

Report from the City Auditor

City of Palo Alto
Service Efforts and Accomplishments
Report for Fiscal Year 2010
Annual Report on City Government Performance



JANUARY 2011

2009 Recipient of the Circle of Excellence
and Gold Awards from the
Association of Government Accountants

City of Palo Alto

Office of the City Auditor

January 5, 2011

Honorable City Council
Palo Alto, California

City of Palo Alto Service Efforts and Accomplishments Report FY 2010

This is the City Auditor's ninth annual Service Efforts and Accomplishments Report for the City of Palo Alto covering the fiscal year ending June 30, 2010 (FY 2010). The report is intended to be informational. It provides data about the costs, quality, quantity, and timeliness of City services. It includes comparisons to other cities, and the results of a citizen survey. Our goal is to provide the City Council, staff, and the public with information on past performance to strengthen public accountability, improve government efficiency and effectiveness, and support future decision making.

OVERALL SATISFACTION

The annual Citizen Survey, administered in conjunction with this report, reveals high ratings for City services. 80% rated the overall quality of City services "good" or "excellent." When asked to rate the value of services for taxes paid to the City of Palo Alto, 62% rated the value of services as "good" or "excellent," which places Palo Alto in the 84th percentile compared to other surveyed jurisdictions. This year, 57% of respondents reported they were pleased with the overall direction of the City (compared to 53% last year). Over the last five years, 53% to 63% of respondents rated the overall direction of the City "good" or "excellent." 56% of respondents reported having contact with a City employee in fiscal year 2010, and 77% rated the overall impression of the City employee as "good" or "excellent" (compared to 79% last year).

In comparison to responses from other jurisdictions, Palo Alto ranks in the 96th percentile for educational opportunities, 98th percentile as a place to work, 91st percentile as a place to live, 86th percentile as a place to raise children and 93rd percentile in overall quality of life. On the other hand, Palo Alto ranked in the 6th percentile for availability of affordable quality housing, 9th percentile for the variety of housing options, and 13th percentile for availability of affordable quality child care. This year, Palo Alto ranked within the top five of surveyed jurisdictions as a place to work, for the number of residents reporting that they recycled in their home, and for the number of residents reporting they visited the City of Palo Alto website.

The key drivers in this year's survey, or areas that tended to influence how residents rated overall service quality, were: "public information services," "land use, planning and zoning," "police services," "preservation of natural areas," and "sidewalk maintenance." Overall satisfaction with the City's public information services declined 1 percentage point, from 68% rating satisfaction as "good" or "excellent" in FY 2009, to 67% in FY 2010.

OVERALL SPENDING, STAFFING, KEY RESIDENT PERCEPTIONS & COUNCIL PRIORITIES (pages 9-14)

General Fund spending increased from \$127.3 to \$146.6 million (or 15%) from five years ago; Palo Alto's estimated population increased 5.3% and inflation was about 9% over the same period. In FY 2010, total Citywide authorized staffing, including temporary and hourly positions, was 1,151 full-time equivalent employees (FTE).

On a per capita basis, FY 2010 net General Fund costs of \$1,645 included:

- \$366 for police services
- \$262 for fire and emergency medical services
- \$222 in operating transfers out (including \$151 in transfers for capital projects)
- \$202 for community services
- \$158 for administrative and strategic support services
- \$148 for public works
- \$134 for non-departmental expenses
- \$93 for library services
- \$60 for planning, building, code enforcement

The General Fund has invested \$89.4 million in capital projects over the last five years. The Infrastructure Reserve decreased from \$20.7 million in FY 2006 to \$8.6 million in FY 2010. Capital spending last year totaled \$50.9 million, including \$21.2 million in the general governmental funds and \$29.7 million in the enterprise funds.

The City Council established five top priority areas for calendar year 2010: City Finances, Land Use and Transportation, Emergency Preparedness, Environmental Sustainability and Community Collaboration for Youth Well Being. In most priority areas, Palo Alto continues to receive high rankings compared to other surveyed jurisdictions. In the areas of economic development, environmental sustainability and services to youth the City was above the national average, and the City received similar ratings to other surveyed jurisdictions for emergency preparedness. However, the City's rankings related to land use are below the national average. Survey respondents were asked to rate their support for future fiscal measures to help keep revenues in line with expenditures. 85% of survey respondents "strongly" or "somewhat" supported pursuing a new revenue source for specific projects such as capital projects, roads, and recreation. Only 41% of survey respondents "strongly" or "somewhat" supported further reductions of City services and programs.

COMMUNITY SERVICES (pages 15-24)

Community Services Department spending increased 5% over the last five years to \$20.5 million. In FY 2010, volunteers donated more than 16,000 hours for open space restorative/resource management projects. Enrollment in camps and classes was down 12% from 19,623 in FY 2006 to 17,366 in FY 2010. Online class registrations continue to increase, with 55% of registrations online last year compared to 41% five years ago. The number of registrants at the Children's Theater classes, camps, and workshops increased 141% from five years ago, which the Department attributes to offering year round arts-based education and a new program to teach theatre classes in Palo Alto Unified School District schools. In FY 2010, parks maintenance spending

totaled about \$4.1 million or approximately \$15,413 per acre maintained. About 21% of maintenance spending was contracted out. The Golf Course generated net revenue of approximately \$76,100 in FY 2010.

Residents give favorable ratings for Palo Alto's recreation, parks, and natural environment. 85% of residents rate Palo Alto's preservation of wildlife and native plants as "good" or "excellent," and 78% rate the preservation of natural areas such as open space as "good" or "excellent." 81% of residents rate the quality of recreation centers/facilities as "good" or "excellent"; 82% rate the quality of recreation programs/classes as "good" or "excellent"; 88% rate their neighborhood park "good" or "excellent"; and 90% rate the quality of City parks "good" or "excellent." In comparison to responses from other jurisdictions, Palo Alto ranks in the 78th percentile for recreation programs and classes, 88th percentile for quality of parks, 90th percentile for services to seniors, and 92nd percentile for preservation of natural areas.

FIRE (pages 25-30)

The Fire Department provides Palo Alto and Stanford residents and businesses with emergency response, environmental and safety services. Fire Department expenditures of \$27.7 million were 37% more than five years ago, and 39% of costs were offset by revenue. In FY 2010, the Department responded to an average of 20 calls per day. The average response time was 7:05 minutes for fire calls, and the average response time was 5:29 minutes for medical/rescue calls. In FY 2010, there were more than 4,400 medical/rescue incidents, and 182 fire incidents (including 11 residential structure fires). In FY 2010, the Department performed 70% more fire inspections and 48% less hazardous materials inspections than it did five years ago. Palo Alto is the only city in Santa Clara County that provides primary ambulance services. The Department has 109 line personnel certified as emergency medical technicians (EMTs), 34 of whom are also certified paramedics. In FY 2010, the Department provided 2,991 ambulance transports, an increase of 30% from five years ago.

Residents give high marks to the quality of Fire Department services. 93% of residents rated fire services "good" or "excellent," and 94% rated ambulance/emergency medical services "good" or "excellent." In FY 2010, the Department provided 219 fire safety, bike safety, and disaster preparedness presentations to more than 3,000 residents. 59% of survey respondents rated Palo Alto's emergency preparedness as "good" or "excellent" and 83% felt "very" or "somewhat" safe from environmental hazards.

LIBRARY (pages 31-36)

In November 2008, voters approved a \$76 million bond measure (Measure N) to fund improvements for the Mitchell Park, Downtown, and Main libraries and the Mitchell Park Community Center. In addition, the City allocated \$4 million in infrastructure funds to renovate the College Terrace Library. Two libraries (Downtown and College Terrace) were closed for renovation for a portion of the year and Mitchell Park library has been relocated to the Cubberley Community Center while a new library and community center are under construction.

Operating expenditures for Palo Alto's five library facilities rose 13% from five years ago to \$6.4 million. Total circulation increased 27% to over 1.6 million in FY 2010. Approximately 90% of checkouts were completed on the Library's self-check machines, compared to 67% five years ago. Over the last five years, the number of reference questions declined 21%; the number of internet sessions decreased 14%; the number of online database sessions increased 258%; and the total number of

Service Efforts and Accomplishments FY 2010

cardholders decreased 7% to 51,969. Volunteers donated more than 5,500 hours of service to the libraries in FY 2010, a 5% decrease from five years ago. 31% of survey respondents reported they used the libraries or their services more than 12 times in FY 2010, 82% rated the quality of library services “good” or “excellent,” 75% rated the quality of neighborhood branch libraries “good” or “excellent,” and 75% rated the variety of library materials as “good” or “excellent.”

PLANNING AND COMMUNITY ENVIRONMENT (pages 37-42)

Planning and Community Environment expenditures totaled \$9.4 million in FY 2010 which was offset by revenue of \$5.5 million. A total of 226 planning applications were completed in FY 2010 – 45% fewer than five years ago. The average time to complete planning applications was 12.5 weeks. 53% of surveyed residents rated the overall quality of new development in Palo Alto as “good” or “excellent”; 49% rated economic development services “good” or “excellent,” and 53% rated code enforcement services “good” or “excellent.” From five years ago, the number of new code enforcement cases increased 62% from 421 to 680. In FY 2010, 88% of cases were resolved within 120 days.

The Department issued a total of 2,847 building permits in FY 2010, 8% less than five years ago. 75% of building permits were issued over the counter. For those permits that were not issued over the counter, the average time for first response to plan checks was 30 days (compared to 31 days last year), and the average time to issue a building permit was 44 days (compared to 63 days last year). According to the Department, 99% of building inspection requests were responded to within one working day. During FY 2010, 8% of survey respondents applied for a permit at the City’s Development Center. Of these respondents 36% rated the ease of the planning approval process as “good” or “excellent,” 33% rated the time required to review and issue permits as “good” or “excellent,” and 34% rated the ease of the overall application process as “good” or “excellent.” Results for inspection timeliness were better with 61% rating this area as “good” or “excellent.”

City Shuttle boardings decreased 21% since five years ago (from about 175,471 in FY 2006 to about 137,825 in FY 2010). Survey respondents said they used alternative commute modes on average about two days per week. 60% of survey respondents consider the amount of public parking “good” or “excellent.”

POLICE (pages 43-50)

Police Department spending of \$28.8 million was 18% more than five years ago. The Department handled more than 55,800 calls for service in FY 2010, or about 153 calls per day. From five years ago, the average response times for emergency calls increased slightly from 4:41 minutes to 4:44 minutes. During this time, the number of juvenile arrests decreased 8% from 241 to 222, and the number of total arrests decreased 3% from 2,530 to 2,451. The total number of traffic collisions declined by 22% from five years ago, and the number of bicycle/pedestrian collisions decreased by 28%. There were 29 alcohol related collisions and 181 DUI arrests in FY 2010. Police Department statistics show 59 reported crimes per 1,000 residents or 42 reported crimes per officer during FY 2010. FBI statistics show that Palo Alto has fewer violent crimes per thousand residents than many local jurisdictions.

96% of surveyed residents felt “very” or “somewhat” safe in their neighborhood during the day and 94% in Palo Alto’s downtown

area during the day. Feelings of safety decreased at night with 83% feeling “very” or “somewhat” safe in their neighborhood after dark and 70% feeling “very” or “somewhat” safe in Palo Alto’s downtown area after dark. 87% of surveyed residents rated police services “good” or “excellent.” The Police Department reports it received 156 commendations and 11 complaints last year (three complaints were sustained).

PUBLIC WORKS (pages 51-60)

The Public Works Department provides services through the General Fund for streets, trees, structures and facilities, and engineering services. Operating expenditures in these areas totaled \$12.5 million in FY 2010. Capital spending for these activities included \$3.9 million for streets (up from \$2.4 million in FY 2006), and \$1.9 million for sidewalks. In FY 2010, the Department replaced or permanently repaired more than 54,000 square feet of sidewalk, and completed 22 ADA ramps. In this year’s survey, 43% rated street repair as “good” or “excellent,” and 51% rated sidewalk maintenance as “good” or “excellent.”

The Department is also responsible for refuse collection, disposal, and recycling collection (\$30.9 million in FY 2010 operating expense), storm drainage (\$2.7 million in FY 2010), wastewater treatment (\$18.1 million, of which 62% is reimbursed by other jurisdictions), and maintenance and replacement for the City fleet and equipment (\$4.0 million). These services are provided through enterprise and internal service funds. From five years ago, tons of waste landfilled decreased 17%, tons of materials recycled decreased 13%, and tons of household hazardous materials collected decreased 24%. This year, 88% of surveyed residents rated the quality of garbage collection as “good” or “excellent,” 90% rated recycling services “good” or “excellent,” and 83% rated the City’s composting process and pickup services “good” or “excellent.” 73% of residents rated storm drainage “good” or “excellent.”

In 2009, the Metropolitan Transportation Commission (MTC) for the first time reported on the condition of Palo Alto’s streets and roads. The MTC’s 2009 report on the pavement condition of Bay Area jurisdictions indicates that Palo Alto streets are considered “good,” scoring higher than Cupertino, Milpitas, Menlo Park and East Palo Alto, but lower than Santa Clara, Redwood City, Mountain View and Sunnyvale.

UTILITIES (pages 61-70)

In FY 2010, operating expense for the electric utility totaled \$101.4 million, including \$68.7 million in electricity purchase costs (23% more than five years ago). The average monthly residential bill has increased 32% over the five year period. Average residential electric usage per capita decreased 4% from five years ago. By the end of FY 2010, about 22% of Palo Alto customers had enrolled in the voluntary Palo Alto Green energy program supporting 100% renewable energy. 79% of surveyed residents rated electric utility services “good” or “excellent.”

Operating expense for the gas utility totaled \$32.6 million, including \$22.5 million in gas purchases (5% more than five years ago). The average monthly residential gas bill has increased 43% over the five year period. Average residential natural gas usage per capita declined 6% from five years ago. The number of service disruptions increased from 19 to 58 over the five year period. 80% of surveyed residents rated gas utility services “good” or “excellent.”

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Operating expense for the water utility totaled \$20.5 million, including \$5.3 million in water purchases (17% less than five years ago). The average residential water bill has increased 33% over the five year period. Average residential water usage per capita was down 12% from five years ago. 84% of surveyed residents rated water quality as “good” or “excellent.”

Operating expense for wastewater collection totaled \$10.9 million in FY 2010. The average residential sewer bill has increased 13%, from five years ago. 82% of residents rated sewer services “good” or “excellent.” There were 348 sewage overflows in FY 2010, up from 210 in FY 2009.

In 1996, the City launched the fiber optic utility and built a 40.6 mile dark fiber backbone throughout the City with the goal of delivering broadband services to all premises, with customers connected via fiber optic “service connections.” New customers pay the fees required to connect to the fiber optic backbone. Fiber optic operating revenue totaled \$3.1 million in FY 2010 and had 47 customer accounts and 196 service connections.

STRATEGIC AND SUPPORT SERVICES (pages 71-75)

This category includes the Administrative Services and Human Resources departments, and the offices of the City Manager, City Attorney, City Clerk, City Auditor, and the City Council, and includes performance information related to these departments.

By reviewing the entire report, readers will gain a better understanding of the mission and work of each of the City’s departments. The background section includes a community profile, discussion of service efforts and accomplishments reporting, and information about the preparation of this report. Chapter 1 provides a summary of overall City spending and staffing over the last five years. Chapters 2 through 9 present the mission statements, description of services, background information, workload, performance measures, and survey results for the various City departments and services. The full results of the National Citizen Survey™ are available in Attachments 1 and 2 of this report.

Additional copies of this report are available from the Auditor’s Office and are posted on the web at http://www.cityofpaloalto.org/depts/aud/service_efforts_and_accomplishments.asp. We thank the City staff that contributed to this report. This report would not be possible without their support.

Respectfully submitted,


Michael Edmonds
Acting City Auditor

Audit staff and assistance: Ian Hagerman, Houman Boussina, Mimi Nguyen, Lisa Wehara, and Patricia Hilaire
Performance Audit Intern: Davina The

Management Discussion and Analysis

2010 was a challenging but successful year. The City ended the year stronger than it began and better positioned for the future and the next rounds of successive challenges that *will* come. The fiscal difficulties that have buffeted local governments since the financial crisis of 2008 required strong action by the City, which closed a \$6.3 million General Fund budget gap at mid-year, essentially through temporary cost cutting measures, and balanced the FY 2011 General Fund Budget with permanent adjustments of \$7.3 million, eliminating that structural deficit.

Labor tensions eased somewhat from the year earlier when SEIU adopted a new agreement incorporating the terms that had been imposed on the union the year before. Staff morale, down as to be expected in a time of cutbacks, concessions, and higher output demands began a recovery.

The City Council set priorities and expectations on delivering on promises for the year and the staff responded. The City progressed as promised and struck an effective balance between reaction and making tough near term decisions, while remaining focused on the long term fiscal health and quality of life in the City. Most decisions made considered long term impacts and sustainability.

Additionally, the City made more efforts to engage and inform the community, holding numerous town meetings on the budget, repairing damaged relations with the community and image of the City around the "California Avenue trees problem" through a creative outreach and tree planting program, and promoted greater transparency and proactive communications between City Hall and residents through enhanced social networking and other communication vehicles.

High Speed Rail emerged as a major issue and the City rapidly assumed a leadership position within the region and the State, assertively representing the views of the community and adding staff and legislative assistance as needed to be proactive.

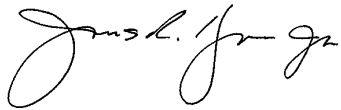
Despite these efforts, ongoing challenges face the City. Elimination of 60 FTE's in the General Fund over the past two years cut costs but strain staff capacity and may constrain service provision in coming years. Additionally, significant staff turnover due to retirement of the baby boomers, partly accelerated by shifting some benefit costs to employees, has thinned staffing and required placing employees with less experience in various key positions around the City. While this has positive benefits with new energy and perspectives, it also brings some loss of history, institutional knowledge, and requires attention to training and development.

Adequate investment in infrastructure is another challenge. The City has established a citizen's panel, the Infrastructure Blue Ribbon Committee, to review city needs and make funding recommendations to the City Council in the next year.

Rising pension and health care costs will continue to force the City to look at cutting costs and new ways of doing business, including more analysis of regionalizing and sharing some services with other jurisdictions.

Uncertainty in the national economy will also put pressure on the City going forward and the dismal straits of the State government and its large ongoing budget deficit has potentially severe but as yet unknown implications for local governments.

Fortunately, the elected leadership of the City is strong, cohesive, and decisive and committed to solving problems and thinking creatively. And the social and economic assets of Palo Alto combine to put the City in a comparatively strong position in tackling the challenges facing local governments in California in the years ahead.

A handwritten signature in black ink, appearing to read "James Keene". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

James Keene
City Manager

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BACKGROUND

INTRODUCTION

This is the ninth annual report on the City of Palo Alto's Service Efforts and Accomplishments (SEA). The purpose of the report is to:

- Provide consistent information on the performance of City services.
- Broadly assess trends in government efficiency and effectiveness.
- Improve City accountability to the public.

The report contains summary information on spending and staffing, workload, and performance results for the fiscal year ended June 30, 2010 (FY 2010). The report provides two types of comparisons:

- Five-year historical trends for fiscal years 2006 through 2010
- Selected comparisons to other cities

It also includes the results of a resident survey rating the quality of City services.

There are many ways to look at services and performance. This report looks at services on a department-by-department basis. All City departments are included in our review.

Chapter 1 provides a summary of overall spending and staffing over the last five years, as well as a description of the City's accomplishments in meeting the City Council's annual priorities as well a discussion on key resident perceptions and City Council's priorities. Chapters 2 through 9 present the mission statements, description of services, background information, performance measures, and survey results for:

- Community Services
- Fire
- Library
- Planning and Community Environment

- Police
- Public Works
- Utilities
- Strategic and Support Services

COMMUNITY PROFILE

Incorporated in 1894, Palo Alto is a largely built-out community of about 65,400 residents. The City covers about 26 square miles, stretching from the edge of the San Francisco Bay to the ridges of the San Francisco peninsula. Located mid-way between San Francisco and San Jose, Palo Alto is in the heart of the Silicon Valley. Stanford University, adjacent to Palo Alto and one of the top-rated institutions of higher education in the nation, has produced much of the talent that founded successful high-tech companies in Palo Alto and Silicon Valley.

DEMOGRAPHICS

Palo Alto is a highly educated community. According to the U.S. Census Bureau 2006-2008 American Community Survey, of residents aged 25 years and over:

- 78% had a bachelor's degree or higher.
- 48% had a graduate or professional degree.

In 2009, *Forbes* named Palo Alto third in the top ten list of "America's Most Educated Small Towns," and first in California.

65% of Palo Alto's population is in the labor force and the average travel time to work is estimated at 21 minutes. In 2008, the median household income was \$126,740, while the average was \$168,800.

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The breakdown of estimated household income consisted of:

2008 Household Income	Percent
\$49,999 or less	21%
\$50,000 to \$149,999	37%
\$150,000 or more	42%
Total	100%

Source: U.S. Census Bureau 2006-2008 American Community Survey

According to census statistics, 68% of Palo Alto residents were white, and 25% were of Asian descent:

Race-ethnicity	Population	Percent
One race	61,555	97%
White	43,230	68%
Asian	15,765	25%
Black or African American	1,108	2%
American Indian and Alaska Native	104	0%
Other	1,348	2%
Two or more races	1,815	3%
Hispanic or Latino (of any race)	3,758	6%

Source: U.S. Census Bureau 2006-2008 American Community Survey

Over the last three years, from 2006-2008, the median age of Palo Alto residents was 42 years. The following table shows population by age:

Age	Population	Percent
Under 5 years	3,828	6%
18 years and over	48,517	77%
65 years and over	10,300	16%

Source: U.S. Census Bureau 2006-2008 American Community Survey

The majority of residents own their homes, but a large number of dwellings are renter occupied:

Housing occupancy	Number	Percent
Owner occupied	15,485	58%
Renter occupied	10,043	37%
Vacant	1,432	5%
Total	26,960	100%

Source: U.S. Census Bureau 2006-2008 American Community Survey

OVERALL COMMUNITY QUALITY

Residents give high ratings to Palo Alto's quality of life. When asked to rate the overall quality of life in Palo Alto, 45% of residents said "excellent," 48% said "good," 6% said "fair," and 0% said "poor."

In comparison to other jurisdictions¹, Palo Alto ranked in the 98th percentile as a place to work, 93rd percentile for overall quality of life, and in the 91st percentile as a place to live. These high ratings are consistent with prior surveys.

Community quality ratings	Percent rating Palo Alto "good" or "excellent"	National ranking
Palo Alto as a place to work	87%	98 ^{%tile}
Palo Alto as a place to live	95%	91 ^{%tile}
Overall quality of life	93%	93 ^{%tile}
Palo Alto as a place to raise children	93%	86 ^{%tile}
Neighborhood as a place to live	91%	89 ^{%tile}
Palo Alto as a place to retire	65%	63 ^{%tile}
Services to seniors	79%	90 ^{%tile}
Services to youth	70%	79 ^{%tile}
Services to low-income	49%	63 ^{%tile}

Source: National Citizen SurveyTM 2010 (Palo Alto)

Palo Alto ranked in the 86th percentile as a place to raise children, 90th percentile for services to seniors, 63rd percentile as a place to retire and

¹ Based on survey results from over 500 jurisdictions collected by the National Research Center, Inc. (see Attachment 1)

79th percentile for services to youth. Ratings for services to low-income residents decreased from 59% last year to 49%, placing Palo Alto in the 63rd percentile, similar to the other surveyed jurisdictions.

83% of residents plan to remain in Palo Alto for the next five years and 90% of residents would likely recommend living in Palo Alto to someone who asks. According to the National Research Center, intentions to stay and willingness to make recommendations provide evidence that the City of Palo Alto provides services and amenities that work.

SENSE OF COMMUNITY

Residents continue to give very favorable ratings to Palo Alto's community and reputation. 90% of residents rated Palo Alto's overall image/reputation as "good" or "excellent," placing Palo Alto in the 95th percentile compared to other jurisdictions. Most residents (71%) rated Palo Alto's "sense of community" as "good" or "excellent." Most residents (79%) also felt that the Palo Alto community was open and accepting towards people of diverse backgrounds. These results placed Palo Alto in the 72nd and 91st percentiles respectively, compared to other surveyed jurisdictions.

Community characteristics	Percent rating Palo Alto good or excellent	National ranking
Overall image/reputation of Palo Alto	90%	95 ^{%tile}
Openness and acceptance of the community toward people of diverse backgrounds	79%	91 ^{%tile}
Sense of community	71%	72 ^{%tile}

Source: National Citizen Survey™ 2010 (Palo Alto)

The survey also asked residents to assess their involvement and interactions with neighbors. 92% of residents reported helping a friend or neighbor within the last 12 months, and 42% of residents talked or visited with their neighbors at least several times a week.

Community characteristics	Percent participation	Benchmark Comparison
Provided help to a friend or neighbor within last 12 months	92%	Similar
Talk or visit with your immediate neighbors at least several times per week	42%	Much Less

Source: National Citizen Survey™ 2010 (Palo Alto)

COMMUNITY AMENITIES

In comparison to other jurisdictions, Palo Alto residents give high ratings to educational opportunities, ranking in the 96th percentile. 52% of residents rated Palo Alto's employment opportunities as "good" or "excellent," relatively unchanged from last year. This places Palo Alto in the 92nd percentile compared to other surveyed jurisdictions. On the other hand, Palo Alto ranks in the 6th percentile when rating availability of affordable quality housing and the 13th percentile in availability of affordable quality child care.

Community amenities	Percent rating Palo Alto "good" or "excellent"	National ranking
Educational opportunities	90%	96 ^{%tile}
Employment opportunities	52%	92 ^{%tile}
Overall quality of business and service establishments	75%	79 ^{%tile}
Traffic flow on major streets	47%	56 ^{%tile}
Availability of preventive health services	67%	82 ^{%tile}
Availability of affordable quality health care	62%	83 ^{%tile}
Availability of affordable quality child care	25%	13 ^{%tile}
Variety of housing options	37%	9 ^{%tile}
Availability of affordable quality housing	15%	6 ^{%tile}

Source: National Citizen Survey™ 2010 (Palo Alto)

In 2010, the rate of population growth in Palo Alto was viewed as "too fast" by 49% of survey respondents. 48% said population growth was the "right amount."

KEY DRIVER ANALYSIS

The National Research Center conducted a Key Driver Analysis based on responses from Palo Alto's annual National Citizen Survey™. Service areas that tend to influence residents' perceptions of the City's quality of services. The service areas that were identified included: public information services; land use; planning and zoning; police services; preservation of natural areas; and sidewalk maintenance. By focusing its efforts on improving the identified Key Driver services, the City may enhance its rating of overall service quality.

Based on this year's results, the City of Palo Alto was above the benchmark on public information services, land use, planning and zoning, police services, and preservation of natural areas. On the other hand, the City was below the benchmark in the area of sidewalk maintenance.

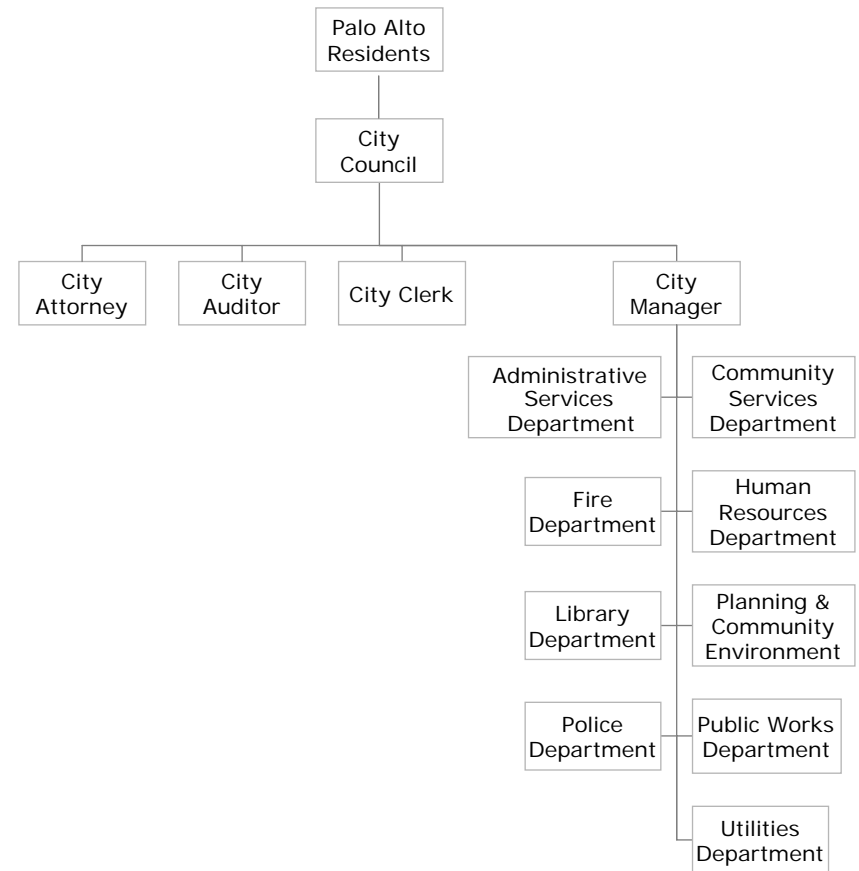
Overall satisfaction with the City's public information services remained stable at 67% this year, above the benchmark comparison.

PALO ALTO CITY GOVERNMENT

Palo Alto residents elect 9 members to the City Council. Council Members serve staggered 4-year terms. In November 2010, Palo Alto voters approved a change to even year election cycles, which extended the term of each current City Council member by one year. The Council also appoints a number of boards and commissions. Each January, the City Council appoints a new Mayor and Vice-Mayor and then adopts priorities for the calendar year. The City Council's top 5 priorities for 2010 included:

- City Finances
- Land Use and Transportation
- Emergency Preparedness
- Environmental Sustainability
- Community Collaboration for Youth Well Being

Palo Alto is a charter city, operating under a council/manager form of government. The City Council appoints the City Manager, City Attorney, City Auditor, and City Clerk.



SCOPE AND METHODOLOGY

The City Auditor's Office prepared this report in accordance with the City Auditor's FY 2011 Work Plan. The scope of our review covered information and results for the City's departments for the fiscal year beginning July 1, 2009 and ending June 30, 2010 (FY 2010).

We conducted this work in accordance with generally accepted government auditing standards. These standards require that we plan and perform our work to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our objectives. We believe that the evidence obtained provides a

reasonable basis for our findings and conclusions based on our objectives.

The City Auditor's Office compiled, examined, and reviewed sources of departmental data on a sample basis in order to provide reasonable assurance that the data we compiled is accurate, however we did not conduct detailed testing of that data. We reviewed the data for reasonableness and consistency. We questioned or researched data that needed additional explanation. We did not, however, audit the reliability of all data. Our review was not intended to provide absolute assurance that all data elements provided by management are free from error. Rather, we intend to provide reasonable assurance that the data present a picture of the efforts and accomplishments of the City departments and programs. Prior year data may differ from previous SEA reports in some instances due to corrections or changes reported by City departments or other agencies.

When possible, we have included in the report a brief explanation of internal or external factors that may have affected the performance results. However, while the report may offer insights on service results, it is for informational purposes and does not thoroughly analyze the causes of negative or positive performance. Some results or performance changes can be explained simply. For others, more detailed analysis by City departments or performance audits may be necessary to provide reliable explanation of the results. This report can help focus research on the most significant areas of interest or concern.

SERVICE EFFORTS AND ACCOMPLISHMENTS REPORTING

In 1994, the Governmental Accounting Standards Board (GASB) issued *Concepts Statement No. 2, Service Efforts and Accomplishments Reporting*. The statement broadly described "*why external reporting of SEA measures is essential to assist users both in assessing accountability and in making informed decisions to improve the efficiency and effectiveness of governmental operations.*" According to the statement, the objective of SEA reporting is to provide more complete information about a governmental entity's performance than can be provided by the traditional financial statements and schedules, and to assist users in assessing the economy, efficiency, and effectiveness of services provided.

In 2003, GASB issued a special report on *Reporting Performance Information: Suggested Criteria for Effective Communication* that

describes sixteen criteria state and local governments can use when preparing external reports on performance information.² Using the GASB criteria, the Association of Government Accountants (AGA) initiated a Certificate of Excellence in Service Efforts and Accomplishments Reporting project in 2003, in which Palo Alto was a charter participant.

The AGA awarded Palo Alto their Gold Award for the FY 2009 SEA Report and their Certificate of Excellence in Citizen Centric Reporting for Palo Alto's first Citizen Centric Report. Palo Alto also became the first inductee into AGA's Circle of Excellence in 2009, recognizing the City's continued excellence in SEA reporting. These awards are AGA's highest report distinctions making Palo Alto one of the top cities nationally for transparency and accountability in performance reports.

In 2008, GASB issued Concept Statement No. 5, which amended Concept Statement No. 2 to reflect changes since the original statement was issued in 1994. In 2010, GASB issued "Suggested Guidelines for Voluntary Reporting of Service Efforts and Accomplishments (SEA) Performance Information." The guidelines are intended to provide a common framework for the effective external communication of SEA performance information to assist users and governments.

Other organizations including the Government Finance Officers Association (GFOA) and the International City/County Management Association (ICMA) have long been advocates of performance measurement in the public sector. For example, the ICMA Performance Measurement Program provides local government benchmarking information for a variety of public services.

The City of Palo Alto has reported various performance indicators for a number of years. In particular, the City's budget document includes "benchmarking" measures which are developed by staff and reviewed by the City Council as part of the annual budget process. Benchmarks include input, output, efficiency, and effectiveness measures. The SEA report includes some of these benchmarking measures, which are noted with the symbol "⊙," along with their current fiscal year targets.

² A summary of the GASB special report on reporting performance information is online at http://www.seagov.org/sea_gasb_project/criteria_summary.pdf

SELECTION OF INDICATORS

We limited the number and scope of workload and performance measures in this report to items where information was available, meaningful in the context of the City's performance, and items we thought would be of general interest to the public. This report is not intended to be a complete set of performance measures for all users.

From the outset of this project, we decided to use existing data sources to the extent possible. We reviewed existing benchmarking measures from the City's adopted budget documents,³ performance measures and other financial reports from other jurisdictions and other professional organizations. We used audited information from the City's CAFR.⁴ We cited departmental mission statements and performance targets⁵ that are taken from the City's annual operating budget where they are subject to public scrutiny and City Council approval as part of the annual budget process. We held numerous discussions with City staff to determine what information was available and reliable, and best summarized the services they provide.

Wherever possible we have included five years of data. Generally speaking, it takes at least three data points to show a trend. Although Palo Alto's size precludes us from significantly disaggregating data (such as into districts), where program data was available, we disaggregated the information. For example, we have disaggregated performance information about some services based on age of participant, location of service, or other relevant factors.

Indicators that are in alignment with the City's Climate Protection Plan,⁶ Zero Waste Plan⁷ and/or sustainability goals are noted in the tables with an "S."

³ The budget is on-line at www.cityofpaloalto.org/depts/asd/budget.asp. The operating budget includes additional performance information.

⁴ The CAFR is on-line at http://www.cityofpaloalto.org/depts/asd/financial_reporting.asp.

⁵ The operating budget may include additional performance targets for the budget benchmarking measures that are noted in this document with the symbol "⊙."

⁶ More information about the City's plan to protect the environment and other sustainability efforts is online at www.cityofpaloalto.org/environment.

⁷ More information about the City's Zero Waste Plan is online at www.cityofpaloalto.org/depts/pwd/recycle/zero_waste_program.asp.

Consistency of information is important to us. However, we occasionally add or delete some information that was included in a previous report. Performance measures and survey information that have changed since the last report are noted in the tables as <NEW> or <REVISED>.

We will continue to use City Council, public, and staff feedback to ensure that the information items we include in this report are meaningful and useful. We welcome your input. Please contact us with suggestions at city.auditor@cityofpaloalto.org.

THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ is a collaborative effort between the National Research Center, Inc. (NRC), and ICMA.⁸ Respondents in each jurisdiction are selected at random. Participation is encouraged with multiple mailings and self-addressed, postage-paid envelopes. Results are statistically re-weighted, if necessary, to reflect the proper demographic composition of the entire community.

Surveys were mailed to a total of 1,800 Palo Alto households in August and September 2010. Completed surveys were received from 624 residents, for a response rate of 36%. Typical response rates obtained on citizen surveys range from 25% to 40%.

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Palo Alto survey is no greater than plus or minus four percentage points around any given percent reported for the entire sample (624 completed surveys).

⁸ The full report of Palo Alto's survey results can be found in Attachments 1 and 2. The full text of previous survey results can be found in the appendices of our previous reports online at www.cityofpaloalto.org/depts/aud/service_efforts_and_accomplishments.asp.

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair,” and “poor.” Unless stated otherwise, the survey data included in this report displays the responses only from respondents who had an opinion about a specific item – “don’t know” answers have been removed. This report contains comparisons of survey data from prior years. Differences from the prior year can be considered “statistically significant” if they are greater than six percentage points.

The NRC has collected citizen survey data from more than 500 jurisdictions in the United States. Inter-jurisdictional comparisons are available when similar questions are asked in at least five other jurisdictions. When comparisons are available, results are noted as being “above,” “below,” and “similar” to the benchmark. In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much above, much below, much less, and much more”). For questions related to resident behavior, circumstance or to a local problem, the comparison to the benchmark is designated as “more,” “similar” or “less.”

In 2006, the ICMA and NRC announced “Voice of the People” awards for surveys conducted in the prior year. To win, a jurisdiction’s National Citizen Survey rating for service quality must be one of the top three among all eligible jurisdictions and in the top 10% of over 500 jurisdictions in the NRC database of citizen surveys. Since the beginning of the award program, Palo Alto has won:

- 2005 – 5 categories:
Emergency medical, Fire, Garbage collection, Park, and Police services
- 2006 – 4 categories:
Emergency medical, Fire, Garbage collection, and Recreation services
- 2007 – 5 categories:
Emergency medical, Fire, Garbage collection, Park, and Recreation services
- 2008 – 1 category:
Garbage collection services
- 2009 – 1 category:
Garbage collection services

POPULATION

Where applicable, we have used the most recent estimates of Palo Alto resident population from the California Department of Finance, as shown in the following table.⁹

Year	Population
FY 2006	62,096
FY 2007	62,245
FY 2008	63,080
FY 2009	64,480
FY2010	65,408
Percent change over last 5 years: +5.3%	

We used population figures from sources other than the Department of Finance for some comparisons to other jurisdictions, but only in cases where comparative data was available only on that basis.

Some departments¹⁰ serve expanded service areas. For example, the Fire Department serves Palo Alto, Stanford, and Los Altos Hills (seasonally). The Regional Water Quality Control Plant serves Palo Alto, Mountain View, Los Altos, Los Altos Hills, Stanford, and East Palo Alto.

INFLATION

Financial data has not been adjusted for inflation. In order to account for inflation, readers should keep in mind that the San Francisco Bay Area Consumer Price Index for All Urban Consumers has increased by 9% over the 5 years included in this report.

⁹ The Department of Finance periodically revises prior year estimates. Where applicable we used their revised population estimates to recalculate certain indicators in this report.

¹⁰ Additional information about the City’s departments can be found at <http://www.cityofpaloalto.org/depts/default.asp>.

Service Efforts and Accomplishments FY 2010

The index increased as follows:

Date	Index
June 2006	209.1
June 2007	216.1
June 2008	225.2
June 2009	225.7
June 2010	228.1
Percent change over last 5 years:	+9%

Source: United States Department of Labor

ROUNDING AND PERCENT CHANGE

For readability, most numbers in this report are rounded. In some cases, tables or graphs may not add to 100% or to the exact total because of rounding. In most cases the calculated “percent change over the last five years” is based on the percentage change in the underlying numbers, not the rounded numbers and reflects the percentage change between the current fiscal year and the fiscal year from five years prior. Where the data is expressed in percentages, the change over five years is the difference between the first and last fiscal year.

COMPARISONS TO OTHER CITIES

Where possible we included comparisons to nearby California cities. The choice of the cities that we use for our comparisons may vary depending on whether data is easily available. Regardless of which cities are included, comparisons to other cities should be used carefully. We tried to include “apples to apples” comparisons, but differences in costing methodologies and program design may account for unexplained variances between cities. For example, the California State Controller’s Office gathers and publishes comparative financial information from all California cities.¹¹ We used this information where possible, but noted that cities provide different levels of service and categorize expenditures in different ways.

ACKNOWLEDGEMENTS

This report could not have been prepared without the cooperation and assistance of City management and staff from every City department. Our thanks to all of them for their help. We also want to thank the City Council and community members who reviewed last year’s report and provided thoughtful comments.

We would also like to acknowledge our debt to the City of Portland Auditor’s Office that pioneered local government accountability for performance through its “City of Portland Service Efforts and Accomplishments” report – now in its 20th year of publication.

¹¹ California State Controller, *Cities Annual Report Fiscal Year 2007-08* (<http://www.sco.ca.gov/Files-ARD-Local/LocRep/cities0708revised.pdf>).

