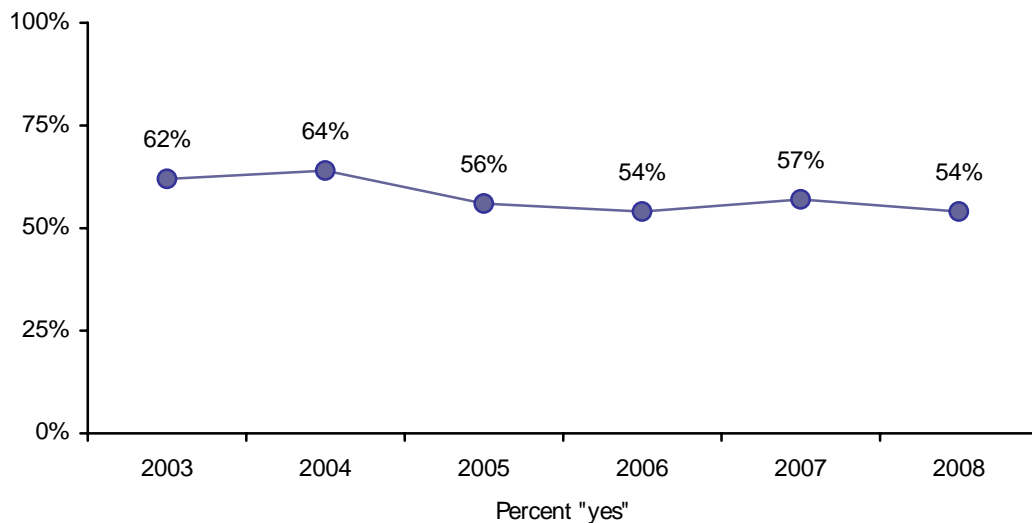
FIGURE 83: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

	2008	2007	2006	2005	2004	2003
Knowledge	75%	85%	83%	84%	85%	85%
Responsiveness	73%	80%	78%	77%	83%	74%
Courtesy	78%	84%	83%	83%	84%	83%
Overall impression	73%	79%	79%	79%	84%	78%

Percent "excellent" or "good"

FIGURE 84: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	Comparison to benchmark
Had contact with city employee(s) in last 12 months	Below

FIGURE 85: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
City employee knowledge	Similar
City employee responsiveness	Similar
City employee courteousness	Above
Overall impression	Similar

From Data to Action

RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis. The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using Key Driver Analysis, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A Key Driver Analysis (KDA) was conducted for the City of Palo Alto by examining the relationships between ratings of each service and ratings of the City of Palo Alto's overall services. Those key driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Palo Alto can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality.

Services found to be most strongly correlated with ratings of overall service quality from the Palo Alto Key Driver Analysis were:

- Street repair
- Land use, planning and zoning

CITY OF PALO ALTO ACTION CHART

The 2008 City of Palo Alto Action Chart™ on the following page combines three dimensions of performance:

- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon next to a service box indicates that service is key (either core or key driver)
- Trend line icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey.

Twenty-four services were included in the KDA for the City of Palo Alto. Of these, 15 were above the benchmark, one was below the benchmark and two were similar to the benchmark (no comparison was available for six services). Ratings for two services were trending up and ten were trending down, while a majority remained similar to the previous survey. The two key drivers are shown.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are trending down or that are not at least similar to the benchmark. In the case of Palo Alto, no key drivers were below the benchmark or trending lower in the current survey. Palo Alto may wish to seek improvements to street repair, as this key driver received ratings similar to other benchmark jurisdictions. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering "don't know" were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including "Don't Know" Responses for the percent "don't know" for each service.

FIGURE 86: CITY OF PALO ALTO ACTION CHART™

Overall Quality of City of Palo Alto Services

Community Design

- Planning and zoning *(Key Driver)*
- Street cleaning
- Sidewalk Maintenance
- Street repair *(Key Driver)*
- Street lighting
- Traffic signal timing

Public Safety

- Traffic enforcement *(Rating decrease)*
- Police services *(Rating decrease)*

Environmental Sustainability

- Drinking water *(Rating increase)*
- Recycling *(Rating decrease)*
- Garbage collection
- Sewer services
- Preservation of natural areas
- Storm drainage *(Rating increase)*

Recreation and Wellness

- City parks
- Recreation Facilities *(Rating decrease)*
- Library *(Below Benchmark)*

Civic Engagement

- Public information

Exclusive Services

- Street tree maintenance
- Neighborhood libraries *(Rating decrease)*
- Electric utility *(Rating decrease)*
- Gas utility *(Rating decrease)*
- Neighborhood park *(Rating decrease)*
- Variety of library materials *(Rating decrease)*

Legend

| Above Benchmark | Similar to Benchmark | Below Benchmark |

- 🗝 Key Driver
- ⬆ Rating increase
- ⬇ Rating decrease

Using Your Action Chart™

The key drivers derived for City of Palo Alto provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit City of Palo Alto, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC data set. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services. In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated, with shaded rows, City of Palo Alto key drivers that overlap core services or the nationally derived keys.

FIGURE 87: KEY DRIVERS COMPARED

Service	City of Palo Alto Key Drivers	National Key Drivers	Core Services
Code enforcement			✓
Economic development		✓	
EMS			✓
Fire			✓
Garbage collection			✓
Land use planning and zoning	✓	✓	
Police services		✓	✓
Public information services		✓	
Public schools		✓	
Sewer			✓
Storm drainage			✓
Street repair	✓		✓
Water			✓

Policy Questions

"Don't know" responses have been removed from the following questions.

Policy Question 1	
During the past twelve months, did you or anyone in your family household have contact with the Palo Alto Police Department?	Percent of respondents
Yes	34%
No	66%
Total	100%

Policy Question 2	
If yes, how do you rate the quality of your contact with the Palo Alto Police Department?	Percent of respondents
Excellent	45%
Good	28%
Fair	10%
Poor	17%
Total	100%

Policy Question 3	
Are you and your household prepared to sustain yourself for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?	Percent of respondents
Yes	60%
No	40%
Total	100%

Appendix A: Complete Survey Frequencies

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Palo Alto:	Excellent	Good	Fair	Poor	Total
Palo Alto as a place to live	55%	40%	4%	1%	100%
Your neighborhood as a place to live	46%	45%	9%	0%	100%
Palo Alto as a place to raise children	54%	40%	5%	0%	100%
Palo Alto as a place to work	47%	43%	8%	3%	100%
Palo Alto as a place to retire	32%	35%	20%	13%	100%
The overall quality of life in Palo Alto	44%	47%	8%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	18%	52%	26%	5%	100%
Openness and acceptance of the community towards people of diverse backgrounds	33%	44%	17%	6%	100%
Overall appearance of Palo Alto	30%	58%	10%	1%	100%
Cleanliness of Palo Alto	32%	56%	11%	1%	100%
Overall quality of new development in Palo Alto	12%	45%	32%	10%	100%
Variety of housing options	6%	28%	41%	25%	100%
Overall quality of business and service establishments in Palo Alto	24%	52%	21%	2%	100%
Shopping opportunities	36%	35%	24%	5%	100%
Opportunities to attend cultural activities	33%	46%	16%	5%	100%
Recreational opportunities	29%	53%	15%	3%	100%
Employment opportunities	17%	44%	34%	5%	100%
Educational opportunities	59%	35%	6%	0%	100%
Opportunities to participate in social events and activities	25%	55%	16%	4%	100%
Opportunities to participate in religious or spiritual events and activities	30%	53%	17%	1%	100%
Opportunities to volunteer	35%	51%	13%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent	Good	Fair	Poor	Total
Opportunities to participate in community matters	26%	48%	23%	2%	100%
Ease of car travel in Palo Alto	18%	41%	36%	4%	100%
Ease of bus travel in Palo Alto	10%	24%	35%	31%	100%
Ease of rail or subway travel in Palo Alto	13%	39%	31%	17%	100%
Ease of bicycle travel in Palo Alto	31%	48%	18%	4%	100%
Ease of walking in Palo Alto	36%	50%	11%	3%	100%
Availability of paths and walking trails	27%	47%	23%	3%	100%
Traffic flow on major streets	6%	32%	48%	14%	100%
Amount of public parking	14%	38%	39%	10%	100%
Availability of affordable quality housing	4%	9%	28%	59%	100%
Availability of affordable quality child care	9%	19%	38%	34%	100%
Availability of affordable quality health care	24%	33%	28%	15%	100%
Availability of affordable quality food	25%	39%	28%	8%	100%
Availability of preventive health services	27%	43%	25%	5%	100%
Air quality	20%	55%	22%	3%	100%
Quality of overall natural environment in Palo Alto	28%	56%	14%	1%	100%
Overall image or reputation of Palo Alto	47%	45%	6%	1%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Palo Alto over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	1%	1%	47%	35%	16%	100%
Retail growth (stores, restaurants, etc.)	5%	23%	62%	9%	1%	100%
Jobs growth	8%	40%	50%	1%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Palo Alto?	Percent of respondents
Not a problem	27%
Minor problem	49%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Palo Alto?	Percent of respondents
Moderate problem	21%
Major problem	3%
Total	100%