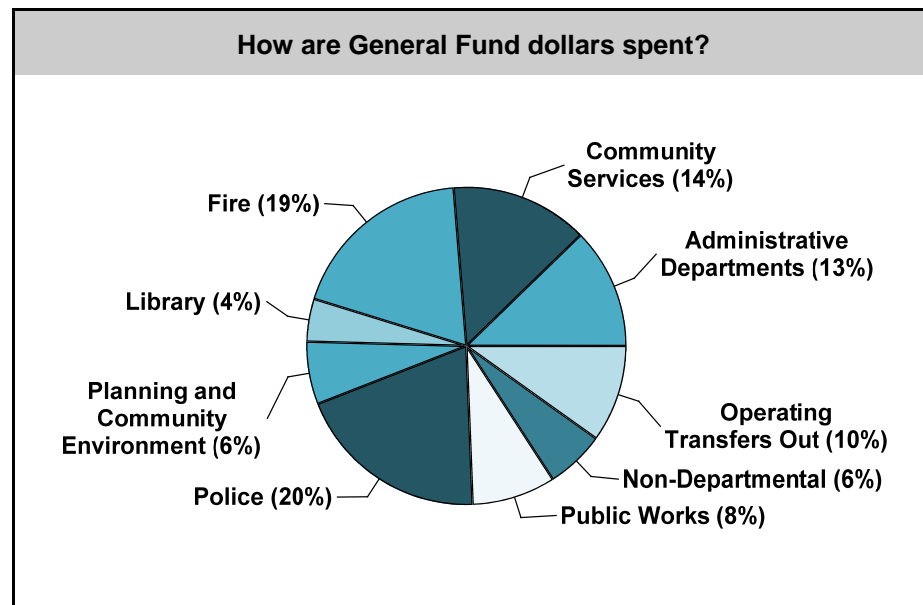
CHAPTER 1 – OVERALL SPENDING, STAFFING, KEY RESIDENT PERCEPTIONS & COUNCIL PRIORITIES

OVERALL SPENDING

Palo Alto, like other cities, uses various funds to track specific activities. The General Fund tracks all general revenues and governmental functions including parks, fire, police, libraries, planning, public works, and support services. These services are supported by general City revenues and program fees. Enterprise funds are used to account for the City's utilities (including water, electricity, gas, wastewater collection and treatment, refuse, and storm drains) and are generally supported by charges paid by users based on the amount of service used.

The pie chart to the right shows how General Fund dollars are spent. The table below shows more detail. In FY 2010, the City's General Fund expenditures and operating transfers totaled nearly \$147 million. This included \$14.5 million in transfers to other funds (including \$9.9 million for capital projects and \$1.0 million for debt service).

Total General Fund operating expenditures and operating transfers increased from \$140.8 million last year to \$146.6 million in FY 2010. Over the last five years, total General Fund operating expenditures and operating transfers increased 15%, higher than inflation (9% over the same five-year period).



Source: FY 2010 expenditure data

General Fund operating expenditures and operating transfers (in millions)

	Administrative Departments ¹	Community Services	Fire	Library	Planning and Community Environment	Police	Public Works	Non-Departmental ²	Operating Transfers Out ³	TOTAL ⁴	Enterprise fund's operating expenses
FY 2006	\$15.3	\$19.5	\$20.2	\$5.7	\$9.4	\$24.4	\$11.3	\$13.6	\$8.0	\$127.3	\$183.7
FY 2007	\$15.9	\$19.8	\$21.6	\$5.8	\$9.4	\$25.9	\$12.4	\$8.5	\$12.7	\$132.0	\$190.3
FY 2008	\$17.4	\$21.2	\$24.0	\$6.8	\$9.6	\$29.4	\$12.9	\$7.4	\$13.6	\$141.7	\$215.8
FY 2009	\$16.4	\$21.1	\$23.4	\$6.2	\$9.9	\$28.3	\$12.9	\$6.8	\$15.8	\$140.8	\$229.0
FY 2010	\$18.1	\$20.5	\$27.7	\$6.4	\$9.4	\$28.8	\$12.5	\$8.7	\$14.5	\$146.6	\$218.6
Change over last 5 years:	+18%	+5%	+37%	+13%	0%	+18%	+10%	-36%	+83%	+15%	+19%

¹ Includes the City Manager, City Attorney, City Clerk, City Council, City Auditor, Administrative Services Department, and Human Resources Department.

² Includes payments to the Palo Alto Unified School District as part of the Cubberley lease and covenant not to develop (\$6.6 million in FY 2010).

³ Includes transfers from the General Fund to the Capital Projects Fund, to the Retiree Health Fund, and debt service funds.

⁴ Expenditures shown in the Comprehensive Annual Financial Reports include appropriations, encumbrances, and other adjustments to the budgetary basis.

PER CAPITA SPENDING

There are at least two ways to look at per capita spending: annual spending (shown below) and net cost¹ (shown on the right).

As shown below, in FY 2010, General Fund operating expenditures and other uses of funds totaled \$2,241 per Palo Alto resident, including operating transfers to fund the City's Capital Improvement Program (CIP).

However, as shown on the right, General Fund departments generate revenues or are reimbursed for some of their activities by other jurisdictions and/or the enterprise funds. As a result, we estimate the net General Fund cost per resident in FY 2010 was about \$1,645.

Enterprise fund's operating expenses totaled \$3,342 per capita. Palo Alto's enterprise funds include Electric, Gas, Water, Wastewater Collection, Wastewater Treatment, Refuse, Storm Drainage, Fiber Optic, and External Services. Enterprise funds generally operate like a business and charge fees to cover the cost of services.

Net General Fund Cost Per Resident:^{1,2}
FY 2010

On a per capita basis, FY 2010 net General Fund costs¹ of \$1,645 included:

- \$366 for police services
- \$262 for fire and emergency medical services
- \$222 in operating transfers out (including \$151 in transfers for capital projects)
- \$202 for community services
- \$158 for administrative and strategic support services
- \$148 for public works
- \$134 for non-departmental expenses⁴
- \$93 for library services
- \$60 for planning, building, code enforcement

	Estimated per capita General Fund spending and other uses of funds ²										Per capita ²		NET PER CAPITA SPENDING
	Admin. Depts.	Community Services	Fire ³	Library	Planning and Community Environment	Police	Public Works	Non-Departmental	Operating Transfers Out	TOTAL	Capital outlay	Enterprise fund's Operating Expenditures	
FY 2006	\$246	\$314	\$325	\$91	\$151	\$393	\$182	\$220	\$128	\$2,050	\$213	\$2,959	\$1,371
FY 2007	\$256	\$319	\$346	\$93	\$150	\$416	\$200	\$137	\$205	\$2,121	\$281	\$3,057	\$1,518
FY 2008	\$275	\$337	\$380	\$108	\$153	\$466	\$205	\$117	\$204	\$2,246	\$343	\$3,421	\$1,616
FY 2009	\$254	\$328	\$363	\$97	\$153	\$438	\$200	\$106	\$245	\$2,184	\$245	\$3,552	\$1,597
FY 2010	\$276	\$313	\$424	\$98	\$144	\$441	\$190	\$134	\$222	\$2,241	\$324	\$3,342	\$1,645
Change over last 5 years:	+12%	0%	+31%	+7%	-3%	+12%	+4%	-39%	+73%	+10%	+52%	+13%	+20%

¹ Net cost is defined as total program cost less the revenues/reimbursements generated by the specific activities.

² Where applicable, prior year per capita costs have been recalculated based on revised population estimates from the California Department of Finance.

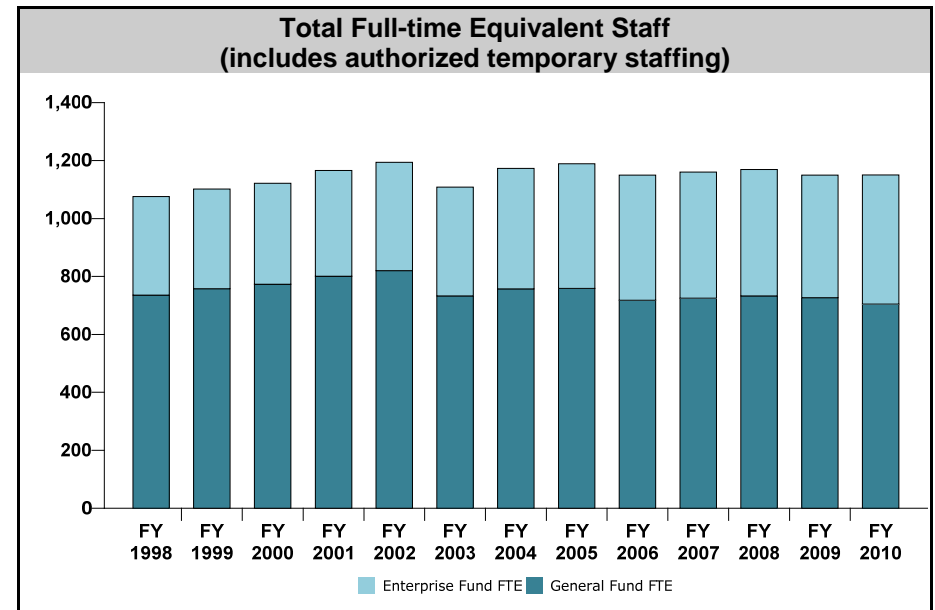
³ Not adjusted for Fire Department's expanded service area.

⁴ Includes \$6.6 million paid to the Palo Alto Unified School District

AUTHORIZED STAFFING

City staffing was measured in full-time equivalent staff, or FTE. In FY 2010, there were a total of 1,151 authorized FTE citywide – including 705 authorized FTE in General Fund departments, and 446 authorized FTE in other funds.¹ 153 authorized FTE were vacant as of June 30, 2010.

Over the last five years, total General Fund FTE (including authorized temporary and hourly positions) has decreased by 2% while total overall staffing in other funds has increased 3% over the same period.



Source: City operating budgets

	Total General Fund authorized staffing (FTE ¹)								Total other authorized staffing (FTE ¹)					TOTAL (FTE ¹)	
	Admin. Depts.	Community Services	Fire	Library	Planning and Community Environment	Police	Public Works	Subtotal	Storm Refuse Fund	Wastewater Drainage Fund	Electric, Gas, Water, and Wastewater Fund	Other ²	Subtotal		
FY 2006	98	146	126	57	53	169	69	718	35	10	69	241	78	432	1,150
FY 2007	100	148	128	57	55	168	68	725	35	10	69	243	78	435	1,160
FY 2008	108	147	128	56	54	169	71	733	35	10	69	244	78	436	1,168
FY 2009	102	146	128	57	54	170	71	727	35	10	70	235	74	423	1,150
FY 2010	95	146	127	55	50	167	65	705	38	10	70	252	77	446	1,151
Change over last 5 years:	-3%	0%	0%	-3%	-6%	-1%	-5%	-2%	+8%	0%	+1%	+4%	0%	+3%	0%

¹ Includes authorized temporary and hourly positions and allocated departmental administration.

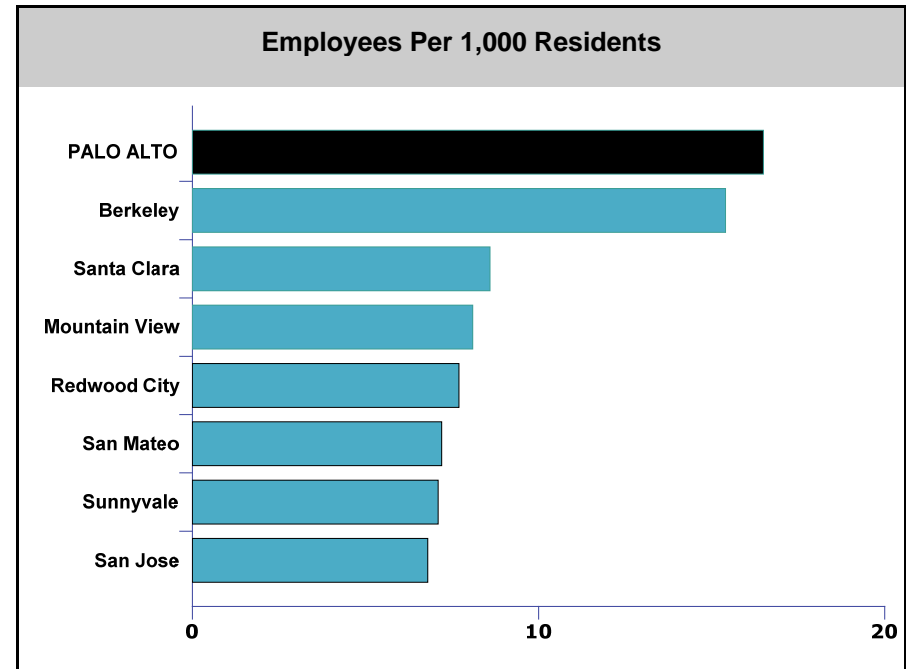
² Includes the Technology Fund, Capital Fund, Special Revenue, and Internal Service Funds.

AUTHORIZED STAFFING (cont.)

As shown in the graph to the right, Palo Alto had more employees per 1,000 residents than several other local jurisdictions. However, differences in service delivery may make staffing comparisons between cities problematic – for example, Palo Alto offers a full complement of utility services and Palo Alto employees provide some services to other jurisdictions that are reimbursed by those jurisdictions (e.g., fire, dispatch, water treatment, and animal control).

Citywide regular authorized staffing decreased 2% over the past five years from 1,074 to 1,055 FTE. Authorized temporary staffing increased from 76 FTE to 95 FTE citywide. Of total staffing, about 8% is temporary or hourly.

While General Fund salaries and wages decreased from \$59.6 million last year to \$56.6 million in FY 2010, General Fund overtime expenditures and employee benefits increased during this same period. Over the last five years, General Fund salaries and wages (not including overtime) increased 7%. Over the same period, employee benefit expenses increased 17%, from \$26.4 million (49% of salaries and wages) to \$30.9 million (55% of salaries and wages).³



Source: Cities' Comprehensive Annual Financial Reports and Operating Budgets

	Regular authorized staffing citywide (FTE)	Authorized temporary staffing citywide (FTE)	Total authorized staffing citywide (FTE)	Total authorized staffing per 1,000 residents	General Fund salaries and wages ¹ (in millions)	General Fund overtime	General Fund employee benefits	Employee benefits rate ²	Employee costs as a percent of total General Fund expenditures
FY 2006	1,074	76	1,150	18.5	\$53.2	\$3.4	\$26.4	49%	64%
FY 2007	1,080	80	1,160	18.6	\$53.9	\$4.0	\$26.1	48%	65%
FY 2008	1,077	91	1,168	18.5	\$57.3	\$4.2	\$29.8	52%	64%
FY 2009	1,076	74	1,150	17.8	\$59.6	\$3.7	\$28.3	48%	65%
FY 2010	1,055	95	1,151	17.6	\$56.6	\$4.5	\$30.9	55%	63%
Change over last 5 years:	-2%	+26%	0%	-4%	+7%	+35%	+17%	+6%	-1%

¹ Does not include overtime

² "Employee benefits rate" is General Fund benefit costs as a percentage of General Fund salaries and wages, not including overtime.

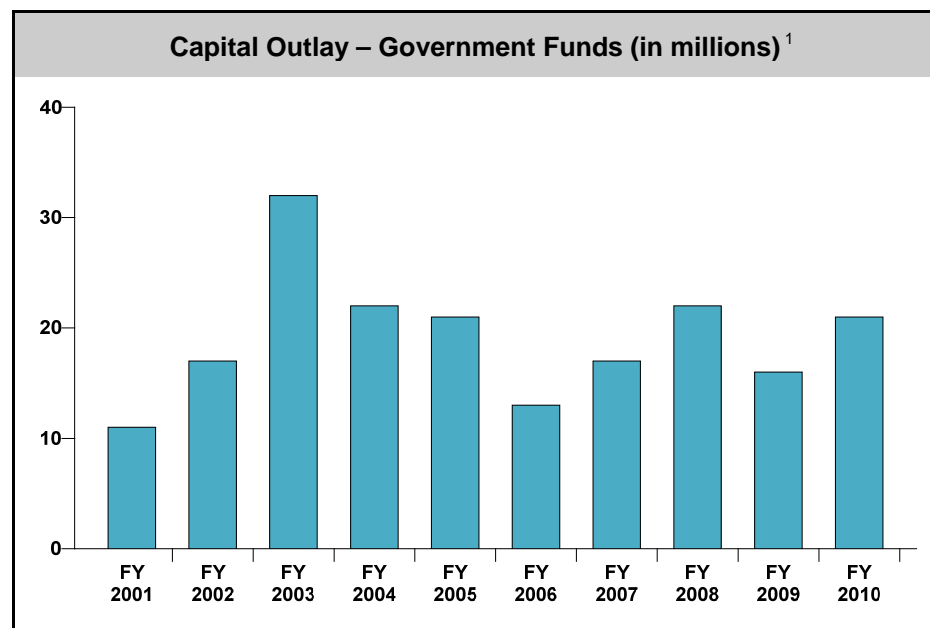
³ For more information on projected salary and benefits costs see the City of Palo Alto Long Range Financial Forecast at http://www.cityofpaloalto.org/depts/asd/financial_reporting.asp

CAPITAL SPENDING

The City's Infrastructure Reserve (IR) was created as a mechanism to accumulate funding for an Infrastructure Rehabilitation Program to repair and renovate existing City infrastructure. According to the FY 2011 Adopted Capital Budget, the City's current infrastructure backlog totaled \$153 million in FY 2010. Total identified infrastructure needs through 2028 are estimated at \$302 million. The IR is partially funded by annual commitments from the City's General and enterprise funds.

With the implementation of GASB Statement 34 in FY 2002, the City records all capital assets in the citywide financial statements.² Capital assets are valued at historical cost, net of accumulated depreciation. This includes buildings and structures, vehicles and equipment, roadways, and utility distribution systems. As of June 30, 2010, net capital assets totaled \$376 million (16% more than 5 years ago).

As shown in the graph on the right, capital outlay by governmental funds¹ has increased over ten years ago. The General Fund invested \$89.4 million in capital projects over the last 5 years. The Infrastructure Reserve fell to \$8.6 million (compared to \$20.7 million 5 years ago). The enterprise funds invested \$29.7 million in capital projects in FY 2010, for a total of \$150.5 million over the last 5 years. As of June 30, 2010, net enterprise funds capital assets totaled \$450.3 million.



Source: Comprehensive Annual Financial Reports

	Infrastructure Reserve (in thousands)	General governmental funds (in millions)			Enterprise funds (in millions)		
		Net capital assets	Capital outlay (governmental funds)	Depreciation	Net Enterprise Funds capital assets	Capital expense	Depreciation
FY 2006	\$20.7	\$324.8	\$13.2	\$12.3	\$360.9	\$20.3	\$11.8
FY 2007	\$15.8	\$335.7	\$17.5	\$11.0	\$383.8	\$28.9	\$12.7
FY 2008	\$17.9	\$351.9	\$21.6	\$11.2	\$416.6	\$36.1	\$12.7
FY 2009	\$7.0	\$364.3	\$15.8	\$9.6	\$426.1	\$36.2	\$13.6
FY 2010	\$8.6	\$376.0	\$21.2	\$14.4	\$450.3	\$29.7	\$15.3
Change over last 5 years:	-58%	+16%	+60%	+17%	+25%	+47%	+29%

¹ Includes capital expenditures in the General Fund, Capital Projects and Special Revenue funds. Does not include capital expense associated with Utility or other funds.

² The City's financial statements are on-line at http://www.cityofpaloalto.org/depts/asd/financial_reporting.asp.

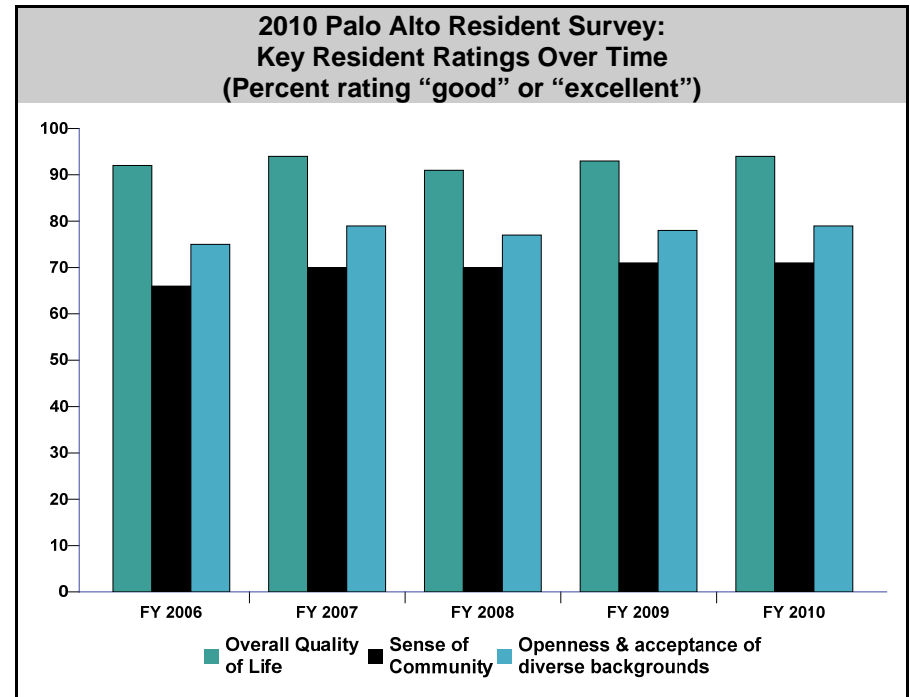
KEY RESIDENT PERCEPTIONS AND COUNCIL PRIORITIES

As seen in the chart on the right, Palo Alto received high ratings for several key resident measures. Nationally, Palo Alto ranked in the 93rd percentile for overall quality of life, 72nd percentile for sense of community and 91st percentile for openness and acceptance toward diverse backgrounds.

In 2010, the Mayor’s State of the City address outlined five intertwined issues as the most important challenges facing the City:

- City Finances
- Land Use and Transportation
- Emergency Preparation
- Community Collaboration for Youth Well Being
- Environmental Sustainability

In most priority areas, Palo Alto continues to receive high rankings compared to other surveyed jurisdictions. In the areas of economic development, environmental sustainability and services to youth the City was above the national average, and the City received similar ratings to other surveyed jurisdictions for emergency preparedness. However, the City’s rankings related to land use are below the national average. Survey respondents were asked to rate their support for future fiscal measures to help keep revenues in line with expenditures. 85% of survey respondents “strongly” or “somewhat” supported pursuing a new revenue source for specific projects such as capital projects, roads, and recreation. Only 41% of survey respondents “strongly” or “somewhat” supported further reductions of City services and programs.



Source: 2010 National Citizen Survey™ (Palo Alto)

	City Finances		Land Use and Transportation	Citizen Survey Emergency Preparedness	Environmental Sustainability		Youth Well-being
	Percent rating economic development services “good” or “excellent”	Percent rating infrastructure investment “good” or “excellent”	Percent rating overall quality of new development in Palo Alto “good” or “excellent”	Percent rating emergency preparedness services “good” or “excellent”	Percent rating overall quality of natural environment “good” or “excellent”	Percent rating preservation of natural areas “good” or “excellent”	Percent rating services to youth “good” or “excellent”
FY 2006	61%	-	62%	-	-	-	70%
FY 2007	62%	-	57%	-	-	-	73%
FY 2008	63%	-	57%	71%	85%	78%	73%
FY 2009	54%	56%	55%	62%	84%	82%	75%
FY 2010	49%	54%	53%	59%	84%	78%	70%
Change over last 5 years:	-12%	-	-9%	-	-	-	0%

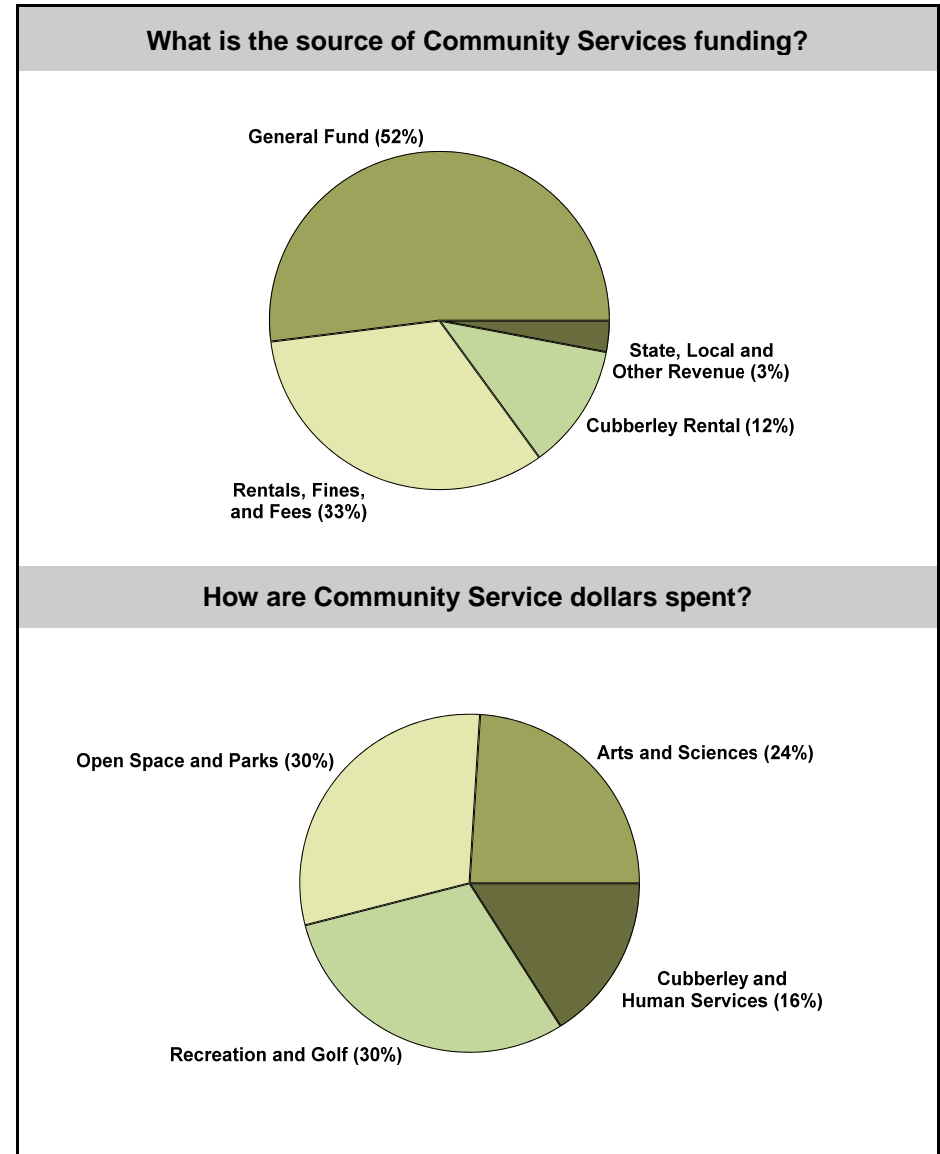
CHAPTER 2 - COMMUNITY SERVICES

The mission of the Community Services Department is to engage individuals and families in creating a strong and healthy community through parks, recreation, social services, arts and sciences.

In FY 2010, the Department operated with four divisions:

- Arts and Sciences provides visual and performing arts, music and dance, and science programs to adults and youth while responding to increased demand for family programs such as the Junior Museum and Zoo, the Children's Theatre, and interpretive programs.
- Open Space and Parks is responsible for the conservation and maintenance of more than 4,000 acres of urban and open space parkland and provides ecology and natural history interpretive programs for youth and adults through campfires, special interest nature programs, and guided walks.
- Recreation and Golf Services provides a diverse range of programs and activities for the community, and focuses on creating a culture of fitness and healthy living by encouraging individuals and families to participate in creative and fun activities.
- Cubberley Community Center and Human Services hosts community artists, dance groups, children centers, Palo Alto Unified School District (PAUSD) Adult Education, Foothill College, and many non-profit groups. On its 35-acre campus, the center provides a full array of facilities including fields, tennis courts, a track, gymnasiums, an auditorium, a theatre, and classrooms which are available for public rental. Human Services provides assistance to people in need, including grants to non-profit organizations and comprehensive information about resources for the entire community.

However, in FY 2011 the Department will reorganize into three divisions: Arts & Sciences; Open Space, Parks, & Golf; and Recreation and Cubberley Community Center.



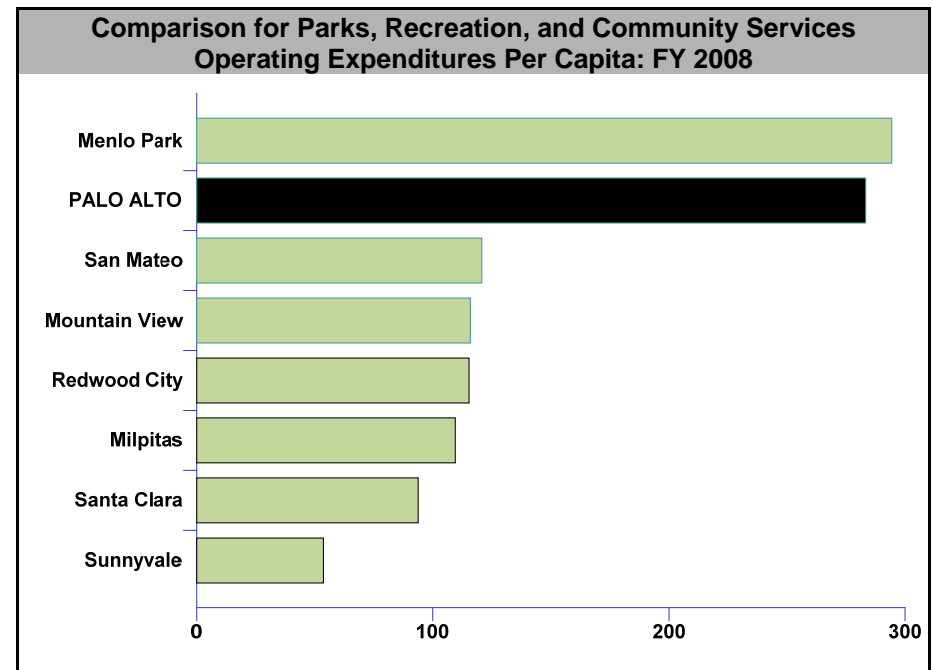
Source: FY 2010 revenue and expenditure data

SPENDING

Total Community Services Department spending increased by approximately 5% in the last five years. The Department's reorganization in FY 2008 has resulted in an increase of 54% in Arts and Sciences expenditures in the last five years due to the transfer of the Science and Interpretive program expenditures into the Arts and Sciences Division.

Total Community Services Department staffing of 146 full-time equivalents (FTE) has generally not changed over the last five years, although the number of temporary employees has increased 8% over this period. In FY 2010, temporary or hourly staffing accounted for about 36% of the Department's total staffing. Total authorized staffing per thousand residents decreased 5% over the previous five years.

Palo Alto's expenditures per capita for parks, recreation, and community centers were the second highest compared with seven other nearby cities in FY 2008. It should be noted that each jurisdiction offers different levels of service and budgets for those services accordingly. Palo Alto data includes expenditures related to nearly 4,000 acres of open space, human services programs, Cubberley Community Center, and unique services such as the Art Center, the Children's Theatre, and the Junior Museum and Zoo.



Source: California State Controller, *Cities Annual Report Fiscal Year 07-08*

Operating expenditures (in millions)

	Arts and Sciences ¹	Open Space and Parks	Recreation and Golf Services	Cubberley Community Center & Human Services	Total Operating Expense	Operating Expenditures Per Capita	Total Revenues (in millions) ²	Total FTEs	Temporary	Percent of Temporary FTEs	Authorized staffing per 1,000 population
FY 2006	\$3.2	\$6.1	\$6.7	\$3.5	\$19.5	\$314	\$9.0	146	48	33%	2.3
FY 2007	\$3.1	\$6.3	\$7.0	\$3.4	\$19.8	\$319	\$9.3	148	49	33%	2.4
FY 2008	\$4.4	\$6.8	\$6.4	\$3.7	\$21.2	\$337	\$9.8	147	49	34%	2.3
FY 2009	\$4.7	\$6.6	\$6.4	\$3.5	\$21.1	\$328	\$10.5	146	49	34%	2.3
FY 2010	\$4.9	\$6.2	\$6.1	\$3.2	\$20.5	\$313	\$9.8	146	52	36%	2.2
Change over last 5 years:	+54%	+2%	-8%	-8%	+5%	0%	+8%	0%	+8%	+3%	-5%

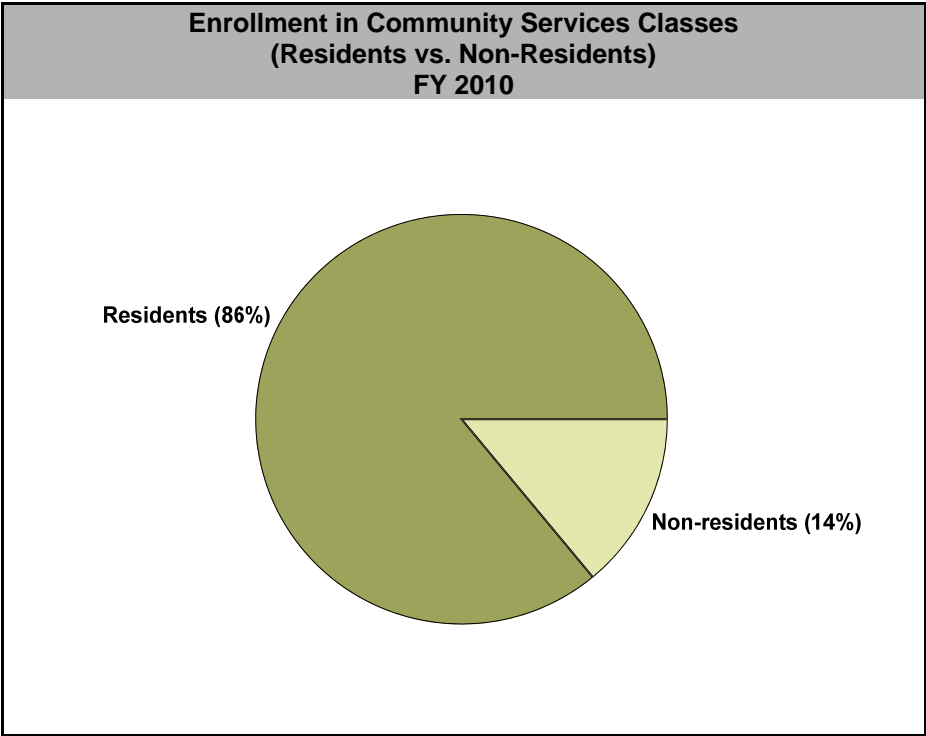
¹ Operating costs were combined to match the Department's reorganization in FY 2008. Youth Sciences expense data could not be segregated from Recreation expenses and are excluded from Arts and Sciences costs for FY 2006 through FY 2007.

² Revenues include rental revenue generated at the Cubberley Community Center that is passed through to the Palo Alto Unified School District per the City's agreement with the school district.

DEPARTMENT-WIDE CLASSES

Through its divisions, Community Services offers classes to the public on a variety of topics including recreation and sports, arts and culture, nature and the outdoors. Classes for children include aquatics, sports, digital art, animation, music, and dance. Other classes are targeted specifically for adults, senior citizens and pre-schoolers. In FY 2010, 162 camp sessions were offered for kids.

Over the last five years, the number of camps offered increased by 6% and total enrollment in camps increased by 1%. The number of kids classes (excluding camps) offered increased by 31%, but enrollment in kids classes decreased by 5%. Enrollment in adult classes decreased by 24% and the number of classes offered for adults increased by 11%. In FY 2010, the percent of class registrations completed online increased 14% compared to five years earlier.



Source: Community Services Department

	Total number of classes/camps offered ¹					Total enrollment ¹					Percent of class registrations online ☉ (Target: 45%)	Percent of class registrants who are non-residents
	Camp sessions	Kids (excluding camps)	Adults	Pre-school	Total ☉ (Target: 865)	Camps	Kids (excluding camps)	Adults	Pre-school	Total		
FY 2006	153	235	294	160	842	5,906	4,604	5,485	3,628	19,623	41%	15%
FY 2007	145	206	318	137	806	5,843	4,376	4,936	3,278	18,433	42%	13%
FY 2008	151	253	327	143	874	5,883	4,824	4,974	3,337	19,018	43%	15%
FY 2009	160	315	349	161	985	6,010	4,272	4,288	3,038	17,608	45%	13%
FY 2010	162	308	325	153	948	5,974	4,373	4,190	2,829	17,366	55%	14%
Change over last 5 years:	+6%	+31%	+11%	-4%	+13%	+1%	-5%	-24%	-22%	-12%	+14%	-1%

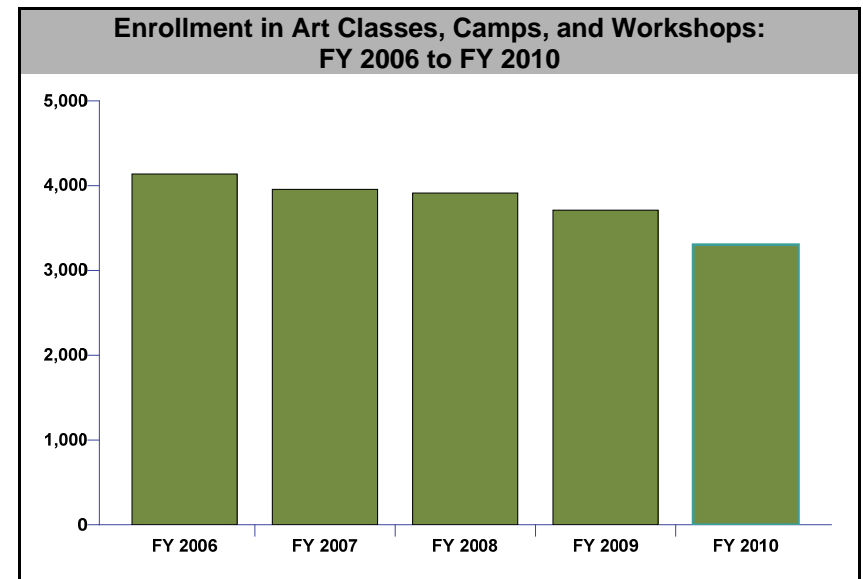
¹ Data shown is in format available from Community Services registration system. Types of classes offered include arts, sports, nature and outdoors, and recreation.
 ☉ Budget benchmarking measure. Targets shown are for FY 2010.

ARTS AND SCIENCES DIVISION

ARTS

The Arts and Sciences Division provides a broad range of arts-related enrichment programs including the Palo Alto Art Center, Children's Theatre, Lucie Stern Community Theatre, Art in Public Places, music and dance programs, and concerts. There were 174 performances at the Community Theatre in FY 2010, 5% less than in FY 2006. The number of registrants at the Children's Theatre classes, camps, and workshops has increased 141% from five years ago, which the Department attributes to offering year round arts-based education and a new program to teach theater classes in Palo Alto Unified School District schools.

The Art Center had about 17,200 exhibition visitors and presented 41 concerts in FY 2010. Total attendance decreased 18% from about 73,300 in FY 2006 to about 60,400 in FY 2010. According to the Department, the decline in visitors may be attributed to decreases in publicity and ability to consistently track attendance. The Department also noted the variety of exhibits appeals to different audiences and can affect attendance. Outside funding for visual arts programs was 23% less than it was in FY 2006. In FY 2010, 75% of residents rated art programs and theater as "good" or "excellent."



Source: Community Services Department

	Community Theater			Children's Theater			Art Center ¹					
	Number of performances	Attendance at performances	Music & Dance Class Enrollees	Attendance at performances [⊙] (Target: 21,000)	Participants in performances and programs [⊙] (Target: 1,200)	Theater class, camp and workshop registrants [⊙] (Target: 400)	Exhibition visitors	Concerts ²	Total attendance (users) [⊙] (Target: 70,000)	Enrollment in art classes, camps, and workshops (adults and children)	Outside funding for visual arts programs	Attendance at Project LOOK! tours and family days ³ [⊙] (Target: 7,000)
FY 2006	183	55,204	1,416	22,788	1,670	597	19,448	59	73,305	4,137	\$284,838	6,191
FY 2007	171	45,571	1,195	23,117	1,845	472	16,191	43	70,387	3,956	\$345,822	6,855
FY 2008	166	45,676	982	19,811	1,107	407	17,198	42	69,255	3,913	\$398,052	6,900
FY 2009	159	46,609	964	14,786	534 ⁵	334	15,830	41	58,194	3,712	\$264,580	8,353
FY 2010	174	44,221	980	24,983	555	1,436⁴	17,244	41	60,375	3,304	\$219,000	8,618
Change over last 5 years:	-5%	-20%	-31%	+10%	-67%	141%	-11%	-31%	-18%	-20%	-23%	+39%

¹ Volunteer hours in FY 2010 totaled 4,060 hours.

² All of the concerts are part of the Community Theatre program, though some are performed at the Art Center.

³ Project LOOK! Offers docent-led tours of exhibitions at the Palo Alto Art Center to K-12th grade school groups. Tours are followed by a hands-on activity at the Project LOOK! Studio, including art tours to students from East Palo Alto and Palo Alto.

⁴ The Department attributes this increase to a new program where the Children's Theatre is under contract to bring theatre performances to local schools.

⁵ The Department partly attributes this decline to reformatting its programming and methods for calculating Children's Theater participants.

⊙ Budget benchmarking measure. Targets shown are for FY 2010.

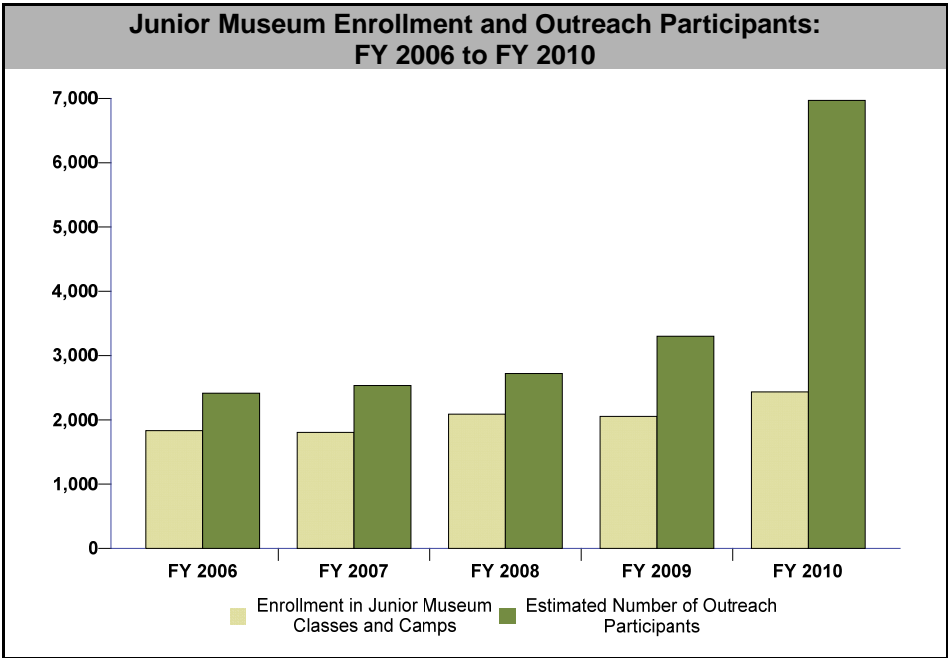
ARTS AND SCIENCES DIVISION (cont.)

YOUTH SCIENCES

The Arts and Sciences Division provides science programs to adults and youth while responding to increased demand for family programs. Through public and non-profit partnerships, the division will continue to work with the community to develop support and advocacy for its programs and facilities. 70% of the residents rated youth services as “good” or “excellent,” placing Palo Alto in the 79th percentile compared to other surveyed jurisdictions.

Arts and Sciences will continue to administer and manage the Junior Museum and Zoo. Founded in 1934, the Junior Museum was the first children’s museum west of the Mississippi, and continues to be a local leader in children’s science education. The Zoo opened in 1969. The Junior Museum and Zoo provides summer camps, outreach programs, and exhibits for area children.

According to the Department, the Division has increased resources for nature interpretive programs and activities with a focus on generating revenue. The number of outreach programs and enrollment in open space interpretive classes has increased from five years ago.



Source: Community Services Department

	Junior Museum and Zoo		Interpretive Sciences		Citizen Survey
	Enrollment in Junior Museum classes and camps ^{1, 2}	Estimated number of outreach participants ²	Number of Arastradero, Baylands, & Foothill outreach programs for school-age children	Enrollment in open space interpretive classes	Percent rating services to youth “good” or “excellent”
FY 2006	1,832	2,414	48	1,280	70%
FY 2007	1,805	2,532	63	1,226	73%
FY 2008	2,089 ³	2,722 ³	85 ⁴	2,689 ³	73%
FY 2009	2,054	3,300	178 ⁴	2,615	75%
FY 2010	2,433⁵	6,971⁵	208	3,978	70%
Change over last 5 years:	+33%	+189%	+ 333%	+211%	0%

¹ Classes and camps are paid for by parents who enroll their children. Enrollment shown here is also reflected in totals on "Department-wide Classes" page
² Outreach includes interpretive programs. These are programs paid for by the schools, whether they are taught at the schools or at the Junior Museum and Zoo.
³ FY 2008 increase includes 651 visitors at special request programs.
⁴ FY 2008 increase includes Foothills Ohlone programs and FY 2009 increase staff attributes to a contract entered into with two more schools (Hoover and Duveneck) for outreach science classes.
⁵ FY 2010 increase staff attributes to additional contracts to teach science in the PAUSD and grant funding to teach science in Ravenswood School District (East Palo Alto).

OPEN SPACE AND PARKS DIVISION

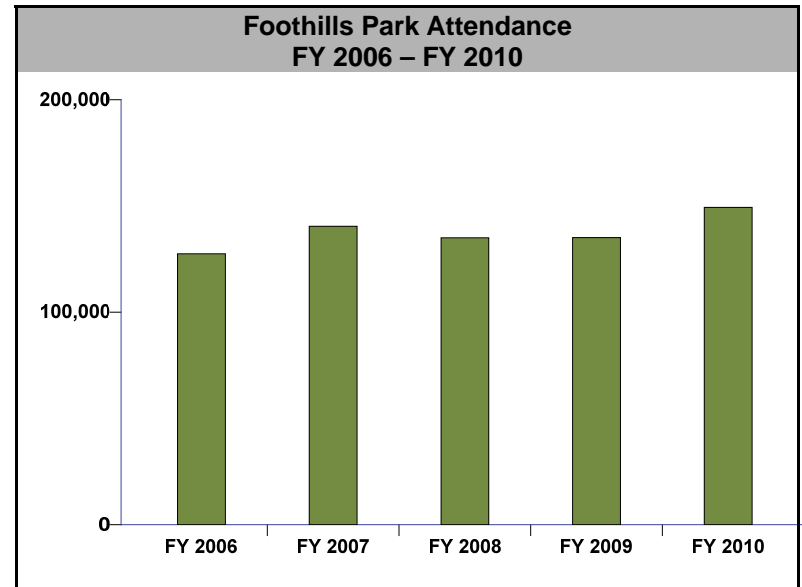
OPEN SPACE

The City has 3,744 acres¹ of open space that it maintains, consisting of Foothills Park, Baylands Nature Preserve (including Byxbee Park), Pearson-Arastradero Preserve, and Esther Clark Nature Preserve. In FY 2010, there were about 57 acres of open space per 1,000 residents.

Palo Alto was in the 92nd percentile for open space preservation and ranked 12th nationally compared to other surveyed jurisdictions. Average open space is 535 acres per park ranger. Palo Alto also ranked in the 80th percentile for the quality of the overall natural environment compared to other surveyed jurisdictions.

Beginning in FY 2009, the survey included a new question to assess preservation of wildlife and plants. 85% of residents rated preservation of wildlife and native plants “good” or “excellent.”

Volunteer hours for restorative/resource management projects has increased 55% from five years ago, which the Department attributes to a strategic initiative to recruit, train, and retain volunteers to address the City Council Priority of environmental sustainability.



Source: Community Services Department

Citizen Survey

	Visitors at Foothills Park ① (Target: 140,000)	Volunteer hours for restorative/resource management projects ² ② (Target: 14,500)	Number of native plants in restoration projects ③ (Target: 14,000)	Number of Rangers ④ (Target: 7)	Percent rating preservation of wildlife and native plants “good” or “excellent”	Percent rating quality of overall natural environment “good” or “excellent”	Percent rating preservation of natural areas such as open space “good” or “excellent” ⑤ (Target: 82%)	Percent rating availability of paths and walking trails “good” or “excellent” ⑥ (Target: 80%)
FY 2006	127,457	10,738	15,516	7	-	-	-	-
FY 2007	140,437	11,380	14,023	7	-	-	-	-
FY 2008	135,001	13,572	13,893	7	-	85%	78%	74%
FY 2009	135,110	16,169	11,934	7	87%	84%	82%	75%
FY 2010	149,298	16,655	11,303	7	85%	84%	78%	75%
Change over last 5 years:	+17 %	+55%	-27%	0%	-	-	-	-

¹ Does not include the 269 acres of developed parks and land maintained by the Parks section or the Recreation and Golf Division. Neither does this include 2,200 acres of Montebello Open Space Preserve and 200 acres of Los Trancos Open Space Preserve that are operated by the Mid-Peninsula Open Space District.

² Includes collaborative partnerships with non-profit groups. Staff attributes the increase in volunteer hours primarily to the Baylands Nature Preserve through Save the Bay (non-profit partner) activities and the use of court-referred (community service hours) volunteers.

⑤ Budget benchmarking measure. Targets shown are for FY 2010.

OPEN SPACE AND PARKS DIVISION (cont.)

PARKS AND LANDSCAPE MAINTENANCE

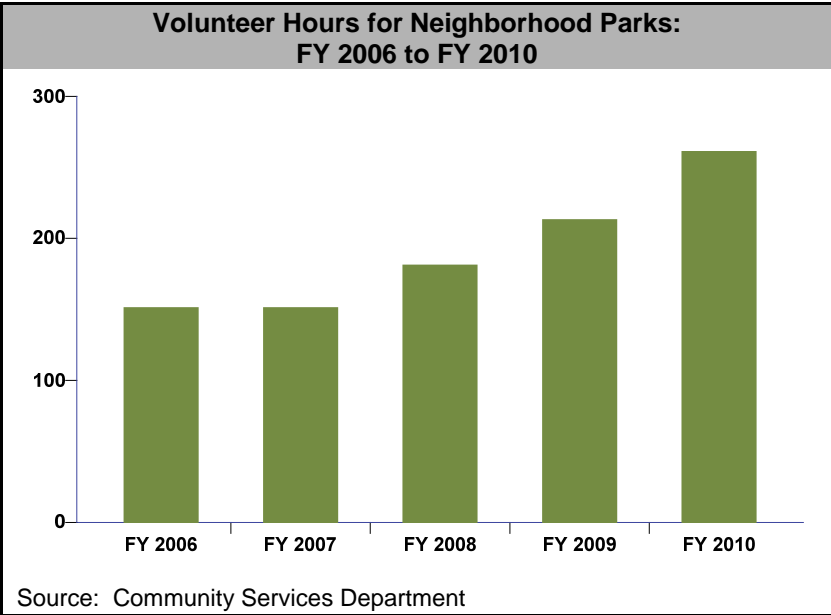
Open Space and Parks Division maintains approximately 269 acres of land including:

- Urban/neighborhood parks (157 acres)¹
- City facilities (26 acres)
- School athletic fields (43 acres)
- Utility sites (11 acres)
- Median strips (27 acres)
- Business Districts and parking lots (5 acres)

As shown in the graph on the right, volunteer hours for neighborhood parks has increased 73% from five years ago.

In FY 2010, maintenance spending on the above acres totaled about \$4.1 million, or approximately \$15,413 per acre. The Department contracted out approximately 21% of its park maintenance expenditures in FY 2010, an 8% decrease from five years ago.

90% of residents responding to the survey rate City parks “good” or “excellent,” and 88% rate their neighborhood park “good” or “excellent.” 94% of survey respondents reported they visited a neighborhood or City park in the last 12 months, which ranks in the 92nd percentile compared to other surveyed jurisdictions.



	Maintenance Expenditures (in millions) ²					Citizen Survey				
	Parks and landscape maintenance (in millions)	Athletic fields in City parks ⁴ (in millions)	Athletic fields on school district sites ^{3, 4} (in millions)	Total maintenance cost per acre	Total hours of athletic field usage	Number of permits issued for special events	Volunteer hours for neighborhood parks	Number of participants in community gardening program	Percent rating City parks as “good” or “excellent”	Percent rating their neighborhood park “good” or “excellent”
FY 2006	\$2.5	\$0.6	\$0.6	\$14,302	65,791	16	150	223	87%	87%
FY 2007	\$2.7	\$0.6	\$0.7	\$15,042	70,769	22	150	231	91%	89%
FY 2008	\$2.9	\$0.6	\$0.7	\$15,931	63,212	22	180	233	89%	86%
FY 2009	\$3.0	\$0.7	\$0.7	\$16,940	45,762	35	212	238	92%	87%
FY 2010	\$3.0	\$0.5	\$0.6	\$15,413	41,705	12	260	238	90%	88%
Change over last 5 years:	+22%	-16%	-7%	+8%	-37%	-25%	+73%	+7%	+3%	+1%

¹ Does not include 3,744 acres of open space discussed on the previous page.
² Includes budgeted operating expenditures. Does not include cost plan charges or capital costs.
³ Palo Alto Unified School District partially reimburses the City for maintenance costs on these school district sites.
⁴ Special use permits are issued for special events in parks, fun runs, tournaments, festivals, etc.

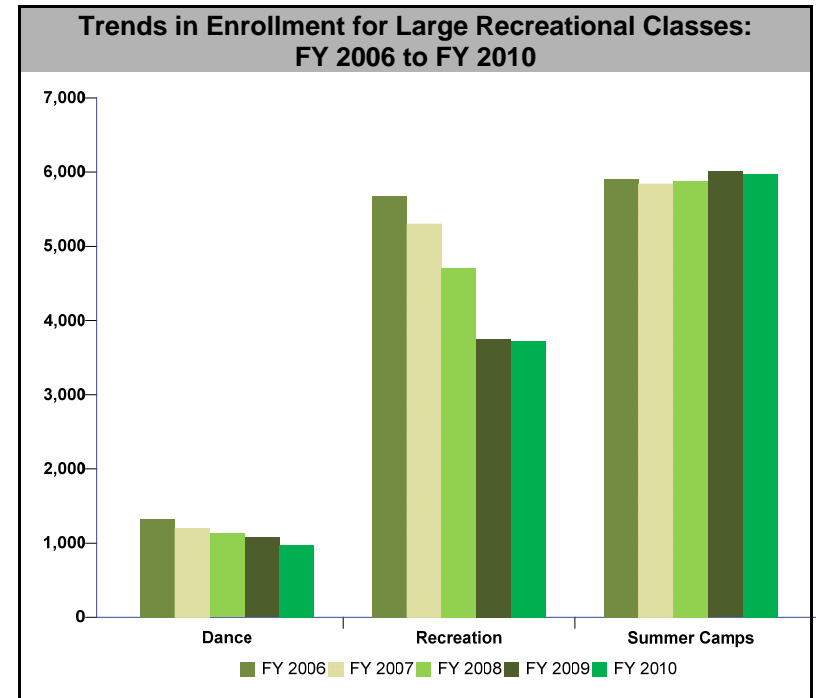
RECREATION AND GOLF SERVICES DIVISION

RECREATION

The Department offers a large number of recreation programs. Besides summer camps, recreation programs include aquatics, facility rentals (through which members of the community may rent meeting room and event space, the swimming pool or gym space for parties and events, field and picnic sites) and a variety of youth and teen programs. In addition to class offerings for adults, the Department coordinates seasonal adult sports leagues and sponsors special events each year such as the May Fete Parade and the Chili Cook-Off. The Department also works collaboratively with the PAUSD to provide middle school athletics in conjunction with the PAUSD's summer school program.

Enrollment in dance and recreation classes decreased from five years ago. However, aquatics classes increased 30%, summer camps increased 1%, middle school sports classes increased 5%, and private tennis lessons increased 97% over the same period.

Compared to other jurisdictions, Palo Alto ranked in the 78th percentile nationally for its recreational programs and classes and in the 71st percentile for recreation centers and facilities compared to other jurisdictions.



Source: Community Services Department

Enrollment in Recreation Programs¹

	Enrollment in Recreation Programs ¹							Citizen Survey	
	Dance	Recreation	Aquatics	Middle school sports	Therapeutic	Private tennis lessons	Summer Camps	Percent rating recreation centers/facilities "good" or "excellent"	Percent rating recreation programs/classes "good" or "excellent" [⊙] (Target: 90%)
FY 2006	1,326	5,681	199	1,247	175	234	5,906	81%	85%
FY 2007	1,195	5,304	225	1,391	228	274	5,843	82%	90%
FY 2008	1,129	4,712	182	1,396	203	346	5,883	77%	87%
FY 2009	1,075	3,750	266	1,393	153	444	6,010	80%	85%
FY 2010	972	3,726	259	1,309	180	460	5,974	81%	82%
Change over last 5 years:	-27%	-34%	+30%	+5%	+3%	+97%	+1%	0%	-3%

¹ Enrollment shown here is also reflected in totals on "Department-wide Classes" page. Classes and camps are paid for by parents who selectively enroll their children.

⊙ Budget benchmarking measure. Targets shown are for FY 2010.

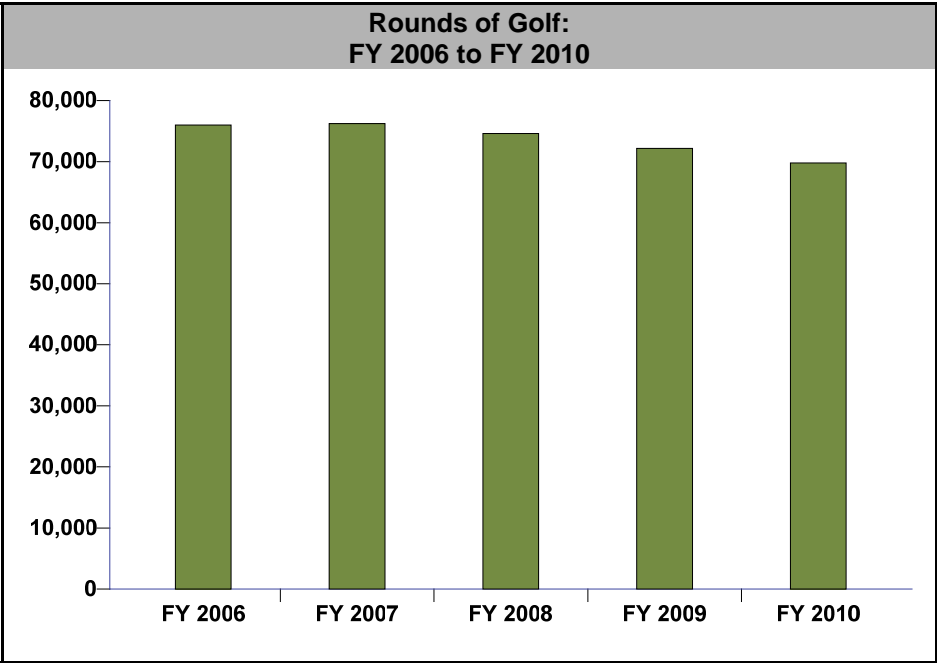
**RECREATION AND GOLF SERVICES DIVISION
(cont.)**

GOLF COURSE

The golf facility consists of a 18-hole championship length course, lighted driving range, full service restaurant and bar, fully stocked golf shop, practice putting green area, and bunker and golf carts with canopy tops. The Department coordinates the golf shop, driving range, and restaurant operations with separate tenants.

According to the Department, the number of rounds of golf has decreased 8% to 69,791 from 76,000 five years ago.

The golf course reported profits in three of the last five years and losses in two of the last five years. The profit in FY 2006 was \$148,154; profit in FY 2007 was \$43,015; loss in FY 2008 was \$23,487; loss in FY 2009 was \$326,010; profit in FY 2010 was \$76,146.



Source: Community Services Department

	Number of rounds of golf <i>(Target: 76,092)</i>	Golf course revenue (in millions)	Golf course operating expenditures ¹ (in millions) <i>(Target: \$2.3)</i>	Golf course debt service (in millions)	Net revenue/ (cost) (in thousands)
FY 2006	76,000	\$3.0	\$2.3	\$0.6	\$148.2
FY 2007	76,241	\$3.1	\$2.5	\$0.6	\$43.0
FY 2008	74,630	\$3.2	\$2.2	\$0.7	(\$23.5)
FY 2009	72,170	\$3.0	\$2.4	\$0.7	(\$326.0)
FY 2010	69,791	\$3.0	\$2.3	\$0.6	\$76.1
Change over last 5 years: ¹	-8%	0%	0%	0%	-49%

¹ Includes allocated charges and overhead.
 © Budget benchmarking measure. Targets shown are for FY 2010.

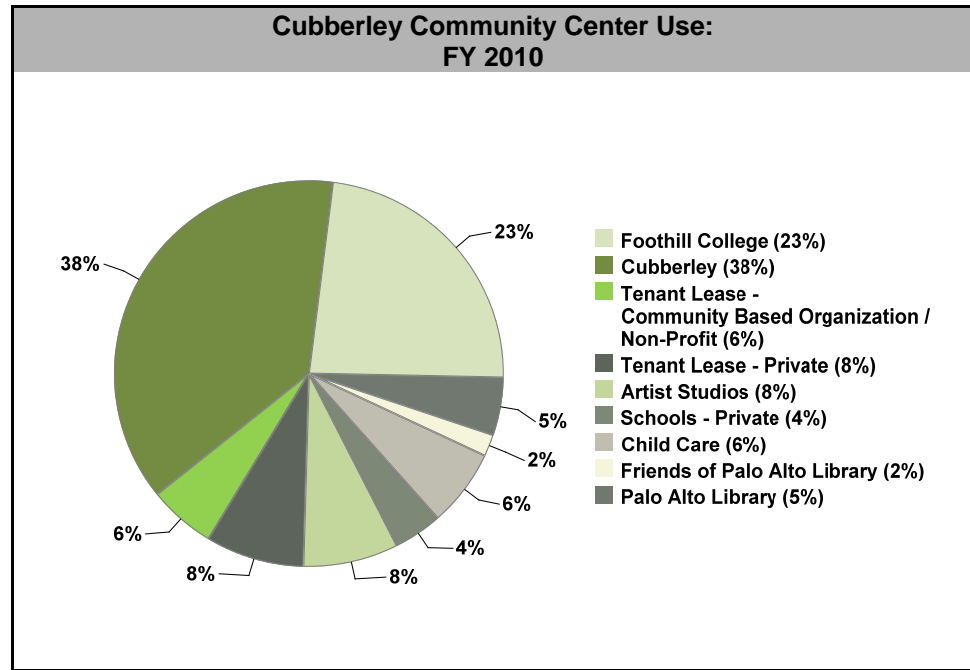
CUBBERLEY COMMUNITY CENTER AND HUMAN SERVICES DIVISION

Cubberley Community Center rents space for community meetings, seminars, social events, dances, theater performances, and athletic events. In FY 2010, rental revenue decreased from the year prior to about \$928,000. Total hours rented increased slightly from the previous year, but declined 8% to approximately 35,300 hours from FY 2006. In FY 2010, the Cubberley Community Center's auditorium was converted to house the temporary Mitchell Park Library which the Department attributes for the decrease in rental revenue.

The Cubberley Community Center also leases former classroom space to artists and Foothill College. In FY 2010, there were 41 leaseholders and lease revenue increased 23% from five years ago to about \$1.6 million.

The Human Services section provides information on resources for families and grants to local non-profits. Human Services grants to local non-profits totaled approximately than \$1.1 million in FY 2010, about 11% less than in FY 2006.

Compared to other surveyed jurisdictions, Palo Alto ranked in the 90th percentile for services to seniors. Residents gave lower marks when rating access to affordable quality child care, and Palo Alto ranked in the 13th percentile.



Source: Community Services Department

	Cubberley Community Center				Human Services	Citizen Survey	
	Hours rented ☉ (Target: 33,000)	Hourly rental revenue (in millions)☉ (Target: \$0.9)	Number of leaseholders	Lease revenue (in millions)	Human Services' grants to local non-profits (in millions) ☉ (Target: \$1.1)	Percent rating access to affordable quality child care "good" or "excellent"	Percent rating senior services "good" or "excellent"☉ (Target: 83%)
FY 2006	38,407	\$0.9	38	\$1.3	\$1.3	35%	84%
FY 2007	36,489	\$0.8	39	\$1.4	\$1.3	26%	79%
FY 2008	32,288	\$0.9	39	\$1.5	\$1.2	28%	81%
FY 2009	34,874	\$1.0	37	\$1.4	\$1.2	32%	82%
FY 2010	35,268	\$0.9	41	\$1.6	\$1.1	25%	79%
Change over last 5 years:	-8%	+5%	+8%	+23%	-11%	-10%	+5%

☉ Budget benchmarking measure. Targets shown are for FY 2010.

CHAPTER 3 – FIRE

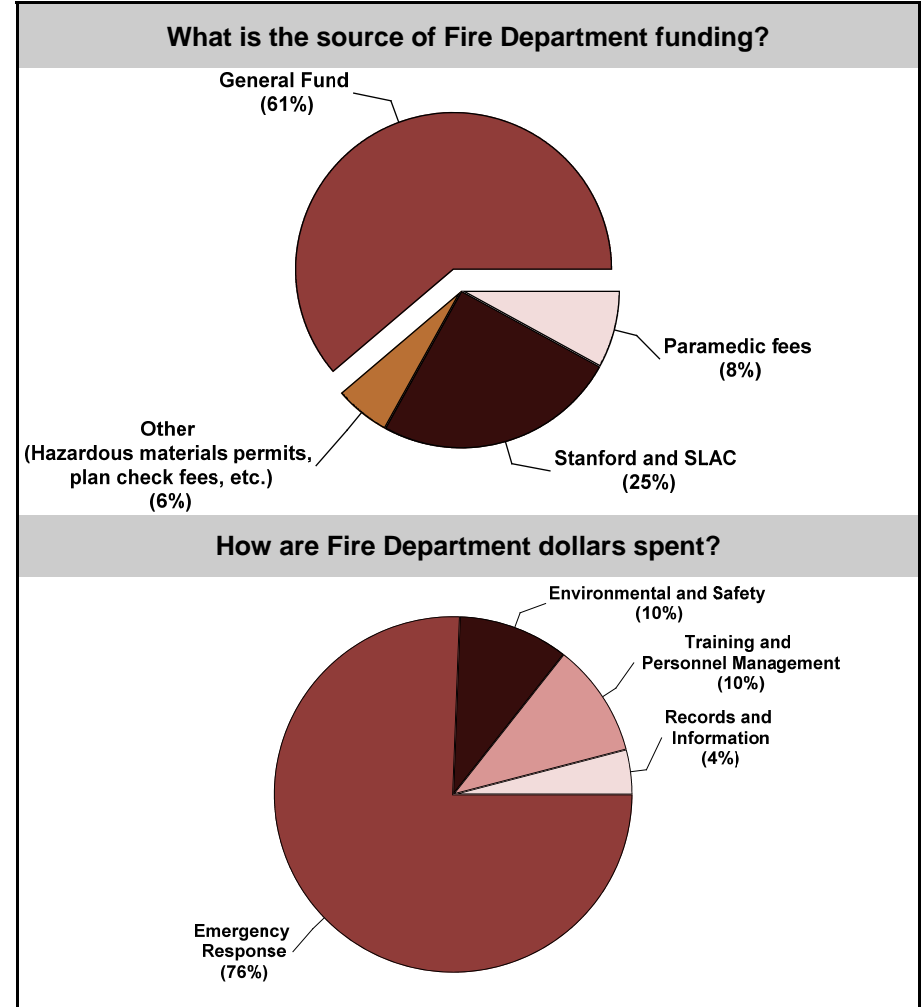
The mission of the Fire Department is to protect life, property and the environment from the perils of fire, hazardous materials, and other disasters through rapid emergency response, proactive code enforcement, modern fire prevention methods, and progressive public safety education for the community.

The Department has four major functional areas:

- Emergency response – emergency readiness and medical, fire suppression, and hazardous materials response.
- Environmental and safety management – fire and hazardous materials code research, development and enforcement; fire cause investigations; public education; and disaster preparedness.
- Training and personnel management.
- Records and information management.

The Department serves the resident population of Palo Alto and Stanford with a combined population of nearly 79,000.

Fire Department revenue in FY 2010 totaled \$10.7 million (or 39% of costs), including about \$6.9 million for services to Stanford and the Stanford Linear Accelerator (SLAC), \$2.2 million for paramedic services, \$0.4 million in plan check fees, \$0.4 million in hazardous materials permits, and \$0.7 million in other revenues and reimbursements.



Source: FY 2010 revenue and expenditure data

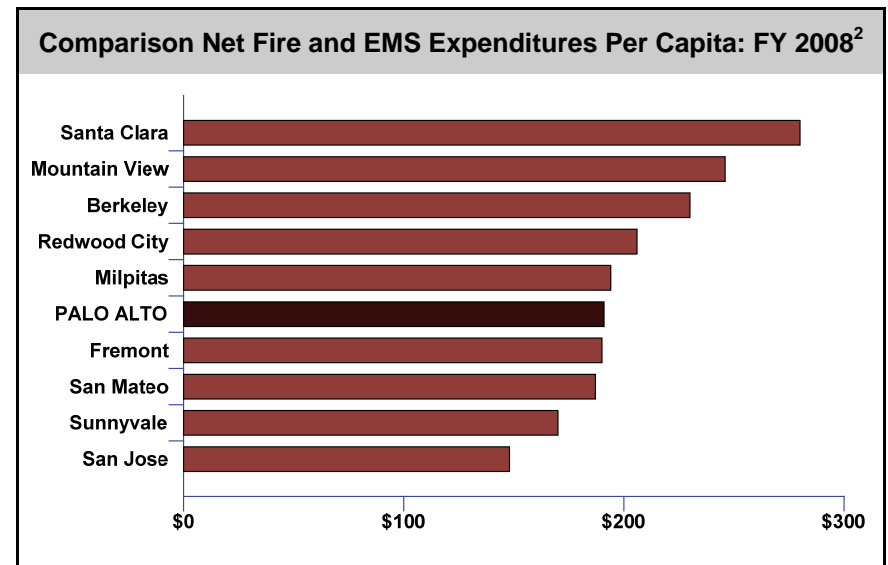
FIRE SPENDING

Over the last five years:

- Total Fire Department spending increased from \$20.2 million to \$27.7 million, or 37% in the last five years.
- Total expenditures per resident served increased from \$267 to \$352.
- Revenue and reimbursements increased 14% (from \$9.4 million to \$10.7 million); 39% of costs were covered by revenues, in FY 2010.

The chart on the right shows that Palo Alto's net Fire and Emergency Medical Services (EMS) expenditures per capita are in the middle of the range compared to several other local jurisdictions. However, the California State Controller does not include calculations for Stanford.

In the most recent citizen survey, 93% of residents rated fire services as "good" or "excellent," and 79% rated fire prevention and education as "good" or "excellent."



Source: California State Controller, *Cities Annual Report Fiscal Year 2007-08*

	Operating expenditures (in millions)					Resident population of area served ¹	Expenditures per resident served ¹	Revenue (in millions)	Citizen Survey	
	Emergency response	Environmental and fire safety	Training and personnel management	Records and information	TOTAL				Percent rating fire services "good" or "excellent" [Ⓞ] (Target: 90%)	Percent rating fire prevention and education "good" or "excellent" [Ⓞ] (Target: 85%)
FY 2006	\$15.0	\$2.1	\$2.1	\$0.9	\$20.2	75,411	\$267	\$9.4	95%	84%
FY 2007	\$16.2	\$2.2	\$2.2	\$1.0	\$21.6	75,560	\$285	\$9.9	98%	86%
FY 2008	\$17.9	\$2.6	\$2.5	\$1.1	\$24.0	76,395	\$314	\$9.7	96%	87%
FY 2009	\$17.7	\$2.3	\$2.4	\$1.0	\$23.4	77,795	\$301	\$11.4	95%	80%
FY 2010	\$21.0	\$2.8	\$2.9	\$1.1	\$27.7	78,723	\$352	\$10.7	93%	79%
Change over last 5 years:	+39%	+29%	+40%	+21%	+37%	+4%	+32%	+14%	-2%	-5%

¹ Based on number of residents in the Fire Department's expanded service area (Palo Alto and Stanford). Prior year population revised per California Department of Finance estimates.

² Expenditures are net of functional revenues and may not reconcile to total spending due to differences in the way the information was compiled. Note that cities categorize their expenditures in different ways.

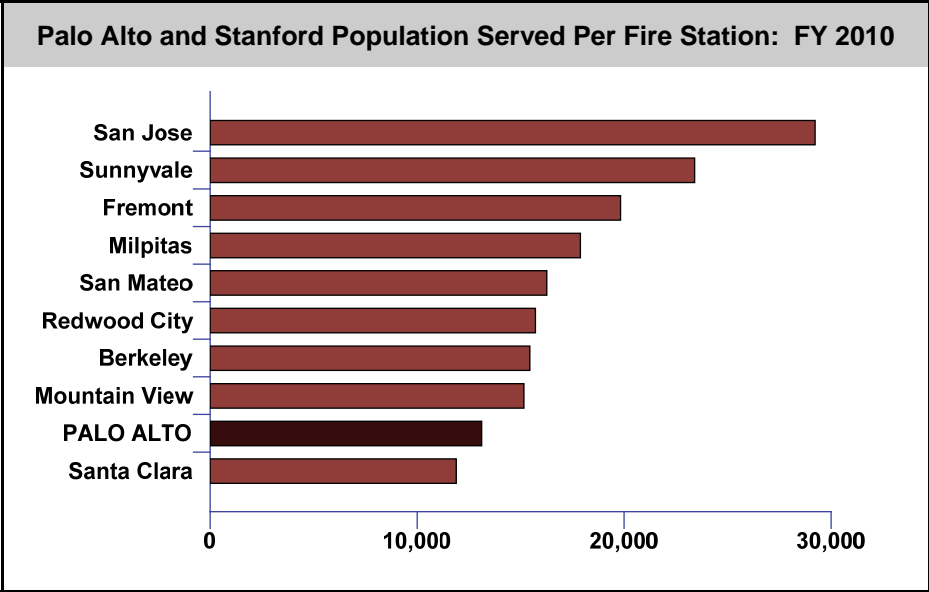
Ⓞ Budget benchmarking measure. Targets shown are for FY 2010.

FIRE STAFFING AND CALLS FOR SERVICE

During FY 2010, the Fire Department handled 7,468 calls for service (an average of 20 calls per day) including:

- 182 fire calls
- 4,432 medical/rescue calls
- 1,013 false alarms
- 444 service calls
- 151 hazardous condition calls

The Palo Alto Fire Department has a total of 8 fire stations including Stanford. As shown in the chart on the right, the number of residents served per fire station is lower than many other local jurisdictions. Average on duty staffing is 31 during the day, and 29 at night. In FY 2010, the Department had 109 line personnel certified as emergency medical technicians (EMTs) and 34 of these were also certified paramedics. In addition, 3 FTE from the Department’s Basic Life Support (BLS) transport program provided EMT services.



Source: Cities, California Department of Finance, U.S. Census Bureau
 Palo Alto calculation excludes Station 7 (dedicated to SLAC) and Station 8 (seasonal).

	Calls for service							Staffing						
	Fire [⊙] (Target: 250)	Medical/ rescue [⊙] (Target: 3,800)	False alarms	Service calls	Hazardous condition [⊙] (Target: 200)	Other	TOTAL [⊙] (Target: 7,000)	Average number of calls per day	Total authorized staffing (FTE)	Staffing per 1,000 residents served ¹	Average on-duty staffing	Annual training hours per firefighter	Overtime as a percent of regular salaries	Resident population served per fire station ^{1,2}
FY 2006	211	3,780	1,184	399	203	1,120	6,897	19	126	1.68	31 day/29 night	288	18%	12,569
FY 2007	221	3,951	1,276	362	199	1,227	7,236	20	128	1.69	31 day/29 night	235	21%	12,593
FY 2008	192	4,552	1,119	401	169	1,290	7,723	21	128	1.68	31 day/29 night	246	18%	12,733
FY 2009	239	4,509	1,065	328	165	1,243	7,549	21	128	1.64	31 day/29 night	223	16%	12,966
FY 2010	182	4,432	1,013	444	151	1,246	7,468	20	127	1.61	31 day/29 night	213	26%	13,121
Change over last 5 years:	-14%	+17%	-14%	+11%	-26%	+11%	+8%	+8%	+0%	-4%	-	-26%	+8%	+4%

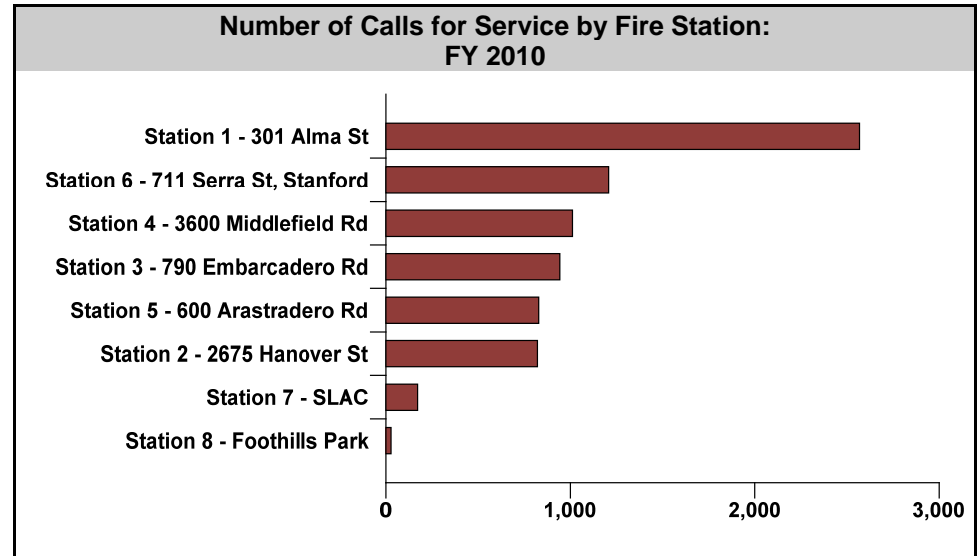
¹ Based on number of residents in the Fire Department’s expanded service area (Palo Alto and Stanford).
² Calculation is based on 6 fire stations, and does not include Station 7 (dedicated to the SLAC complex) or Station 8 (Foothills Park, open seasonally).
 ⊙ Budget benchmarking measure. Targets shown are for FY 2010.

FIRE SUPPRESSION

There were 182 fire incidents and no fire deaths in FY 2010. This included 11 residential structure fires, a decrease of 82% from five years earlier and a decrease of 45% from FY 2009. Over the last five years, the number of fire incidents has decreased by 14%.

Average response times vary from year to year. In FY 2010, the Fire Department responded to 90% of fire emergencies within 8 minutes (the goal is 90%). The average response time for fire calls was 7:05 minutes. The response time increased by 30% from five years earlier, and increased 7% from FY 2009.

The standard Fire Department response to a working structure fire is 18 personnel. According to the Fire Department, 56% of fires were confined to the room or area of origin. This is less than the Department's goal of 90% and a decrease from the prior year.



Source: Palo Alto Fire Department data

	Number of fire incidents [⊙] (Target: 250)	Average response time for fire calls [⊙] (Target: 6:00 minutes)	Percent responses to fire emergencies within 8 minutes ^{1⊙} (Target: 90%)	Percent of fires confined to the room or area of origin ² (Target: 90%)	Number of residential structure fires	Number of fire deaths	Fire response vehicles ³
FY 2006	211	5:28 minutes	91%	63%	62	1	25
FY 2007	221	5:48 minutes	87%	70%	68	2	25
FY 2008	192	6:48 minutes	79%	79%	43	0	25
FY 2009	239	6:39 minutes	78%	63%	20	0	25
FY 2010	182	7:05 minutes	90%	56%	11	0	29
Change over last 5 years:	-14%	+30%	-1%	-7%	-82%	-100%	+16%

¹ Response time is from receipt of 911-call to arrival on scene; does not include cancelled in route, not completed incidents, or mutual aid calls.

² The Fire Department defines containment of structure fires as those incidents in which fire is suppressed and does not spread beyond the involved area upon firefighter arrival.

³ Includes ambulances, fire apparatus, hazard materials, and mutual aid vehicles.

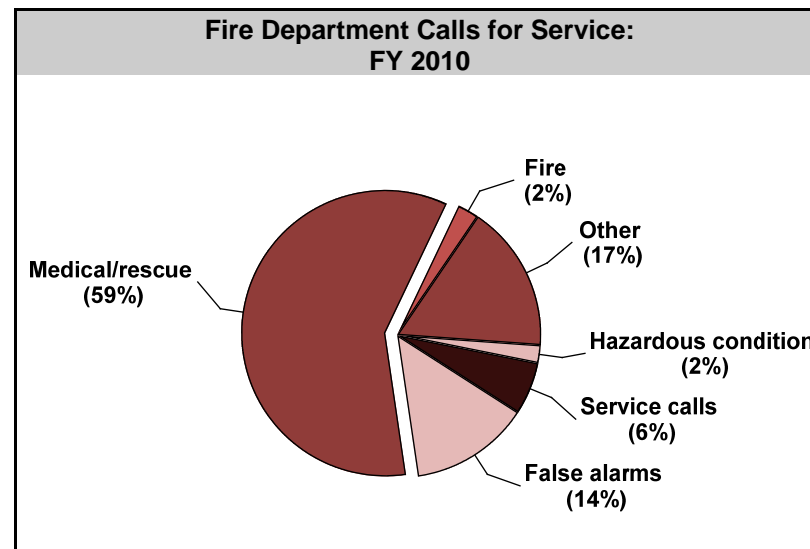
[⊙] Budget benchmarking measure. Targets shown are for FY 2010.

EMERGENCY MEDICAL SERVICES

The Department responded to 4,432 medical/rescue incidents in FY 2010. As shown in the chart on the right, medical/rescue calls represented 59% of the Fire Department calls for service in FY 2010. The average response time for medical/rescue calls was 5:29 minutes in FY 2010. The Department responded to:

- 93% of emergency medical requests for service within 8 minutes.
- 99% of paramedic calls for service within 12 minutes.

Palo Alto is the only city in Santa Clara County that provides primary ambulance transport services. The Fire Department operates two ambulances and seven engine companies that provide Advance Life Support (ALS) capability. In FY 2010, average on-duty paramedic staffing remained at 10 during the day and 8 at night. In FY 2006, the Department implemented a Basic Life Support (BLS) transport program. Of the 2,991 EMS transports in FY 2010, 2,366 were ALS and 625 were BLS transports. 94% of survey respondents rated ambulance/emergency medical service as “good” or “excellent.”



Source: Palo Alto Fire Department

	Medical/ rescue incidents (Target: 3,800)	Average response time for medical/rescue calls ¹ ⊙ (Target: 6:00)	First response to emergency medical requests for service within 8 minutes ¹ ⊙ (Target: 90%)	Ambulance response to paramedic calls for service within 12 minutes ^{1,2} (Target: 90%)	Average on-duty paramedic staffing	Number of Ambulance transports <REVISED> ⁴	Ambulance Revenue (in millions)	Citizen Survey Percent rating ambulance/emergency medical services “good” or “excellent” ³
FY 2006	3,780	5:13 minutes	94%	99%	8 day/6 night	2,296	\$1.7	94%
FY 2007	3,951	5:17 minutes	92%	97%	8 day/6 night	2,527	\$1.9	94%
FY 2008	4,552	5:24 minutes	93%	99%	10 day/6 night	3,236	\$2.0	95%
FY 2009	4,509	5:37 minutes	91%	99%	10 day/8 night	3,331	\$2.1	91%
FY 2010	4,432	5:29 minutes	93%	99%	10 day/8 night	2,991⁴	\$2.2	94%
Change over last 5 years:	+17%	+5%	-1%	0%	-	+30%	+31%	0%

¹ Response time is from receipt of 911-call to arrival on scene; does not include cancelled in route, not completed incidents, or mutual aid calls.

² Includes non-City ambulance responses.

³ Based on revised National Citizen Survey data.

⁴ For 2010, the Department reported the number of ambulance transports from its ADPI Billing System. In prior years, the information provided was from the Department’s Computer Aided Dispatch system.