Question 5: Community Safety					
Please rate how safe or unsafe you feel from the following in Palo Alto:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	39%	46%	6%	8%	1%	100%
Property crimes (e.g., burglary, theft)	24%	50%	12%	11%	3%	100%
Environmental hazards, including toxic waste	40%	40%	14%	5%	2%	100%

Question 6: Personal Safety					
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	82%	13%	2%	2%	1%	100%
In your neighborhood after dark	33%	46%	10%	9%	3%	100%
In Palo Alto's downtown area during the day	71%	24%	3%	1%	0%	100%
In Palo Alto's downtown area after dark	24%	42%	14%	17%	4%	100%

Question 7: Crime Victim	
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	90%
Yes	10%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	27%
Yes	73%
Total	100%

Question 9: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palo Alto?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Palo Alto public libraries or their services	26%	17%	26%	14%	17%	100%
Used Palo Alto recreation centers	32%	24%	27%	8%	8%	100%
Participated in a recreation program or activity	44%	23%	19%	6%	7%	100%
Visited a neighborhood park or City park	7%	14%	31%	24%	24%	100%
Ridden a local bus within Palo Alto	67%	16%	8%	3%	4%	100%
Attended a meeting of local elected officials or other local public meeting	74%	19%	6%	1%	0%	100%
Watched a meeting of local elected officials or other local public meeting on cable television	74%	17%	7%	1%	1%	100%
Read Palo Alto Newsletter	17%	19%	26%	15%	22%	100%
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	22%	21%	36%	12%	9%	100%
Recycled used paper, cans or bottles from your home	1%	2%	3%	8%	86%	100%
Volunteered your time to some group or activity in Palo Alto	49%	16%	12%	10%	13%	100%
Participated in religious or spiritual activities in Palo Alto	60%	11%	12%	6%	10%	100%
Participated in a club or civic group in Palo Alto	66%	14%	12%	4%	5%	100%
Provided help to a friend or neighbor	7%	20%	40%	17%	16%	100%

Question 10: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	16%
Several times a week	23%
Several times a month	32%
Once a month	9%
Several times a year	8%
Once a year or less	4%
Never	8%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Palo Alto:	Excellent	Good	Fair	Poor	Total
Police services	36%	48%	12%	5%	100%
Fire services	55%	41%	4%	0%	100%
Ambulance or emergency medical services	54%	41%	5%	0%	100%
Crime prevention	27%	47%	19%	6%	100%
Fire prevention and education	31%	56%	10%	3%	100%
Traffic enforcement	15%	48%	25%	11%	100%
Street repair	10%	37%	30%	23%	100%
Street cleaning	25%	50%	23%	2%	100%
Street lighting	17%	47%	26%	10%	100%
Sidewalk maintenance	11%	42%	36%	11%	100%
Traffic signal timing	13%	43%	30%	14%	100%
Bus or transit services	17%	33%	30%	21%	100%
Garbage collection	42%	50%	8%	1%	100%
Recycling	48%	42%	9%	1%	100%
Yard waste pick-up	47%	43%	8%	2%	100%
Storm drainage	25%	46%	20%	10%	100%
Drinking water	48%	39%	10%	3%	100%
Sewer services	30%	51%	17%	2%	100%
City parks	43%	46%	10%	1%	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Palo Alto:	Excellent	Good	Fair	Poor	Total
Recreation programs or classes	32%	55%	12%	0%	100%
Recreation centers or facilities	26%	51%	20%	3%	100%
Land use, planning and zoning	10%	36%	37%	17%	100%
Code enforcement (weeds, abandoned buildings, etc)	13%	46%	33%	8%	100%
Animal control	27%	51%	18%	4%	100%
Economic development	12%	51%	26%	11%	100%
Services to seniors	25%	56%	16%	3%	100%
Services to youth	27%	46%	21%	6%	100%
Services to low-income people	19%	27%	31%	23%	100%
Public library services	30%	46%	20%	5%	100%
Public information services	21%	55%	19%	4%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	19%	52%	24%	5%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	33%	45%	17%	5%	100%
Neighborhood branch libraries	27%	44%	22%	7%	100%
Your neighborhood park	35%	51%	12%	2%	100%
Variety of library materials	22%	45%	28%	6%	100%
Street tree maintenance	22%	46%	26%	6%	100%
Electric utility	30%	55%	13%	2%	100%
Power utility	29%	55%	15%	1%	100%

Question 12: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Palo Alto	24%	61%	13%	2%	100%
The Federal Government	3%	30%	45%	22%	100%
The State Government	4%	30%	52%	15%	100%
Santa Clara County Government	6%	48%	41%	5%	100%

Question 13: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Palo Alto within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	46%
Yes	54%
Total	100%

Question 14: City Employees					
What was your impression of the employee(s) of the City of Palo Alto in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	35%	40%	14%	10%	100%
Responsiveness	39%	34%	11%	16%	100%
Courtesy	48%	30%	9%	13%	100%
Overall impression	38%	35%	13%	14%	100%

Question 15: Government Performance					
Please rate the following categories of Palo Alto government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Palo Alto	16%	49%	27%	9%	100%
The overall direction that Palo Alto is taking	10%	52%	27%	11%	100%
The job Palo Alto government does at welcoming citizen involvement	13%	44%	31%	12%	100%
The job Palo Alto government does at listening to citizens	13%	39%	33%	14%	100%

Question 16: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Palo Alto to someone who asks	60%	31%	6%	3%	100%
Remain in Palo Alto for the next five years	62%	23%	10%	5%	100%

Question 17: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	1%
Somewhat positive	3%
Neutral	32%
Somewhat negative	46%
Very negative	17%
Total	100%

Question 18a: Policy Question 1	
During the past twelve months, did you or anyone in your family household have contact with the Palo Alto Police Department?	Percent of respondents
Yes	34%
No	66%
Total	100%

Question 18b: Policy Question 2	
If yes, how do you rate the quality of your contact with the Palo Alto Police Department?	Percent of respondents
Excellent	45%
Good	28%
Fair	10%
Poor	17%
Total	100%

Question 18c: Policy Question 3	
Are you and your household prepared to sustain yourself for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?	Percent of respondents
Yes	60%
No	40%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	32%
Yes, full-time	56%
Yes, part-time	12%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc···) by myself	59%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc···) with other children or adults	6%
Bus, rail, subway or other public transportation	5%
Walk	4%
Bicycle	16%
Work at home	9%
Other	0%

Question D3: Length of Residency	
How many years have you lived in Palo Alto?	Percent of respondents
Less than 2 years	18%
2 to 5 years	25%
6 to 10 years	12%
11 to 20 years	15%
More than 20 years	30%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	53%
House attached to one or more houses (e.g., a duplex or townhome)	5%
Building with two or more apartments or condominiums	40%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
Mobile home	0%
Other	2%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home···	Percent of respondents
Rented for cash or occupied without cash payment	43%
Owned by you or someone in this house with a mortgage or free and clear	57%
Total	100%

Question D6: Monthly Housing Cost	
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than $300 per month	4%
$300 to $599 per month	6%
$600 to $999 per month	8%
$1,000 to $1,499 per month	16%
$1,500 to $2,499 per month	20%
$2,500 or more per month	45%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	65%
Yes	35%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	74%
Yes	26%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than $24,999	5%
$25,000 to $49,999	10%
$50,000 to $99,999	24%
$100,000 to $149,000	23%
$150,000 or more	38%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	96%
Yes, I consider myself to be Spanish, Hispanic or Latino	4%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	0%
Asian, Asian Indian or Pacific Islander	25%
Black or African American	2%
White	71%
Other	5%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	2%
25 to 34 years	23%
35 to 44 years	21%
45 to 54 years	21%
55 to 64 years	11%
65 to 74 years	8%
75 years or older	14%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	53%
Male	47%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	10%
Yes	80%
Ineligible to vote	10%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	11%
Yes	75%
Ineligible to vote	14%
Total	100%

FREQUENCIES INCLUDING "DON'T KNOW" RESPONSES

These tables contain the percentage of respondents for each response category as well as the "n" or total number of respondents for each category, next to the percentage.