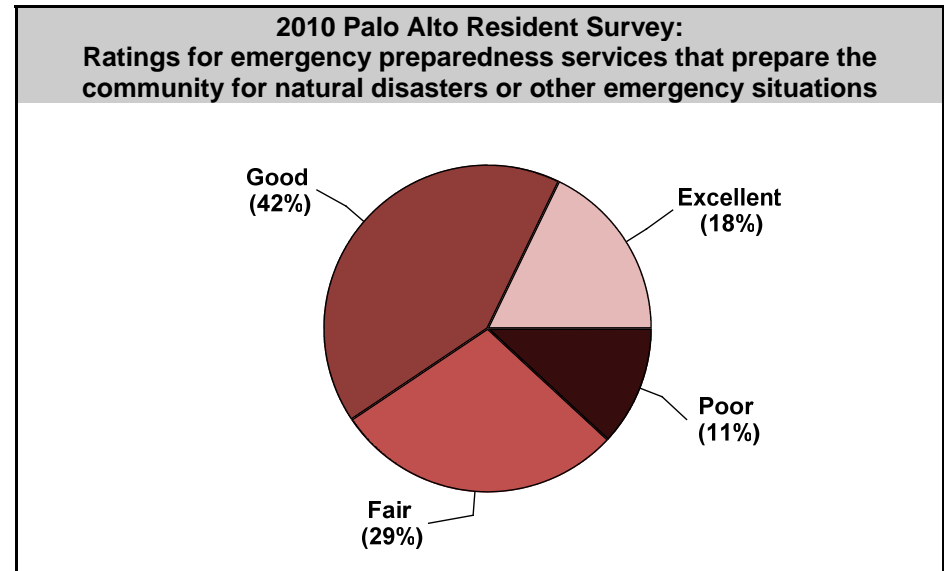
⊙ Budget benchmarking measure. Targets shown are for FY 2010.

HAZARDOUS MATERIALS AND FIRE SAFETY

In FY 2010, the Hazardous Materials Response Team (Rescue 2) responded to 26 hazardous materials incidents. Over the past five years, the number of hazardous materials incidents decreased from 45 to 26, and the number of facilities permitted for hazardous materials increased from 497 to 510. In FY 2010, the Department reports a decline in hazardous materials facility inspections, but conducted 70% more fire inspections than 5 years ago. According to the Fire Department, the decline in hazardous materials facility inspections is due to staff shortages, and the elimination of the Hazardous Materials Specialist position. The number of hazardous materials incidents decreased 42% from 5 years ago.

According to the Department, 219 fire safety, bike safety, and disaster preparedness presentations reached a total of 3,032 residents during FY 2010.

The 2010 National Citizen Survey included questions related to environmental hazards and emergency preparedness. 83% of the residents responding to the survey reported they felt “very” or “somewhat” safe from environmental hazards. 59% rated emergency preparedness services as “good” or “excellent.”



Source: National Citizen Survey™ 2010 (Palo Alto)

	Hazardous Materials				Citizen Survey				
	Number of hazardous materials incidents ² <REVISED>	Number of facilities permitted for hazardous materials	Number of permitted hazardous materials facilities inspected ³ <REVISED>	Percent of permitted hazardous materials facilities inspected ³ <REVISED>	Number of fire inspections	Number of plan reviews ¹ ⊙ (Target: 900)	Fire safety, bike safety, and disaster preparedness presentations ⊙ (Target: 250)	Percent of residents feeling “very” or “somewhat” safe from environmental hazards	Percent rating emergency preparedness “good” or “excellent”
FY 2006	45	497	243	49%	899	983	281	-	-
FY 2007	39	501	268	53%	1,021	928	240	-	-
FY 2008	45	503	406	81%	1,277	906	242	80%	71%
FY 2009	40	509	286	56%	1,028	841	329	81%	62%
FY 2010	26	510	126	25%	1,526	851	219	83%	59%
Change over last 5 years:	-42%	+3%	-48%	-24%	+70%	-13%	-22%	-	-

¹ Does not include over-the-counter building permit reviews.

² Hazardous materials incidents include spills or leaks of combustible/flammable gas or liquid, chemical spills or releases, chemical reactions, and toxic conditions.

³ In FY 2010 the method for calculating the number of inspections was changed to avoid overcounting. Prior year numbers were not calculated in this manner, so the reported numbers for those years are higher than would be indicated using the revised method.

⊙ Budget benchmarking measure. Targets shown are for FY 2010.

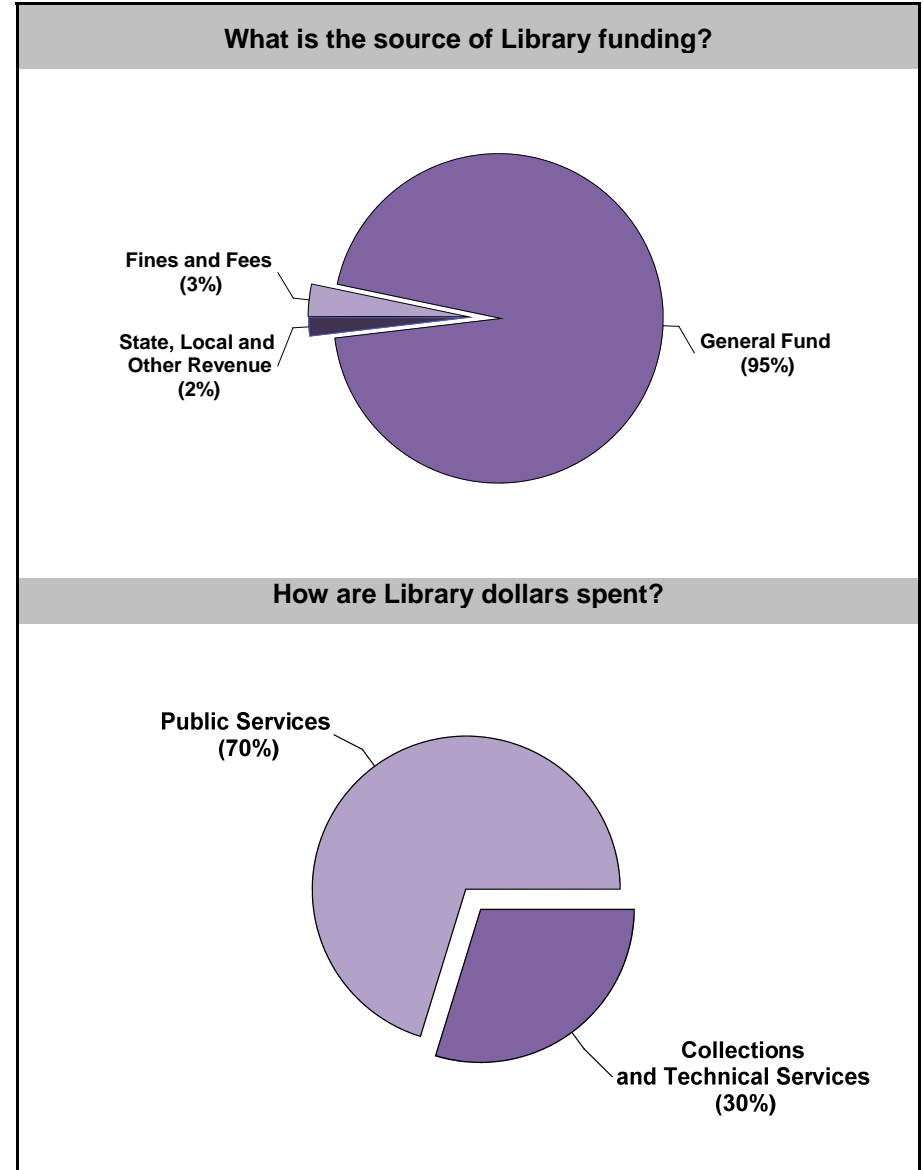
CHAPTER 4 – LIBRARY

The mission of the Library is to enable people to explore library resources to enrich their lives with knowledge, information and enjoyment.

The Department has two major service areas:

- Collection and Technical Services – to acquire and develop quality collections, manage databases, and provide technology that enhances the community’s access to library resources.
- Public Services – to provide access to library materials, information and learning opportunities through services and programs.

In November 2008, voters approved a \$76 million bond measure (Measure N) to fund improvements for the Mitchell Park, Downtown, and Main libraries and the Mitchell Park Community Center. In addition, the City allocated \$4 million in infrastructure funds to renovate the College Terrace Library. As a result, two libraries (Downtown and College Terrace) were closed for renovation for a portion of the year and one library (Mitchell Park) has been relocated to the Cubberley Community Center while a new library and community center are under construction.



Source: FY 2010 revenue and expenditure data

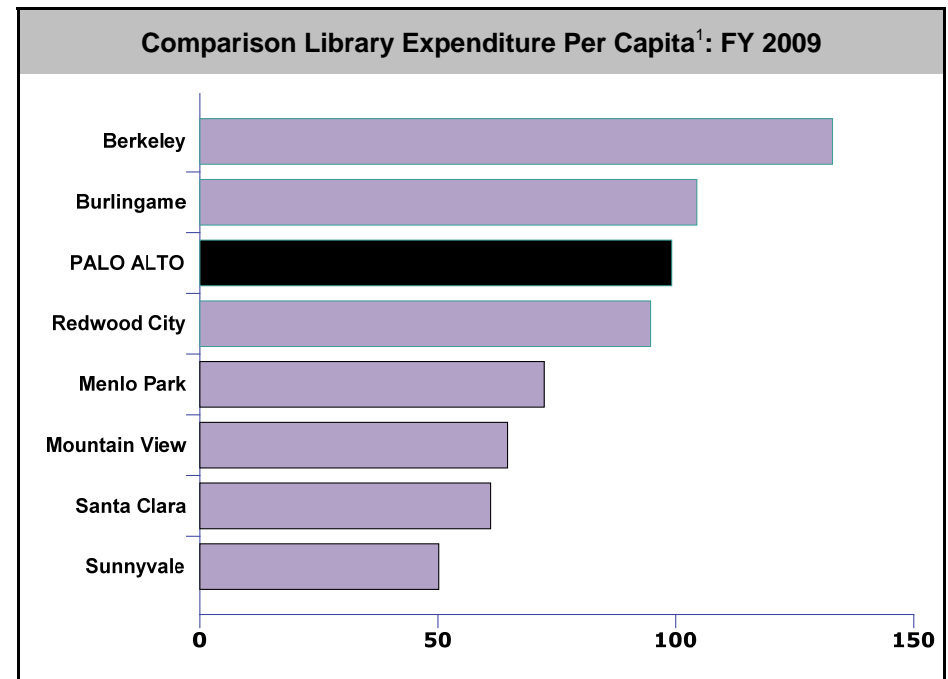
LIBRARY SPENDING

In FY 2010, Palo Alto had five libraries:

- Main (open 62 hours per week)
- Mitchell Park (open 62 hours per week)
- Children’s (open 48 hours per week)
- Downtown (closed for renovation in April 2010)
- College Terrace (closed for renovation in July 2009 and reopened in November 2010)

Palo Alto has more libraries than surrounding communities. In comparison, Redwood City has 4 libraries, Mountain View has 1, Menlo Park has 2, and Sunnyvale has 1. Palo Alto library expenditures per capita were less than those of Berkeley and Burlingame in FY 2009, but more than those of other area cities.

In FY 2010, Library spending totaled \$6.4 million, a increase of 3% since last year, and an increase of 13% over the last five years.² 82% of residents rate library services “good” or “excellent,” placing Palo Alto in the 52nd percentile compared to other surveyed jurisdictions. 75% rate the quality of neighborhood branch libraries “good” or “excellent.”



Source: California Library Statistics 2010, (Fiscal Year 08-09)

	Operating Expenditures (in millions)			Library expenditures per capita	Citizen Survey	
	Public Services	Collections and Technical Services	TOTAL		Percent rating quality of public library services “good” or “excellent” ☉ (Target: 78%)	Percent rating quality of neighborhood branch libraries “good” or “excellent”
FY 2006	\$4.0	\$1.6	\$5.7	\$91	78%	73%
FY 2007	\$4.2	\$1.6	\$5.8	\$93	81%	75%
FY 2008	\$4.9	\$1.9	\$6.8 ²	\$108	76%	71%
FY 2009	\$4.3	\$1.9	\$6.2	\$97	79%	75%
FY 2010	\$4.5	\$1.9	\$6.4	\$98	82%	75%
Change over last 5 years:	+11%	+16%	+13%	+7%	+4%	+2%

¹ Jurisdictions offer differing levels of service and budget for those services differently.

² The Department advises that a large portion of the budget increase from FY 2007 to FY 2008 was due in part to a public-private partnership to increase the collection and the completion of prior year deferred purchases.

☉ Budget benchmarking measure. Target shown is for FY 2010.

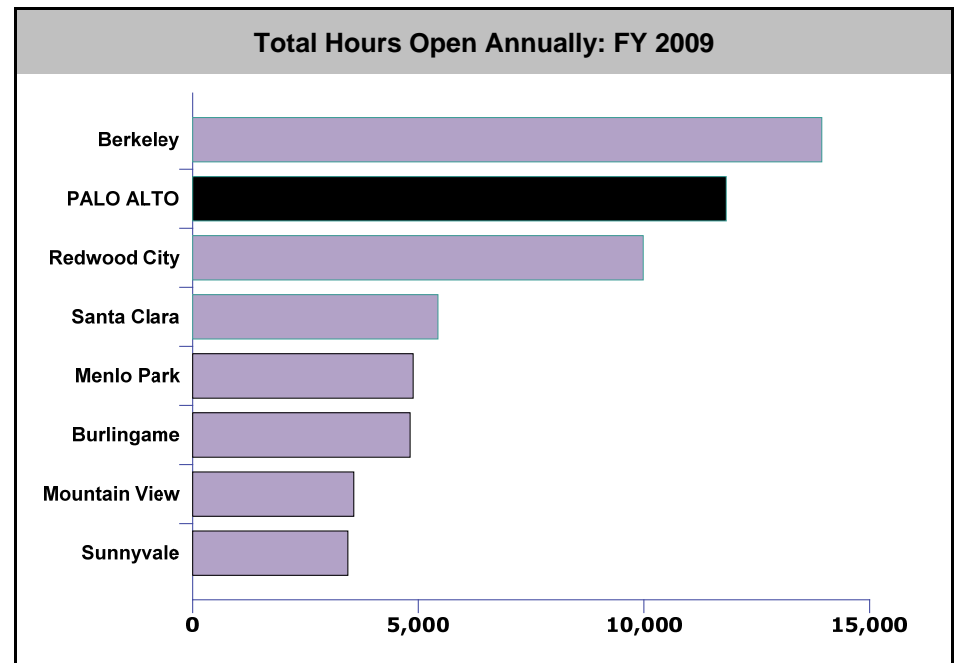
LIBRARY STAFFING

Total authorized Library staffing in FY 2010 was 55 FTE, a decrease of 3% from FY 2006 levels. Temporary and hourly staff accounts for approximately 23% of the Library's total staff. In FY 2010, 13 of 55 FTE staff were temporary or hourly.

Volunteers donated approximately 5,564 hours to the libraries in FY 2010. This was a 5% decrease over the last five years and was a 7% decrease from FY 2009.

Building projects had an impact on library service hours in FY 2010. Palo Alto libraries were open a total of 9,904 hours in FY 2010. This was a 16% decrease from FY 2009 and a 6% decrease from five years earlier.

As shown in the graph on the right, Palo Alto libraries were open more hours than most other local jurisdictions in FY 2009.



Source: California Library Statistics 2010, (Fiscal Year 08-09)

	Authorized Staffing (FTE)			Number of residents per library staff FTE	Volunteer hours	Total hours open annually [©]	FTE per 1,000 hours open
	Regular	Temporary/ hourly	TOTAL			(Target: 10,062)	
FY 2006	44	13	57	1,093	5,838	10,488	5.41
FY 2007	44	13	57	1,097	5,865	9,386	6.06
FY 2008	44	13	56	1,112	5,988	11,281	5.00
FY 2009	44	13	57	1,127	5,953	11,822	4.84
FY 2010	42	13	55	1,188	5,564	9,904	5.56
Change over last 5 years:	-4%	0%	-3%	+9%	-5%	-6%	+3%

[©] Budget benchmarking measure. Target shown is for FY 2010.

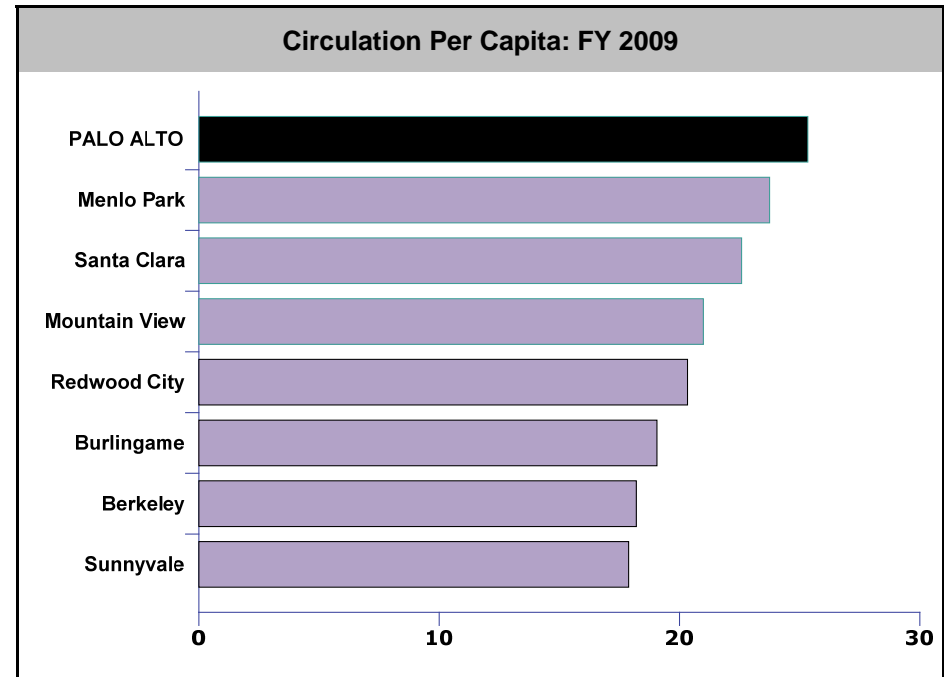
LIBRARY COLLECTION AND CIRCULATION

The total number of items in the Library's collection has increased by 24,372 or approximately 9% over the last five years. The number of titles in the collection has increased by about 8% and the number of book volumes has increased by about 6%.

Circulation increased 27% over the last five years. In FY 2010, non-resident circulation accounted for approximately 18% of the Library's total circulation. This is 2% lower than it was five years ago. 90% of first time checkouts are completed on self-check machines.

75% of survey respondents rate the variety of library materials as "good" or "excellent."

Of all the libraries, Mitchell Park had the highest circulation in FY 2010, with 619,048 items circulating. Main Library had the second highest circulation at 555,647. Children's Library had a circulation of 365,559 in FY 2010 and Downtown Library had 71,098. An additional 10,370 check outs were made from the Library's digital book service.



Source: California Library Statistics 2010, (Fiscal Year 08-09)

	Total number of titles in collection	Total number of items in collection	Number of book volumes	Number of media items	Number of Items in collection per capita [Ⓞ] (Target: 4.30)	Total circulation [Ⓞ] (Target: 1,630,000)	Percent non-resident circulation	Circulation per capita [Ⓞ] (Target: 25.2)	Number of items placed on hold	Number of checkouts completed on self-check machines	Average number of checkouts per item	Percent of checkouts completed on self check machines [Ⓞ] (Target: 91%)	Percent rating variety of library materials "good" or "excellent" [Ⓞ] (Target: 70%)
FY 2006	163,045	260,468	232,602	27,866	3.73	1,280,547	20%	20.56	181,765	456,364	4.92	-	71%
FY 2007	167,008	270,755	240,098	30,657	3.84	1,414,509	21%	22.62	208,719	902,303	5.22	88%	75%
FY 2008	169,690	274,410	241,323	33,087	3.81	1,542,116	20%	24.34	200,470	1,003,516	5.62	89%	67%
FY 2009	174,043	282,060	246,554	35,506	4.37	1,633,955	19%	25.34	218,073	1,078,637	5.79	90%	73%
FY 2010	176,001	284,840	247,273	37,567	4.35	1,624,785	18%	24.84	216,719	1,067,105	5.70	90%	75%
Change over last 5 years:	+8%	+9%	+6%	+35%	+17%	+27%	-2%	+21%	+19%	+63%	+16%	-	+4

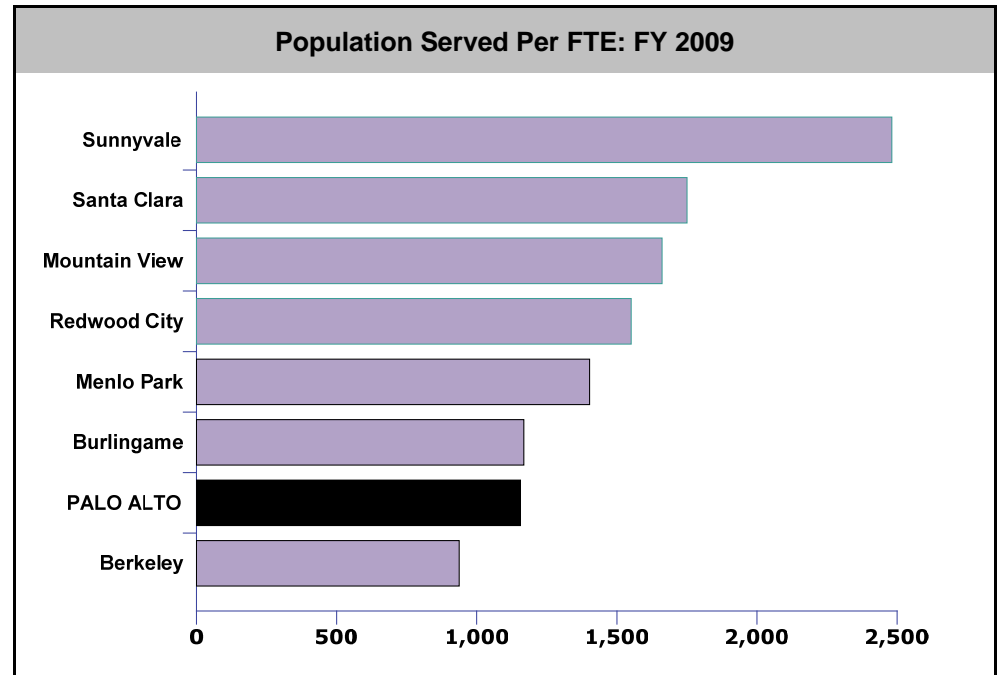
Ⓞ Budget benchmarking measure. Targets shown are for FY 2010.

LIBRARY SERVICES

The total number of library cardholders decreased 7% from 55,909 to 51,969 over the last five years, and the percent of Palo Alto residents who are cardholders decreased from 61% to 60%. Total library visits decreased over the same timeframe. 31% of survey respondents reported they used libraries or their services more than 12 times during the last year; this places Palo Alto in the 67th percentile compared to other surveyed jurisdictions.

The total number of items delivered to homebound users increased by 6%, and the total number of reference questions received by librarians decreased to 55,322, or 21% over the five-year period. However, online database sessions have increased by 258% over the last five years. This reflects an ongoing shift in how the public obtains information from libraries.

The number of programs offered decreased from 564 to 485, or 14%, although the total attendance at such programs increased by about 15%. Programs include planned events for the public that promote reading, support school readiness and education, and encourage life long learning. Many programs are sponsored by the Friends of the Palo Alto Library.



Source: California Library Statistics 2010, (Fiscal Year 08-09)

	Total number of cardholders	Percent of Palo Alto residents who are cardholders [Ⓞ] (Target: 61%)	Library visits	Total items delivered to homebound borrowers	Total number of reference questions	Total number of online database sessions	Number of Internet sessions	Number of laptop checkouts	Number of programs ^{Ⓢ1} (Target: 430)	Total program attendance ^{1Ⓢ} (Target: 30,100)	Citizen Survey Percent who used libraries or their services more than 12 times during the last year [Ⓢ] (Target: 32%)
FY 2006	55,909	61%	885,565	1,627	69,880	42,094	155,558	9,693	564	30,739	32%
FY 2007	53,099	57%	862,081	1,582	57,255	52,020	149,280	11,725	580	30,221	33%
FY 2008	53,740	62%	881,520	2,705	48,339	49,148	137,261	12,017	669	37,955	31%
FY 2009	54,878	62%	875,847	2,005	46,419	111,228	145,143	12,290	558	36,582	34%
FY 2010	51,969	60%	851,037	1,718	55,322	150,895	134,053	9,720	485	35,455	31%
Change over last 5 years	-7%	-1%	-4%	+6%	-21%	+258%	-14%	0%	-14%	+15%	-1%

¹ School programs were reduced due to staffing cutbacks in January 2009.

[Ⓢ] Budget benchmarking measure. Targets shown are for FY 2010.

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CHAPTER 5 – PLANNING AND COMMUNITY ENVIRONMENT

The mission of the Planning and Community Environment Department is to provide the City Council and community with creative guidance on, and effective implementation of, land use development, planning, transportation, housing, environmental policies, and plans and programs that maintain and enhance the City as a safe, vital, and attractive community.

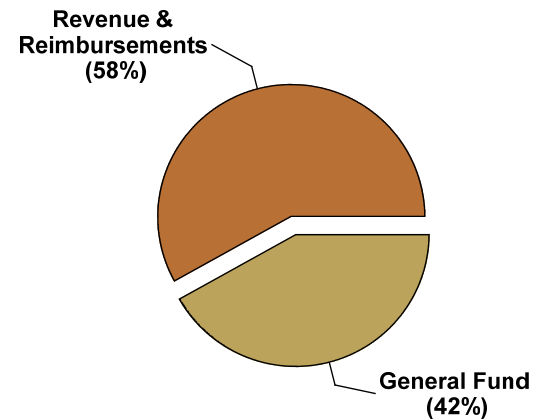
The Department has three major divisions:

- Planning and Transportation – To provide professional leadership in planning for Palo Alto’s future by recommending and effectively implementing land use, transportation, environmental, housing and community design policies and programs that preserve and improve Palo Alto as a vital and highly desirable place to live, work, and visit.
- Building – To review construction projects and improvements for compliance with all applicable codes and ordinances in a professional and efficient manner; and to ensure that all developments subject to the development review process achieve the requisite quality of design. The Division also coordinates code enforcement and American with Disabilities Act (ADA) compliance activities.
- Economic Development – To provide information and data on the local economy and business community that will assist the City Council in decision-making; identify initiatives that will increase City revenues and economic health; and facilitate communication and working relationships within the business community.

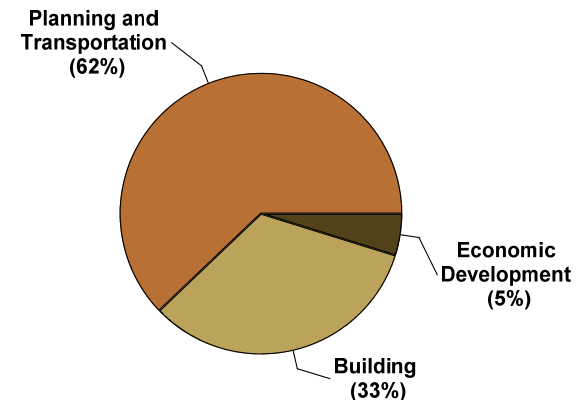
The Department notes the following new initiatives in FY 2010:

- Development Center Restructuring Effort
- Bicycle and Pedestrian Master Plan
- Urban Forest Master Plan
- Living in Vehicles Ordinance
- Rail Corridor Study
- El Camino Real Design Guidelines
- Policies for Environmental Review of Historic Structures

What is the source of Planning and Community Environment funding?



How are Planning and Community Environment dollars spent?



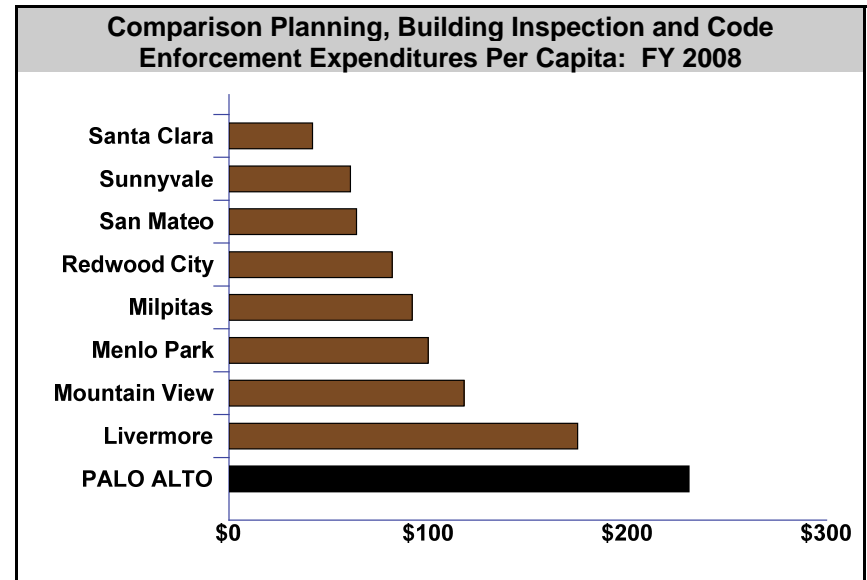
Source: FY 2010 revenue and expenditure data

SPENDING

Spending decreased about 5% from approximately \$9.9 million in FY 2009 to \$9.4 million in FY 2010. The Department's revenue varied year to year, but overall decreased from \$5.6 to \$5.5 million, or 3%, over the last 5 years. Revenue increased from \$5.0 million in FY 2009 to \$5.5 million in FY 2010, or about 10%.

Authorized staffing for the Department decreased from 53 to 50 FTE, or 6% over the last five years.

The graph on the right uses California State Controller's data to show Palo Alto's per capita spending for Planning, Building Inspection, and Code Enforcement as compared to other jurisdictions. Data in the graph on the right and table below differ because the City of Palo Alto and the Controller's Office compile data differently. Palo Alto's expenditures per capita appear higher than those of surrounding jurisdictions, but it should be noted that different cities budget expenditures in different ways. For example, Palo Alto includes a transportation division, shuttle services, and rent for the Development Center in its costs.



Source: California State Controller, *Cities Annual Report Fiscal Year 2007-08*

	Operating Expenditures (in millions)				Expenditures per capita	Revenue (in millions)	Authorized staffing (FTE)
	Planning and Transportation	Building	Economic Development ¹	TOTAL			
FY 2006	\$5.9	\$3.3	\$0.2	\$9.4	\$151	\$5.6	53
FY 2007	\$5.6	\$3.7	\$0.1	\$9.4	\$150	\$6.6	55
FY 2008	\$5.5	\$3.9	\$0.2	\$9.6	\$153	\$5.8	54
FY 2009	\$5.9	\$3.6	\$0.4	\$9.9	\$153	\$5.0	54
FY 2010	\$5.8	\$3.1	\$0.5	\$9.4	\$144	\$5.5	50
Change over last 5 years:	-1%	-5%	91%	0%	-5%	-3%	-6%

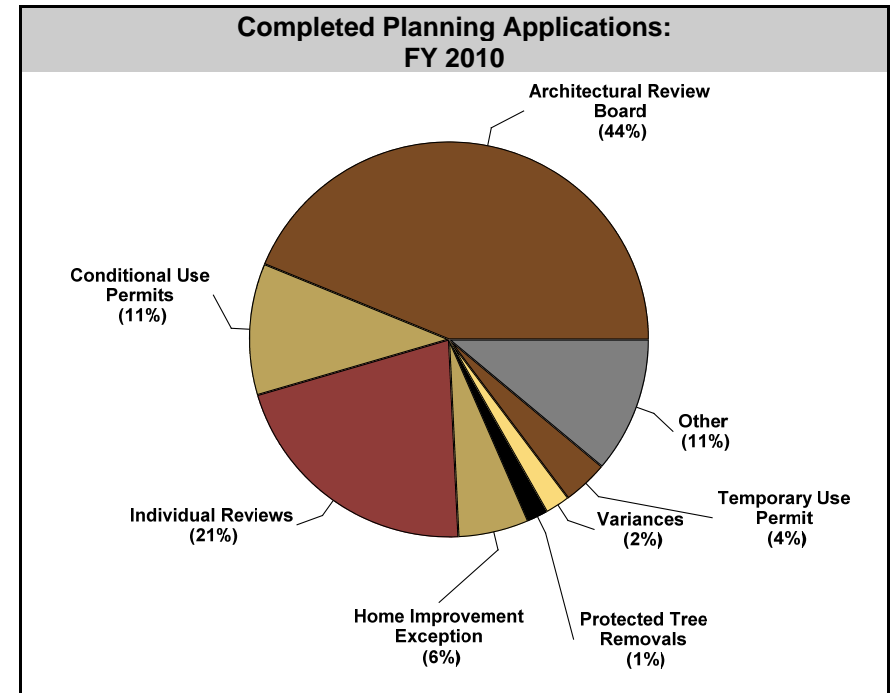
¹ Economic Development moved from the City Manager's Office to the Planning and Community Environment Department in FY 2007.

CURRENT PLANNING AND CODE ENFORCEMENT

A total of 226 planning applications were completed in FY 2010, 45% fewer than in FY 2006. The average time to complete applications decreased from 13.6 weeks in FY 2006 to 12.5 weeks in FY 2010 (an 8% decrease). The target is 11.6 weeks. The Department completed 130 Architectural Review applications, an increase of 11% from five years earlier.

The Department notes FY 2010 code enforcement cases and re-inspections went up due to special projects, the economy, and issues with property maintenance. 53% of residents surveyed rated code enforcement services good or excellent. This places Palo Alto in the 73rd percentile compared to other jurisdictions. 22% consider run-down buildings, weed lots, or junk vehicles to be a major or moderate problem, a 6% increase from the 16% who thought so five years ago.

In FY 2009, the Department established a new Green Building Program under the City’s Green Building Ordinance to build a new generation of efficient buildings in Palo Alto that are environmentally responsible and healthy. In FY 2010, the Department processed 556 permits under the new ordinance. Although 18% of the 556 permits had mandatory requirements, 82% were voluntary. The Green Building Ordinance has influenced \$81 million of project valuation and 774,482 square feet of “green” construction. The Department reports that over 150 projects are under construction or have been completed under the program as certified by either Leadership in Energy and Environmental Design (LEED), Build It Green (BIG), or the City.



Source: Planning and Community Environment Department

Code Enforcement

	Planning applications completed	Architectural Review Board applications completed	Average weeks to complete staff-level applications [⊙] (Target: 11.6 weeks)	Citizen Survey Percent rating quality of code enforcement “good” or “excellent”	Citizen Survey Percent who consider run down buildings, weed lots, or junk vehicles a “major” or “moderate” problem	Number new cases	Number of re-inspections	Percent of cases resolved within 120 days of date received
FY 2006	408	117	13.6 weeks	61%	16%	421	667	94%
FY 2007	299	100	13.4 weeks	59%	17%	369	639	76%
FY 2008	257	107	12.7 weeks	59%	23%	684 ¹	981 ¹	93%
FY 2009	273	130	10.7 weeks	50%	25%	545	1,065	94%
FY 2010	226	130	12.5 weeks	53%	22%	680	1,156	88%
Change over last 5 years:	-45%	+11%	-8%	-8%	+6%	+62%	+73%	-6%

¹ The Department advises that the method for counting new code enforcement cases and re-inspections changed in FY 2008. Inspections or cases with multiple components that in the past were counted as a single inspection or case are now counted as multiple inspections or cases. This is the reason for the increase in the numbers compared to FY 2007. For this reason, FY 2009 and FY 2010 data are not on a comparable basis to prior years’ data

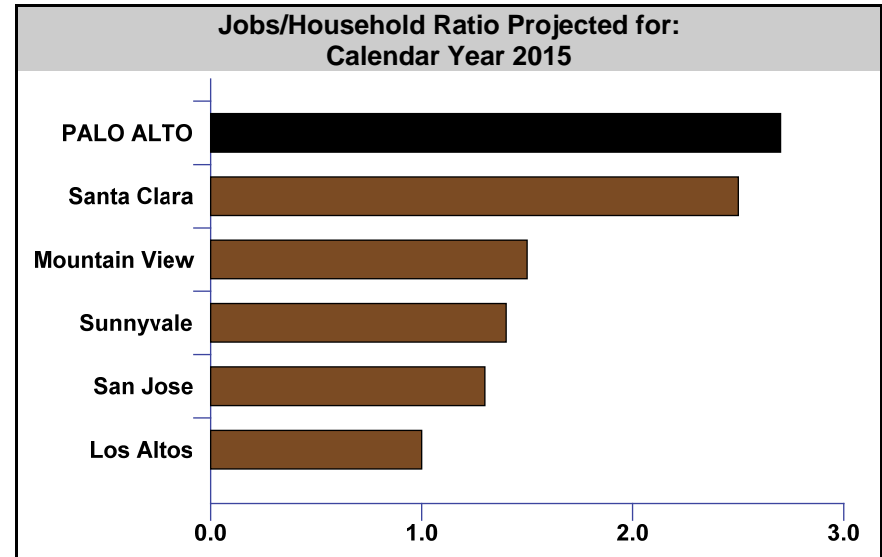
⊙ Budget benchmarking measure. Target shown is for FY 2010.

ADVANCE PLANNING AND ECONOMIC DEVELOPMENT

Based on data from the Association of Bay Area Governments, Palo Alto's jobs/household ratio is projected to be 2.7 in 2015, higher than five nearby jurisdictions. However, this is lower than the projected 2010 job/household ratio of 2.9. The number of residential units increased from 27,767 to 28,445 or 2% over the last five years.

The average home price in FY 2010 was just over about \$1.5 million – 2% less than in FY 2006. Only 15% of survey respondents rated the availability of affordable quality housing as “good” or “excellent,” placing Palo Alto in the 6% percentile compared to other jurisdictions.

49% of residents responding to the survey rated the quality of land use, planning and zoning as “good” or “excellent.” 53% rated the overall quality of new development in Palo Alto as “good” or “excellent.” 49% rated economic development services “good” or “excellent.”



Source: Association of Bay Area Governments (ABAG), Projections 2009

Advance Planning

	Number of residential units	Average price – single family home in Palo Alto ¹	Estimated new jobs resulting from projects approved during year	Number of new housing units approved	Cumulative number of below market rate (BMR) units
FY 2006	27,767	\$1,538,318	-345	371	322
FY 2007	27,763	\$1,516,037	0	517	381
FY 2008	27,938	\$1,872,855	+193	103	395
FY 2009	28,291	\$1,759,870	-58	36	395
FY 2010	28,445	\$1,514,900	+662	86	434
Change over last 5 years:	+2%	-2%	- ⁴	-77%	+35%

Economic Development

	<u>Citizen Survey</u> Percent rating economic development services “good” or “excellent”	<u>Citizen Survey</u> Percent rating quality of land use, planning, and zoning in Palo Alto as “good” or “excellent”	<u>Citizen Survey</u> Percent rating overall quality of new development in Palo Alto as “good” or “excellent”
Number of business outreach contacts			
36 ²	61%	50%	62%
24	62%	49%	57%
42	63%	47%	57%
26	54%	47%	55%
- ³	49%	49%	53%
	-12%	-1%	-9%

¹ Average home price is on a calendar year basis (e.g., FY 2010 data is for calendar year 2009). Source is <http://rereport.com/index.html>.

² In FY 2006, staffing for business outreach was reduced from 2 to 1 FTE. In previous years, the number of outreach contacts was higher because Executive Staff and City Council members were also involved in business outreach.

³ Data for FY 2010 was not available.

⁴ A valid comparison between FY 2010 and FY 2006 data in terms of percent change is not possible.

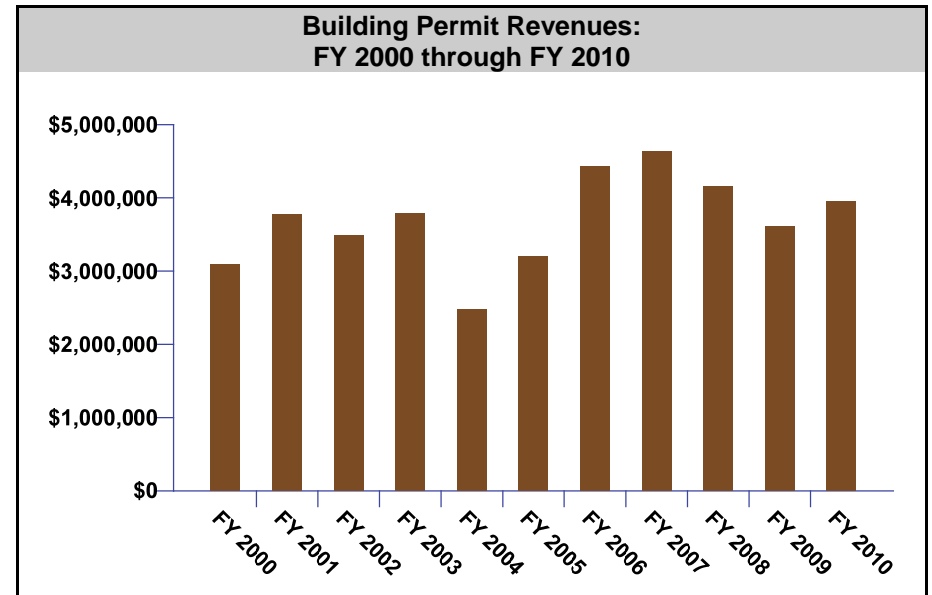
BUILDING PERMITS AND INSPECTIONS

Compared to FY 2006, the number of building applications increased 2% to 3,351 applications in FY 2010. Building permits issued in FY 2010 were 8% lower than five years ago at 2,847. During that same period, the valuation of construction for issued permits decreased 31% from \$277 million to \$191 million. Building permit revenue decreased 11% from \$4.4 five years ago to \$4.0 million.

Staff completed 15,194 inspections in FY 2010, an increase of 31% from FY 2006. According to the Department, 99% of inspection requests were responded to within one working day or within the timeframe of the customer's request.² The average number of days for first response to plan checks increased to 30 days compared to 28 days in FY 2006. Compared to 5 years ago, the average number of days to issue a building permit has decreased from 98 to 44 days, excluding permits issued over the counter.

8% of survey respondents applied for a permit from the City's Development Center and rated their experiences related to the process as follows:

- 36% rated the ease of the planning approval process "good" or "excellent."
- 33% rated the time required to review and issue permits "good" or "excellent."
- 34% rated the ease of the overall application process "good" or "excellent."
- 56% rated the overall customer service "good" or "excellent."
- 61% rated inspection timeliness "good" or "excellent."



Source: Planning and Community Environment Department

	Building permit applications	City's average Cost per permit application	Building permits issued [Ⓞ] (Target: 3,000)	Percent of building permits issued over the counter	Valuation of construction for issued permits (in millions)	Building permit revenue (in millions)	Average number of days for first response to plan checks ¹	Average number of days to issue building permits ¹	Number of inspections completed [Ⓞ] (Target: 22,500)	City's average cost per inspection	Percent of inspection requests for permitted work responded to within one working day ² Ⓞ (Target: 90%+)
FY 2006	3,296	\$662	3,081	78%	\$277.0	\$4.4	28 days	98 days	11,585	\$139	94%
FY 2007	3,236	\$736	3,136	76%	\$298.7	\$4.6	27 days	102 days	14,822	\$127	99%
FY 2008	3,253	\$784	3,046	53%	\$358.9	\$4.2	23 days	80 days	22,820 ³	\$94 ⁴	98%
FY 2009	3,496	\$584	2,543	75%	\$172.1	\$3.6	31 days	63 days	17,945	\$105	98%
FY 2010	3,351	\$576	2,847	75%	\$191.2	\$4.0	30 days	44 days	15,194	\$116	99%
Change over last 5 years:	+2%	-13%	-8%	-3%	-31%	-11%	+7%	-55%	+31%	-17%	+5%

¹ Average number of days does not include over the counter plan checks or building permits.

² In some cases, a customer requests a specific day or time as opposed to within one working day; this percentage indicates how often the Department met the one working day deadline or, when applicable, the customer's specific request. The Department's target was 90%.

³ According to the Department, the increase in the number of inspections in FY 2008 is due to a change in the method for counting inspections. Under the new method, each type of inspection included in a residential inspection is now counted as an individual inspection whereas in the past the residential inspection would have counted as one.

⁴ The Department advises that the decrease in the City's average cost per inspection in FY 2008 is due to the new method for counting inspections, which resulted in a higher number of inspections and therefore, a lower cost per inspection.

Ⓞ Budget benchmarking measure. Targets shown are for FY 2010.

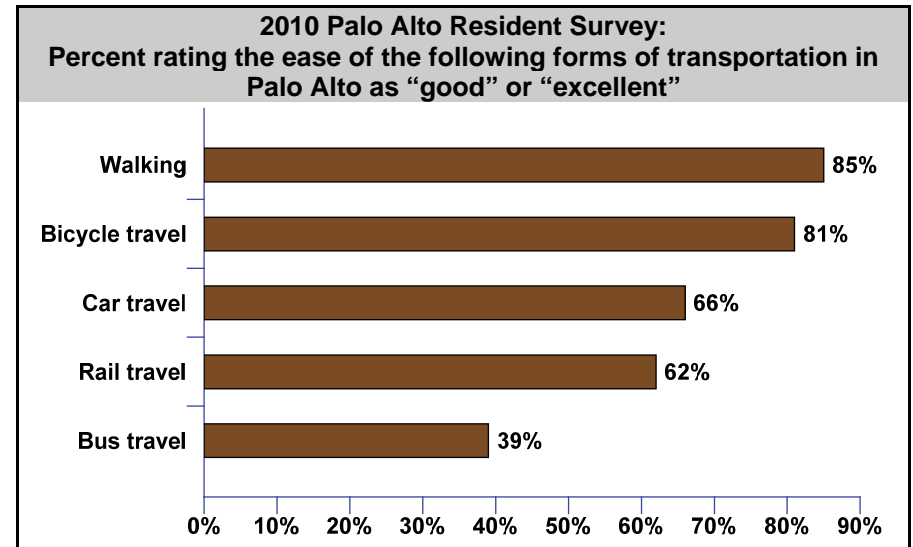
TRANSPORTATION PLANNING

85% of residents responding to this year's survey rated the ease of walking as "good" or "excellent," and 81% rated the ease of bicycle travel as "good" or "excellent." 47% of respondents rated traffic flow on major streets as "good" or "excellent."

The City and the school district encourage alternatives to driving to school by teaching age-appropriate bicycle road safety skills to students in kindergarten through 6th grade. In FY 2010, staff provided scheduling, administrative support, training and follow-up parent education materials for:

- 67 pedestrian safety presentations to 2,514 students in kindergarten through 2nd grade.
- A three lesson bicycle/traffic safety curriculum for all 862 3rd graders.
- A refresher bicycle/traffic safety lesson for 840 5th graders in each of 12 elementary schools.
- 9 assemblies for 859 6th graders in three middle schools.

The Department reports that in FY 2011, the City plans to implement a new Safe Routes to School program to inform and encourage the use of alternative routes. In addition, the City operates a free shuttle. In FY 2010, the Department reports there were 137,825 shuttle boardings.



Source: National Citizen Survey™ 2010 (Palo Alto)

	Number of monitored intersections with an unacceptable level of service during evening peak	Number of intersections with 10 or more accidents ²	City Shuttle boardings [Ⓞ] (Target: 127,400)	City's cost per shuttle boarding [Ⓞ] (Target: \$2.76)	Caltrain average weekday boardings	Average number of employees participating in the City commute program [Ⓞ] (Target: 135)	Citizen Survey		
							Percent who rate traffic flow on major streets "good" or "excellent" ³	Percent of days per week commuters used alternative commute modes ⁴	Percent who consider the amount of public parking "good" or "excellent"
FY 2006	2 of 21	7	175,471	\$1.91	3,882	104	-	-	58%
FY 2007	2 of 21	13	168,710	\$2.00	4,132	105	-	-	65%
FY 2008	3 of 21	1	178,505	\$1.97	4,589	114	38%	40%	52%
FY 2009	2 of 21	0	136,511	\$2.61	4,863	124	46%	41%	55%
FY 2010	1 of 8¹	0	137,825	\$2.65	4,796	117	47%	39%	60%
Change over last 5 years:	-	-100%	-21%	+39%	+24%	+13%	-	-	+2%

¹ The Department did not collect this data in FY 2010. The reported figure reflects data collected on 8 intersections in October 2010 (FY 2011).

² Accidents within 200 feet of intersection.

³ This question replaced "Percent who consider traffic congestion to be a major or moderate problem in Palo Alto." Responses to that question were 60% (FY 2006), and 55% (FY 2007).

⁴ Alternative commute modes include carpooling, public transportation, walking, bicycling, and working at home.

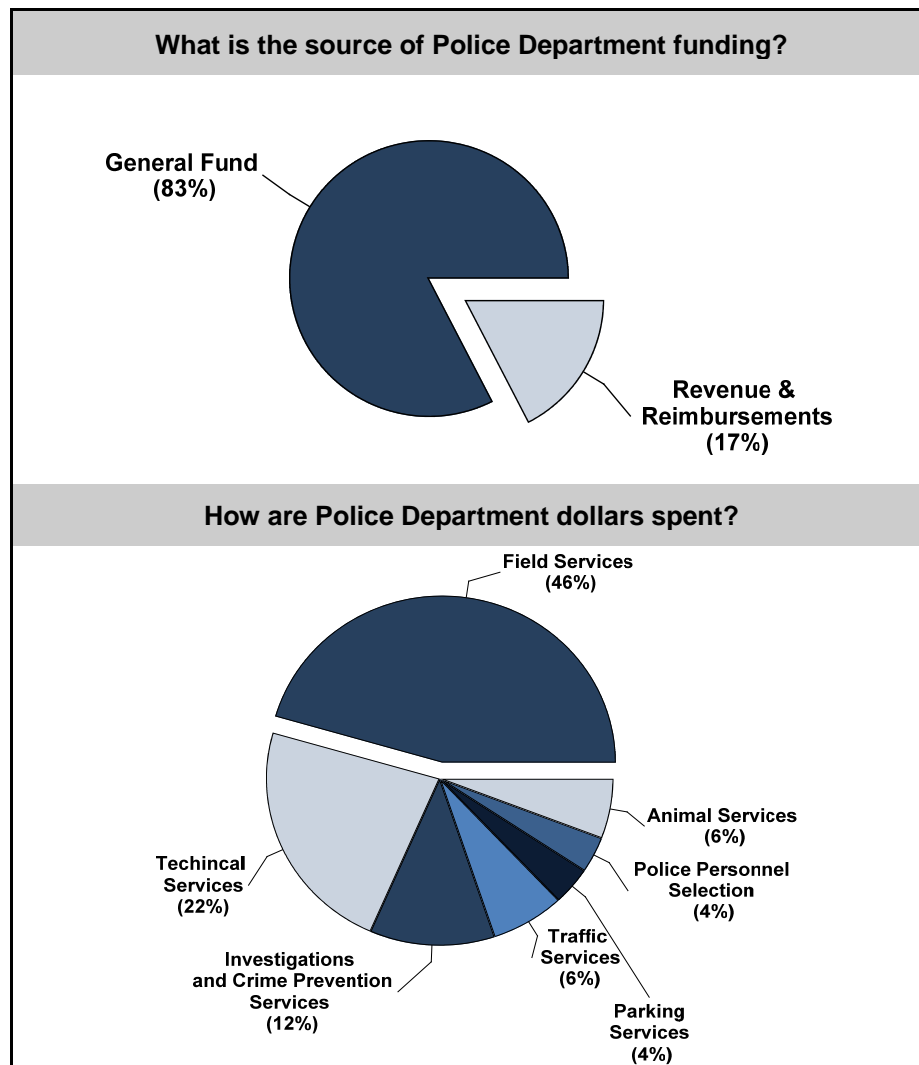
[Ⓞ] Budget benchmarking measure. Targets shown are for FY 2010.

CHAPTER 6 – POLICE

The mission of the Police Department is to proudly serve and protect the public with respect and integrity.

The Department has seven major service areas:

- Field services – police response, critical incident resolution, regional assistance response, and police services for special events
- Technical services – 911 dispatch services for police, fire, utilities public works and Stanford, and police information management
- Investigations and crime prevention services – police investigations, property evidence, youth services, and community policing
- Traffic Services – traffic enforcement, complaint resolution, and school safety
- Parking services – parking enforcement, parking citations and adjudication, and abandoned vehicle abatement
- Police personnel services – police hiring retention, personnel records, training, and volunteer programs
- Animal services – animal control, pet recovery/adoption services, animal care, animal health and welfare, and regional animal service



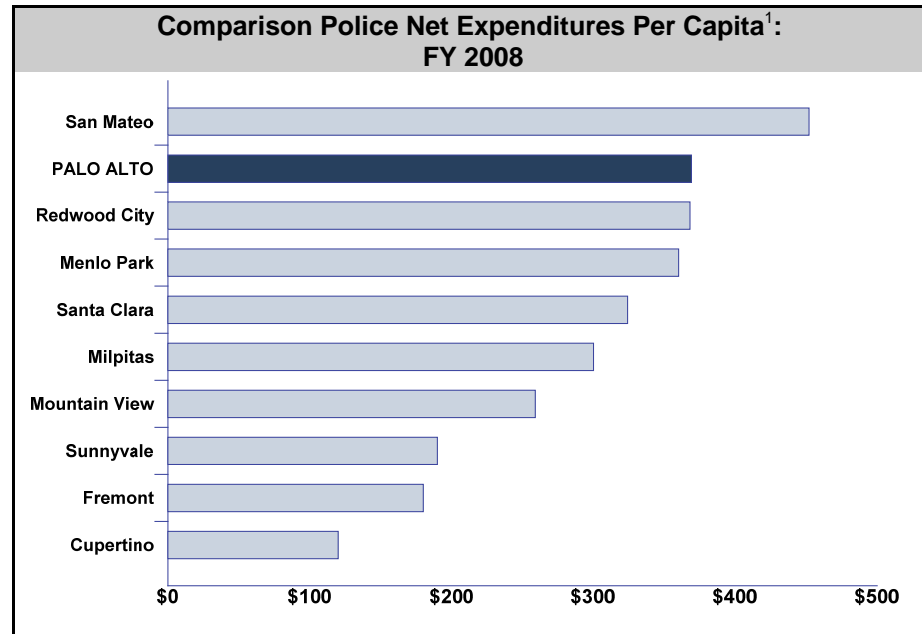
Source: FY 2010 revenue and expenditure data

POLICE SPENDING

Total Police Department spending increased from \$24.4 to \$28.8 million, or 18%, in the last 5 years. This includes animal services and 911-dispatch services provided to other jurisdictions. Over the same five year period, total revenue and reimbursements increased from \$4.8 to \$5.0 million or 4%.

A comparison of police expenditures during FY 2008 (the most recent data available from State Controller) shows Palo Alto spends more per capita than most other local jurisdictions. It should be noted that every jurisdiction has different levels of service and categorizes expenditures in different ways. For example, Cupertino contracts with the Santa Clara County Sheriff's Office for police services, and Sunnyvale's Department of Public Safety provides both police and fire services.

In the most recent Citizen Survey, 87% of residents rated police services "good" or "excellent" – placing Palo Alto in the 84th percentile compared with other surveyed jurisdictions.



Source: California State Controller, *Cities Annual Report Fiscal Year 07-08*

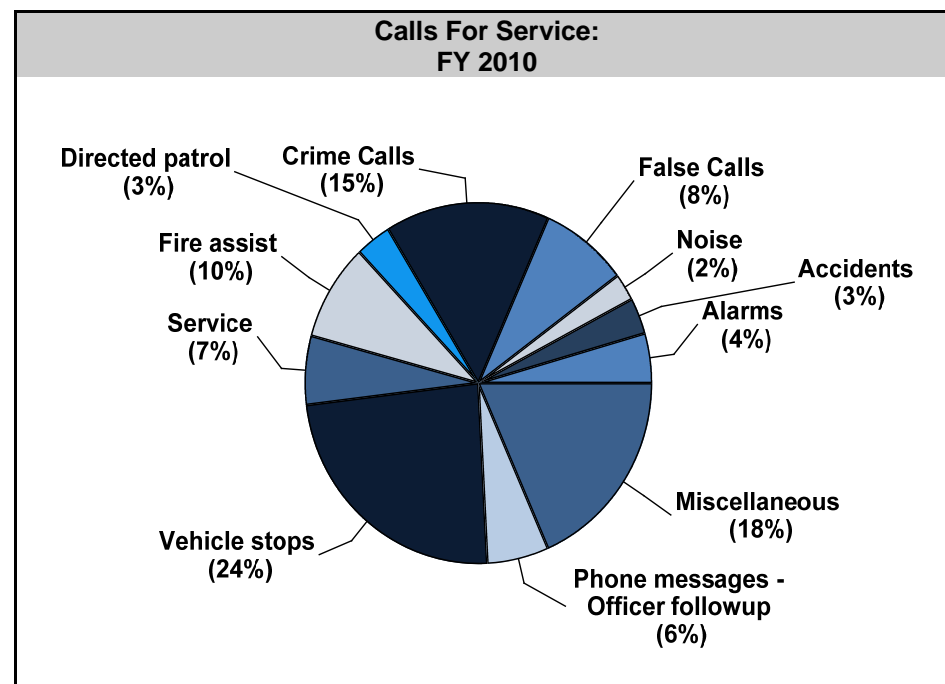
	Operating Expenditures (in millions)								Total spending per resident	Total revenue	Citizen Survey Percent rating overall police services "good" or "excellent" ⊙ (Target: 90%)
	Field services	Technical services	Investigations and crime prevention	Traffic services	Parking services	Police personnel services	Animal services	TOTAL			
FY 2006	\$10.9	\$5.4	\$3.1	\$1.5	\$1.1	\$0.9	\$1.5	\$24.4	\$393	\$4.8	87%
FY 2007	\$11.4	\$6.2	\$3.2	\$1.7	\$1.0	\$1.0	\$1.5	\$25.9	\$416	\$5.0	91%
FY 2008	\$14.0	\$6.7	\$3.4	\$1.7	\$0.9	\$1.1	\$1.7	\$29.4	\$466	\$5.0	84%
FY 2009	\$13.8	\$5.0	\$3.7	\$1.9	\$1.1	\$1.0	\$1.7	\$28.3	\$438	\$4.8	84%
FY 2010	\$13.1	\$6.6	\$3.4	\$2.0	\$1.1	\$1.0	\$1.7	\$28.8	\$441	\$5.0	87%
Change over last 5 years:	+21%	+22%	+7%	+34%	-5%	+13%	+13%	+18%	+12%	+4%	0%

¹ Operating expenditures comparisons do not include animal control. Palo Alto figures include dispatch and some animal services expenditures.
 ⊙ Budget benchmarking measure. Target shown is for FY 2010.

CALLS FOR SERVICE

The Police Department handled nearly 56,000 calls for service during FY 2010, or about 153 calls per day. 32% of the Citizen Survey respondents reported contact with the Police Department. 78% rated the quality of their contact as “good” or “excellent.” Over the last five years:

- The percent of emergency calls dispatched with 60 seconds increased from 88% to 95%. Emergency calls are generally “life threatening” or “high danger” crimes in progress.
- The average response time for emergency calls increased slightly – from 4:41 minutes to 4:44 minutes (the target is 6:00 minutes). The percent of responses within 6 minutes remained the same at 78%. Response time is measured from receipt of the 911 call to arrival on-scene.
- The average response time for urgent calls improved by 46 seconds – from 7:39 minutes to 6:53 minutes (the target is 10:00 minutes) – with 83% of responses within 10 minutes. Urgent calls are generally non-life threatening, or less dangerous property crimes that are in progress or just occurred.
- The average response time for non-emergency calls was 18:32 minutes – 92% of responses within 45 minutes (the target is 45:00 minutes). Non-emergency calls are generally routine or report-type calls that can be handled as time permits.



Source: Police Department

	Total Police		Percent emergency calls dispatched within 60 seconds of receipt of call	Average emergency response (minutes)Ⓞ (Target: 6:00)	Average urgent response (minutes)Ⓞ (Target: 10:00)	Average non-emergency response (minutes)Ⓞ (Target: 45:00)	Percent emergency calls response within 6 minutes Ⓞ (Target: 90%)	Percent urgent calls response within 10 minutes	Percent non-emergency calls response within 45 minutes	Citizen Survey	
	Department calls for service	False alarms								Percent reported having contact with the Police Dept	Percent rating quality of their contact “good” or “excellent”
FY 2006	57,017	2,419	88%	4:41	7:39	20:36	78%	78%	95% ²	- ³	- ³
FY 2007	60,079	2,610	96%	5:08	7:24	19:16 ¹	73%	79%	91% ¹	33%	81%
FY 2008	58,742	2,539	96%	4:32	7:02	19:09 ¹	81%	80% ¹	92% ¹	34%	73%
FY 2009	53,275	2,501	94%	4:43	7:05	18:35 ¹	81%	82% ¹	92% ¹	35%	72%
FY 2010	55,860	2,491	95%	4:44	6:53	18:32	78%	83%	92%	32%	78%
Change over last 5 years:	-2%	+3%	+7%	+1%	-10%	-10%	0%	+5%	-2%	-	-

¹ The Department revised FY 2007 through 2009 values due to prior calculation errors.

² In FY 2007 the Department changed the target from 60 minutes to 45 minutes. The FY 2006 percentage reflects the target of 60 minutes.

³ Survey question not conducted in FY 2006.

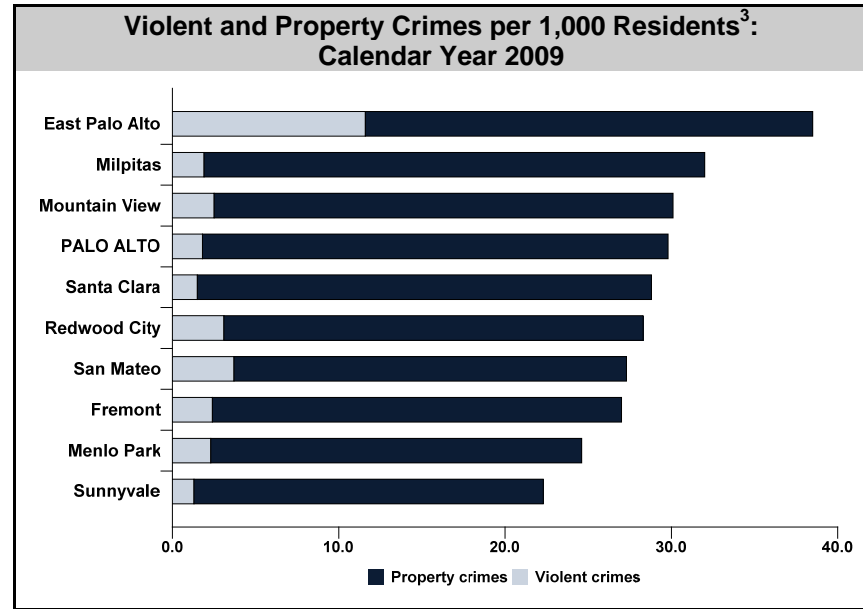
Ⓞ Budget benchmarking measure. Targets shown are for FY 2010.

CRIME

The Police Department categorizes crime as either Part 1 or Part 2 crimes. In FY 2010, the number of reported Part 1 crimes dropped by 28% and the number of Part 2 crimes decreased by 15%, compared to FY 2006. Although Palo Alto is a relatively quiet, affluent community of about 65,400, it has a daytime population estimated at over 110,000, a regional shopping center, and a downtown with an active nightlife.

Police Department statistics show 59 reported crimes per 1,000 residents, with 42 reported crimes per officer last year. FBI statistics show that Palo Alto has more property crimes per 1,000 residents, but fewer violent crimes per thousand, than most other local jurisdictions.

In the most recent Citizen Survey, 9% of households reported being the victim of a crime in the last 12 months (24th percentile compared to other surveyed jurisdictions). Of those households, 86% said they reported the crime. Palo Alto ranked in the 86th percentile, above the benchmark, compared to other surveyed jurisdictions for reporting crimes.



Source: FBI Uniform Crime Reporting Program

	Reported crimes				Citizen Survey		Arrests		Clearance rates for part 1 crimes ¹			
	Part 1 ¹ crimes reported ⊙ (Target: 2,000)	Part 2 ² crimes reported	Reported crimes per 1,000 residents	Reported crimes per officer ⁵	Percent households reported being victim of crime in last 12 months	Percent households that were victim of a crime who reported the crime	Juvenile arrests	Total arrests ⁴	Homicide cases cleared/closed ⊙ (Target: 85%)	Rape cases cleared/closed [⊙] (Target: 80%)	Robbery cases cleared/closed	Theft cases cleared/closed
FY 2006	2,213 ⁶	2,643	78	52	12%	62%	241	2,530	None reported	67%	68%	14%
FY 2007	1,855	2,815	75	50	9%	62%	244	3,059	None reported	100%	42%	18%
FY 2008	1,843	2,750	73	49	10%	73%	257	3,253	100%	100%	104% ⁷	21%
FY 2009	1,880	2,235	64	44	11%	80%	230	2,612	100%	60%	38%	20%
FY 2010	1,595	2,257	59	42	9%	86%	222	2,451	100%	43%	64%	22%
Change over last 5 years:	-28%	-15%	-25%	-20%	-3%	+24%	-8%	-3%	-	-24%	-4%	+8%

¹ Part 1 crimes include assault, burglary, homicide, rape, robbery, larceny/theft, vehicle theft, and arson.

² Part 2 crimes include assaults or attempted assaults where a weapon is not used or where serious injuries did not occur; forgery and counterfeiting; fraud; embezzlement; buying, receiving, and possessing stolen property; vandalism; weapons offenses; prostitution and other vice crimes; sex offenses other than rape; drug offenses; gambling; offenses against family and children; drunk driving; liquor laws; drunk in public; disorderly conduct; and vagrancy.

³ Does not include arson or larceny/theft under \$400.

⁴ Total arrests does not include drunk in public where suspects are taken to the sobering station, or traffic warrant arrests.

⁵ Based on authorized sworn staffing.

⁶ The Department revised the previously reported number.

⁷ Some robberies from the previous year were cleared in this fiscal year.

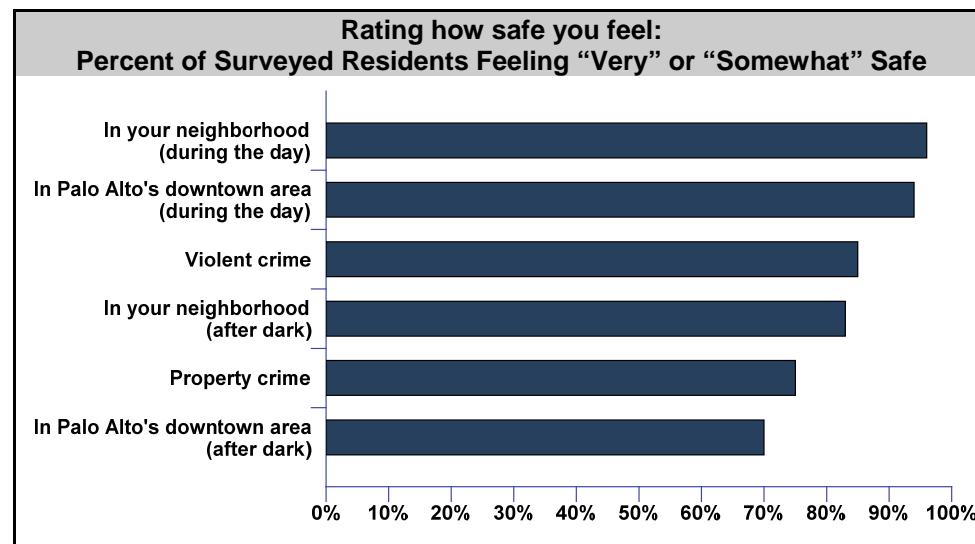
⊙ Budget benchmarking measure. Targets shown are for FY 2010.

PERCEPTIONS OF SAFETY

When evaluating safety in the community, 85% of residents felt “very” or “somewhat” safe from violent crimes in Palo Alto, and 75% felt safe from property crime. This placed Palo Alto in the 75th percentile for violent crimes and in the 78th percentile for property crimes compared to other surveyed jurisdictions.

In their neighborhood during the day, 96% of residents felt “very” or “somewhat” safe. After dark, 83% of residents felt “very” or “somewhat” safe in their neighborhoods. In comparison to other surveyed jurisdictions, Palo Alto ranked in the 79th percentile among other surveyed jurisdictions for ratings of neighborhood safety both during the day and after dark.

94% of residents felt “very” or “somewhat” safe in Palo Alto’s downtown during the day, and 70% felt safe after dark. The Palo Alto ratings were respectively in the 75th percentile and 65th percentile for safety downtown compared to other surveyed jurisdictions.



Source: National Citizen Survey™ 2010 (Palo Alto)

	Citizen Survey: Percent of surveyed residents feeling “very” or “somewhat” safe				Citizen Survey		
	From violent crime [Ⓞ] (Target: 90%)	From property crime	In your neighborhood during the day	In your neighborhood after dark	In Palo Alto's downtown area during the day	In Palo Alto's downtown area after dark	Percent rating crime prevention “good” or “excellent”
FY 2006	75%	62%	94%	79%	91%	69%	77%
FY 2007	86%	75%	98%	85%	94%	74%	83%
FY 2008	85%	74%	95%	78%	96%	65%	74%
FY 2009	82%	66%	95%	78%	91%	65%	73%
FY 2010	85%	75%	96%	83%	94%	70%	79%
Change over last 5 years:	+10%	+13%	+2%	+4%	+3%	+1%	+2%

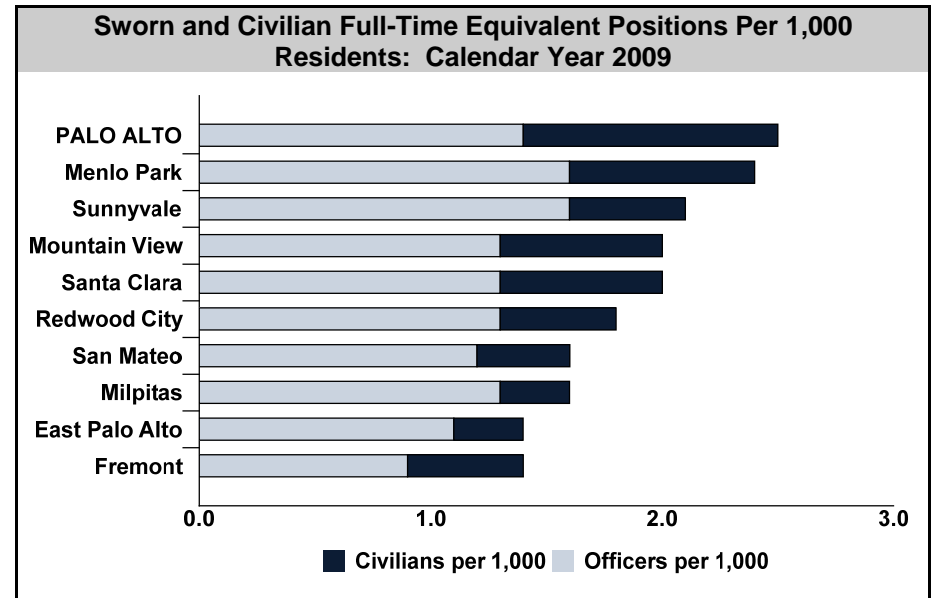
Ⓞ Budget benchmarking measure. Target shown is for FY 2010.

POLICE STAFFING, EQUIPMENT, AND TRAINING

Authorized departmental staffing decreased from 169 to 167 full time equivalents (FTE), or 1% over the last five years. The number of police officers has decreased from 93 to 92. On average, 8 officers are on patrol at all times.

With 2.55 sworn and civilian FTE per 1,000 residents, Palo Alto's total staffing is higher than other local jurisdictions, but it includes full dispatch services and animal services provided to other jurisdictions. The ratio of police officers declined 6% over the last 5 years to 1.41 officers per 1,000 residents. According to the Department, training hours per officer increased 10% over the last 5 years.

The Department reports it received 156 commendations and 11 complaints during FY 2010; 3 of the complaints were sustained.



Source: FBI Uniform Crime Reporting Program (www.fbi.gov/ucr/ucr.htm)

	Authorized staffing (FTE)	Authorized staffing per 1,000 residents	Number of police officers	Police officers per 1,000 residents	Average number of officers on patrol ¹	Number of patrol vehicles	Number of motorcycles	Training hours per officer ² ⊙ (Target: 145)	Overtime as a percent of regular salaries	Number of citizen commendations received⊙ (Target: 150)	Number of citizen complaints filed⊙ (Target: 10)
FY 2006	169	2.72	93	1.50	8	30	9	153	13%	144	7 (0 sustained)
FY 2007	168	2.70	93	1.49	8	30	9	142	16%	121	11 (1 sustained)
FY 2008	169	2.67	93	1.47	8	30	9	135	17%	141	20 (1 sustained)
FY 2009	170	2.63	93	1.44	8	30	9	141	14%	124	14 (3 sustained)
FY 2010	167	2.55	92	1.41	8	30	9	168	12%	156	11 (3 sustained)
Change over last 5 years:	-1%	-6%	-1%	-6%	0%	0%	0%	+10%	-1%	+8%	+57%

¹ Does not include traffic motor officers

² Does not include academy

⊙ Budget benchmarking measure. Targets shown are for FY 2010.

TRAFFIC AND PARKING CONTROL

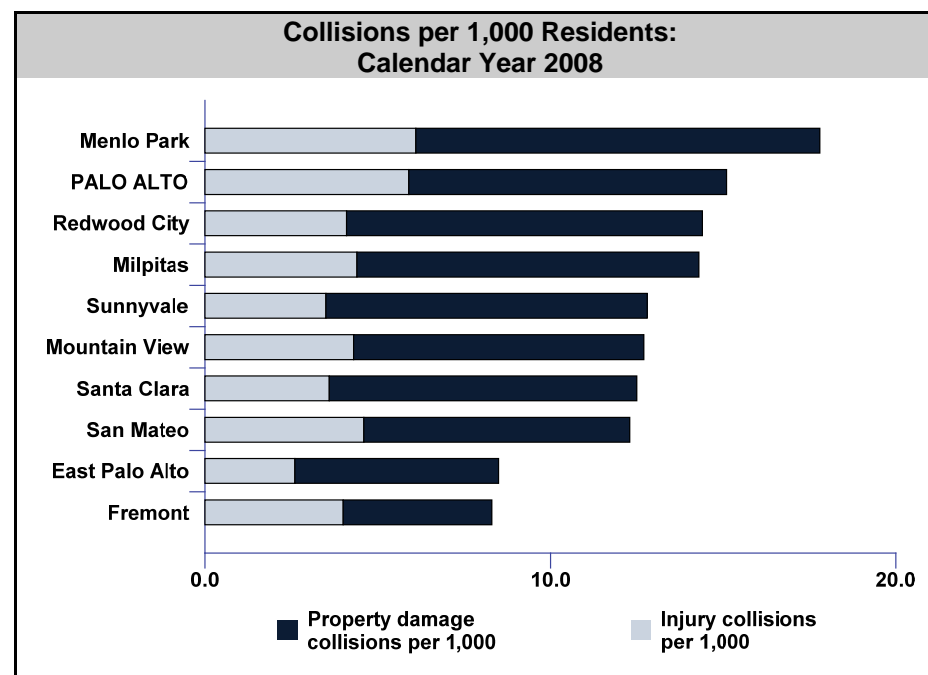
Over the past five years, the total number of:

- Traffic collisions decreased by 22% and the total number of bicycle/pedestrian collisions decreased by 28%.
- Alcohol related collisions decreased by 33% and the number of DUI (driving under the influence) arrests decreased by 27%.

In FY 2010, police personnel made more than 13,300 traffic stops, and issued more than 7,500 traffic citations and over 42,500 parking citations. The percent of surveyed residents rating traffic enforcement as “good” or “excellent” increased from 63% to 64% over the last five years. The rating places Palo Alto in the 45th percentile among other surveyed jurisdictions.

The number of traffic collisions per 1,000 residents decreased 26% over the past 5 years (from 21 to 15 per 1,000 residents), and the percent of traffic collisions with injury increased 6% (from 31% to 37%) over the 5 year period.

Comparison data for calendar year 2008 shows that Palo Alto had more collisions per 1,000 residents than most other local jurisdictions. Palo Alto has a large non-resident daytime population.



Source: California Highway Patrol 2008 Annual Report of Fatal and Injury Motor Vehicle Traffic Collisions, and California Department of Finance

	Traffic collisions	Bicycle/pedestrian collisions [⊙] (Target: 100)	Alcohol related collisions	Total injury collisions [⊙] (Target: 375)	Traffic collisions per 1,000 residents	Percent of traffic collisions with injury	Number of DUI Arrests [⊙] (Target: 250)	Number of traffic stops	Traffic citations issued [⊙] (Target: 7,000)	Parking citations [⊙] (Target: 60,000)	Percent rating traffic enforcement “good” or “excellent” [⊙] (Target: 66%)
FY 2006	1,287	113	43	396	21	31%	247	11,827	7,687	56,502	63%
FY 2007	1,257	103	31	291 ¹	20	23%	257	15,563	6,232	57,222	72%
FY 2008	1,122	84	42	324	18	29%	343	19,177	6,326	50,706	64%
FY 2009	1,040	108	37	371	16	36%	192	14,152	5,766	49,996	61%
FY 2010	1,006	81	29	368	15	37%	181	13,344	7,520	42,591	64%
Change over last 5 years:	-22%	-28%	-33%	-7%	-26%	+6%	-27%	+13%	-2%	-25%	+1%

¹ The Police Department revised previously reported number.

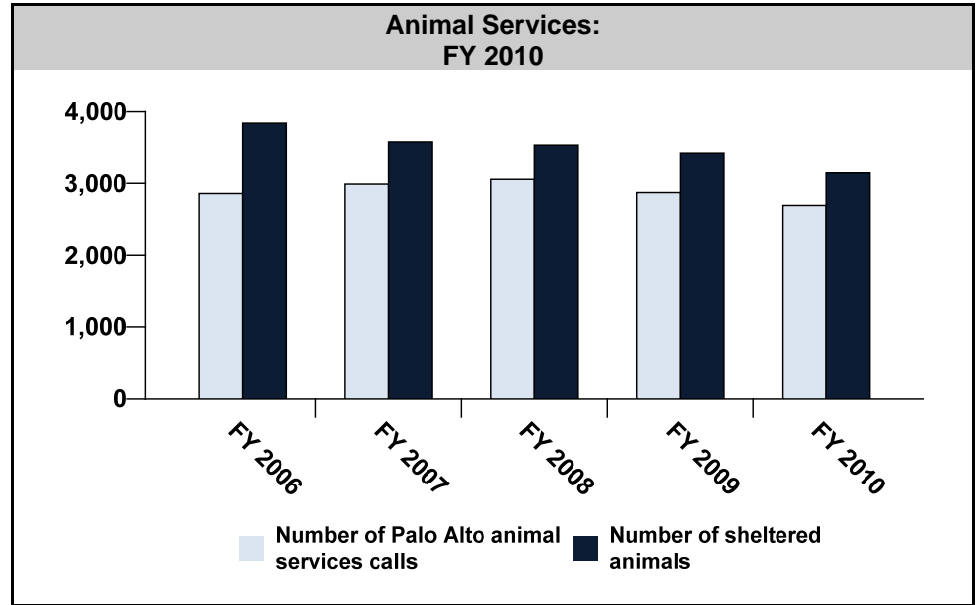
[⊙] Budget benchmarking measure. Targets shown are for FY 2010.

ANIMAL SERVICES

Palo Alto provides regional animal control services to the cities of Palo Alto, Los Altos, Los Altos Hills, and Mountain View. Animal Services provides pet recovery and adoption services, animal care, animal health and welfare (including spay and neuter clinics and vaccinations), and other services at the Animal Shelter on East Bayshore Road.

In FY 2010, Animal Services responded to 90% of Palo Alto live animal calls within 45 minutes. The Department successfully returned 75% of dogs and 10% of cats received by the shelter during FY 2010 to their owners.

76% of survey respondents rated animal control services as “good” or “excellent,” placing Palo Alto in the 93rd percentile compared to other surveyed jurisdictions.



Source: Police Department

	(in millions)		Number of Palo Alto animal services calls [Ⓞ] (Target: 3,000)	Number of regional animal services calls [Ⓞ] (Target: 1,700)	Percent Palo Alto live animal calls for service response within 45 minutes [Ⓞ] (Target: 93%)	Number of sheltered animals [Ⓞ] (Target: 3,800)	Percent dogs received by shelter returned to owner [Ⓞ] (Target: 65%)	Percent cats received by shelter returned to owner [Ⓞ] (Target: 8%)	Citizen Survey
	Animal Services expenditures	Animal Services revenue							Percent rating animal control services “good” or “excellent”
FY 2006	\$1.5	\$0.9	2,861	1,944	89%	3,839	78%	9%	78%
FY 2007	\$1.5	\$1.0	2,990	1,773	88%	3,578	82%	18%	79%
FY 2008	\$1.7	\$1.2	3,059	1,666	91%	3,532	75%	17%	78%
FY 2009	\$1.7	\$1.0	2,873	1,690	90%	3,422	70%	11%	78%
FY 2010	\$1.7	\$1.4	2,692	1,602	90%	3,147	75%	10%	76%
Change over last 5 years:	+13%	+51%	-6%	-18%	+1%	-18%	-3%	+1%	-2%

[Ⓞ] Budget benchmarking measure. Targets shown are for FY 2010.

CHAPTER 7 – PUBLIC WORKS

The mission of the Department of Public Works is to provide efficient, cost effective and environmentally sensitive construction, maintenance, and management of Palo Alto streets, sidewalks, parking lots, buildings, and other public facilities; to provide appropriate maintenance, replacement and utility line clearing of City trees; to ensure timely support to other City departments in the area of engineering services and to provide review and inspection services to the development community in the City right of way.

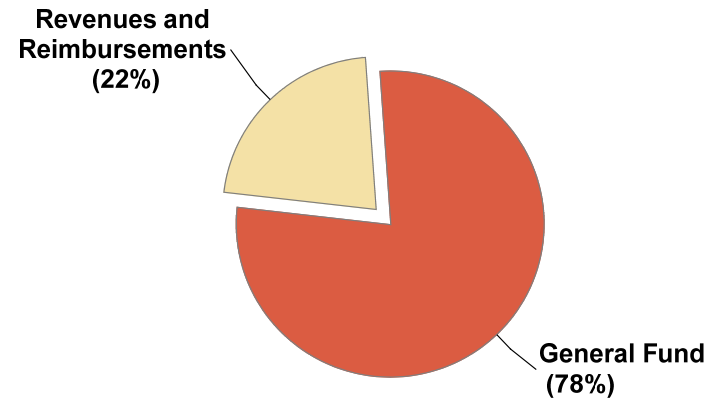
The Department is responsible for the following services that are provided through the General Fund:

- Streets – to develop and maintain the structural integrity and ride quality of streets to maximize the effective life of the pavement and traffic control clarity of streets and to facilitate the safe and orderly flow of vehicles, bicycles, and pedestrians.
- Trees – to manage a sustainable urban forest by selecting appropriate species and providing timely maintenance and replacement of City trees as well as providing utility line clearing for front and rear easements.
- Structures and Grounds – to build, maintain, renovate, and operate City-owned and leased structures, parking lots, grounds, parks and open space to achieve maximum life expectancy of the facilities.
- Engineering – to construct, renovate, and maintain City-owned infrastructure through the City's Capital Improvement Program; to ensure safety, comfort, and maximum life expectancy and value of City structures, facilities, and streets; to provide engineering support to City Departments and private development through the expeditious review and inspection of projects to ensure compliance with applicable regulations and conformance with approved plans and specifications.