Question 1: Quality of Life											
Please rate each of the following aspects of quality of life in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
Palo Alto as a place to live	55%	226	40%	168	4%	15	1%	6	0%	0	100%	415
Your neighborhood as a place to live	46%	190	45%	184	9%	35	0%	2	0%	1	100%	413
Palo Alto as a place to raise children	46%	187	34%	140	5%	19	0%	1	15%	61	100%	408
Palo Alto as a place to work	38%	154	35%	142	6%	26	2%	9	18%	74	100%	404
Palo Alto as a place to retire	25%	102	27%	110	15%	63	10%	41	23%	93	100%	410
The overall quality of life in Palo Alto	44%	181	47%	193	8%	32	1%	5	0%	0	100%	411

Question 2: Community Characteristics											
Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	17%	70	51%	207	25%	102	5%	19	3%	12	100%	409
Openness and acceptance of the community towards people of diverse backgrounds	33%	133	43%	174	16%	66	6%	23	3%	10	100%	407
Overall appearance of Palo Alto	30%	125	58%	241	10%	40	1%	6	0%	0	100%	412
Cleanliness of Palo Alto	32%	131	56%	231	11%	45	1%	4	0%	1	100%	411
Overall quality of new development in Palo Alto	11%	44	40%	166	29%	119	9%	38	10%	43	100%	410
Variety of housing options	6%	23	26%	105	38%	151	23%	94	7%	27	100%	401
Overall quality of business and service establishments in Palo	24%	99	52%	213	21%	85	2%	9	2%	7	100%	413

Question 2: Community Characteristics											
Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Alto												
Shopping opportunities	36%	148	35%	146	24%	101	5%	19	0%	0	100%	415
Opportunities to attend cultural activities	32%	133	44%	184	16%	65	5%	21	3%	12	100%	416
Recreational opportunities	28%	115	51%	211	14%	60	3%	11	4%	17	100%	414
Employment opportunities	12%	51	31%	128	25%	100	4%	15	28%	114	100%	407
Educational opportunities	54%	222	32%	131	6%	24	0%	2	9%	35	100%	414
Opportunities to participate in social events and activities	23%	93	49%	200	15%	60	3%	14	11%	43	100%	409
Opportunities to participate in religious or spiritual events and activities	21%	88	38%	156	12%	50	1%	4	28%	113	100%	410
Opportunities to volunteer	28%	113	40%	165	11%	43	0%	2	21%	86	100%	409
Opportunities to participate in community matters	22%	87	40%	161	19%	77	2%	7	18%	74	100%	406
Ease of car travel in Palo Alto	17%	72	40%	165	35%	145	4%	16	4%	15	100%	413
Ease of bus travel in Palo Alto	7%	27	16%	67	24%	98	21%	87	32%	129	100%	407
Ease of rail or subway travel in Palo Alto	11%	44	32%	130	25%	103	14%	55	18%	73	100%	406
Ease of bicycle travel in Palo Alto	26%	108	41%	167	15%	63	3%	13	14%	58	100%	409
Ease of walking in Palo Alto	36%	148	50%	204	11%	47	3%	11	1%	2	100%	412
Availability of paths and walking trails	26%	105	44%	182	21%	87	3%	13	5%	22	100%	409
Traffic flow on major streets	6%	23	32%	131	48%	196	14%	57	1%	4	100%	411
Amount of public parking	14%	57	37%	151	38%	155	9%	38	2%	9	100%	411
Availability of affordable quality housing	3%	13	8%	32	25%	101	52%	213	12%	51	100%	409
Availability of affordable quality child care	4%	17	8%	34	17%	70	15%	62	55%	223	100%	405

Question 2: Community Characteristics											
Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Availability of affordable quality health care	20%	82	27%	111	24%	96	12%	50	17%	68	100%	407
Availability of affordable quality food	24%	98	38%	154	27%	110	8%	32	4%	16	100%	410
Availability of preventive health services	20%	80	32%	129	18%	74	3%	14	27%	108	100%	406
Air quality	20%	81	52%	216	21%	89	2%	10	4%	19	100%	415
Quality of overall natural environment in Palo Alto	28%	116	56%	229	14%	58	1%	5	1%	3	100%	412
Overall image or reputation of Palo Alto	47%	195	44%	183	6%	27	1%	6	0%	1	100%	412

Question 3: Growth													
Please rate the speed of growth in the following categories in Palo Alto over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
Population growth	1%	4	1%	2	35%	144	27%	109	12%	48	25%	101	100%	409
Retail growth (stores, restaurants, etc.)	4%	18	19%	78	51%	210	8%	32	1%	4	17%	69	100%	409
Jobs growth	4%	17	20%	82	26%	104	0%	2	0%	1	49%	200	100%	406

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Palo Alto?	Percent of respondents	Count
Not a problem	25%	103
Minor problem	45%	187
Moderate problem	20%	82
Major problem	3%	12
Don't know	7%	29
Total	100%	413

Question 5: Community Safety													
Please rate how safe or unsafe you feel from the following in Palo Alto:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
Violent crime (e.g., rape, assault, robbery)	39%	158	45%	185	6%	26	7%	31	1%	5	1%	5	100%	410
Property crimes (e.g., burglary, theft)	24%	97	50%	204	12%	48	11%	46	3%	12	1%	4	100%	411
Environmental hazards, including toxic waste	38%	155	37%	153	13%	53	5%	19	2%	6	6%	24	100%	409

Question 6: Personal Safety													
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
In your neighborhood during the day	82%	336	13%	54	2%	9	2%	9	1%	3	0%	0	100%	413
In your neighborhood after dark	33%	135	45%	188	10%	40	9%	38	3%	11	0%	2	100%	413
In Palo Alto's downtown area during the day	69%	286	24%	98	3%	12	1%	4	0%	1	3%	13	100%	414
In Palo Alto's downtown area after dark	22%	92	39%	162	13%	54	16%	65	4%	16	6%	24	100%	412

Question 7: Crime Victim		
During the past twelve months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	89%	365
Yes	10%	42
Don't know	0%	1
Total	100%	408

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	26%	11
Yes	70%	30
Don't know	4%	2
Total	100%	42

Question 9: Resident Behaviors											
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palo Alto?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Palo Alto public libraries or their services	26%	108	17%	71	26%	107	14%	58	17%	69	100%	413
Used Palo Alto recreation centers	32%	132	24%	99	27%	110	8%	32	8%	33	100%	405
Participated in a recreation program or activity	44%	181	23%	96	19%	77	6%	26	7%	30	100%	410
Visited a neighborhood park or City park	7%	28	14%	56	31%	128	24%	100	24%	98	100%	410
Ridden a local bus within Palo Alto	67%	275	16%	67	8%	35	3%	13	4%	17	100%	408
Attended a meeting of local elected officials or other local public meeting	74%	303	19%	78	6%	24	1%	5	0%	0	100%	411
Watched a meeting of local elected officials or other local public meeting on cable television	74%	305	17%	70	7%	29	1%	4	1%	4	100%	412
Read Palo Alto Newsletter	17%	70	19%	77	26%	107	15%	61	22%	90	100%	405
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	22%	90	21%	86	36%	148	12%	50	9%	36	100%	410
Recycled used paper, cans or bottles from your home	1%	5	2%	7	3%	12	8%	33	86%	348	100%	405
Volunteered your time to some group or activity in Palo Alto	49%	197	16%	65	12%	48	10%	40	13%	51	100%	402
Participated in religious or spiritual activities in Palo Alto	60%	245	11%	44	12%	49	6%	25	10%	43	100%	406
Participated in a club or civic group in Palo Alto	66%	264	14%	56	12%	46	4%	18	5%	19	100%	403
Provided help to a friend or neighbor	7%	29	20%	84	40%	166	17%	68	16%	66	100%	413

Question 10: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	16%	66
Several times a week	23%	96
Several times a month	32%	133
Once a month	9%	37
Several times a year	8%	32
Once a year or less	4%	15
Never	8%	33
Total	100%	412

Question 11: Service Quality											
Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	29%	121	39%	159	10%	40	4%	16	18%	75	100%	410
Fire services	35%	143	26%	106	3%	11	0%	0	37%	149	100%	409
Ambulance or emergency medical services	30%	122	23%	91	3%	11	0%	0	45%	180	100%	405
Crime prevention	18%	73	31%	125	13%	52	4%	17	34%	134	100%	401
Fire prevention and education	17%	68	31%	123	6%	23	2%	6	45%	179	100%	399
Traffic enforcement	13%	52	41%	163	21%	86	9%	37	15%	61	100%	398
Street repair	9%	38	35%	140	28%	114	22%	88	6%	25	100%	404
Street cleaning	24%	98	48%	196	22%	90	2%	8	3%	14	100%	405
Street lighting	17%	68	46%	186	26%	104	9%	38	2%	9	100%	404

Question 11: Service Quality											
Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
Sidewalk maintenance	11%	43	41%	162	35%	140	11%	43	3%	12	100%	401
Traffic signal timing	13%	52	41%	166	29%	117	14%	55	4%	15	100%	404
Bus or transit services	10%	40	19%	78	18%	70	13%	50	41%	163	100%	401
Garbage collection	41%	166	48%	196	7%	30	1%	2	3%	10	100%	405
Recycling	47%	191	41%	167	9%	35	1%	2	3%	12	100%	407
Yard waste pick-up	37%	149	34%	136	7%	27	2%	8	21%	86	100%	404
Storm drainage	19%	76	35%	141	15%	62	7%	29	23%	93	100%	401
Drinking water	45%	183	37%	150	9%	36	3%	13	6%	24	100%	406
Sewer services	24%	98	41%	164	14%	55	2%	7	19%	76	100%	401
City parks	42%	168	45%	182	10%	40	1%	3	3%	11	100%	404
Recreation programs or classes	22%	87	37%	148	8%	33	0%	1	33%	131	100%	401
Recreation centers or facilities	18%	72	36%	143	14%	55	2%	9	30%	119	100%	397
Land use, planning and zoning	7%	29	26%	103	26%	104	12%	47	29%	114	100%	397
Code enforcement (weeds, abandoned buildings, etc)	8%	32	28%	112	20%	81	5%	20	39%	154	100%	399
Animal control	16%	63	30%	122	11%	44	2%	9	41%	162	100%	399
Economic development	8%	31	33%	131	17%	68	7%	27	35%	136	100%	394
Services to seniors	11%	46	26%	104	7%	29	1%	6	54%	217	100%	401
Services to youth	14%	56	24%	97	11%	45	3%	13	47%	186	100%	397
Services to low-income people	6%	25	9%	35	10%	41	8%	30	67%	262	100%	393
Public library services	25%	100	38%	153	16%	66	4%	18	16%	64	100%	401
Public information services	15%	59	39%	153	14%	54	3%	11	30%	117	100%	394