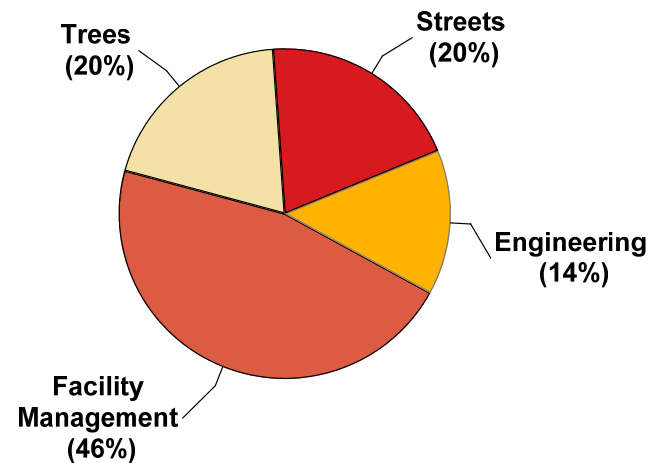
The Department is responsible for the following services that are provided through enterprise and internal service funds (non-General Fund):

- Refuse collection, disposal, and recycling collection
- Storm drainage
- Wastewater treatment including the Regional Water Quality Control Plant
- Vehicle replacement and maintenance (includes equipment)

What is the source of Public Works General Fund funding?



How are Public Works General Fund operating dollars spent?



Source: FY 2010 revenue and expenditure data

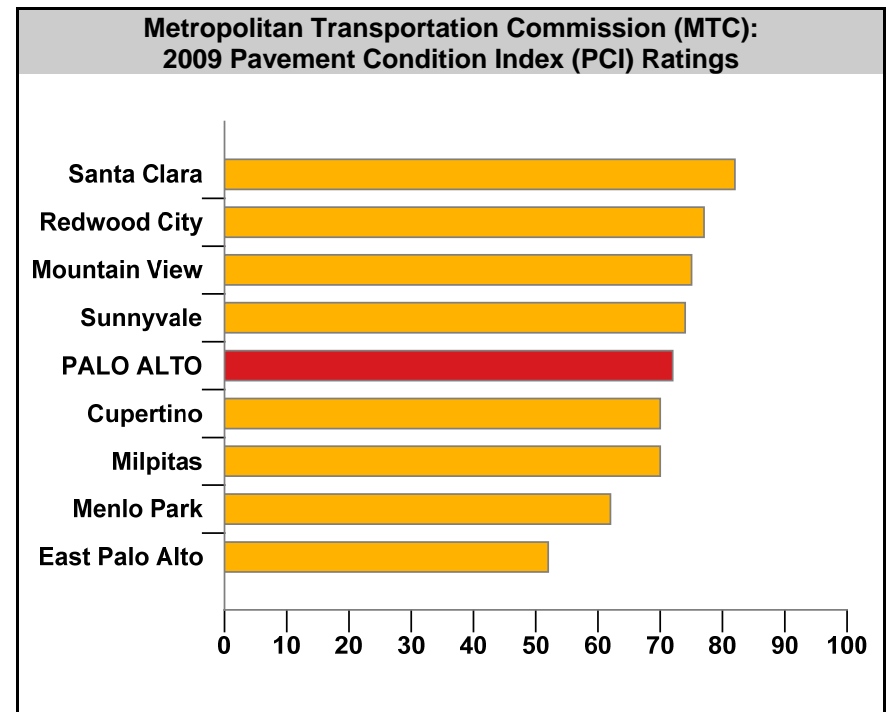
STREETS

The City is responsible for maintaining 470 lane miles of streets. In addition, the Department reports that Santa Clara County is responsible for maintaining 26 lane miles, and the State of California is responsible for maintaining 24 lane miles within Palo Alto's borders.

In 2009, the Metropolitan Transportation Commission (MTC) for the first time reported on the condition of Palo Alto's streets and roads. The MTC's 2009 report on the pavement condition of Bay Area jurisdictions indicates that Palo Alto streets are considered "good," scoring higher than Cupertino, Milpitas, Menlo Park and East Palo Alto, but lower than Santa Clara, Redwood City, Mountain View and Sunnyvale.

43% of survey respondents rate street repair "good" or "excellent." This places Palo Alto in the 44th percentile, a ranking similar to other surveyed jurisdictions. In FY 2010, 3,149 potholes were repaired, with 86% of those repairs within 15 days of notification.

The operating expenditures for street maintenance were approximately \$2.4 million in FY 2009 and \$2.5 million in FY 2010. Costs for the annual street maintenance project fluctuate based upon the type of process used. Public Works uses three techniques (crack seal, slurry seal, and cape seal) to maintain streets. Crack, slurry, and cape seal use asphalt or other materials to fill cracks and seal street surfaces to prevent further deterioration. Public Works uses three techniques for resurfacing streets (asphalt overlay, repair and replace concrete, and reconstruction of concrete streets). According to the Department, reconstruction of concrete streets is the most costly technique and crack sealing is the least costly.



Source: MTC, Pavement Condition of Bay Area Jurisdictions 2009

	Authorized Staffing (FTE)				Citizen Survey						
	Operating expenditures (in millions)	Capital projects spending (in millions)	General fund	Capital projects fund	Total lane miles maintained	Lane miles resurfaced	Percent of lane miles resurfaced	Number of potholes repaired [Ⓞ] (Target: 1,670)	Percent of potholes repaired within 15 days of notification [Ⓞ] (Target: 80%)	Number of signs repaired or replaced [Ⓞ] (Target: 1,620)	Percent rating street repair "good" or "excellent"
FY 2006	\$2.1	\$2.4	13	2	463	20	4%	2,311	95%	1,754	47%
FY 2007	\$2.0	\$5.2	13	2	463	32	7%	1,188	82%	1,475	47%
FY 2008	\$2.5	\$3.8	13	2	463	27	6%	1,977	78%	1,289	47%
FY 2009	\$2.4	\$4.3	13	2	463	23	5%	3,727	80%	1,292	42%
FY 2010	\$2.5	\$3.9	14	3	470	32	7%	3,149	86%	2,250	43%
Change over last 5 years:	+18%	+66%	+7%	+50%	0%	+62%	+3%	+36%	-9%	+28%	-4%

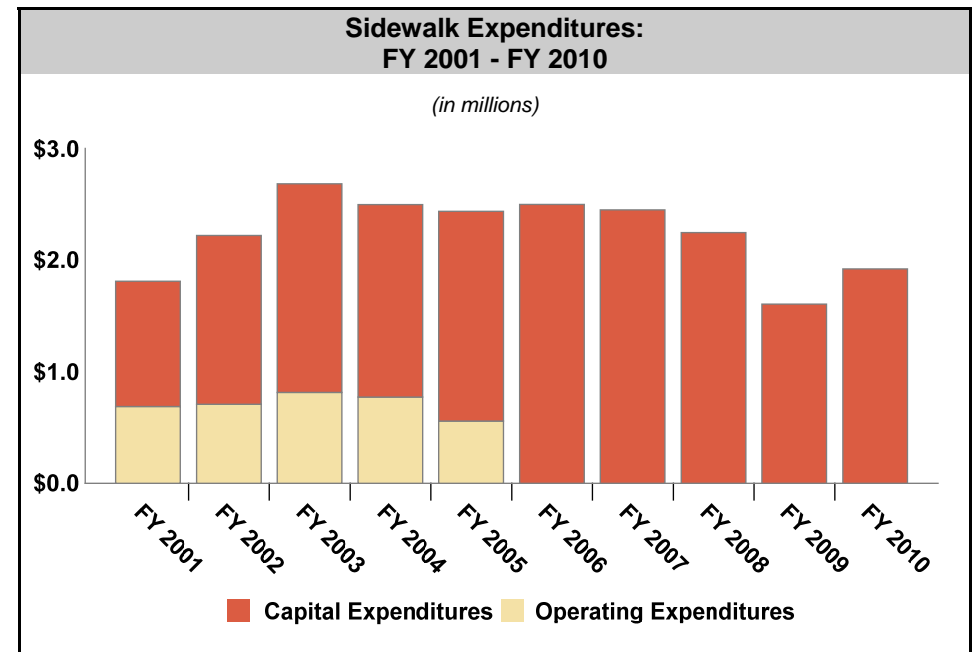
Ⓞ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2010.

SIDEWALKS

In FY 2010, about 54,600 square feet of sidewalks were replaced or permanently repaired and 22 new ADA¹ ramps were completed. In the past five years, more than 400,000 square feet of sidewalk were replaced or permanently repaired and 206 ADA ramps were completed.

The Department reports that 78% of temporary repairs were completed within 15 days of initial inspection. 51% of survey respondents rate sidewalk maintenance “good” or “excellent.” This places Palo Alto in the 41st percentile and gives it a ranking similar to other surveyed jurisdictions.

Historically, the City covered all costs related to sidewalk replacement, regardless of the cause. Currently, property owners are responsible for sidewalk replacement if the damage to the sidewalk is not caused by tree roots.



Source: Public Works Department

Note: In FY 2006, operating expenditures for sidewalks and associated staff were transferred to the Capital Projects Fund.

	Authorized Staffing (FTE)			Citizen Survey			
	Capital projects spending (in millions)	Capital projects fund	Number of square feet of sidewalks	Square feet of sidewalk replaced or permanently repaired ²	Number ADA ramps completed ¹	Percent of temporary repairs completed within 15 days of initial inspection	Percent rating sidewalk maintenance “good” or “excellent”
FY 2006	\$2.5	8	6,679,200	126,574	66	87%	53%
FY 2007	\$2.5	7	6,679,200	94,620	70	98%	57%
FY 2008	\$2.2	7	6,679,200	83,827	27	88%	53%
FY 2009	\$1.6	7	6,679,200	56,909	21	86%	53%
FY 2010	\$1.9	7	6,679,200	54,602	22	78%	51%
Change over last 5 years:	-23%	-11%	0%	-57%	-67%	-9%	-2%

¹ ADA (Americans with Disabilities Act) requires that accessibility to buildings and facilities be provided to individuals with disabilities.

² Includes both in-house and contracted work.

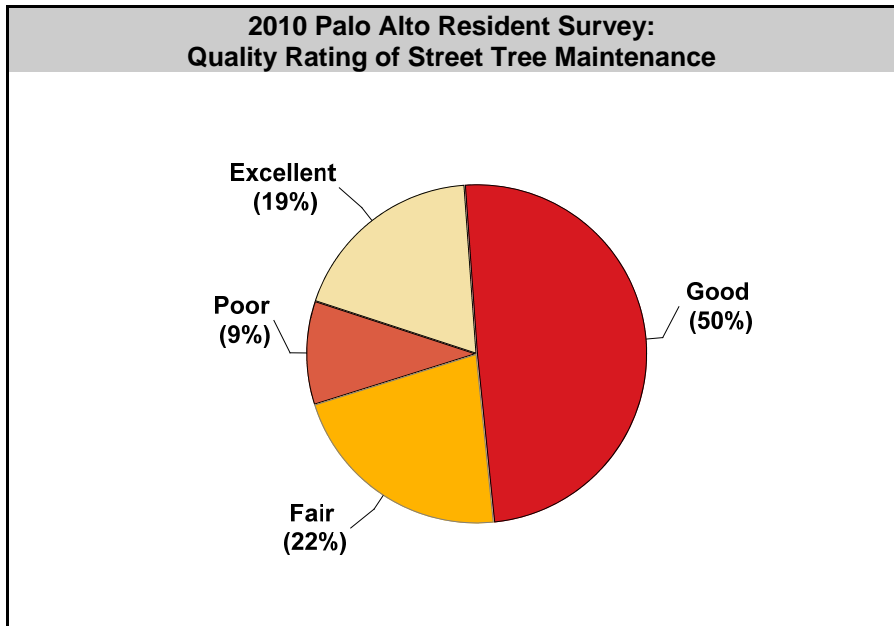
TREES

Public Works maintains all City-owned trees, including street trees, all trees in the parks, and trees in City facilities. This includes planting new trees, trimming/pruning existing trees, removing dead/diseased trees, fertilizing and pest control, line clearing around electrical wires, 24/7 emergency response, and providing Certified Arborist advice to residents regarding care of City trees. Managers in the tree group also oversee several tree-related contracts including stump removal, electrical line clearing, and annual tree maintenance contracts.

In FY 2010, City-maintained trees totaled 35,472. In FY 2010 a total of 201 trees were planted by the City and Canopy, a non-profit organization.

The number of services provided (excluding trees trimmed for utility line clearing) in FY 2010 was 6,094, or 78% higher than it was five years ago in FY 2006.

69% of survey respondents rated street tree maintenance “good” or “excellent,” down 3% from 72% in FY 2006.



Source: National Citizen Survey™ 2010 (Palo Alto)

	Operating expenditures (in millions)	Authorized staffing (FTE) (General Fund)	Total number of City-maintained trees ¹	Number of trees planted ¹	Number of tree related services provided ² ⊙ (Target: 6,000)	Percent of urban forest pruned ⊙ (Target: 12%)	Percent of total tree lines cleared ⊙ (Target: 25%)	Number of tree-related electrical service disruptions ⊙ (Target: 0)	Percent rating street tree maintenance “good” or “excellent”
FY 2006	\$2.2	14	34,841	263	3,422 ³	10%	21%	13	72%
FY 2007	\$2.3	14	34,556	164	3,409	10%	30%	15	67%
FY 2008	\$2.5	14	35,322	188	6,579	18%	27%	9	68%
FY 2009	\$2.2	14	35,255	250	6,618	18%	33%	5	72%
FY 2010	\$2.4	14	35,472	201	6,094	18%	27%	4	69%
Change over last 5 years:	+11%	0%	+2%	-24%	+78%	+8%	+6%	-69%	-3%

¹ Includes trees planted by Canopy; data source is Department of Public Works workload statistics.

² Excludes trees trimmed to clear power lines.

³ Estimated

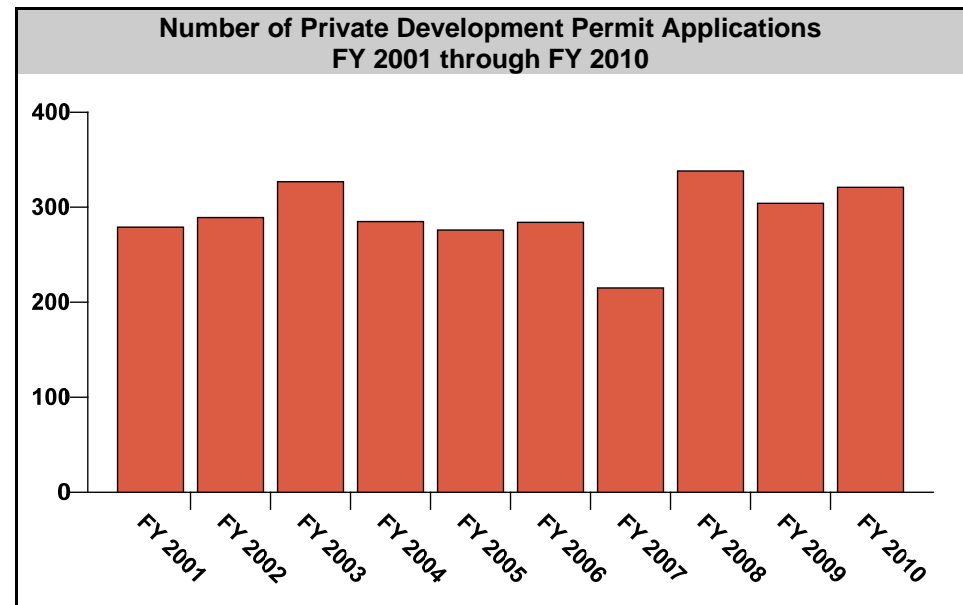
⊙ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2010.

CITY FACILITIES, ENGINEERING AND PRIVATE DEVELOPMENT

Public Works builds, renovates and maintains City-owned and leased structures, parking lots, grounds, parks and open space. The Department also provides citywide capital improvement program (CIP) support including design, engineering, contract management, and project management.

The Facilities Management Division staff handled an estimated 2,780 service calls in FY 2010 related to building mechanics, carpentry, electrical, locks and painting. This figure does not include preventive maintenance or custodial service calls.

Maintaining and improving infrastructure continues to be a City priority. In response to the City Auditor's infrastructure report issued in March 2008, the City continues to develop and update a comprehensive plan for addressing the General Fund infrastructure backlog estimated at \$302 million, as shown in the FY 2011 Adopted Capital Budget.



Source: Public Works Department

	City Facilities				Engineering			Private Development			
	City facilities operating expenditures (in millions)	City facilities authorized staffing (FTE)	City facilities capital expenditures (in millions)	Capital projects authorized staffing (FTE)	Total square feet of facilities maintained ¹ (Target: 1,616,171)	Maintenance cost per square foot (Target: \$1.52)	Custodial cost per square foot (Target: \$1.15)	Engineering operating expenditures (in millions)	Engineering authorized staffing (FTE)	Number of private development permits issued ² (Target: 250)	Number of permits per FTE (Target: 77)
FY 2006	\$4.9	23	\$6.1	8	1,402,225	\$1.52	\$1.18	\$2.1	15	284	95 ³
FY 2007	\$5.3	23	\$7.2	8	1,613,392	\$1.38	\$1.04	\$2.3	14	215	72 ³
FY 2008	\$5.5	23	\$7.4	8	1,616,171	\$1.52	\$1.12	\$2.5	15	338	112
FY 2009	\$5.9	25	\$10.5	9	1,616,171	\$1.62	\$1.19	\$2.3	15	304	101
FY 2010	\$5.8	24	\$9.9	11	1,617,101	\$1.75	\$1.18	\$1.8	10	321	107
Change over last 5 years:	+18%	+4%	+61%	+43%	+15%	+15%	0%	-17%	-33%	+13%	+13%

¹ The net increase in square feet for FY 2010 was due to a reduction in the landfill tollbooth, increase in landfill office trailer, and elimination of the landfill employee trailer.

² Includes permits for street work, encroachment, and certificate of compliance.

³ The Department advises that FY 2006 and 2007 numbers were estimates.

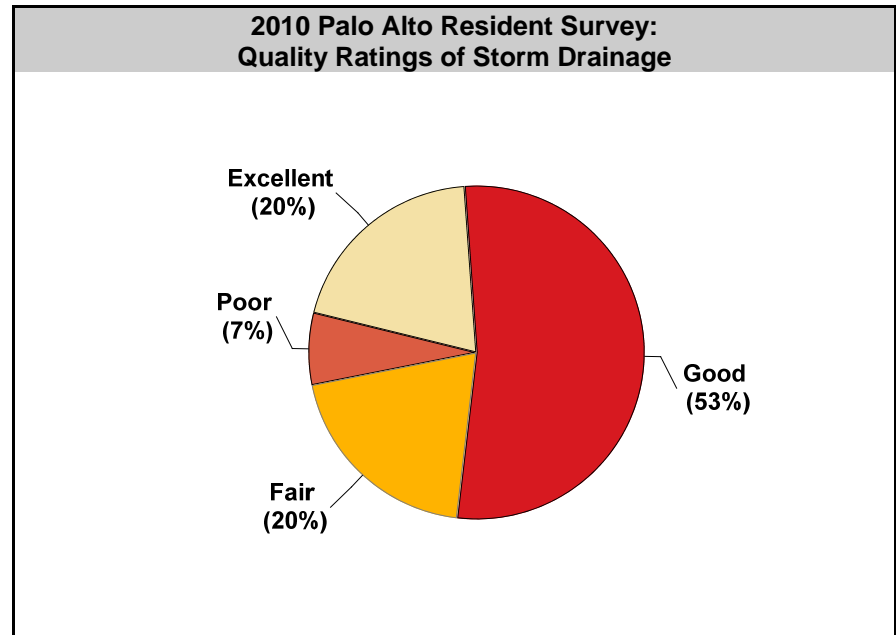
© Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2010.

STORM DRAINS

The purpose of the City's storm drain system is to ensure adequate local drainage and storm water quality protection for discharge to creeks and the San Francisco Bay. Storm drain expenses are paid from the Storm Drain Enterprise Fund. The average monthly residential bill is \$10.95 to operate and maintain the storm drainage system.

Capital expenditures have decreased from the prior year due to completion of the \$7 million San Francisquito Creek storm water pump station project. The project is expected to improve drainage in the northeast section of Palo Alto. The Environmental Compliance Division reports that industrial site compliance with storm water regulations remains high as more facilities correct earlier violations, the City's outreach becomes even more successful, and inspectors are finding, addressing, and correcting problems. Food service facilities account for a larger share of the total inspections than in the past and tend to have lower compliance rates. However, significant efforts over the last few years have led to improvements in this area as well.

In FY 2010, the Department reported it cleaned and inspected 100% of catch basins and cleaned 86,174 feet of storm drain pipelines. In FY 2010, 73% of residents surveyed rated storm drainage "good" or "excellent," placing Palo Alto in the 87th percentile among other surveyed jurisdictions.



Source: National Citizen Survey™ 2010 (Palo Alto)

Revenues, expenses, transfers and reserves (in millions)

	Total operating revenue	Total operating expense	Capital expense ¹	Transfer from General Fund to Storm Drain Fund	Reserve balance	Average monthly residential bill	Authorized staffing (FTE)	Feet of storm drain pipelines cleaned ☉ (Target: 100,000)	Calls for assistance with storm drains ²	Percent of industrial sites in compliance with storm water regulations ³ ☉ (Target: 70%)	Citizen Survey Percent rating the quality of storm drainage "good" or "excellent"
FY 2006	\$5.2	\$2.1	\$0.3	\$0.5 ⁴	\$3.1	\$10.00	10	128,643	24	83% ³	60%
FY 2007	\$5.2	\$2.0	\$1.5	\$0.0	\$4.5	\$10.20	10	287,957	4	71%	60%
FY 2008	\$5.5	\$2.5	\$3.6	\$0.0	\$3.3	\$10.55	10	157,337	80	65%	71%
FY 2009	\$5.5	\$1.6	\$5.3	\$0.0	\$1.2	\$10.95	10	107,223	44	66%	73%
FY 2010	\$5.6	\$2.7	\$1.6	\$0.0	\$2.7	\$10.95	10	86,174	119	84%	73%
Change over last 5 years:	+9%	+27%	+399%	-100%	-13%	+10%	0%	-33%	+396%	+1%	+13%

¹ Includes direct labor, materials, supplies, and contractual services. Does not include overhead.

² Estimated

³ Environmental Compliance staff advises that the decrease since FY 2006 was due to a State redefinition of "compliance" and the inclusion of more restaurant inspections.

⁴ Supplemental funding from the General Fund was needed to maintain the level of service for storm drain maintenance and storm water quality protection programs.

⁵ Sustainability indicator

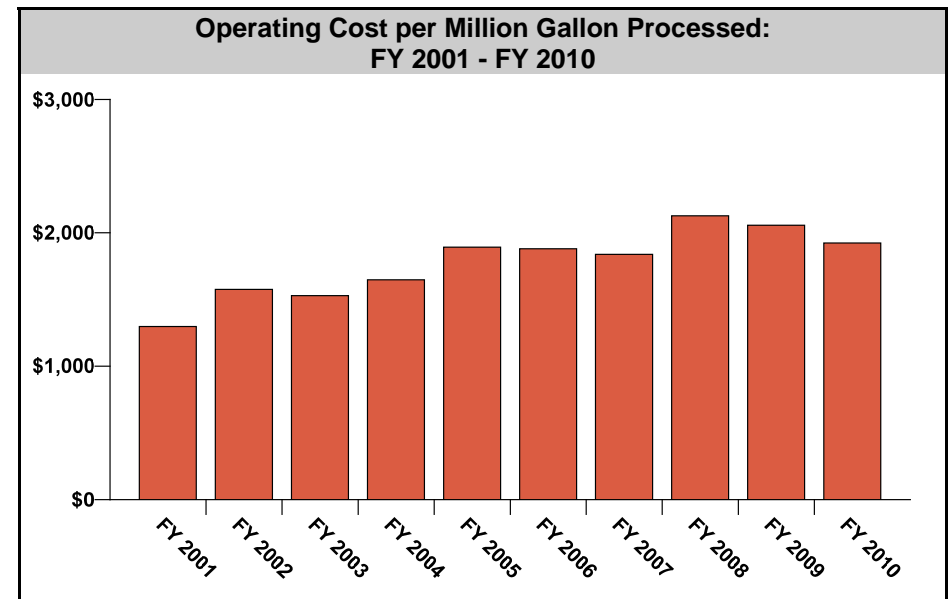
☉ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2010.

WASTEWATER TREATMENT AND WASTEWATER ENVIRONMENTAL COMPLIANCE

The Public Works Department operates, maintains and monitors the Regional Water Quality Control Plant (RWQCP), treating all wastewater from the five partner cities in the regional service area (Mountain View, Los Altos, Los Altos Hills, Stanford, and East Palo Alto). In addition, it ensures compliance with regulations protecting the San Francisco Bay and the environment.

The Wastewater Treatment Fund is an enterprise fund operated by the Public Works Department with approximately \$18.1 million in operating expenses of which 62% is reimbursed by other jurisdictions.

Capital expenditures have increased from FY 2006 and FY 2007 due to two major projects, the recycled water pipeline and the ultraviolet disinfection facility projects. The cost of the completed recycled water pipeline project was approximately \$20 million. The ultraviolet disinfection facility project, still under construction, has a cost to date of approximately \$8 million.



Source: Public Works Department

	Wastewater Treatment Fund					Regional Water Quality Control Plant					Wastewater Environmental Compliance		
	Total operating revenue (in millions)	Total operating expense (in millions)	Percent of operating expenses reimbursed by other jurisdictions	Capital expense (in millions) ¹	Reserve balance (in millions)	Authorized staffing (FTE)	Millions of gallons processed ² ⊙ (Target: 8,510)	Millions of gallons of recycled water delivered	Operating cost per million gallons processed ³ ⊙ (Target: \$2,208)	Fish toxicity test (percent survival) ⁵ ⊙ (Target: 95%)	Authorized staffing (FTE)	Number of inspections performed	Percent of industrial discharge tests in compliance ⁵ ⊙ (Target: 98%)
FY 2006	\$18.8	\$16.9	63%	\$2.2	\$13.6	55	8,972	103	\$1,881	100%	14	192	99%
FY 2007	\$17.0	\$16.3	64%	\$1.8	\$13.8	55	8,853	130	\$1,838	100%	14	114	99%
FY 2008	\$22.9	\$18.1	64%	\$10.9	\$11.1	55	8,510	138	\$2,127	100%	14	111	99%
FY 2009	\$28.4	\$16.4	63%	\$9.2	\$12.9	54	7,958	97	\$2,056	100%	14	103	99%
FY 2010	\$16.9	\$18.1	62%	\$6.0	\$11.8	55	8,184	168	\$1,924	100%	14	75	99%
Change over last 5 years:	-10%	+7%	-1%	+169%	-13%	+1%	-9%	+63%	+2%	0%	0%	-61%	0%

¹ Includes direct labor, materials, supplies, and contractual services. Does not include overhead.

² Includes gallons processed for all cities served by Palo Alto's Wastewater Treatment Plant.

³ Prior year numbers have been revised due to differences in the way the information was compiled.

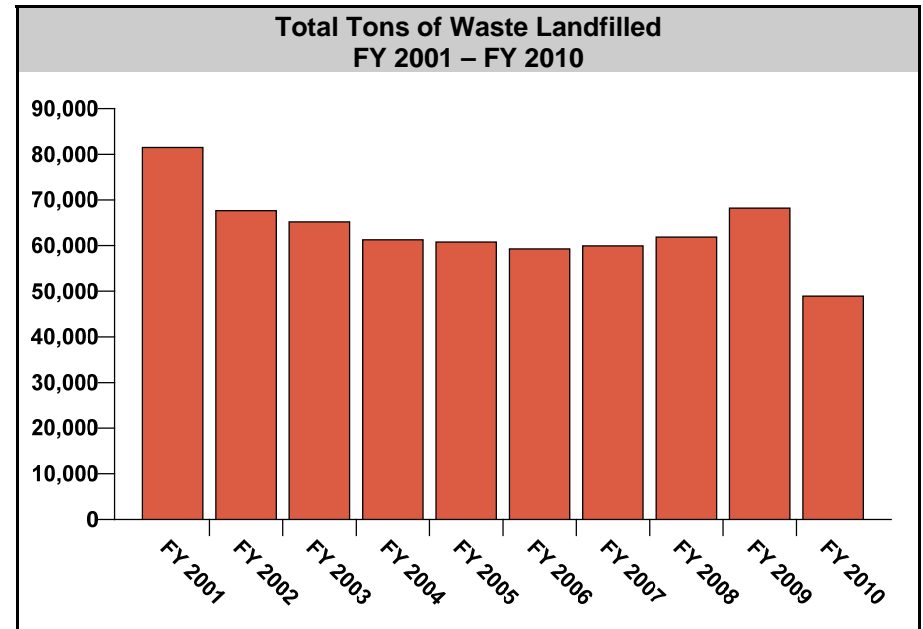
⁵ Sustainability indicator

⊙ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2010.

REFUSE

The City coordinates refuse services for Palo Alto residents and businesses. This includes the collection, hauling, processing, recycling and disposal of waste materials. The City funds these activities through the Refuse Fund.

Compared to FY 2006, the total tons of waste landfilled in FY 2010 are lower due to implementation of new services, such as expanded construction and demolition recycling and commercial food waste recycling, in addition to the slower economy. The Palo Alto landfill is expected to reach capacity and close in 2011. Accounting rules require the recording of a liability for estimated landfill closure and post-closure care costs. The Refuse Fund reserve balance decreased to a negative \$1.4 million in FY 2010 to fund this liability. The Department anticipates the rate stabilization reserve will return to a positive balance as the liability is reduced over time.



Source: Public Works Department

	Refuse Fund (in millions)				Authorized staffing (FTE)	Total tons of waste landfilled ^{3, S}	Average monthly residential bill	Percent of all sweeping routes completed (residential and commercial) ²	Citizen Survey	
	Operating revenue	Operating expense	Capital expense ¹	Reserve balance					Percent rating garbage collection "good" or "excellent" ⊙ (Target: 100%)	Percent rating City's composting process and pickup services "good" or "excellent"
FY 2006	\$24.8	\$26.4	\$0.1	\$4.7	35	59,276	\$21.38	88%	92%	-
FY 2007	\$25.6	\$25.1	\$0.0	\$5.9	35	59,938	\$21.38	93%	91%	-
FY 2008	\$28.8	\$28.6	\$0.0	\$6.3	35	61,866	\$24.16	90%	92%	-
FY 2009	\$29.1	\$33.5	\$0.7	\$0.8	35	68,228	\$26.58	92%	89%	86%
FY 2010	\$28.6	\$30.9	\$0.2	(\$1.4)	38	48,955	\$31.00⁴	88%	88%	83%
Change over last 5 years:	+15%	+17%	+69%	-131%	+8%	-17%	+45%	0%	-4%	-

¹ Includes direct labor, materials, supplies, and contractual services. Does not include overhead.

² Most streets are swept weekly; some business districts are swept three times a week.

³ Does not include materials disposed of by self-haul customers, going to other landfills.

⁴ Default residential (1-can) service rate for FY 2010.

^S Sustainability indicator

⊙ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Target shown is for FY 2010.

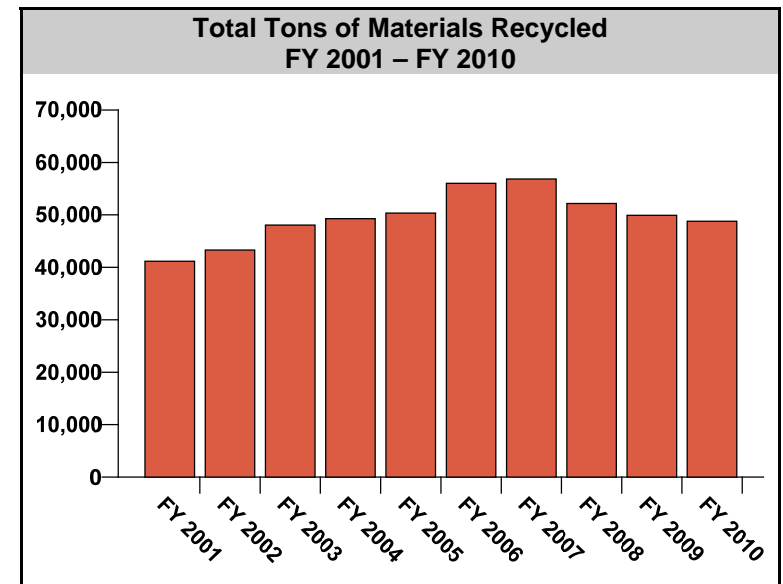
ZERO WASTE

In 2005, the City adopted a Zero Waste Strategic Plan with a goal to reach zero waste to landfills by 2021 through the development of policies and incentives. In 2007, the City developed a Zero Waste Operational Plan to incorporate and promote practices that involve conserving resources, minimizing material consumption, reusing material through reassigning their function, maximizing recycling, and focusing on construction and demolition debris (C&D) recycling.

In 2007, the State (Senate Bill 1016) changed the way communities track the success of recycling programs from diversion rates to reducing disposal rates. The City's goal is to stay below 8.0 pounds per person per day – the City's per capita disposal rate was 4.2 pounds per day in FY 2010. During FY 2010, the City diverted slightly less C&D from the landfill than in the prior year, and approximately 52% more than in FY 2008.

During FY 2010, ordinances went into effect to reduce distribution of single-use plastic bags at large grocery stores and the use of polystyrene or non-recyclable plastic containers by food vendors. The Department reported that the percent of customers using reusable bags at grocery stores more than doubled in FY 2010 as compared to FY 2008. Prior to implementation, the City conducted a comprehensive outreach campaign to encourage the use of reusable bags.

Palo Alto ranked in the 98th percentile among surveyed jurisdictions for recycling used paper, cans, or bottles from the home. Palo Alto ranked in the 93rd percentile for percent of residents rating recycling collection “good” or “excellent.”



Source: Public Works Department

	Tons of materials recycled ^{1, s}	Tons of household hazardous materials collected ^s	Tons of C&D diverted ^s	Percent of customers using reusable bags at grocery stores ^s	Per capita disposal rate (pounds per day) ^s	Citizen Survey	
						Percent rating recycling services “good” or “excellent”	Percent of residents who recycled more than 12 times during the year
FY 2006	56,013	309	-	-	-	91%	90%
FY 2007	56,837	320	-	-	-	93%	92%
FY 2008	52,196	315	6,656	9%	6.0	90%	94%
FY 2009	49,911	243	10,508	19%	5.9	90%	92%
FY 2010	48,811	234	10,137	21%	4.2	90%	93%
Change over last 5 years:	-13%	-24%	-	-	-	-1%	+3%

¹ Does not include materials disposed of by self-haul customers, going to other landfills.

^s Sustainability indicator

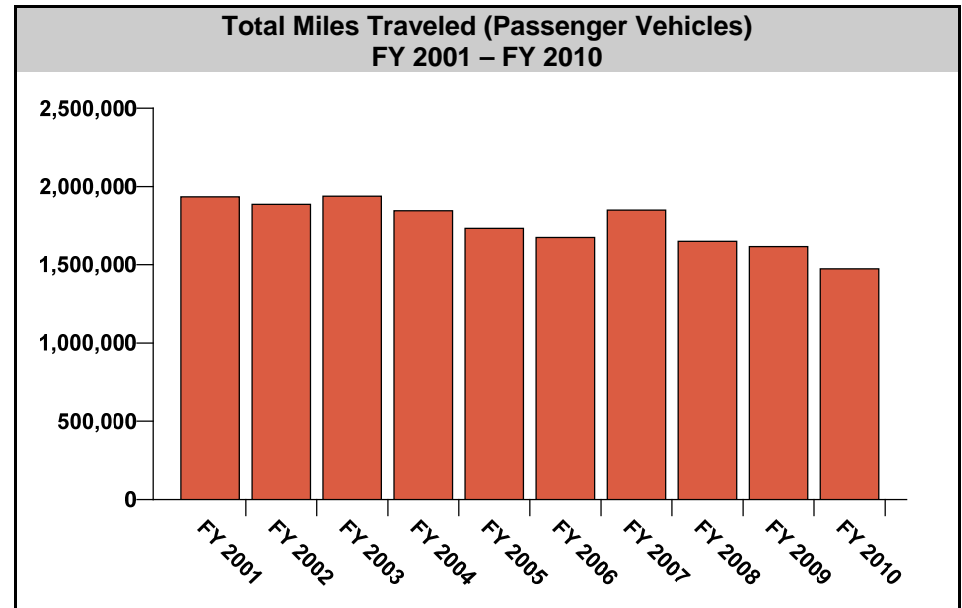
CITY FLEET AND EQUIPMENT

The Public Works Department monitors the maintenance and replacement of City vehicles and equipment, while pursuing alternative fuel technologies and minimizing the pollution and carbon footprint generated from the City's vehicle fleet.

The Department reports that the City's fleet includes 296 passenger¹ and emergency response vehicles, 124 heavy equipment items (construction equipment such as loaders, backhoes, and motor graders), and 242 additional pieces of other equipment (turf equipment, trailers, asphalt rollers, etc.).

Within the Vehicle Replacement and Maintenance Fund, vehicle operations and maintenance costs totaled about \$4.0 million in FY 2010. The median age of passenger vehicles has increased to 8.7 years. The maintenance cost per passenger vehicle in FY 2010 decreased to \$1,836 from \$2,123 in FY 2009.

In response to the City Auditor's Audit of Fleet Utilization and Replacement, issued in April 2010, the Department continues to implement recommendations to increase efficiency and controls.



Source: Public Works Department

	Operating and maintenance expenditures (vehicles and equipment)	Authorized staffing (FTE)	Current value of fleet and equipment (in millions)	Number of alternative fuel vehicles [Ⓞ] (Target: 84)	Percent of fleet fuel consumption that is alternative fuels [Ⓞ] (Target: 25%)	Total miles traveled (passenger vehicles)	Median mileage of passenger vehicles	Median age of passenger vehicles	Maintenance cost per passenger vehicle ²	Percent of scheduled preventive maintenance performed within five business days of original schedule
FY 2006	\$3.2	16	\$11.9	74	19%	1,674,427	41,153	6.8	\$1,781	95%
FY 2007	\$3.3	16	\$11.9	79	20%	1,849,600	41,920	6.8	\$1,886	86%
FY 2008	\$3.7	16	\$10.8	80	25%	1,650,743	42,573	7.4	\$1,620	74%
FY 2009	\$4.1	16	\$10.0	75	25%	1,615,771	44,784	8.0	\$2,123	94%
FY 2010	\$4.0	16	\$11.2	74	24%	1,474,747	47,040	8.7	\$1,836	93%
Change over last 5 years:	+26%	0%	-6%	0%	+5%	-12%	+14%	+28%	+3%	-2%

¹ The Public Works Department defines "passenger vehicles" as automobiles and light trucks (less than 10,000 pounds gross vehicle weight).

² Includes all maintenance costs except for fuel and accident repairs. Includes 30 police patrol cars.

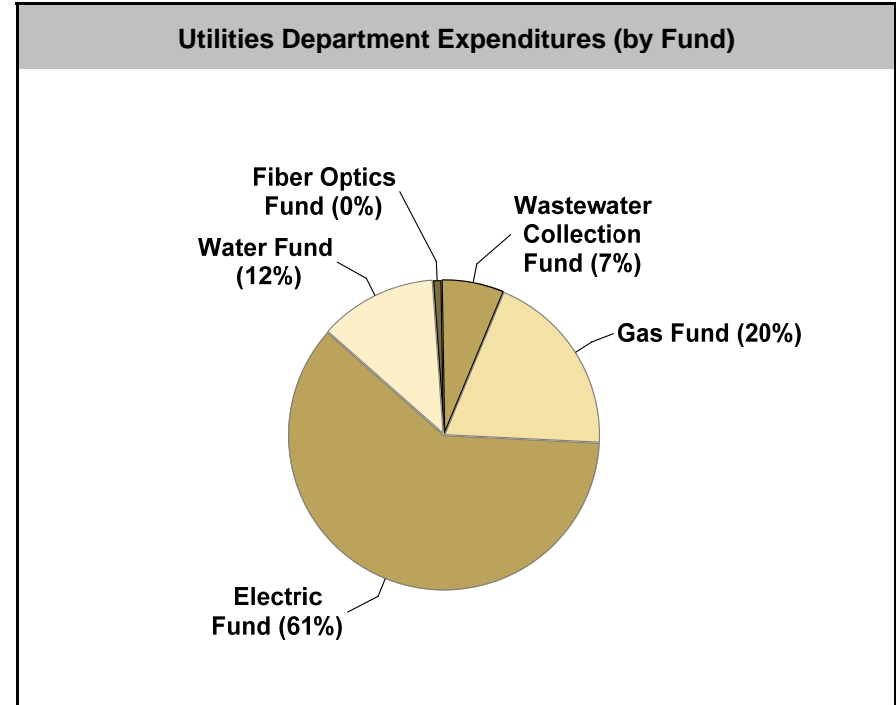
Ⓞ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2010.

CHAPTER 8 – UTILITIES

The mission of the Utilities Department is to provide valued utility services to customers and dependable returns to the City.

The Department is responsible for the following utility services:¹

- Electric – Founded in 1900, the electric utility purchases and delivers approximately 965,000 megawatt hours per year to more than 29,000 customers.
- Gas – Founded in 1917, the gas utility purchases and delivers approximately 31 million therms to over 23,000 customers.
- Water – Founded in 1896, the water system purchases and distributes almost 5 million cubic feet per year to over 20,000 customers.
- Wastewater collection – Founded in 1898, the wastewater collection utility maintains more than 200 miles of sanitary sewer lines, annually transporting over 8 billion gallons of sewage and wastewater to the Regional Water Quality Control Plant.²
- Fiber optic services – Launched in 1996, the fiber utility offers “dark” fiber optic network service to Palo Alto businesses and institutions through 40.6 miles of “dark” fiber.