Question 11: Service Quality											
Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	12%	46	32%	129	15%	59	3%	13	38%	151	100%	397
Preservation of natural areas such as open space, farmlands and greenbelts	28%	114	39%	155	15%	59	4%	16	14%	55	100%	399
Neighborhood branch libraries	21%	84	34%	135	18%	69	5%	22	22%	88	100%	397
Your neighborhood park	33%	133	48%	189	11%	45	2%	7	6%	23	100%	397
Variety of library materials	17%	67	35%	137	22%	86	5%	18	22%	88	100%	396
Street tree maintenance	20%	80	43%	173	24%	97	6%	23	6%	25	100%	398
Electric utility	29%	116	52%	208	12%	50	2%	6	5%	22	100%	402
Power utility	26%	106	49%	198	13%	54	1%	3	10%	41	100%	402

Question 12: Government Services Overall										
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total
The City of Palo Alto	23%	92	58%	234	12%	49	2%	8	5%	18	100%	402
The Federal Government	3%	10	24%	98	37%	149	18%	71	18%	74	100%	402
The State Government	3%	12	25%	100	43%	170	12%	48	17%	70	100%	401
Santa Clara County Government	4%	17	33%	133	29%	115	3%	13	31%	123	100%	400

Question 13: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Palo Alto within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	46%	188
Yes	54%	225
Total	100%	413

Question 14: City Employees										
What was your impression of the employee(s) of the City of Palo Alto in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total
Knowledge	35%	77	40%	89	14%	32	10%	23	1%	1	100%	222
Responsiveness	39%	86	33%	73	11%	24	16%	35	0%	1	100%	219
Courtesy	48%	107	30%	66	9%	20	13%	28	0%	0	100%	221
Overall impression	38%	85	35%	76	13%	29	14%	30	0%	0	100%	220

Question 15: Government Performance											
Please rate the following categories of Palo Alto government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Palo Alto	13%	54	42%	168	23%	94	7%	29	14%	57	100%	402
The overall direction that Palo Alto is taking	9%	34	44%	177	22%	90	9%	36	16%	63	100%	401
The job Palo Alto government does at welcoming citizen involvement	9%	35	29%	116	20%	82	8%	33	34%	137	100%	402
The job Palo Alto government does at listening to citizens	9%	35	26%	104	22%	89	9%	38	34%	136	100%	402

Question 16: Recommendation and Longevity											
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Palo Alto to someone who asks	60%	250	31%	128	6%	26	3%	11	0%	2	100%	417
Remain in Palo Alto for the next five years	59%	247	22%	91	9%	38	5%	21	5%	20	100%	417

Question 17: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	1%	6
Somewhat positive	3%	13
Neutral	32%	135
Somewhat negative	46%	191
Very negative	17%	72
Total	100%	417

Question 18a: Policy Question 1		
During the past twelve months, did you or anyone in your family household have contact with the Palo Alto Police Department?	Percent of respondents	Count
Yes	34%	142
No	65%	272
Don't know	1%	4
Total	100%	418

Question 18b: Policy Question 2		
If yes, how do you rate the quality of your contact with the Palo Alto Police Department?	Percent of respondents	Count
Excellent	45%	63
Good	28%	40
Fair	10%	14
Poor	17%	25
Don't know	0%	0
Total	100%	141

Question 18c: Policy Question 3		
Are you and your household prepared to sustain yourself for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?	Percent of respondents	Count
Yes	60%	246
No	40%	164
Total	100%	410

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	32%	131
Yes, full-time	56%	231
Yes, part-time	12%	49
Total	100%	411

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc···) by myself	59%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc···) with other children or adults	6%
Bus, rail, subway or other public transportation	5%
Walk	4%
Bicycle	16%
Work at home	9%
Other	0%

Question D3: Length of Residency		
How many years have you lived in Palo Alto?	Percent of respondents	Count
Less than 2 years	18%	74
2 to 5 years	25%	105
6 to 10 years	12%	50
11 to 20 years	15%	60

Question D3: Length of Residency		
How many years have you lived in Palo Alto?	Percent of respondents	Count
More than 20 years	30%	124
Total	100%	414

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	53%	220
House attached to one or more houses (e.g., a duplex or townhome)	5%	20
Building with two or more apartments or condominiums	40%	164
Mobile home	0%	0
Other	2%	8
Total	100%	412

Question D5: Housing Tenure (Rent/Own)		
Is this house, apartment or mobile home…	Percent of respondents	Count
Rented for cash or occupied without cash payment	43%	170
Owned by you or someone in this house with a mortgage or free and clear	57%	225
Total	100%	395

Question D6: Monthly Housing Cost		
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than $300 per month	4%	14

The National Citizen Survey™

Question D6: Monthly Housing Cost		
About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
$300 to $599 per month	6%	25
$600 to $999 per month	8%	34
$1,000 to $1,499 per month	16%	66
$1,500 to $2,499 per month	20%	83
$2,500 or more per month	45%	185
Total	100%	408

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	65%	269
Yes	35%	144
Total	100%	413

Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	74%	308
Yes	26%	106
Total	100%	414

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than $24,999	5%	20
$25,000 to $49,999	10%	41
$50,000 to $99,999	24%	95
$100,000 to $149,000	23%	90
$150,000 or more	38%	151
Total	100%	396

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	96%	394
Yes, I consider myself to be Spanish, Hispanic or Latino	4%	15
Total	100%	410

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	0%	1
Asian, Asian Indian or Pacific Islander	25%	101
Black or African American	2%	9
White	71%	289
Other	5%	22
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	2%	10
25 to 34 years	23%	94
35 to 44 years	21%	88
45 to 54 years	21%	86
55 to 64 years	11%	47
65 to 74 years	8%	33
75 years or older	14%	56
Total	100%	414

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	217
Male	47%	195
Total	100%	412

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	10%	41
Yes	79%	327
Ineligible to vote	10%	40
Don't know	2%	6
Total	100%	414

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	11%	46
Yes	74%	308
Ineligible to vote	14%	58
Don't know	1%	2
Total	100%	414

Appendix B: Survey Methodology

The National Citizen Survey™ was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The National Citizen Survey™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The National Citizen Survey™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The National Citizen Survey™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

SURVEY VALIDITY

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

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

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.

- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by City officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

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

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents' tendency to report what they think the "correct" response should be.

Research on the correlation of resident opinion about service quality and "objective" ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC's own research has demonstrated that residents who report the lowest ratings of street repair live

in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be "objectively" worse than the highest rated fire services (expenditures per capita, response time, "professional" status of firefighters, breadth of services and training provided). Whether or not some research confirms the relationship between what residents think about a community and what can be seen "objectively" in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, "If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem."

SURVEY SAMPLING

"Sampling" refers to the method by which survey recipients were chosen. All households within the City of Palo Alto were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of Palo Alto boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City of Palo Alto households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City of Palo Alto boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Palo Alto. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

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

SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning September 15, 2008. The first mailing was a pre-notification postcard announcing the upcoming survey. The next mailing contained a letter from the City Auditor inviting the household to participate, a

questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

Survey Response Rate and Confidence Intervals

Thirty surveys mailed were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,170 households receiving the survey mailings, 415 completed the survey, providing a response rate of 36%. In general, response rates obtained on local government resident surveys range from 25% to 40%.

In theory, in 95 cases out of 100, the results based on the number of responses obtained will differ by no more than five percentage points in either direction from what would have been obtained had responses been collected from all City of Palo Alto adults. This difference from the presumed population finding is referred to as the sampling error (or the "margin of error" or 95% confidence interval"). For subgroups of responses, the margin of sampling error is larger. In addition to sampling error, the practical difficulties of conducting any survey of the public may introduce other sources of error. For example, the failure of some of the selected adults to participate in the sample or the difficulty of including all sectors of the population, such as residents of some institutions or group residences, may lead to somewhat different results.

In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders that may affect sample findings. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

Survey Processing (Data Entry)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and "cleaned" as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

Once all surveys were assigned a unique identification number, they were entered into an electronic dataset. This dataset was subject to a data entry protocol of "key and verify," in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2000 Census estimates for adults in the City of Palo Alto. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were gender/age and housing tenure. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The historical use of the variables and the desirability of consistently representing different groups over the years

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. A limitation of data weighting is that only 2-3 demographic variables can be adjusted in a single study. Several different weighting "schemes" are tested to ensure the best fit for the data.

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers. The results of the weighting scheme are presented in the table on the following page.

Palo Alto Citizen Survey Weighting Table			
Characteristic	Population Norm1	Unweighted Data	Weighted Data
Housing			
Rent home	43%	28%	43%
Own home	57%	72%	57%
Detached unit	59%	64%	54%
Attached unit	41%	36%	46%
Race and Ethnicity			
Not Hispanic	95%	96%	96%
Hispanic	5%	4%	4%
White	76%	70%	68%
Non-white	24%	30%	32%
Sex and Age			
Female	52%	54%	53%
Male	48%	46%	47%
18-34 years of age	25%	10%	25%
35-54 years of age	43%	39%	42%
55+ years of age	32%	51%	33%
Females 18-34	12%	6%	12%
Females 35-54	22%	24%	22%
Females 55+	18%	24%	18%
Males 18-34	13%	4%	13%
Males 35-54	21%	15%	21%
Males 55+	14%	27%	14%

Survey Data Analysis and Reporting

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

Use of the "Excellent, Good, Fair, Poor" Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is "excellent," "good," "fair" or "poor" (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents' perceptions of quality in favor of their report on the acceptability of the level of service offered).

"Don't Know" Responses

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

Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called "In Search of Standards." "What has been

missing from a local government's analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems…"

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but also in *Public Administration Review*, *Journal of Policy Analysis* and *Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. & Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC's proprietary databases. NRC's work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up "good" citizen evaluations, jurisdictions need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents' ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service—one that closes most of its cases, solves most of its crimes and keeps the crime rate low—still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to

ratings given by residents to their own objectively "worse" departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

Comparison of Palo Alto to the Benchmark Database

The City of Palo Alto chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Palo Alto Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons are available, Palo Alto results are noted as being "above" the benchmark, "below" the benchmark or "similar to" the benchmark. This evaluation of "above," "below" or "similar to" comes from a statistical comparison of Palo Alto's rating to the benchmark (the rating from all the comparison jurisdictions where a similar question was asked).

Appendix C: Survey Materials

The following pages contain copies of the survey materials sent to randomly selected households within the City of Palo Alto.

Dear Palo Alto Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Palo Alto. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,

Lynda Flores Brouchoud
City Auditor

Dear Palo Alto Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Palo Alto. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

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City Auditor

City of Palo Alto

Office of the City Auditor

P.O. Box 10250
Palo Alto, CA 94303

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P.O. Box 10250
Palo Alto, CA 94303

City of Palo Alto

Office of the City Auditor

September 2008

Dear Palo Alto Resident:

The City of Palo Alto wants to know what you think about our community and municipal government. You have been randomly selected to participate in Palo Alto's 2008 Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

To get a representative sample of Palo Alto residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

Please have the appropriate member of the household spend a few minutes answering all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 650.329.2667.

Please help us shape the future of Palo Alto. Thank you for your time and participation.

Sincerely,

Lynda Flores Brouchoud

Lynda Flores Brouchoud
City Auditor

City of Palo Alto

Office of the City Auditor

October 2008

Dear Palo Alto Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Palo Alto wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Palo Alto Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

To get a representative sample of Palo Alto residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

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Lynda Flores Brouchoud

Lynda Flores Brouchoud
City Auditor

City of Palo Alto

Office of the City Auditor

P.O. Box 10250
Palo Alto, CA 94303

The City of Palo Alto 2008 Citizen Survey

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

1. Please rate each of the following aspects of quality of life in Palo Alto:

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

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

	Excellent	Good	Fair	Poor	Don't know
Sense of community	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Overall appearance of Palo Alto	1	2	3	4	5
Cleanliness of Palo Alto	1	2	3	4	5
Overall quality of new development in Palo Alto	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Palo Alto	1	2	3	4	5
Shopping opportunities	1	2	3	4	5
Opportunities to attend cultural activities	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Opportunities to volunteer	1	2	3	4	5
Opportunities to participate in community matters	1	2	3	4	5
Ease of car travel in Palo Alto	1	2	3	4	5
Ease of bus travel in Palo Alto	1	2	3	4	5
Ease of rail or subway travel in Palo Alto	1	2	3	4	5
Ease of bicycle travel in Palo Alto	1	2	3	4	5
Ease of walking in Palo Alto	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventive health services	1	2	3	4	5

Air quality	1	2	3	4	5
Quality of overall natural environment in Palo Alto	1	2	3	4	5
Overall image or reputation of Palo Alto	1	2	3	4	5

3. Please rate the speed of growth in the following categories in Palo Alto over the past 2 years:

	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Don't know
Population growth	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.)	1	2	3	4	5	6
Jobs growth	1	2	3	4	5	6

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Palo Alto?

     ❍ Not a problem   ❍ Minor problem   ❍ Moderate problem   ❍ Major problem   ❍ Don't know

5. Please rate how safe or unsafe you feel from the following in Palo Alto:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery)	1	2	3	4	5	6
Property crimes (e.g., burglary, theft)..........................	1	2	3	4	5	6
Environmental hazards, including toxic waste..............	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

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

7. During the past twelve months, were you or anyone in your household the victim of any crime?

     ❍ No ➔ Go to Question 9   ❍ Yes ➔ Go to Question 8   ❍ Don't know ➔ Go to Question 9

    8. If yes, was this crime (these crimes) reported to the police?

         ❍ No   ❍ Yes   ❍ Don't know

9. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palo Alto?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Palo Alto public libraries or their services	1	2	3	4	5
Used Palo Alto recreation centers...	1	2	3	4	5
Participated in a recreation program or activity......................................	1	2	3	4	5
Visited a neighborhood park or City park	1	2	3	4	5
Ridden a local bus within Palo Alto	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting...	1	2	3	4	5
Watched a meeting of local elected officials or other local public meeting on cable television..	1	2	3	4	5
Read Palo Alto Newsletter..	1	2	3	4	5
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	1	2	3	4	5
Recycled used paper, cans or bottles from your home	1	2	3	4	5
Volunteered your time to some group or activity in Palo Alto	1	2	3	4	5
Participated in religious or spiritual activities in Palo Alto.....................	1	2	3	4	5
Participated in a club or civic group in Palo Alto	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

10. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?

     ❍ Just about every day

❍ Several times a week
❍ Several times a month
❍ Once a month
❍ Several times a year
❍ Once a year or less
❍ Never

The City of Palo Alto 2008 Citizen Survey

11. Please rate the quality of each of the following services in Palo Alto:

	Excellent	Good	Fair	Poor	Don't know
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services	1	2	3	4	5
Garbage collection	1	2	3	4	5
Recycling	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage	1	2	3	4	5
Drinking water	1	2	3	4	5
Sewer services	1	2	3	4	5
City parks	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc)	1	2	3	4	5
Animal control	1	2	3	4	5
Economic development	1	2	3	4	5
Services to seniors	1	2	3	4	5
Services to youth	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public library services	1	2	3	4	5
Public information services	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts	1	2	3	4	5
Neighborhood branch libraries	1	2	3	4	5
Your neighborhood park	1	2	3	4	5
Variety of library materials	1	2	3	4	5
Street tree maintenance	1	2	3	4	5
Electric utility	1	2	3	4	5
Gas utility	1	2	3	4	5

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

	Excellent	Good	Fair	Poor	Don't know

The City of Palo Alto	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Santa Clara County Government	1	2	3	4	5

13. Have you had any in-person or phone contact with an employee of the City of Palo Alto within the last 12 months (including police, receptionists, planners or any others)?

❍ No ➜ Go to Question 15   ❍ Yes ➜ Go to Question 14

14. What was your impression of the employee(s) of the City of Palo Alto in your most recent contact? (Rate each characteristic below.)

	Excellent	Good	Fair	Poor	Don't know
Knowledge	1	2	3	4	5
Responsiveness...	1	2	3	4	5
Courtesy	1	2	3	4	5
Overall impression	1	2	3	4	5

15. Please rate the following categories of Palo Alto government performance:

	Excellent	Good	Fair	Poor	Don't know
The value of services for the taxes paid to Palo Alto	1	2	3	4	5
The overall direction that Palo Alto is taking	1	2	3	4	5
The job Palo Alto government does at welcoming citizen involvement ..	1	2	3	4	5
The job Palo Alto government does at listening to citizens	1	2	3	4	5

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

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

17. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

❍ Very positive   ❍ Somewhat positive   ❍ Neutral   ❍ Somewhat negative   ❍ Very negative

18. Please check the response that comes closest to your opinion for each of the following questions:

a. During the past twelve months, did you or anyone in your family household have contact with the Palo Alto Police Department?

❍ Yes
❍ No
❍ Don't know

b. If yes, how do you rate the quality of your contact with the Palo Alto Police Department?

❍ Excellent
❍ Good
❍ Fair
❍ Poor
❍ Don't know

c. Are you and your household prepared to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?

❍ Yes
❍ No

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

D1. Are you currently employed for pay?
- ❍ No ➜ Go to Question D3
- ❍ Yes, full time ➜ Go to Question D2
- ❍ Yes, part time ➜ Go to Question D2

D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)

Motorized vehicle (e.g., car, truck, van, motorcycle, etc···) by myself .... _____ days

Motorized vehicle (e.g., car, truck, van, motorcycle, etc···) with other children or adults .... _____ days

Bus, Rail, Subway or other public transportation................................. _____ days

Walk .... _____ days

Bicycle .... _____ days

Work at home .... _____ days

Other .... _____ days

D3. How many years have you lived in Palo Alto?
- ❍ Less than 2 years
- ❍ 2-5 years
- ❍ 6-10 years
- ❍ 11-20 years
- ❍ More than 20 years

D4. Which best describes the building you live in?
- ❍ One family house detached from any other houses
- ❍ House attached to one or more houses (e.g., a duplex or townhome)
- ❍ Building with two or more apartments or condominiums
- ❍ Mobile home
- ❍ Other

D5. Is this house, apartment or mobile home...
- ❍ Rented for cash or occupied without cash payment?
- ❍ Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?
- ❍ Less than $300 per month
- ❍ $300 to $599 per month
- ❍ $600 to $999 per month
- ❍ $1,000 to $1,499 per month
- ❍ $1,500 to $2,499 per month
- ❍ $2,500 or more per month

D7. Do any children 17 or under live in your household?