Source: 2010 Comprehensive Annual Financial Report

¹The Public Works Department (see Chapter 7) is responsible for refuse, storm drainage, and wastewater treatment.

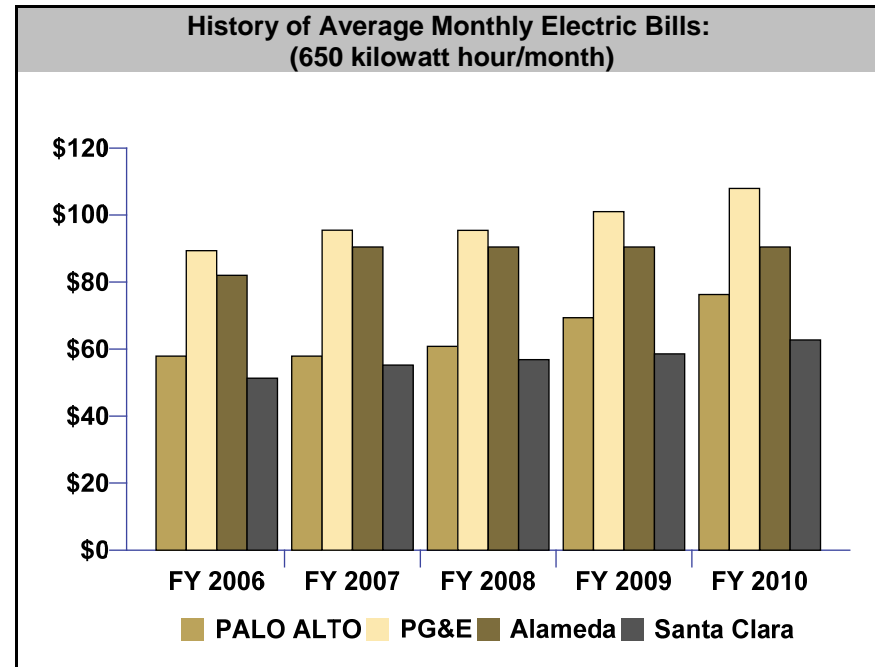
²Over 8 billion gallons represents the total amount of sewage and wastewater from all partnering agencies; Palo Alto’s portion was 38.42% of this amount in FY 2010.

ELECTRICITY

Electric utility operating expense totaled \$101.4 million in FY 2010, or 22% more than 5 years ago, including electricity purchases of \$68.7 million, or 23% more than 5 years ago.

Although Palo Alto's average residential electric bill has increased by 32% over five years (from \$57.93 to \$76.33 per month), it is lower than the comparable Pacific Gas & Electric (PG&E) rates as shown in the graph on the right.

In 2010, 79% of respondents to the Citizen Survey rated electric utility services "good" or "excellent."



Source: Utilities Department

Revenues, expenses, and unrestricted reserves
(in millions)

Citizen Survey

	Operating revenue	Operating expense	Capital expense ¹	Equity transfers	Electric Fund reserves	Electricity purchases (in millions)	Average purchase cost per megawatt hour (Target: \$82.94)	Energy conservation/efficiency program expense (in millions)	Average monthly residential bill (650 kilowatt hour/month)	Authorized staffing (FTE)	Percent rating electric utility "good" or "excellent" (Target: >85%)	Percent rating street lighting "good" or "excellent"
FY 2006	\$119.4	\$83.1	\$7.2	\$8.7	\$161.3	\$55.6	\$48.62	\$1.5	\$57.93	119	88%	66%
FY 2007	\$102.5	\$89.6	\$10.5	\$8.8	\$156.4	\$62.5	\$64.97	\$1.5	\$57.93	114	86%	61%
FY 2008	\$103.8	\$99.0	\$10.2	\$9.4	\$145.3	\$71.1	\$76.84	\$1.9	\$60.83	111	85%	64%
FY 2009	\$119.3	\$112.4	\$5.3	\$9.7	\$129.4	\$82.3	\$83.34	\$2.1	\$69.38	107	83%	64%
FY 2010	\$121.9	\$101.4	\$7.5	\$11.5	\$133.4	\$68.7	\$69.13	\$2.7	\$76.33	109	79%	68%
Change over last 5 years:	+2%	+22%	+3%	+32%	-17%	+23%	+42%	+73%	+32%	-8%	-9%	+2%

¹ Includes direct labor, materials, supplies, and contractual services.

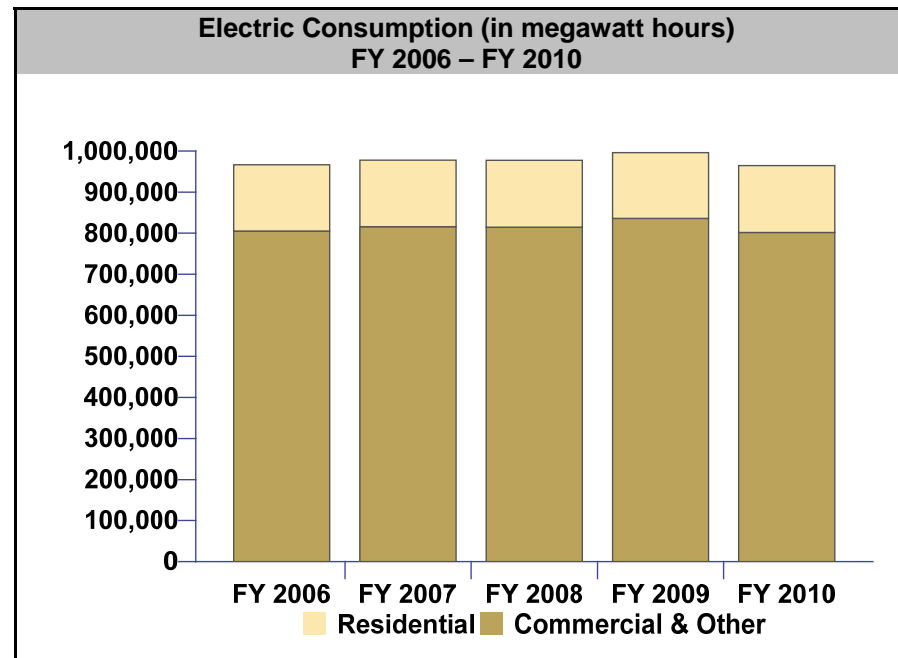
⊙ Budget benchmarking measure. Targets shown are for FY 2010.

ELECTRICITY (cont.)

Residential electricity consumption increased by 1% from 5 years ago (adjusted for population growth, per capita residential electricity usage decreased by 4%), while commercial consumption decreased by less than 1% over the same period. In FY 2010, Palo Alto obtained power from several renewable resources, including 34% in the large hydro category, 17% in the qualifying renewable category, and 7% through voluntary subscriptions to the Palo Alto Green program.

By the end of FY 2010, 22% of customers were enrolled in the Palo Alto Green program, an increase of 7% from 5 years ago. Palo Alto Green is a voluntary program available to resident and business customers that offers the option of supporting 100% wind-generated renewable energy at a competitive rate.

The number of electric service interruptions and the average minutes per customer affected are highly variable from year to year. Including storm related outages, electric service interruptions over 1 minute in duration decreased by 49% from 5 years ago, and the average minutes per customer affected decreased 18% from 5 years ago.



Source: Utilities Department Data

	Number of accounts	Percent power content ¹		Average residential electric usage per capita (MWh/person) ^s	Percent power content ¹			Percent customers enrolled in Palo Alto Green ^{s,⊙} (Target: 25%)	Electric service interruptions over 1 minute in duration	Average minutes per customer affected [⊙] (Target: <60 minutes)	Circuit miles under-grounded during the year
		Residential MWH consumed ^s	Commercial & Other MWH consumed ^s		Renewable large hydro facilities ^s	Qualifying renewables ^{s,2}	Voluntary Palo Alto Green program ^{s,⊙} (Target: 6%)				
FY 2006	28,653	161,202	804,908	2.60	61%	8%	3%	15%	39	63 minutes	1.0
FY 2007	28,684	162,405	815,721	2.61	84%	10%	4%	19%	48	48 minutes	1.0
FY 2008	29,024	162,680	814,695	2.58	53%	14%	5%	20%	41	53 minutes	1.2
FY 2009	28,527	159,899	835,784	2.48	47%	19%	6%	20%	28	63 minutes	0
FY 2010	29,430	163,098	801,990	2.49	34%	17%	7%	22%	20	52 minutes	0

Change over last 5 years: +3% +1% 0% -4% -27% +9% +4% +7% -49% -18% -100%

¹ Combined City of Palo Alto Utilities and Palo Alto Green mix for the calendar year. Calendar year data is reported in the subsequent fiscal year (e.g., calendar year 2005 data is shown in FY 2006).

² Qualifying renewable electricity include bio mass, biogas, geothermal, small hydro facilities (not large hydro), solar, and wind. The City Council established a target of 33% renewable power by 2015.

^s Sustainability indicator

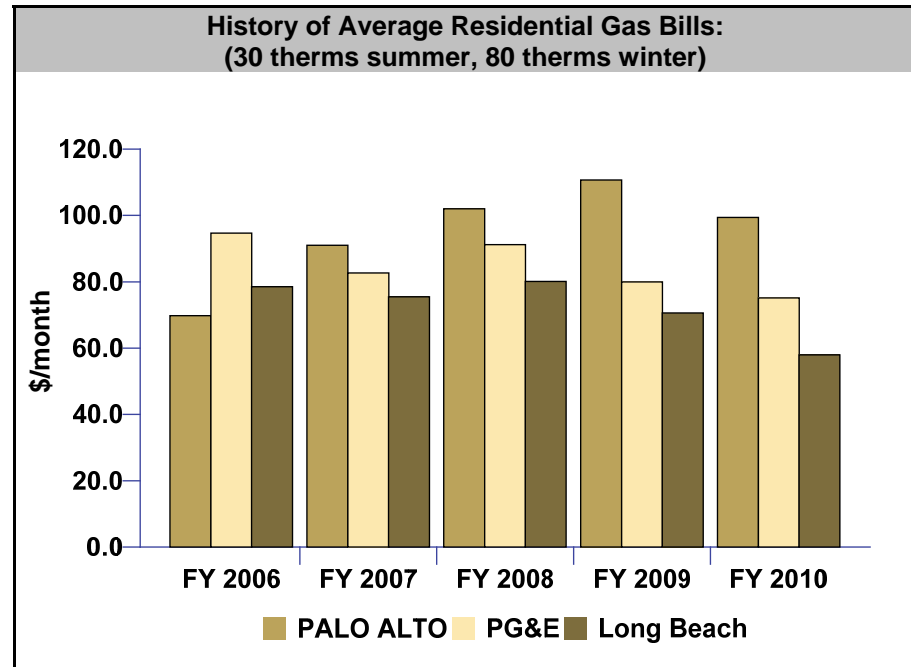
⊙ Budget benchmarking measure. Targets shown are for FY 2010.

GAS

Gas enterprise operating expense totaled \$32.6 million in FY 2010, including \$22.5 million in gas purchases (compared to \$21.4 million in gas purchases 5 years ago). Capital spending of \$5.1 million in FY 2010 was 56% more than five years ago.

The average monthly residential gas bill decreased to \$99.42 in FY 2010. This was 43% more than five years ago but 10% lower than in FY 2009. The average monthly residential gas bill continues to be higher than the average PG&E bill as shown in the graph on the right.

In 2010, 80% of survey respondents to the Citizen Survey rated gas utility services “good” or “excellent.”



Source: Utilities Department data (weighted average of rate changes during year)

	Revenues, expenses, and unrestricted reserves (in millions)					Gas purchases (in millions)	Average purchase cost (per therm)⊙ (Target: \$0.85)	Average monthly residential bill (30/100 therms per month)	Authorized staffing (FTE)	Citizen Survey
	Operating revenue	Operating expense	Capital expense ¹	Equity transfers	Gas Fund reserves					Percent rating gas utility “good” or “excellent”⊙ (Target: >84%)
FY 2006	\$37.0	\$28.3	\$3.3	\$2.9	\$13.2	\$21.4	\$0.65	\$69.76	47	88%
FY 2007	\$42.2	\$30.1	\$3.6	\$3.0	\$16.9	\$22.3	\$0.69	\$90.97	48	85%
FY 2008	\$49.0	\$36.6	\$4.4	\$3.2	\$21.8	\$27.2	\$0.82	\$102.03	46	84%
FY 2009	\$47.8	\$33.4	\$4.5	\$3.3	\$26.4	\$25.1	\$0.78	\$110.71	48	81%
FY 2010	\$44.5	\$32.6	\$5.1	\$5.4	\$29.6	\$22.5	\$0.71	\$99.42	49	80%
Change over last 5 years:	+20%	+15%	+56%	+85%	+124%	+5%	+10%	+43%	+4%	-8%

¹ Includes direct labor, materials, supplies, and contractual services.

⊙ Budget benchmarking measure. Targets shown are for FY 2010.

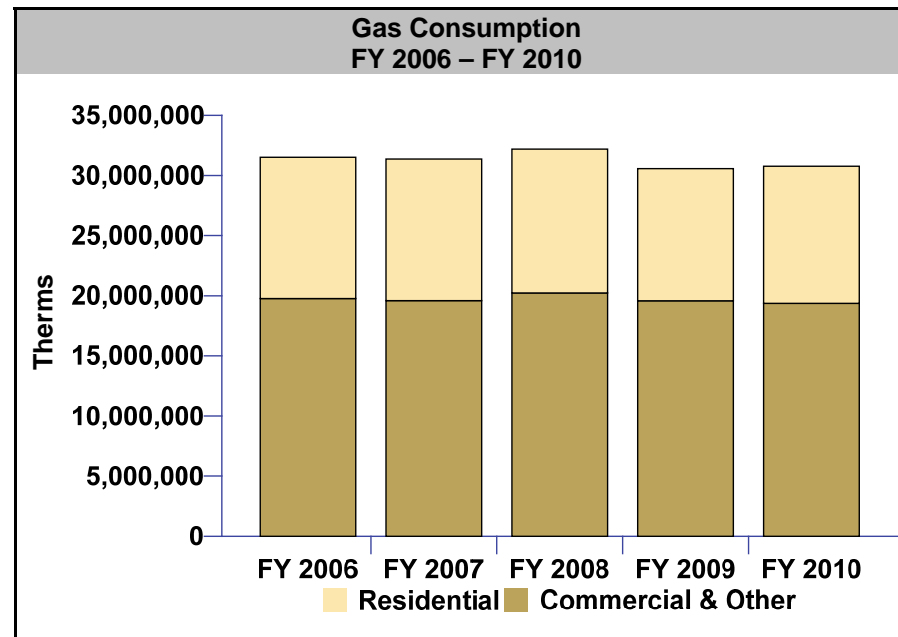
GAS (cont.)

Residents consumed 3% less natural gas in FY 2010 than 5 years ago, and businesses consumed 2% less. Although gas usage has been relatively constant over the past 5 years, the Department states that usage can be seasonal and weather dependent.

During FY 2010, 207 miles of pipeline were surveyed for leaks, and 6 miles of gas mains were replaced.

The number of service disruptions has increased by 205% from FY 2006 and 26% from FY 2009. In FY 2010, the 58 service disruptions affected 939 customers, an increase of 345% from 5 years ago and 23% from last year. In FY 2010, the Department responded to 83% of gas leaks within 30 minutes, and completed 95% of mainline repairs within 4 hours.

The reporting of number of service disruptions varied considerably from past years due to an inadequate tracking system. The department recently implemented a new Geographic Information System (GIS) based program to track damages, service requests, and leaks.



Source: Utilities Department

	Customer accounts	Residential therms consumed ^s	Commercial & Other/ therms consumed ^s	Average residential natural gas usage per capita (therms/person) ^s	Number of service disruptions	Total customers affected	Percent gas mainline repairs within 4 hours ¹	Percent response to gas leaks within 30 minutes	Miles of gas main	Miles of pipeline surveyed for leaks	Miles of gas main replaced during year [Ⓞ] (Target: 5.7)
FY 2006	23,353	11,745,883	19,766,876	188	19	211	100%	90%	207	207	2.8
FY 2007	23,357	11,759,842	19,581,761	188	18	307	90%	95%	207	207	2.3
FY 2008	23,502	11,969,151	20,216,975	189	18	105	95%	95%	207	207	5.7
FY 2009	23,090	11,003,088	19,579,877	171	46	766	95%	95%	207	207	6.7
FY 2010	23,724	11,394,712	19,350,424	177	58	939	95%	83%	207	207	6.0
Change over last 5 years:	+2%	-3%	-2%	-6%	+205%	+345%	-5%	-7%	0%	0%	+114%

¹ Utilities Strategic Plan performance objective

[Ⓞ] Budget benchmarking measure. Target shown is for FY 2010.

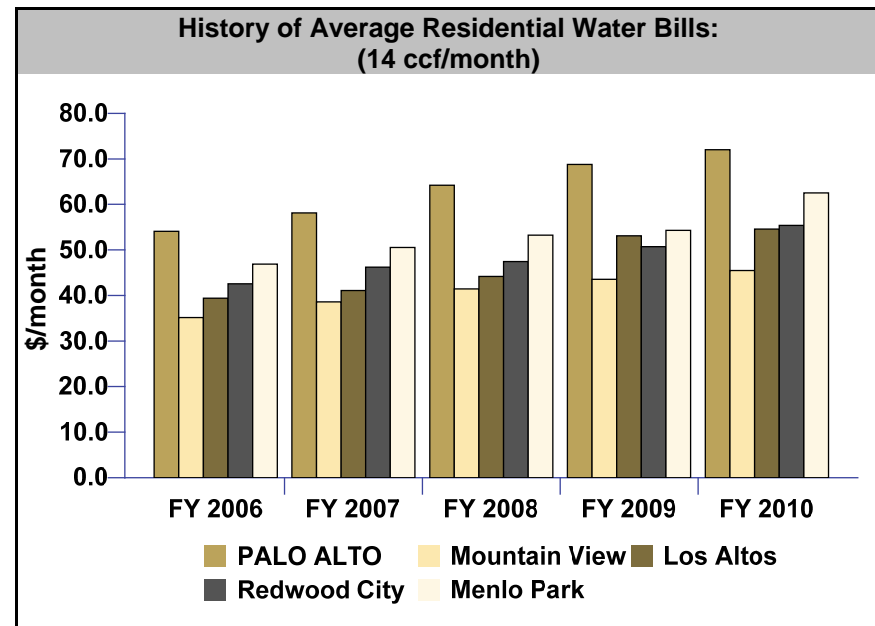
^s Sustainability indicator

WATER

The City of Palo Alto Utilities Department constructs, maintains, and operates the water delivery system.² About 85% of the water Palo Alto purchases from the San Francisco Public Utilities Commission (SFPUC) originates from high Sierra snowmelt. This water, stored in Hetch Hetchy Reservoir in Yosemite National Park, is of such high quality that it is exempt from federal and state filtration requirements. The other 15% of SFPUC water comes from rainfall and runoff stored in the Calaveras and San Antonio reservoirs located in Alameda and Santa Clara counties, and supplemented by groundwater in Sunol. The SFPUC treats and filters these local water sources prior to delivery to its consumers.

Compared to FY 2006, capital spending increased from \$4.7 million to \$7.1 million. Water Fund reserves increased by 49% to \$28.7 million in FY 2010.

From 5 years ago, the average residential water bill increased 33% to \$72.01 per month and the average purchase cost of water per hundred cubic feet (CCF) increased by 46%. As shown in the graph on the right, Palo Alto's average residential water bill is higher than other local jurisdictions.



Source: Utilities Department

Note: Palo Alto's capital expenditures and rent are generally higher than other benchmark cities.

Revenues, expenses, and unrestricted reserves (in millions)

	Operating revenue	Operating expense	Capital expense ¹	Equity transfers	Water Fund reserves	Water purchases (millions)	Average purchase cost (per 100 CCF)⊙ (Target: \$1.70)	Average residential water bill	Authorized staffing (FTE)	Total Water in CCF sold (millions)
FY 2006	\$20.8	\$15.3	\$4.7	\$2.4	\$19.2	\$6.5	\$1.13	\$54.12	41	5.3
FY 2007	\$23.5	\$16.3	\$3.9	\$2.5	\$21.3	\$7.8	\$1.32	\$58.17	45	5.5
FY 2008	\$26.5	\$18.3	\$3.4	\$2.7	\$26.4	\$8.4	\$1.41	\$64.21	46	5.5
FY 2009	\$27.1	\$19.4	\$4.9	\$2.8	\$26.6	\$8.4	\$1.46	\$68.79	48	5.4
FY 2010	\$26.3	\$20.5	\$7.1	\$0.1	\$28.7	\$5.3	\$1.69	\$72.01	47	5.0
Change over last 5 years:	+26%	+34%	+50%	-96%	+49%	-17%	+46%	+33%	+15%	-5%

¹ Includes direct labor, materials, supplies, and contractual services.

² Effective July 1, 2009, the Department executed a new 25-year Water Supply Agreement with San Francisco.

⊙ Budget benchmarking measure. Target shown is for FY 2010.

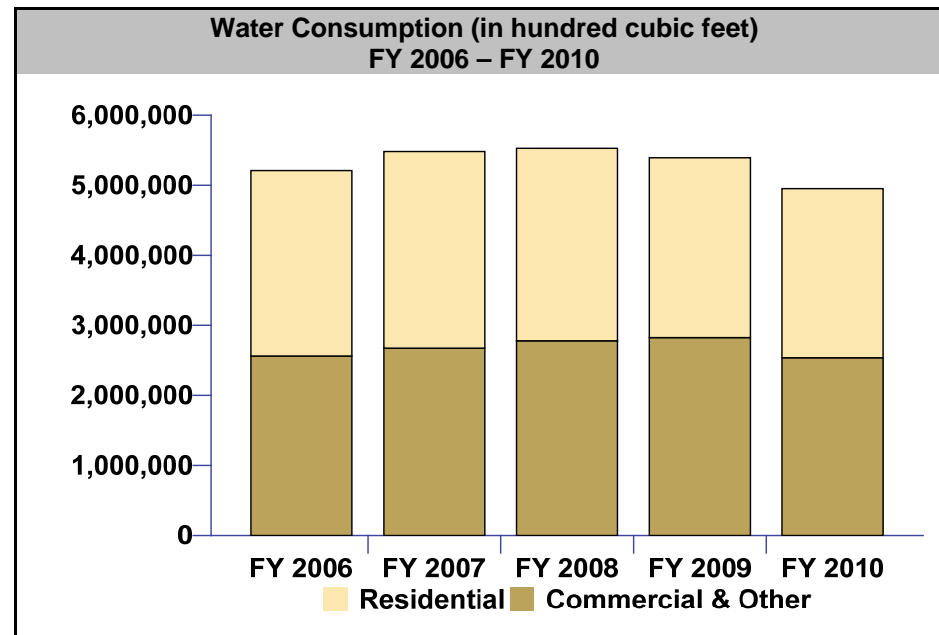
CCF - hundred cubic feet

WATER (cont.)

Residential water consumption decreased 9% from five years ago. On a per capita basis, residents are using 12% less water than five years ago. Commercial water consumption decreased 1% from five years ago. Palo Alto's Water Utility revenues are based primarily on consumption rates plus a fixed monthly customer charge.

Based on data availability, Palo Alto has one of the oldest water main infrastructure of neighboring agencies. According to the Department, Palo Alto also replaces its water utility infrastructure within the average service lives of the facilities, which is a more aggressive replacement plan than other utilities. Palo Alto's incidence of main breaks, leaks, and outages is below average, which is further evidence of higher reliability.

In the 2010 Citizen Survey, 84% of respondents rated water quality as "good" or "excellent," which places Palo Alto in the 95th percentile compared to other surveyed jurisdictions. Palo Alto provides a higher quality of service based on the lower number of complaints received for taste, odor, turbidity, and pressure according to a 2008 Drinking Water Program Report.



Source: Utilities Department

	Water consumption				Number of service disruptions	Total customers affected	Percent water main repairs responded to within 1 hour [⊙] (Target: 100%)	Miles of water mains	Estimated miles of water mains replaced	Water quality compliance with all required Calif. Department of Health and EPA testing [§]	Citizen Survey
	Customer accounts	Residential water consumption (CCF) [§]	Commercial & Other water consumption (CCF) ^{2,§}	Average residential water usage per capita (CCF) [§]							Percent rating water "good" or "excellent" [⊙] (Target: >87%)
FY 2006	19,645	2,647,758	2,561,145	42	11	160	100% ¹	219	0	100%	80%
FY 2007	19,726	2,807,477	2,673,126	45	27	783	97% ¹	219	3	100%	79%
FY 2008	19,942	2,746,980	2,779,664	43	17	374	97%	219	3	100%	87%
FY 2009	19,422	2,566,962	2,828,163	40	19	230	95%	219	3	100%	81%
FY 2010	20,134	2,415,467	2,539,818	37	25	291	100%	214³	5	100%	84%
Change over last 5 years:	+2%	-9%	-1%	-12%	+127%	+82%	0%	-2%	-	0%	+4%

¹ The performance measure for responding to water main breaks was changed in FY 2008 to response within 4 hours to within 1 hour.

² Includes commercial, industrial research, and City facilities.

³ Decrease due to abandonment of parallel facilities.

[§] Sustainability indicator

⊙ Budget benchmarking measure. Targets shown are for FY 2010.

CCF - hundred cubic feet

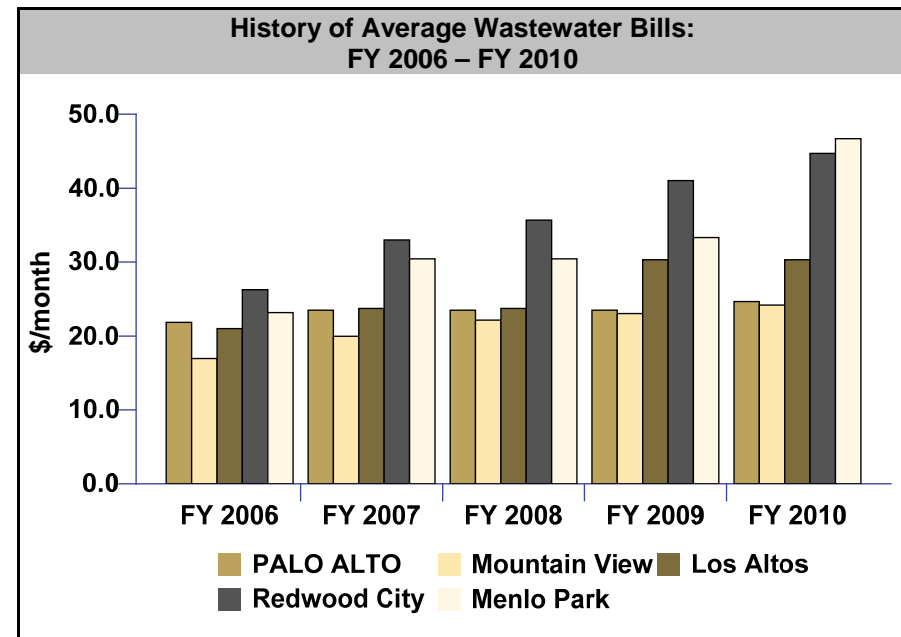
WASTEWATER COLLECTION

The Department cleaned or treated 136 miles of the City's 207 miles of sewer lines in FY 2010. There were 348 sewage overflows in calendar year 2010. The Department responded to 100% of sewage spills and line blockages within 2 hours.

In the 2010 Citizen Survey, 82% of survey respondents rated sewer services "good" or "excellent." This placed Palo Alto in the 84th percentile compared to other jurisdictions.

From 5 years ago, operating revenue increased 10% and reserves increased 14%. In FY 2010, capital spending was \$2.8 million, a 4% decrease from FY 2009.

The average residential bill increased from \$21.85 to \$24.65, or 13%, from 5 years ago. As shown on the right, Palo Alto's residential bill is mid-range of other compared cities.



Source: Utilities Department

Note: Cities may allocate costs differently and may have different levels of capital investment

	Revenues, expenses, and unrestricted reserves (in millions)				Average residential sewage bill	Authorized staffing (FTE)	Customer accounts	Miles of sewer lines	Miles of mains cleaned/treated [⊙] (Target: 101)	Estimated miles of sewer lines replaced	Number of sewage overflows	Citizen Survey	
	Operating revenue	Operating expense	Capital expense ¹	Wastewater Collection Fund reserves								Percent sewage spills and line blockage responses within 2 hours [⊙] (Target: 95%)	Percent rating quality of sewer services "good" or "excellent" [⊙] (Target: >81%)
FY 2006	\$13.8	\$10.8	\$2.4	\$14.5	\$21.85	23	21,784	202	89	0	310	99%	83%
FY 2007	\$14.8	\$10.0	\$7.7	\$12.4	\$23.48	25	21,789	202	140	7	152	99%	82%
FY 2008	\$15.1	\$11.7	\$3.6	\$13.8	\$23.48	28	21,970	202	80	2	174	99%	81%
FY 2009	\$14.5	\$11.0	\$2.9	\$14.1	\$23.48	25	21,210	207	91	2	210	100%	81%
FY 2010	\$15.1	\$10.9	\$2.8	\$16.6	\$24.65	26	22,231	207	136	4	348	100%	82%
Change over last 5 years:	+10%	+1%	+17%	+14%	+13%	+13%	+2%	+2%	+53%	-	+13%	+1%	-1%

¹ Includes direct labor, materials, supplies, and contractual services.

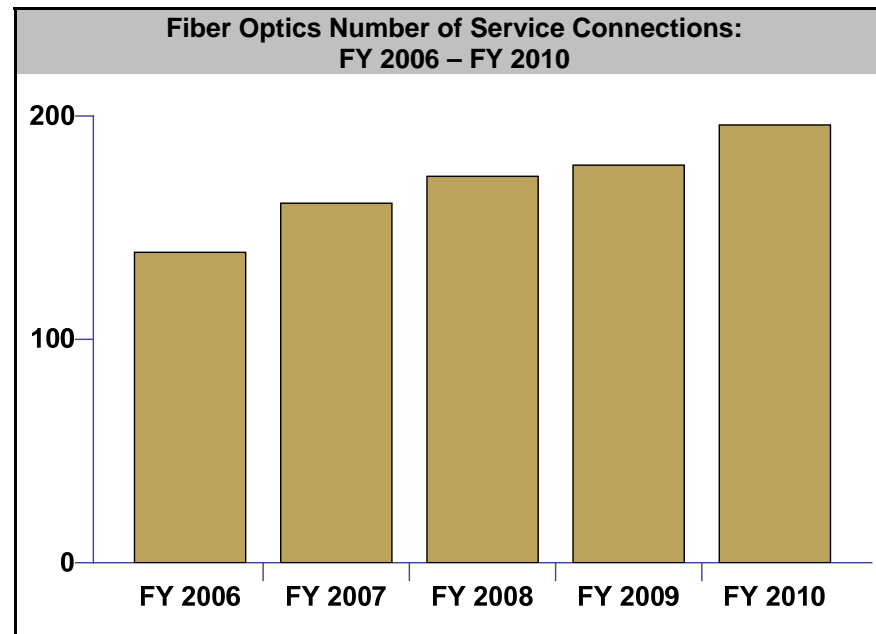
⊙ Budget benchmarking measure. Targets shown are for FY 2010.

FIBER OPTIC UTILITY

In 1996, a 40.6 mile dark¹ fiber backbone was built throughout the City with the goal of delivering broadband services to all premises, with customers connected via fiber optic “service connections.” New customers pay the fees required to connect to the fiber optic backbone.

Staff continues to evaluate the utilization of Fiber Optics Fund reserves to independently proceed with a phased build-out of the existing backbone. A business plan is being developed for the Broadband System Project which includes: an assessment of potential fiber backbone extensions, a conceptual proposal for fiber-to-the-premise (FTTP) deployment, providing dark fiber service connections to Palo Alto Unified School District facilities, and coordination of the Broadband System Project business plan with the development of the Smart Grid Strategic Plan. The goal of the Broadband System Project business plan is to define practical, incremental, low-risk options to fully leverage the existing fiber backbone asset and determine if these options provide new opportunities for the City to pursue an open access FTTP operating model that would be attractive to a potential private partner willing to invest in a network in Palo Alto.

From 5 years ago, operating revenue increased by 90%, and operating expense increased by 89%. The number of service connections grew 41% over the same period.



Source: Utilities Department

	Revenues, expenses, and unrestricted fund balance (in millions)				Number of customer accounts	Number of service connections	Backbone fiber miles	Authorized staffing (FTE)
	Operating revenue	Operating expense ²	Capital expense ²	Fund balance ²				
FY 2006	\$1.6	\$0.8	\$0.2	\$1.0	42	139	-	5
FY 2007	\$2.2	\$0.7	\$0.1	\$2.7	49	161	40.6	3
FY 2008	\$3.1	\$0.4	\$0.1	\$5.0	41	173	40.6	0.7
FY 2009	\$3.3	\$1.4	\$0.3	\$6.4	47	178	40.6	6
FY 2010	\$3.1	\$1.4	\$0.1	\$10.2	47	196	40.6	6
Change over last 5 years:	+90%	+89%	-45%	+965%	+12%	+41%	-	+13%

¹ Dark fiber is optical data cabling connecting facilities or accessing service providers. Customers using dark fiber provide their own electronic equipment to “light” the fiber.

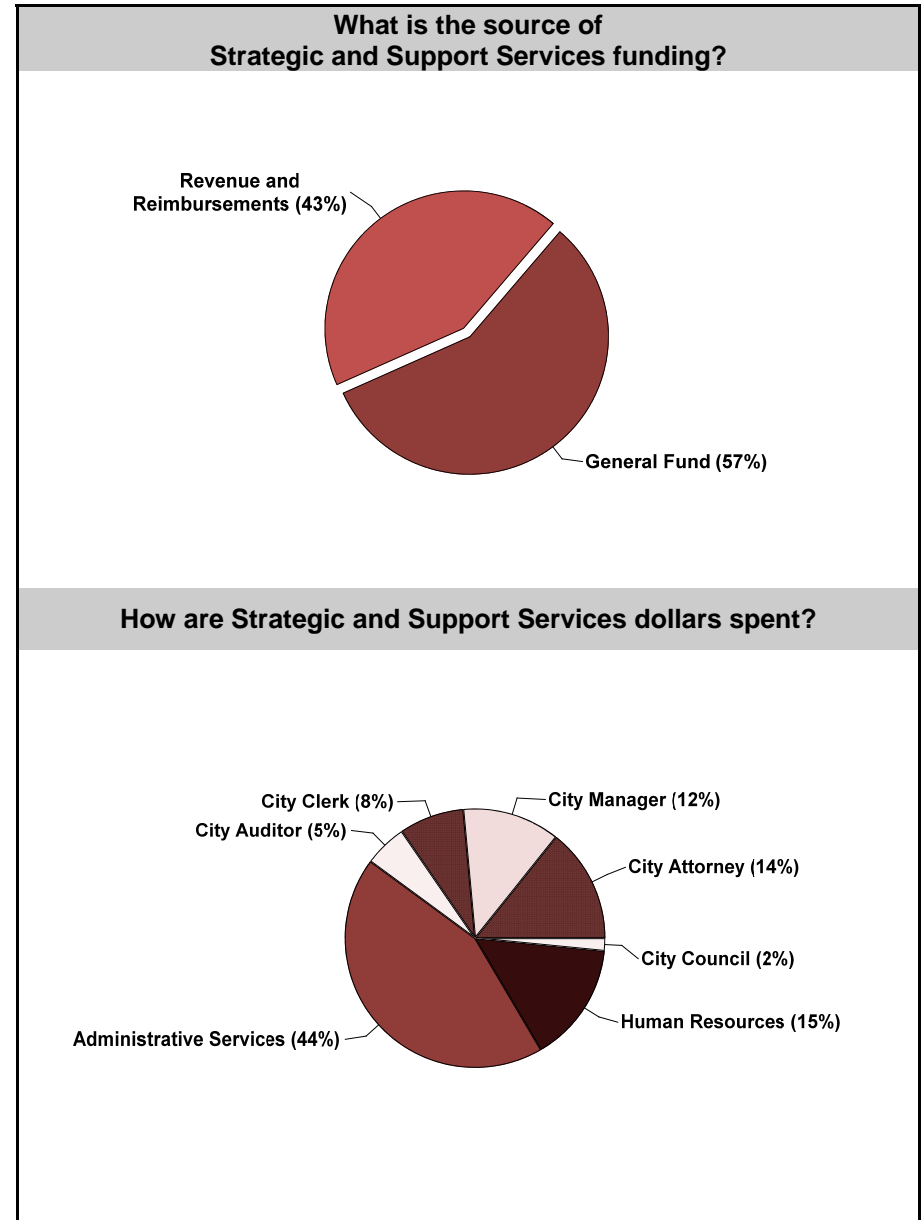
² Includes direct labor, materials, supplies, contract services, and allocated charges.

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CHAPTER 9 – STRATEGIC AND SUPPORT SERVICES

Strategic and Support Services include:

- Administrative Services Department – provides financial support services, property management, money management, financial analysis and reporting, purchasing, and information technology services.
- Human Resources – provides staff support services, including recruitment, employee and labor relations, employee development, and risk management; administers employee compensation and benefits.
- City Manager – provides leadership to the organization in the implementation of City Council policies and the provision of quality services to the community. The Office also coordinates City Council relations, community and intergovernmental relations, and the City’s sustainability initiatives.
- City Attorney – provides legal representation, consultation and advice, and litigation and dispute resolution services.
- City Clerk – provides public information, Council support, administers elections, and preserves the legislative history of the City.
- City Auditor – conducts performance audits, revenue audits and monitoring, and coordinates the annual external audit of the City’s financial statements..
- City Council – The City Council is the legislative and governing body of the City of Palo Alto. The City Council is composed of the Mayor and eight other Council members.

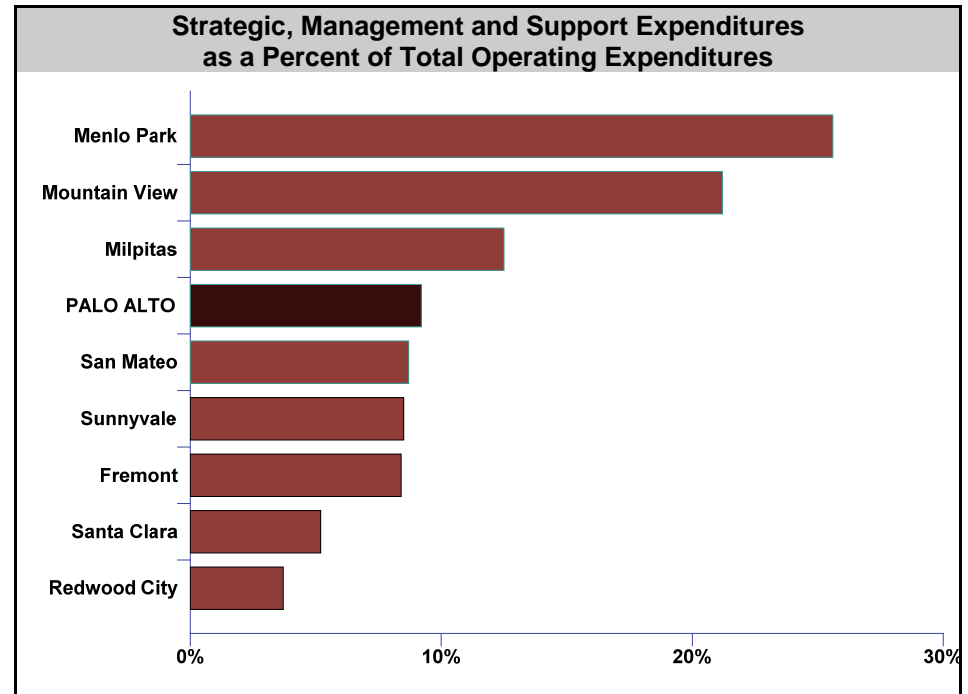


Source: FY 2010 revenue and expenditure data

SPENDING AND STAFFING

Palo Alto's strategic, management and support expenditures (about 9%) were 4th highest of 9 local jurisdictions. It should be noted that jurisdictions offer different levels of service and classify expenditures in different ways.

- Administrative Services Department expenditures were about \$7.9 million in FY 2010. The Department had a total of 93 FTE.
- Human Resources Department expenditures were approximately \$2.7 million in FY 2010. The Department had a total of 16 FTE.
- City Manager's Office expenditures were about \$2.2 million in FY 2010. The Office had a total of 12 FTE.
- City Attorney's Office expenditures, including outside legal fees, were about \$2.6 million in FY 2010. The Attorney's Office had 12 FTE.
- City Clerk's Office expenditures were about \$1.5 million in FY 2010. The Clerk's Office had 7 FTE.
- City Auditor's Office expenditures were about \$1.0 million in FY 2010. The Auditor's Office had 4 FTE.



Source: California State Controller, Cities Annual Report FY 2007-08

	Operating Expenditures (in millions)							Authorized staffing (FTE)					
	Administrative Services	Human Resources	City Manager	City Attorney	City Clerk	City Auditor	City Council	Administrative Services ¹	Human Resources	City Manager	City Attorney	City Clerk	City Auditor
FY 2006	\$6.6	\$2.5	\$1.6	\$2.6	\$1.0	\$0.9	\$0.1	98	15	9	12	6	4
FY 2007	\$7.0	\$2.6	\$1.9	\$2.5	\$0.9	\$0.9	\$0.2	99	16	9	12	7	4
FY 2008	\$7.3	\$2.7	\$2.3	\$2.7	\$1.3	\$0.9	\$0.2	101	16	12	12	7	4
FY 2009	\$7.0	\$2.7	\$2.0	\$2.5	\$1.1	\$0.8	\$0.3	94	16	12	12	7	4
FY 2010	\$7.9	\$2.7	\$2.2	\$2.6	\$1.5	\$1.0	\$0.3	93	16	12	12	7	4
Change over last 5 years:	+19%	+7%	+39%	0%	+54%	+10%	+102%	-5%	+6%	+32%	-6%	+19%	+5%

¹ Includes Administrative Services Department staff charged to other funds.