❍ No   ❍ Yes

D8. Are you or any other members of your household aged 65 or older?

❍ No   ❍ Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

❍ Less than $24,999
❍ $25,000 to $49,999
❍ $50,000 to $99,999
❍ $100,000 to $149,999
❍ $150,000 or more

Please respond to both question D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

❍ No, not Spanish, Hispanic or Latino
❍ Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be)

❍ American Indian or Alaskan Native
❍ Asian, Asian Indian or Pacific Islander
❍ Black or African American
❍ White
❍ Other

D12. In which category is your age?

❍ 18-24 years   ❍ 55-64 years
❍ 25-34 years   ❍ 65-74 years
❍ 35-44 years   ❍ 75 years or older
❍ 45-54 years

D13. What is your sex?

❍ Female
❍ Male

D14. Are you registered to vote in your jurisdiction?

❍ No
❍ Yes
❍ Ineligible to vote
❍ Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?

❍ No
❍ Yes
❍ Ineligible to vote
❍ Don't know

Thank you for completing this survey. Please return the completed survey in the postage paid envelope to:
National Research Center, Inc., 3005 30th St., Boulder, CO 80301

The National Citizen Survey™

CITY OF PALO ALTO, CA
2008

Benchmark Report

CONTENTS

Understanding the Benchmark Comparisons

Comparison Data

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The City of Palo Alto chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Palo Alto Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast[1]	16%
West[2]	20%
North Central West[3]	11%
North Central East[4]	13%
South Central[5]	9%
South[6]	25%
Northeast West[7]	3%
Northeast East[8]	3%
Population	
Less than 40,000	42%
40,000 to 74,999	20%
75,000 to 149,000	16%
150,000 or more	22%

---

[1] Alaska, Washington, Oregon, California, Hawaii
[2] Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico
[3] North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota
[4] Illinois, Indiana, Ohio, Michigan, Wisconsin
[5] Oklahoma, Texas, Louisiana, Arkansas
[6] West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC
[7] New York, Pennsylvania, New Jersey
[8] Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

The National Citizen Survey™ by National Research Center, Inc.

PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

Although responses to many of the evaluative questions were made on a 4 point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus three points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, "excellent" = 100, "good" = 67, "fair" = 33 and "poor" = 0. If everyone reported "excellent," then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a "poor", the result would be 0 on the 100-point scale. If half the respondents gave a score of "excellent" and half gave a score of "poor," the average would be in the middle of the scale (like the center post of a teeter totter) between "fair" and "good." An example of how to convert survey frequencies into an average rating appears below.

Example of Converting Responses to the 100-point Scale

How do you rate the community as a place to live?						
Response option	Total with "don't know"	Step1: Remove the percent of "don't know" responses	Total without "don't know"	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	36%	= 36 ÷ (100-5) =	38%	100	= 38% x 100 =	38
Good	42%	= 42 ÷ (100-5) =	44%	67	= 44% x 67 =	30
Fair	12%	= 12 ÷ (100-5) =	13%	33	= 13% x 33 =	4
Poor	5%	= 5 ÷ (100-5) =	5%	0	= 5% x 0 =	0
Don't know	5%		–			
Total	100%		100%			**72**

How do you rate the community as a place to live?

5%	13%	44%	38%
0	33	67	100
Poor	Fair	Good 72	Excellent
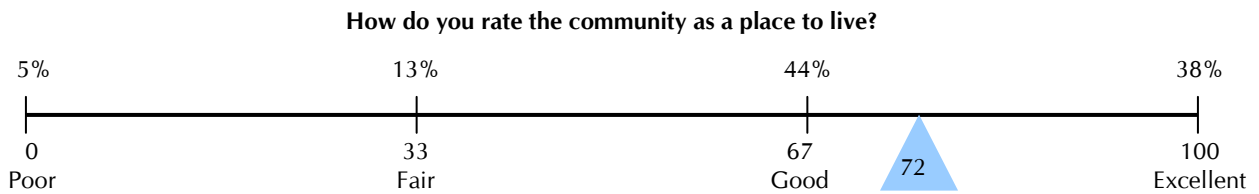
INTERPRETING THE RESULTS

Average ratings are compared when similar questions are included in NRC's database, and there are at least five jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first column is your jurisdiction's rating on the 100-point scale. The second column is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The third column is the number of jurisdictions that asked a similar question. The fourth column shows the comparison of your jurisdiction's average rating (column one) to the benchmark.

The comparison: "above," "below" or "similar" comes from a statistical comparison of your jurisdiction's rating to the benchmark (the average rating from all the comparison jurisdictions where a similar question was asked). Differences of more than three points on the 100-point scale between your jurisdiction's ratings and the average based on the appropriate comparisons from the database are considered "statistically significant," and thus are marked as "above" or "below" the benchmark. When differences between your jurisdiction's ratings and the benchmarks are three points or fewer, they are marked as "similar to" the benchmark.

This report contains benchmarks comparisons at the national level.

NATIONAL BENCHMARK COMPARISONS

Overall Community Quality Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Overall quality of life in Palo Alto	78	23	305	Above
Your neighborhood as place to live	79	18	203	Above
Palo Alto as a place to live	83	14	259	Above
Remain in Palo Alto for the next five years	81	11	39	Above
Recommend living in Palo Alto to someone who asks	83	8	38	Above

Community Transportation Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ease of bus travel in Palo Alto	37	97	132	Below
Ease of rail or subway travel by in Palo Alto	50	17	35	Similar
Ease of car travel in Palo Alto	58	48	187	Above
Ease of walking in Palo Alto	73	12	189	Above
Ease of bicycle travel in Palo Alto	68	8	189	Above
Availability of paths and walking trails	66	8	41	Above
Traffic flow on major streets	43	44	218	Above

Frequency of Bus Use Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ridden a local bus within Palo Alto	33	29	101	Above

Transportation and Parking Services Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Street repair /maintenance	45	161	310	Similar
Street cleaning	66	20	225	Above
Street lighting	57	77	239	Above
Sidewalk maintenance	51	85	202	Above
Light timing	52	24	149	Above
Bus or transit services	48	94	154	Similar
Amount of public parking	52	35	133	Above

Housing Characteristics Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Availability of affordable quality housing	19	210	227	Below
Variety of housing options	39	31	37	Below

Housing Costs Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Experiencing housing costs stress (housing costs 30% or more of income)	31	29	36	Below

Built Environment Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Quality of new development in city	53	69	146	Similar
Overall appearance of Palo Alto	73	26	237	Above

Population Growth Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Population growth seen as too fast	51	81	158	Similar

Nuisance Problems Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Run down buildings, weed lots and junk vehicles are a "major" problem	3	126	165	Below

Planning and Community Code Enforcement Services Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Land use, planning and zoning	47	58	203	Above
Code enforcement (weeds, abandoned buildings, etc)	55	43	251	Above
Animal control	67	7	223	Above

Economic Sustainability and Opportunities Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Employment opportunities	58	8	208	Above
Shopping opportunities	67	23	195	Above
Place to work	78	3	184	Above
Overall quality of business and service establishments in Palo Alto	66	5	36	Above

Economic Development Services Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Economic development	55	36	191	Above

Job and Retail Growth Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Retail growth seen as too slow	28	85	158	Below
Jobs growth seen as too slow	48	145	158	Below

Personal Economic Future Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Positive impact of economy on household income	4	156	156	Below

Community and Personal Public Safety Benchmarks				
	Palo Alto average rating	**Rank**	**Number of Jurisdictions for Comparison**	**Comparison to benchmark**
Safety in your neighborhood during the day	93	28	229	Above

Community and Personal Public Safety Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Safety in your neighborhood after dark	74	84	222	Above
Safety in Palo Alto's downtown area during the day	91	36	193	Above
Safety in Palo Alto's downtown area after dark	66	76	197	Above
Safety from violent crime (e.g., rape, assault, robbery)	78	55	194	Above
Safety from property crimes (e.g., burglary, theft)	70	41	192	Above
Toxic waste or other environmental hazard(s)	78	14	87	Above

Crime Victimization and Reporting Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Victim of crime	10	104	159	Below
Reported crimes	73	110	159	Below

Public Safety Services Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Police services	72	71	304	Above
Fire services	84	23	246	Above
EMS/ambulance	83	19	233	Above
Crime prevention	65	53	212	Above
Fire prevention and education	72	27	177	Above
Traffic enforcement	56	122	246	Similar
Emergency preparedness	61	18	56	Above

Community Environment Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Cleanliness of Palo Alto	73	9	43	Above
Quality of overall natural environment in Palo Alto	71	8	36	Above
Preservation of natural areas such as open space, farmlands and greenbelts	69	5	49	Above
Air quality	64	42	129	Above

Frequency of Recycling Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recycled used paper, cans or bottles from your home	99	1	145	Above

Utility Services Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Sewer services	70	15	198	Above
Drinking water	77	2	194	Above
Storm drainage	62	26	243	Above
Yard waste pick-up	78	7	159	Above
Recycling	79	6	222	Above
Garbage collection	78	26	250	Above

Community Recreational Opportunities Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recreation opportunities	69	33	204	Above

Participation in Parks and Recreation Opportunities Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Used Palo Alto recreation centers	68	17	124	Above
Participated in a recreation program or activity	56	34	149	Above
Visited a neighborhood park or City park	93	12	156	Above

Parks and Recreation Services Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
City parks	77	21	226	Above
Recreation programs or classes	73	17	238	Above
Recreation centers or facilities	67	46	186	Above

Cultural and Educational Opportunities Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to attend cultural activities	69	13	197	Above
Educational opportunities	84	4	133	Above

Participation in Cultural and Educational Opportunities Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Used Palo Alto public libraries or their services	74	58	135	Similar
Participated in religious or spiritual activities in Palo Alto	40	16	18	Below

Cultural and Educational Services Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public library services	66	153	218	Below

Community Health and Wellness Access and Opportunities Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Availability of affordable quality health care	55	28	146	Above
Availability of affordable quality food	60	22	80	Above
Availability of preventive health services	64	3	24	Above

Community Quality and Inclusiveness Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Sense of community	61	52	209	Above
Openness and acceptance of the community toward people of diverse backgrounds	68	15	174	Above
Availability of affordable quality child care	34	114	144	Below
Palo Alto as a place to raise kids	83	14	252	Above
Palo Alto as a place to retire	62	65	233	Above

Services Provided for Population Subgroups Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services to seniors	68	13	200	Above
Services to youth	64	17	173	Above
Services to low income residents	47	33	157	Above

Civic Engagement Opportunities Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in community matters	66	4	35	Above
Opportunities to volunteer	74	3	34	Above

Participation in Civic Engagement Opportunities Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	26	79	157	Similar
Watched a meeting of local elected officials or other local public meeting on cable television	26	116	123	Below
Volunteered your time to some group or activity in Palo Alto	51	46	156	Above
Participated in a club or civic group in Palo Alto	34	8	21	Similar
Provided help to a friend or neighbor	93	13	20	Similar

Voter Behavior Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Registered to vote	80	113	169	Similar
Voted in last general election	75	60	168	Above

Use of Information Sources Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Read Palo Alto Newsletter	83	59	110	Similar
Visited the City of Palo Alto Web site	78	3	31	Above

Local Government Media Services and Information Dissemination Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public information services	65	35	198	Above

Social Engagement Opportunities Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in social events and activities	67	4	35	Above
Opportunities to participate in religious or spiritual events	70	9	26	Above

Contact with Immediate Neighbors Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Has contact with neighbors at least once per month	72	19	25	Below

Public Trust Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Value of services for the taxes paid to Palo Alto	57	92	260	Above
The overall direction that Palo Alto is taking	54	116	214	Similar
Job Palo Alto government does at welcoming citizen involvement	53	166	228	Below
Job Palo Alto government does at listening to citizens	50	90	201	Similar
Overall image or reputation of Palo Alto	79	6	176	Above

Services Provided by Local, State and Federal Governments Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services provided by the City of Palo Alto	69	41	291	Above
Services provided by the Federal Government	38	139	177	Below
Services provided by the State Government	41	135	179	Below
Santa Clara County government general	52	11	33	Above

Contact with City Employees Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with city employee(s) in last 12 months	54	108	159	Below

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks				
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
City employee knowledge	67	135	233	Similar
City employee responsiveness	65	113	230	Similar
City employee courteousness	71	62	189	Above
Overall impression	66	112	262	Similar

JURISDICTIONS INCLUDED IN NATIONAL BENCHMARK COMPARISONS

<div style="column-count: 3">

Valdez, AK 4,036
Alabaster, AL 22,169
Auburn, AL.......................42,987
Tuskegee, AL....................11,846
Fayetteville, AR 58,047
Fort Smith, AR 80,268
Hot Springs, AR................35,613
Avondale, AZ 35,883
Chandler, AZ..................176,581
Cococino County, AZ.....116,320
Flagstaff, AZ 52,894
Florence, AZ 17,054
Goodyear, AZ 18,911
Marana, AZ 13,556
Peoria, AZ 108,364
Phoenix, AZ 1,321,045
Prescott Valley, AZ 25,535
Queen Creek, AZ 4,316
Safford, AZ 9,232
Scottsdale, AZ 202,705
Sedona, AZ 10,192
Tempe, AZ 158,625
Tucson, AZ......................486,699
Yuma, AZ 77,515
Yuma County, AZ...........160,026
Agoura Hills, CA 20,537
Bellflower, CA..................72,878
Benicia, CA 26,865
Brisbane, CA 3,597
Burlingame, CA................28,158
Capitola, CA....................10,033
Carlsbad, CA 78,247
Chula Vista, CA..............173,556
Claremont, CA 33,998
Concord, CA 121,780
Cupertino, CA 50,546
Del Mar, CA.......................4,389
Dublin, CA.......................29,973
El Cerrito, CA 23,171
Galt, CA 19,472
La Mesa, CA.....................54,749
Laguna Beach, CA 23,727
Livermore, CA..................73,345
Lodi, CA...........................56,999
Long Beach, CA.............461,522
Lynwood, CA 69,845
Mission Viejo, CA 93,102
Morgan Hill, CA...............33,556
Mountain View, CA..........70,708
Newport Beach, CA 70,032
Palm Springs, CA.............42,807

Poway, CA 48,044
Rancho Cordova, CA........55,060
Redding, CA 80,865
Richmond, CA.................99,216
Riverside, CA..................255,166
San Bernardino
County, CA..................1,709,434
San Francisco, CA...........776,733
San Jose, CA 894,943
San Rafael, CA.................56,063
San Ramon, CA 44,722
Santa Barbara
County, CA.....................399,347
Santa Monica, CA.............84,084
Stockton, CA 243,771
Sunnyvale, CA................131,760
Walnut Creek, CA 64,296
Calgary, Canada 878,866
District of
Saanich,Victoria,
Canada............................103,654
Kelowna, Canada 96,288
North Vancouver,
Canada..............................44,303
Oakville, Canada............144,738
Prince Albert, Canada.......34,291
Thunder Bay, Canada 109,016
Whitehorse, Canada 19,058
Yellowknife, Canada 16,541
Arapahoe County, CO 487,967
Archuleta County, CO 9,898
Arvada, CO 102,153
Aspen, CO..........................5,914
Aurora, CO.....................276,393
Boulder, CO 94,673
Boulder County, CO.......291,288
Breckenridge, CO...............2,408
Broomfield, CO 38,272
Castle Rock, CO 20,224
Colorado Springs, CO.....360,890
Craig, CO 9,189
Crested Butte, CO 1,529
Denver (City and
County), CO 554,636
Douglas County, CO 175,766
Durango, CO....................13,922
Eagle County, CO.............41,659
Englewood, CO................31,727
Fort Collins, CO 118,652
Frisco, CO 2,443
Fruita, CO 6,478

Golden, CO.......................17,159
Grand County, CO 12,442
Grand Junction, CO..........41,986
Greenwood Village, CO ...11,035
Highlands Ranch, CO.......70,931
Hot Sulphur Springs, CO 521
Jefferson County, CO......527,056
Lakewood, CO 144,126
Larimer County, CO 251,494
Lone Tree, CO....................4,873
Longmont, CO.................71,093
Louisville, CO 18,937
Loveland, CO 50,608
Mesa County, CO...........116,255
Northglenn, CO................31,575
Parker, CO.......................23,558
Pitkin County, CO 14,872
Silverthorne, CO.................3,196
Steamboat Springs, CO.......9,815
Sterling, CO......................11,360
Summit County, CO 23,548
Thornton, CO 82,384
Vail, CO 4,531
Westminster, CO 100,940
Wheat Ridge, CO 32,913
Coventry, CT 11,504
Manchester, CT 54,740
Wethersfield, CT..............26,271
Windsor, CT 28,237
Dover, DE 32,135
Belleair Beach, FL...............1,751
Bonita Springs, FL.............32,797
Brevard County, FL.........476,230
Cape Coral, FL................102,286
Charlotte County, FL.......141,627
Clearwater, FL 108,787
Collier County, FL 251,377
Cooper City, FL 27,939
Coral Springs, FL 117,549
Dania Beach, FL 20,061
Daytona Beach, FL 64,112
Delray Beach, FL 60,020
Destin, FL 11,119
Duval County, FL 778,879
Escambia County, FL 294,410
Eustis, FL 15,106
Gainesville, FL..................95,447
Hillsborough
County, FL......................998,948
Kissimmee, FL 47,814
Melbourne, FL 71,382

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The National Citizen Survey™ by National Research Center, Inc.

Miami Beach, FL 87,933
North Port, FL...................22,797
Oakland Park, FL..............30,966
Ocoee, FL 24,391
Oldsmar, FL 11,910
Oviedo, FL 26,316
Palm Bay, FL 79,413
Palm Beach, FL...............10,468
Palm Beach Gardens, FL...35,058
Palm Coast, FL..................32,732
Pinellas County, FL.........921,482
Port Orange, FL 45,823
Sanford, FL 38,291
Sarasota, FL 52,715
Seminole, FL 10,890
South Daytona, FL 13,177
Tallahassee, FL 150,624
Titusville, FL.....................40,670
Volusia County, FL 443,343
Walton County, FL 40,601
Winter Park, FL 24,090
Albany, GA 76,939
Alpharetta, GA 34,854
Cartersville, GA...............15,925
Decatur, GA.....................18,147
Smyrna, GA.....................40,999
Honolulu, HI...................876,156
Maui, HI..........................128,094
Ames, IA 50,731
Ankeny, IA 27,117
Bettendorf, IA 31,275
Cedar Falls, IA 36,145
Davenport, IA...................98,359
Des Moines, IA...............198,682
Indianola, IA....................12,998
Iowa County, IA 15,671
Marion, IA.........................7,144
Polk County, IA 374,601
Sheldahl, IA...........................336
Slater, IA 1,306
Urbandale, IA...................29,072
Waukee, IA 5,126
West Des Moines, IA........46,403
Boise, ID 185,787
Moscow, ID 21,291
Batavia, IL 23,866
Collinsville, IL 24,707
DeKalb, IL 39,018
Elmhurst, IL 42,762
Evanston, IL.....................74,239
Gurnee, IL 28,834
Highland Park, IL..............31,365
Homewood, IL 19,543

Lincolnwood, IL 12,359
Naperville, IL.................128,358
Normal, IL 45,386
O'Fallon, IL 21,910
Palatine, IL 65,479
Park Ridge, IL 37,775
Peoria County, IL............183,433
Riverside, IL.......................8,895
Shorewood, IL 7,686
Skokie, IL.........................63,348
Sugar Grove, IL..................3,909
Village of Oak Park, IL......52,524
Woodridge, IL 30,934
Fishers, IN 37,835
Munster, IN 21,511
Arkansas City, KS.............11,963
Fairway, KS 3,952
Lawrence, KS...................80,098
Lenexa, KS.......................40,238
Merriam, KS.....................11,008
Olathe, KS 92,962
Overland Park, KS 149,080
Salina, KS 45,679
Wichita, KS 344,284
Bowling Green, KY...........49,296
Daviess County, KY 91,545
Jefferson Parish, LA.........455,466
New Orleans, LA............484,674
Orleans Parish, LA..........484,674
Andover, MA...................31,247
Barnstable, MA................47,821
Burlington, MA................22,876
Cambridge, MA..............101,355
Needham, MA.................28,911
Shrewsbury, MA..............31,640
Worcester, MA 172,648
College Park, MD...........242,657
Gaithersburg, MD............52,613
La Plata, MD......................6,551
Montgomery
County, MD 873,341
Ocean City, MD 7,173
Rockville, MD 47,388
Takoma Park, MD 17,299
Saco, ME 16,822
Ann Arbor, MI 114,024
Battle Creek, MI...............53,364
Delhi Township, MI 22,569
Meridian Charter
Township, MI 38,987
Novi, MI...........................47,386
Oakland Township, MI.....13,071
Ottawa County, MI.........238,314

Sault Sainte Marie, MI.......16,542
South Haven, MI 5,021
Troy, MI 80,959
Village of Howard City,
MI 1,585
Blue Earth, MN 3,621
Carver County, MN 70,205
Chanhassen, MN 20,321
Dakota County, MN 355,904
Fridley, MN 27,449
Hutchinson, MN...............13,080
Mankato, MN 32,427
Maple Grove, MN 50,365
Maplewood, MN 34,947
Medina, MN 4,005
Minneapolis, MN 382,618
North Branch, MN..............8,023
Prior Lake, MN 15,917
Scott County, MN 89,498
St. Cloud, MN 59,107
St. Louis County, MN 200,528
Washington
County, MN 201,130
Woodbury, MN 46,463
Blue Springs, MO 48,080
Columbia, MO 84,531
Ellisville, MO.....................9,104
Grandview, MO 24,881
Independence, MO 113,288
Joplin, MO 45,504
Kansas City, MO.............441,545
Lee's Summit, MO............70,700
Maryland Heights, MO.....25,756
Maryville, MO 10,581
O'Fallon, MO...................46,169
Raymore, MO...................11,146
Springfield, MO..............151,580
Starkville, MS...................21,869
Bozeman, MT...................27,509
Missoula, MT...................57,053
Asheville, NC 68,889
Cary, NC 94,536
Charlotte, NC 540,828
Concord, NC 55,977
Davidson, NC....................7,139
Durham, NC...................187,038
High Point, NC.................85,839
Hudson, NC 3,078
Kannapolis, NC 36,910
Knightdale, NC..................5,958
Wilmington, NC 90,400
Winston-Salem, NC 185,776
Wahpeton, ND 8,586

Cedar Creek, NE....................396
Kearney, NE 27,431
La Vista, NE.....................11,699
Dover, NH 26,884
Lyme, NH 1,679
Willingboro Township,
NJ......................................33,008
Alamogordo, NM 35,582
Albuquerque, NM 448,607
Bloomfield, NM 6,417
Farmington, NM..............37,844
Rio Rancho, NM 51,765
Carson City, NV 52,457
Henderson, NV 175,381
North Las Vegas, NV 115,488
Reno, NV 180,480
Sparks, NV 66,346
Washoe County, NV 339,486
Beekman, NY 11,452
Canandaigua, NY 11,264
New York City, NY......8,008,278
Delaware, OH..................25,243
Dublin, OH......................31,392
Hudson, OH 22,439
Lebanon, OH 16,962
Orange Village, OH 3,236
Sandusky, OH 27,844
Westerville, OH 35,318
Broken Arrow, OK............74,839
Edmond, OK 68,315
Oklahoma City, OK........506,132
Stillwater, OK...................39,065
Ashland, OR....................19,522
Bend, OR 52,029
Corvallis, OR....................49,322
Eugene, OR 137,893
Gresham, OR 90,205
Jackson County, OR 181,269
Keizer, OR 32,203
Lake Oswego, OR 35,278
Portland, OR 529,121
Borough of Ebensburg,
PA.......................................3,091
Cranberry
Township, PA...................23,625
Cumberland
County, PA.....................213,674
Ephrata Borough, PA 13,213
Kutztown Borough, PA.......5,067

Lower Providence
Township, PA...................22,390
Philadelphia, PA..........1,517,550
State College, PA..............38,420
Upper Merion
Township, PA...................28,863
East Providence, RI...........48,688
Newport, RI.....................26,475
Greenville, SC 10,468
Mauldin, SC 15,224
Pickens County, SC 110,757
Rock Hill, SC....................49,765
Sioux Falls, SD 123,975
Cookeville, TN 23,923
Oak Ridge, TN 27,387
Austin, TX.......................656,562
Benbrook, TX 20,208
Bryan, TX 34,733
Corpus Christi, TX 277,454
Dallas, TX....................1,188,580
Duncanville, TX 36,081
El Paso, TX 563,662
Fort Worth, TX...............534,694
Grand Prairie, TX............127,427
Hurst, TX 36,273
Irving, TX........................191,615
McAllen, TX 106,414
Pasadena, TX 141,674
Plano, TX........................222,030
Round Rock, TX 61,136
San Marcos, TX................34,733
Shenandoah, TX 1,503
Sugar Land, TX 63,328
The Colony, TX 26,531
Tomball, TX........................9,089
Farmington, UT 12,081
Riverdale, UT 7,656
Springville, UT 20,424
Washington City, UT.........8,186
Albemarle County, VA......79,236
Arlington County, VA 189,453
Blacksburg, VA.................39,357
Botetourt County, VA 30,496
Chesapeake, VA 199,184
Chesterfield County, VA .259,903
Hanover County, VA 86,320
Hopewell, VA...................22,354
James City County, VA 48,102
Lexington, VA....................6,867

Lynchburg, VA 65,269
Newport News, VA 180,150
Northampton
County, VA.......................13,093
Prince William
County, VA.....................280,813
Roanoke, VA 94,911
Spotsylvania
County, VA.......................90,395
Stafford County, VA..........92,446
Staunton, VA 23,853
Virginia Beach, VA 425,257
Williamsburg, VA 11,998
Chittenden County, VT ...146,571
Bellevue, WA 109,569
Bellingham, WA 67,171
Clark County, WA 345,238
Federal Way, WA 83,259
Gig Harbor, WA 6,465
Hoquiam, WA 9,097
Kent, WA..........................79,524
King County, WA 1,737,034
Kirkland, WA....................45,054
Kitsap County, WA 231,969
Lynnwood, WA 33,847
Mountlake Terrace, WA....20,362
Ocean Shores, WA 3,836
Olympia, WA 42,514
Pasco, WA........................32,066
Renton, WA......................50,052
Richland, WA 38,708
Snoqualmie, WA 1,631
Tacoma, WA 193,556
Vancouver, WA..............143,560
Ashland County, WI 16,866
Eau Claire, WI 61,704
Marshfield, WI..................18,800
Milton, WI..........................5,132
Ozaukee County, WI........82,317
Suamico, WI.......................8,686
Village of Brown Deer,
WI 12,170
Wausau, WI......................38,426
Wauwatosa, WI 47,271
Whitewater, WI 13,437
Morgantown, WV.............26,809
Cheyenne, WY 53,011
Gillette, WY 19,646
Teton County, WY............18,251