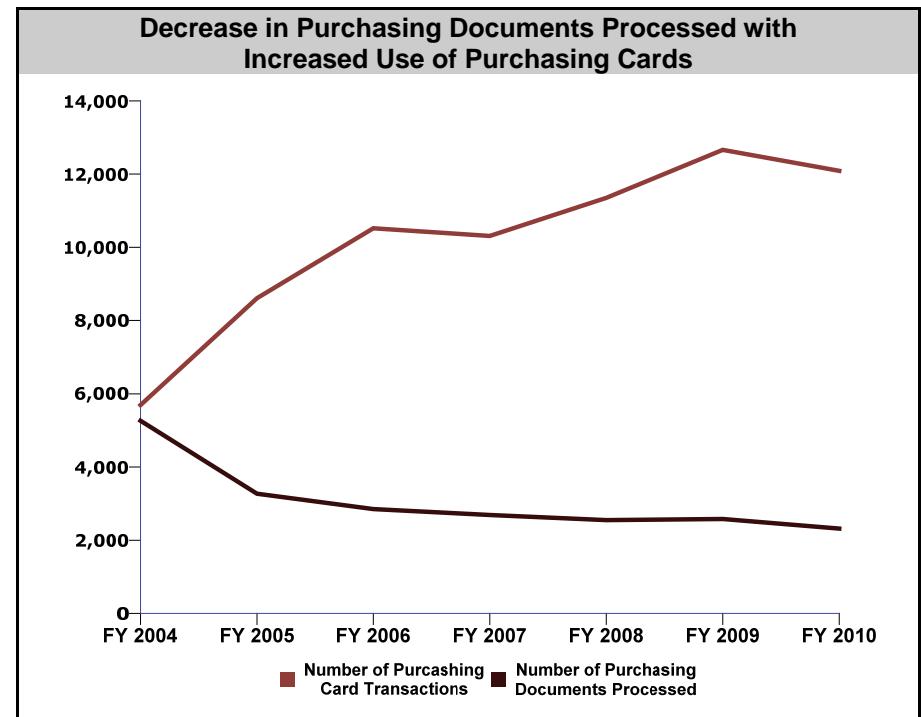
ADMINISTRATIVE SERVICES

The mission of the Administrative Services Department (ASD) is to provide proactive administrative and technical support to City departments and decision makers, and to safeguard and facilitate the optimal use of City resources. ASD encompasses a variety of services that might well be separate departments in a larger city.

The Department monitors the City’s cash and investments. According to the Department, the City’s rate of return was 3.96% in FY 2010. In FY 2010, Standard and Poor’s reaffirmed the City’s AAA credit rating, the highest credit rating possible. In addition, Standard & Poor’s assigned the City’s 2010 General Obligation Bonds an AAA rating and affirmed its AA+ rating on the City’s outstanding certificates of participation. According to the Department, the General Obligation Library Bonds were issued at a lower than anticipated rate as a result of the AAA rating.

As shown in the chart on the right, the number of purchasing documents processed (through purchase orders and contracts) has declined with the increased use of purchasing cards for smaller transaction amounts. According to staff, the increase in purchasing card transactions for lower-priced goods helps staff to focus more time on purchase orders and contracts involving higher dollar values and services.

Information Technology operating and maintenance expenditures as a percent of total operating expenditures decreased from the prior year to 4.9% in FY 2010. According to the Department, they are in the process of updating the Information Technology Strategic Plan.



Source: Administrative Services Department Purchasing Information

	Cash and investments (in millions) [⊙] (Target: \$330 million)	Rate of return on investments	General Fund reserves ¹ (in millions)	Number of accounts payable checks issued [⊙] (Target: 15,000)	Percent invoices paid within 30 days [⊙] (Target: 80%)	Number of purchasing documents processed [⊙] (Target: 2,700)	Dollar value goods and services purchased (in millions)	Number computer work-stations	Requests for computer help desk services resolved within 5 days	IT operating and maintenance expenditures as a percent of General Fund operating expenditures ²	Citizen Survey Percent who visited the City's website ³
FY 2006	\$376.2	4.21%	\$26.3	15,069	80%	2,847	\$61.3	1000	87%	3.9%	-
FY 2007	\$402.6	4.35%	\$31.0	14,802	80%	2,692	\$107.5	1000	87%	3.3%	-
FY 2008	\$375.7	4.45%	\$31.3	14,480	83%	2,549	\$117.2	1000	88%	4.9%	78%
FY 2009	\$353.4	4.42%	\$33.1	14,436	83%	2,577	\$132.0	1005	87%	5.8%	75%
FY 2010	\$462.4	3.96%	\$31.1	12,609	78%	2,314	\$112.5	1005	89%	4.9%	79%
Change over last 5 years:	23%	-6%	+18%	-16%	-2%	-19%	+84%	+1%	+2%	+1%	-

¹ Total unreserved/designated fund balances

² Adjusted to exclude Information Technology services provided to the Utilities Department

³ New survey question in FY 2008

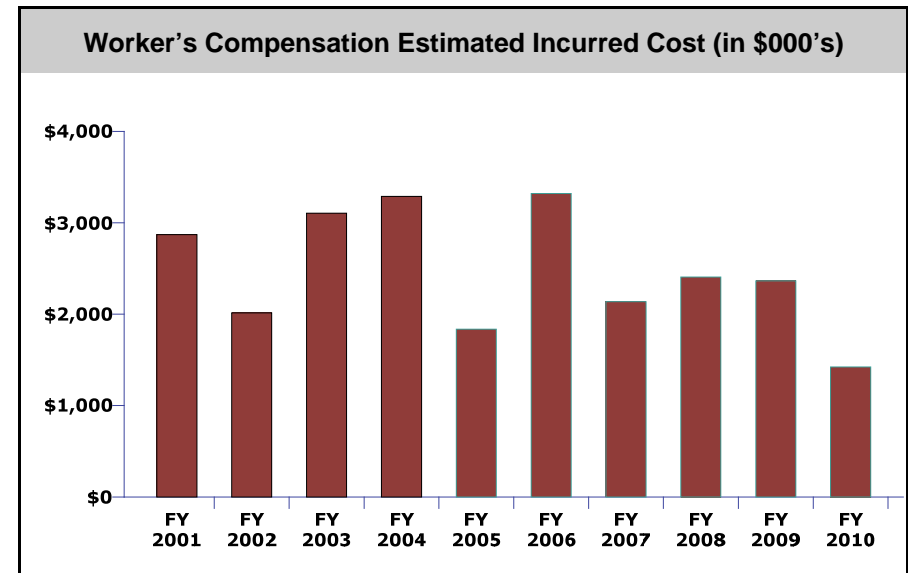
[⊙] Budget benchmarking measure. Targets shown are for FY 2010.

HUMAN RESOURCES

The mission of the Human Resources (HR) department is to recruit, develop and retain a diverse, well-qualified, and professional workforce that reflects the high standards of the community we serve and to provide a high level of support to City departments.¹

The ratio of HR staff to total City staff is 1 to 70. The hours of employee training provided by the Department decreased from 8,710 in FY 2009 to 3,429 in FY 2010.

The estimated incurred cost for workers' compensation claims decreased in FY 2010; however, it should be noted that early estimates of current claim costs often continue to grow as claims develop. In FY 2010, 2,113 calendar days were lost to work-related illness or injury.



Source: Human Resources Department

	Ratio HR staff to total authorized staffing (FTE)	Number of new hires processed ³ (Target: 120)	Percent of first year turnover (Target: 1%)	Percent of grievances settled before arbitration	Citywide training hours provided (Target: 2,500)	Worker's Compensation Estimated Incurred Cost ² (in millions)	Days lost to work-related illness or injury ⁴
FY 2006	1 to 75	125	3%	100%	8,052	\$3.3	2,592
FY 2007	1 to 74	138	7%	100%	7,121	\$2.1	1,676
FY 2008	1 to 73	157	9%	100%	9,054	\$2.4	1,458
FY 2009	1 to 72	130	8%	100%	8,710	\$2.4	1,795
FY 2010	1 to 70	126	6%	100%	3,429	\$1.4	2,113
Change over last 5 years:	-7%	+1%	+3%	0%	-57%	-57%	-18%

¹ Information about Citywide staffing levels is shown on page 11 of this report.

² Early estimates of current claim costs grow as claims develop. Prior year estimates are revised to reflect current estimated costs for claims incurred during that fiscal year.

³ Includes transfers and internal promotions (excludes seasonal and hourly staff).

⁴ Due to a change in federal reporting requirements, the number of days lost to work-related illness or injury is now based on calendar days, not work days.

⊙ Budget benchmarking measure. Targets shown are for FY 2010.

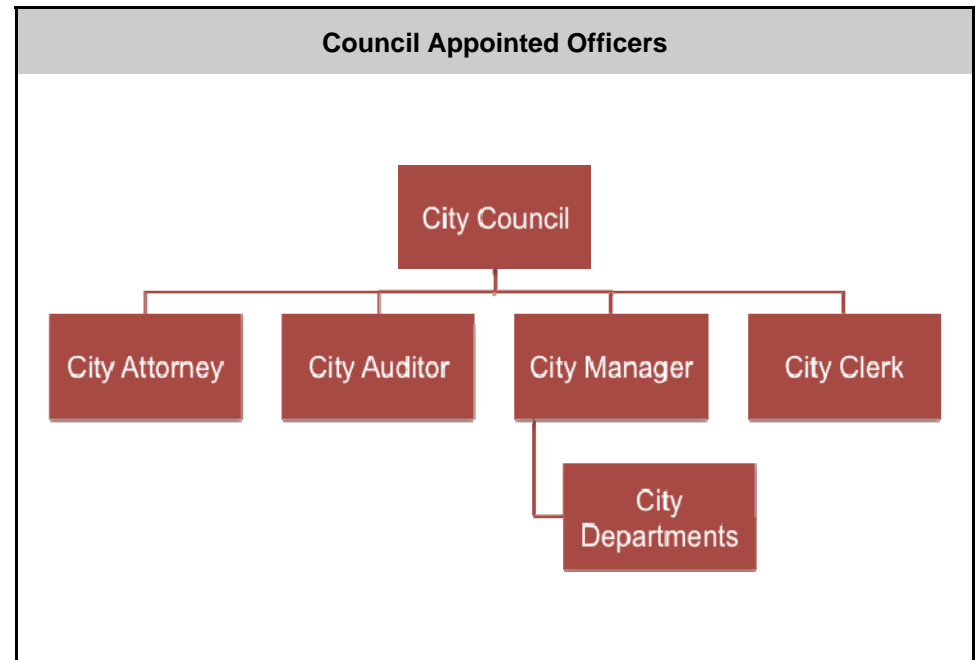
CITY MANAGER, CITY ATTORNEY, CITY CLERK, CITY AUDITOR

The mission of the City Manager’s Office is to provide leadership to the organization in the implementation of City Council policies and the provision of quality services to the community. The City Manager’s Office coordinated preparation of 378 staff reports during FY 2010. The City Manager’s Office also coordinates public information services.

The mission of the City Attorney’s Office is to serve Palo Alto and its policy makers by providing legal representation of the highest quality. The current ratio of staff attorneys to regular full-time equivalent employees is 1 to 192.

The mission of the City Clerk’s Office is to foster community awareness and civic involvement by providing timely and accurate records of the activities of City policy makers. In FY 2010, the average time to finalize City Council minutes was 4 weeks.

The mission of the City Auditor’s Office is to promote honest, efficient, effective, and fully accountable City government. The Office conducts performance audits, revenue audits and monitoring, and coordinates the annual external audit of the City’s financial statements. In addition to \$135,118 in revenue audit recoveries, the Office identified other savings resulting in a total economic benefit of \$3.3 million in FY 2010.



Source: Operating budget

	City Manager			City Attorney			City Clerk	City Auditor	
	Number of staff reports issued ☉	Citizen Survey Percent rating public information services "good" or "excellent" ☉	Citizen Survey Percent rating opportunities to learn about City services through social networking sites good or excellent	Number of claims handled ☉	Number of work requests processed ☉	Ratio staff attorneys to total employees (FTE)	Average time to finalize City Council minutes ☉	Audit recommendations implemented ☉	Revenue audit recoveries ☉
	(Target: 372)	(Target: 76%)		(Target: 135)	(Target: 2,750)		(Target: 4 weeks)	(Target: 40%)	(Target: \$150,000)
FY 2006	336	72%	-	107	2,123	1 to 172	4 weeks	54%	\$917,597
FY 2007	341	73%	-	149	2,511	1 to 193	4 weeks	5%	\$78,770
FY 2008	372	76%	-	160	2,957	1 to 195	6 weeks ¹	55%	\$149,810
FY 2009	373	68%	60%	126	3,230	1 to 179	4 weeks	45%	\$84,762
FY 2010	378	67%	57%	144	3,393	1 to 192	4 weeks	34%	\$135,118
Change over last 5 years:	+13%	-5%	-	+35%	+60%	+12%	0%	-20%	-85%

¹ According to the Department, staffing changes contributed to the increase in average time to finalize City Council minutes in FY 2008.

☉ Budget benchmarking measure. Targets shown are for FY 2010.

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CITY OF PALO ALTO, CA 2010

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

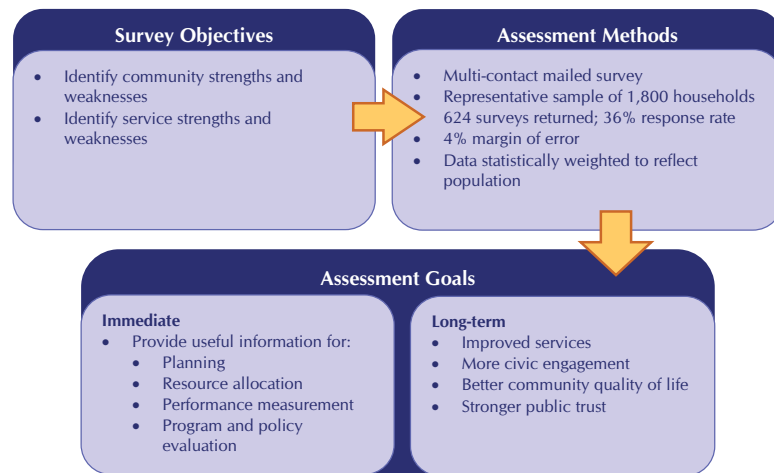
The National Citizen Survey™

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



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



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 624 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 issues and provided the appropriate letterhead and signatures for mailings. City of Palo Alto staff also augmented The National Citizen Survey™ basic service through a variety of options including crosstabulation of results and several policy questions.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each report 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

The margin of error around results for the City of Palo Alto Survey (624 completed surveys) is plus or minus four percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 56-64% of all residents are likely to feel that way.

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 six 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 comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The 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 for quality ratings were available, the City of Palo Alto results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come 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 experienced a good quality of life in the City of Palo Alto and believed the City was a good place to live. The overall quality of life in the City of Palo Alto was rated as “excellent” or “good” by 94% of respondents. Almost all reported 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 two characteristics receiving the most favorable ratings were educational opportunities and the overall image/reputation of Palo Alto. The two characteristics receiving the least positive ratings were the availability of both affordable quality child care and housing.

Ratings of community characteristics were compared to the benchmark database. Of the 30 characteristics for which comparisons were available, 24 were above the national benchmark comparison, one was similar to the national benchmark comparison and five were below.

Residents in the City of Palo Alto were civically engaged. While only 27% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 92% had provided help to a friend or neighbor. A majority had volunteered their time to some group or activity in the City of Palo Alto, which was much 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 very favorable ratings to almost all local government services. City services rated were able to be compared to the benchmark database. Of the 31 services for which comparisons were available, 24 were above the benchmark comparison, six 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:

- Public information services
- Land use, planning and zoning
- Police services
- Preservation of natural areas
- Sidewalk maintenance

Of these services, those deserving the most attention may be those that were below or similar to the benchmark comparisons: sidewalk maintenance. For public information services, land use, planning and zoning, police services and preservation of natural areas, the City of Palo Alto was 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. Ratings for the quality of life in Palo Alto were steady when compared over the past eight years.

FIGURE 3: RATINGS OF OVERALL QUALITY OF LIFE BY YEAR

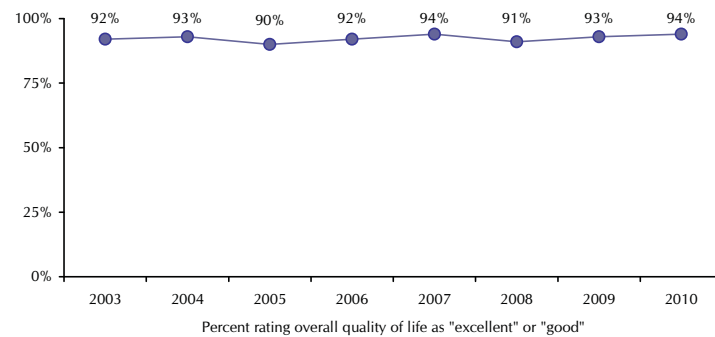


FIGURE 4: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
The overall quality of life in Palo Alto	94%	93%	91%	94%	92%	90%	93%	92%
Your neighborhood as a place to live	91%	90%	91%	91%	91%	90%	91%	88%
Palo Alto as a place to live	95%	94%	95%	96%	94%	94%	96%	95%
Percent "excellent" or "good"								

FIGURE 5: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Remain in Palo Alto for the next five years	83%	87%	85%	80%	NA	NA	NA	NA
Recommend living in Palo Alto to someone who asks	90%	90%	91%	100%	NA	NA	NA	NA
Percent "very likely" and "somewhat likely"								

FIGURE 6: OVERALL COMMUNITY QUALITY BENCHMARKS

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

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 was given the most positive rating, followed by ease of bicycle travel in Palo Alto. These ratings tended to be much higher than the benchmark and were mostly similar to years past.

FIGURE 7: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Ease of car travel in Palo Alto	66%	65%	60%	65%	60%	61%	52%	55%
Ease of bus travel in Palo Alto	39%	36%	34%	37%	44%	44%	43%	41%
Ease of rail travel in Palo Alto	62%	63%	52%	55%	60%	69%	64%	NA
Ease of bicycle travel in Palo Alto	81%	79%	78%	84%	78%	79%	80%	84%
Ease of walking in Palo Alto	85%	82%	86%	88%	87%	86%	85%	86%
Availability of paths and walking trails	75%	75%	74%	NA	NA	NA	NA	NA
Traffic flow on major streets	47%	46%	38%	NA	NA	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 8: COMMUNITY TRANSPORTATION BENCHMARKS

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

Seven transportation services were rated in Palo Alto. As compared to most communities across America, ratings tended to be a mix of positive and negative. Four above were rated above the benchmark. Two were rated similar to the benchmark and one was below the benchmark.

FIGURE 9: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Street repair	43%	42%	47%	47%	47%	48%	47%	50%
Street cleaning	76%	73%	75%	77%	77%	74%	77%	75%
Street lighting	68%	64%	64%	61%	66%	63%	65%	67%
Sidewalk maintenance	51%	53%	53%	57%	53%	51%	50%	50%
Traffic signal timing	56%	56%	56%	60%	55%	49%	57%	NA
Bus or transit services	45%	50%	49%	57%	58%	NA	NA	NA
Amount of public parking	60%	55%	52%	65%	58%	56%	56%	NA
Percent "excellent" or "good"								

FIGURE 10: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to benchmark
Street repair	Similar
Street cleaning	Much above
Street lighting	Much above
Sidewalk maintenance	Similar
Traffic signal timing	Above
Bus or transit services	Below
Amount of public parking	Much 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, 3% of work commute trips were made by transit, 13% by bicycle and 5% by foot.

FIGURE 11: FREQUENCY OF BUS USE IN LAST 12 MONTHS BY YEAR

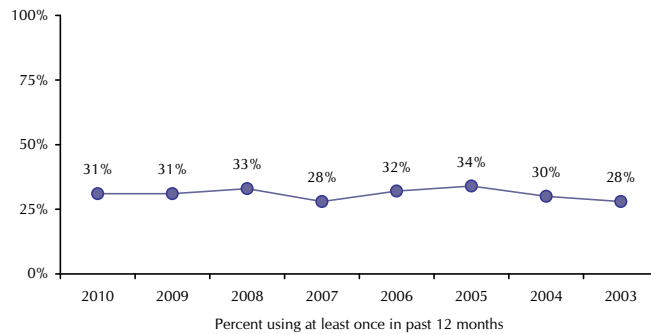


FIGURE 12: FREQUENCY OF BUS USE BENCHMARKS

	Comparison to benchmark
Ridden a local bus within Palo Alto	Much more

FIGURE 13: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	61%	58%	59%	NA	NA	NA	NA	NA
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	9%	8%	6%	NA	NA	NA	NA	NA
Bus, rail, or other public transportation	3%	7%	5%	NA	NA	NA	NA	NA
Walk	5%	7%	4%	NA	NA	NA	NA	NA
Bicycle	13%	9%	16%	NA	NA	NA	NA	NA
Work at home	9%	10%	9%	NA	NA	NA	NA	NA
Other	0%	0%	0%	NA	NA	NA	NA	NA

FIGURE 14: DRIVE ALONE BENCHMARKS

	Comparison to benchmark
Average percent of work commute trips made by driving alone	Much less

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 toward a single group, 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 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 15% of respondents, while the variety of housing options was rated as “excellent” or “good” by 37% of respondents. The rating of perceived affordable housing availability was much worse in the City of Palo Alto than the ratings, on average, in comparison jurisdictions. These ratings were consistent when compared with past survey ratings.

FIGURE 15: RATINGS OF HOUSING IN COMMUNITY BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Availability of affordable quality housing	15%	17%	12%	10%	11%	8%	7%	6%
Variety of housing options	37%	39%	34%	NA	NA	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 16: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Much below
Variety of housing options	Much 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 34% of survey participants were found to pay housing costs of more than 30% of their monthly household income. This proportion was less when compared to other communities, and similar when compared to past survey years.

FIGURE 17: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE" BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Housing costs 30% or more of income	34%	35%	31%	NA	NA	NA	NA	NA
Percent of respondents								

FIGURE 18: HOUSING COSTS BENCHMARKS

	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	Less

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 53% of respondents. The overall appearance of Palo Alto was rated as "excellent" or "good" by 83% of respondents and was much above the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Palo Alto, 3% thought they were a "major" problem. The services of code enforcement, animal control and land use, planning and zoning were rated above the benchmark.

FIGURE 19: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Overall quality of new development in Palo Alto	53%	55%	57%	57%	62%	56%	NA	NA
Overall appearance of Palo Alto	83%	83%	89%	86%	85%	85%	86%	87%
Percent "excellent" or "good"								

FIGURE 20: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in Palo Alto	Below
Overall appearance of Palo Alto	Much above

FIGURE 21: RATINGS OF POPULATION GROWTH BY YEAR

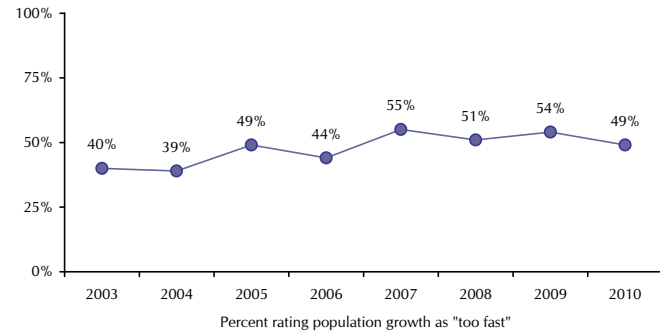


FIGURE 22: POPULATION GROWTH BENCHMARKS

	Comparison to benchmark
Population growth seen as too fast	More

FIGURE 23: RATINGS OF NUISANCE PROBLEMS BY YEAR

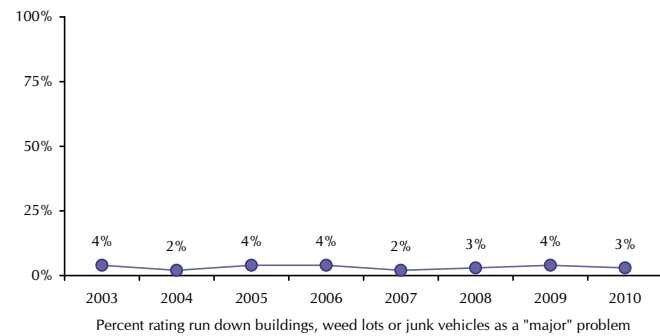


FIGURE 24: NUISANCE PROBLEMS BENCHMARKS

	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Much less

FIGURE 25: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Land use, planning and zoning	49%	47%	47%	49%	50%	46%	48%	41%
Code enforcement (weeds, abandoned buildings, etc.)	53%	50%	59%	59%	61%	56%	59%	55%
Animal control	76%	78%	78%	79%	78%	79%	79%	79%
Percent "excellent" or "good"								

FIGURE 26: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

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

ECONOMIC SUSTAINABILITY

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

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. Ratings were similar to the most recent survey year; the rating for employment opportunities showed the most variation over time.

FIGURE 27: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Employment opportunities	52%	51%	61%	61%	59%	45%	43%	33%
Shopping opportunities	70%	70%	71%	79%	80%	75%	NA	NA
Palo Alto as a place to work	87%	87%	90%	90%	84%	81%	NA	NA
Overall quality of business and service establishments in Palo Alto	75%	73%	77%	NA	NA	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 28: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Much above
Shopping opportunities	Much above
Palo Alto as a place to work	Much above
Overall quality of business and service establishments in Palo Alto	Much above

Residents were asked to evaluate the speed of job 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, 67% responded that it was "too slow," while 31% reported retail growth as "too slow." Much fewer residents in Palo Alto compared to other jurisdictions believed that retail growth was too slow, and much fewer residents believed that job growth was too slow.

FIGURE 29: RATINGS OF RETAIL AND JOBS GROWTH BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Retail growth seen as too slow	31%	34%	28%	29%	26%	25%	21%	18%
Job growth seen as too slow	67%	65%	48%	38%	49%	63%	69%	76%
Percent of respondents								

FIGURE 30: RETAIL AND JOB GROWTH BENCHMARKS

	Comparison to benchmark
Retail growth seen as too slow	Much less
Job growth seen as too slow	Much less

FIGURE 31: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

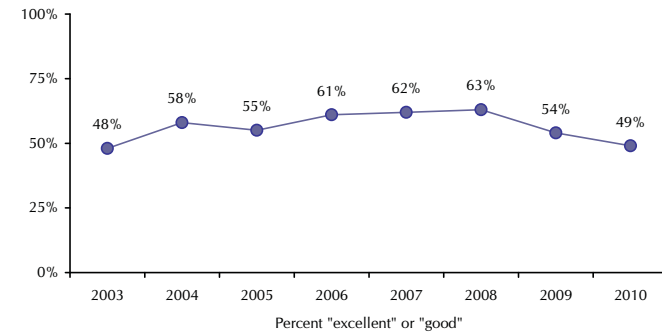


FIGURE 32: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Above

Residents were asked to reflect on their economic prospects in the near term. Sixteen 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. The percent of residents with an optimistic outlook on their household income was the same as comparison jurisdictions.

FIGURE 33: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

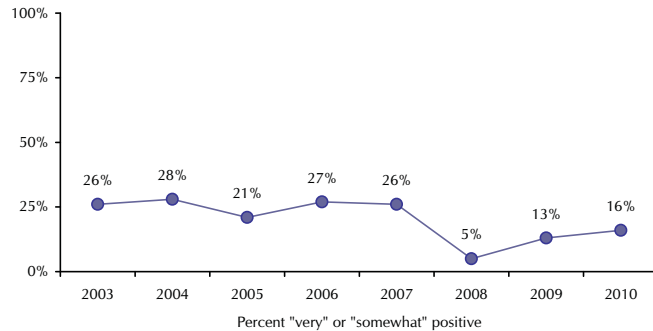


FIGURE 34: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Similar

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. Most 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 83% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety. These ratings were generally stable over time. The rating for safety from property crimes improved from 2009 to 2010.

FIGURE 35: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Safety in your neighborhood during the day	96%	95%	95%	98%	94%	98%	98%	97%
Safety in your neighborhood after dark	83%	78%	78%	85%	79%	84%	82%	83%
Safety in Palo Alto's downtown area during the day	94%	91%	96%	94%	91%	96%	94%	95%
Safety in Palo Alto's downtown area after dark	70%	65%	65%	74%	69%	69%	76%	71%
Safety from violent crime (e.g., rape, assault, robbery)	85%	82%	85%	86%	75%	87%	84%	84%
Safety from property crimes (e.g., burglary, theft)	75%	66%	74%	75%	62%	76%	71%	73%
Safety from environmental hazards	83%	81%	80%	NA	NA	NA	NA	NA
Percent "very" or "somewhat" safe								

FIGURE 36: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
In your neighborhood during the day	Much above
In your neighborhood after dark	Much above
In Palo Alto's downtown area during the day	Much above
In Palo Alto's downtown area after dark	Much above
Violent crime (e.g., rape, assault, robbery)	Much above
Property crimes (e.g., burglary, theft)	Much above
Environmental hazards, including toxic waste	Above

As assessed by the survey, 9% 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, 86% 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 many more Palo Alto residents had reported their most recent crime victimization to the police.

FIGURE 37: CRIME VICTIMIZATION AND REPORTING BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
During the past twelve months, were you or anyone in your household the victim of any crime?	9%	11%	10%	9%	12%	10%	11%	13%
If yes, was this crime (these crimes) reported to the police?	86%	80%	73%	62%	62%	69%	62%	80%
Percent "yes"								

FIGURE 38: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Less
Reported crimes	Much more

Residents rated seven City public safety services; of these, five were rated above the benchmark comparison and two were rated similar to the benchmark comparison. Ambulance or emergency medical services and fire services received the highest ratings, while traffic enforcement and emergency preparedness received the lowest ratings. Most were similar compared to previous years.

FIGURE 39: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Police services	87%	84%	84%	91%	87%	87%	90%	89%
Fire services	93%	95%	96%	98%	95%	94%	97%	96%
Ambulance or emergency medical services	94%	91%	95%	94%	94%	95%	95%	95%
Crime prevention	79%	73%	74%	83%	77%	86%	86%	NA
Fire prevention and education	79%	80%	87%	86%	84%	82%	85%	NA
Traffic enforcement	64%	61%	64%	72%	63%	63%	64%	64%
Emergency preparedness (services that prepare the community for natural disasters or other emergency services)	59%	62%	71%	NA	NA	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 40: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Much above
Fire services	Above
Ambulance or emergency medical services	Much above
Crime prevention	Much above
Fire prevention and education	Above
Traffic enforcement	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Similar

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 84% of survey respondents. Cleanliness of Palo Alto received the highest rating, and it was much above the benchmark. These four ratings were similar when compared to past surveys.

FIGURE 41: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Cleanliness of Palo Alto	85%	85%	88%	NA	NA	NA	NA	NA
Quality of overall natural environment in Palo Alto	84%	84%	85%	NA	NA	NA	NA	NA
Preservation of natural areas such as open space, farmlands and greenbelts	78%	82%	78%	NA	NA	NA	NA	NA
Air quality	77%	73%	75%	79%	80%	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 42: COMMUNITY ENVIRONMENT BENCHMARKS

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

Resident recycling was much greater than recycling reported in comparison communities, and was similar to the past three survey years.

FIGURE 43: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR

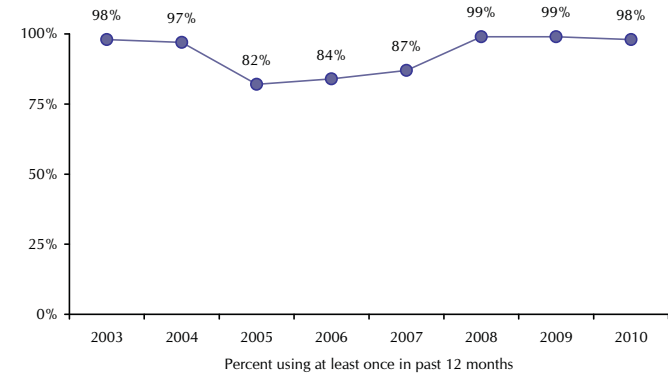


FIGURE 44: FREQUENCY OF RECYCLING BENCHMARKS

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

Of the five utility services rated by those completing the questionnaire, all were much higher than the benchmark comparison. These service ratings trends were all stable compared to the most recent survey and mostly similar to past survey years, though storm drainage and drinking water varied over time.

FIGURE 45: RATINGS OF UTILITY SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Sewer services	82%	81%	81%	83%	83%	82%	80%	84%
Drinking water	84%	81%	87%	79%	80%	80%	74%	82%
Storm drainage	74%	73%	70%	59%	61%	60%	57%	65%
Recycling collection	90%	90%	90%	93%	92%	91%	90%	90%
Garbage collection	88%	89%	92%	91%	92%	92%	91%	94%

Percent "excellent" or "good"

FIGURE 46: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Sewer services	Much above
Drinking water	Much above
Storm drainage	Much above
Recycling collection	Much above
Garbage collection	Much 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. City parks, recreation programs or classes and recreation centers or facilities were rated much higher than the national 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 47: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

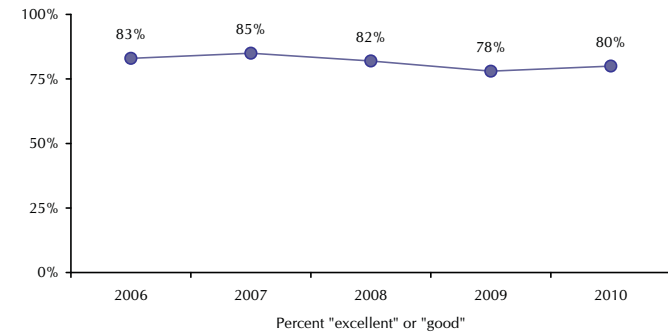


FIGURE 48: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Recreation opportunities	Much above

FIGURE 49: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Used Palo Alto recreation centers	60%	63%	68%	67%	63%	62%	60%	53%
Participated in a recreation program or activity	50%	49%	56%	53%	54%	52%	50%	49%
Visited a neighborhood park or City park	94%	94%	93%	92%	93%	93%	91%	92%
Percent using at least once in last 12 months								

FIGURE 50: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

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

FIGURE 51: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
City parks	90%	92%	89%	91%	87%	92%	91%	90%
Recreation programs or classes	82%	85%	87%	90%	85%	87%	85%	83%
Recreation centers or facilities	81%	80%	77%	82%	81%	78%	84%	77%
Percent "excellent" or "good"								

FIGURE 52: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
City parks	Much above
Recreation programs or classes	Much above
Recreation centers or facilities	Much above

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. 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 were rated as "excellent" or "good" by 74% of respondents. Educational opportunities were rated as "excellent" or "good" by 90% of respondents. Compared to the benchmark data, educational and cultural activity opportunities were much above the average of comparison jurisdictions.

About 76% of Palo Alto residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was above comparison jurisdictions.

FIGURE 53: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Opportunities to attend cultural activities	74%	74%	79%	81%	85%	77%	83%	NA
Educational opportunities	90%	91%	93%	94%	93%	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 54: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Much above
Educational opportunities	Much above

FIGURE 55: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Used Palo Alto public libraries or their services	76%	82%	74%	79%	76%	79%	77%	80%
Percent using at least once in last 12 months								

FIGURE 56: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Palo Alto public libraries or their services	More

FIGURE 57: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Public library services	82%	78%	75%	81%	78%	80%	81%	81%
Percent "excellent" or "good"								

FIGURE 58: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public library services	Similar

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 and preventive health care services. About 62% of Palo Alto residents rated affordable quality health care as "excellent" or "good," while about 67% rated the availability of preventive health services as "excellent" or "good." Both ratings were much above the ratings of comparison jurisdictions and similar when compared to past survey years.

FIGURE 59: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Availability of affordable quality health care	62%	63%	57%	56%	57%	NA	NA	NA
Availability of preventive health services	67%	67%	70%	NA	NA	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 60: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of affordable quality health care	Much above
Availability of preventive health services	Much above

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.

Almost all residents rated the City of Palo Alto as an “excellent” or “good” place to raise kids and a majority rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” About eight in ten survey respondents felt the City of Palo Alto was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents and was much lower than the benchmark. Most ratings were stable over time, however, the rating for availability of affordable quality child care was lower compared to 2009.

FIGURE 61: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Sense of community	71%	71%	70%	70%	66%	68%	69%	70%
Openness and acceptance of the community towards people of diverse backgrounds	79%	78%	77%	79%	75%	72%	73%	73%
Availability of affordable quality child care	25%	32%	28%	26%	35%	26%	25%	25%
Palo Alto as a place to raise children	93%	91%	94%	92%	92%	92%	93%	90%
Palo Alto as a place to retire	65%	64%	67%	61%	68%	60%	63%	62%
Percent "excellent" or "good"								

FIGURE 62: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

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

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 49% to 79% with ratings of “excellent” or “good.” Services to seniors and youth were much above the benchmark and were similar to past survey years. Services to low-income people was the same when compared to the benchmark, and decreased from 2009 to 2010.

FIGURE 63: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Services to seniors	79%	82%	81%	79%	84%	78%	82%	77%
Services to youth	70%	75%	73%	73%	70%	68%	68%	66%
Services to low-income people	49%	59%	46%	46%	54%	45%	37%	NA
Percent "excellent" or "good"								

FIGURE 64: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Much above
Services to youth	Much above
Services to low income people	Similar

CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff 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 slightly less favorably.

Ratings of civic engagement opportunities were much above ratings from comparison jurisdictions where these questions were asked and similar when compared to past survey years.

FIGURE 65: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Opportunities to volunteer	81%	83%	86%	NA	NA	NA	NA	NA
Opportunities to participate in community matters	76%	76%	75%	NA	NA	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 66: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Much above
Opportunities to volunteer	Much 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. Volunteerism was much higher when compared to other communities. Those who had provided help to a friend or neighbor, participated in a club or civic group in Palo Alto or attended a meeting of local elected officials or other local public meeting showed similar rates of involvement. Those who had watched a meeting of local elected officials or other public meeting showed much lower rates of community engagement.

FIGURE 67: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR¹

	2010	2009	2008	2007	2006	2005	2004	2003
Attended a meeting of local elected officials or other local public meeting	27%	28%	26%	26%	27%	30%	28%	30%
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	28%	28%	26%	26%	31%	29%	27%	28%
Volunteered your time to some group or activity in Palo Alto	51%	56%	51%	52%	53%	52%	52%	49%
Participated in a club or civic group in Palo Alto	31%	33%	34%	NA	NA	NA	NA	NA
Provided help to a friend or neighbor	92%	93%	93%	NA	NA	NA	NA	NA
Percent participating at least once in the last 12 months								

FIGURE 68: 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 public meeting on cable television, the Internet or other media	Much less
Volunteered your time to some group or activity in Palo Alto	Much more
Participated in a club or civic group in Palo Alto	Similar
Provided help to a friend or neighbor	Similar

¹ Over the past few years, local governments have adopted communication strategies that embrace the Internet and new media. In 2010, the question, "Watched a meeting of local elected officials or other local public meeting on cable television" was revised to include "the Internet or other media" to better reflect this trend.

City of Palo Alto residents showed the largest amount of civic engagement in the area of electoral participation. Ninety percent reported they were registered to vote and 86% indicated they had voted in the last general election. This rate of self-reported voting was about the same as that of comparison communities.

FIGURE 69: REPORTED VOTING BEHAVIOR BY YEAR²

	2010	2009	2008	2007	2006	2005	2004	2003
Registered to vote	90%	90%	89%	79%	77%	80%	83%	78%
Voted in the last general election	86%	87%	87%	76%	70%	79%	78%	72%
Percent "yes"								

FIGURE 70: VOTING BEHAVIOR BENCHMARKS

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

² Note: In addition to the removal of "don't know" responses, those who said "ineligible to vote" also have been omitted from this calculation. The full frequencies appear in Appendix A.

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, 79% reported they had done so at least once. Public information services were rated favorably compared to benchmark data. These ratings were similar to the most recent survey.

FIGURE 71: USE OF INFORMATION SOURCES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	79%	75%	78%	62%	54%	52%	NA	NA
Percent using at least once in last 12 months								

FIGURE 72: USE OF INFORMATION SOURCES BENCHMARKS

	Comparison to benchmark
Visited the City of Palo Alto Web site	Much more

FIGURE 73: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Public information services	67%	68%	76%	73%	72%	74%	77%	72%
Percent "excellent" or "good"								

FIGURE 74: 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 74% of respondents. This was similar to the last survey and much above the benchmark comparison.

FIGURE 75: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Opportunities to participate in social events and activities	74%	80%	80%	NA	NA	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 76: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in social events and activities	Much above

Residents in Palo Alto reported a fair amount of neighborliness. More than 42% indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was much less than the amount of contact reported in other communities.

FIGURE 77: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
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)?	42%	48%	40%	NA	NA	NA	NA	NA
Percent "at least several times per week"								

FIGURE 78: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least several times per week	Much less

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 welcoming citizen involvement, 57% rated it as “excellent” or “good.” Of these four ratings, three were much above the benchmark and one was similar to the benchmark.

FIGURE 79: PUBLIC TRUST RATINGS BY YEAR³

	2010	2009	2008	2007	2006	2005	2004	2003
The value of services for the taxes paid to Palo Alto	62%	58%	64%	67%	74%	70%	74%	69%
The overall direction that Palo Alto is taking	57%	53%	63%	57%	62%	54%	63%	54%
The job Palo Alto government does at welcoming citizen involvement	57%	56%	57%	68%	73%	59%	70%	65%
Overall image or reputation of Palo Alto	90%	92%	92%	93%	91%	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 80: PUBLIC TRUST BENCHMARKS

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

³ For jurisdictions that have conducted The NCS prior to 2008, this change in the wording of response options may cause a decline in the percent of residents who offer a positive perspective on public trust. It is well to factor in the possible change due to question wording this way: if you show an increase, you may have found even more improvement with the same question wording; if you show no change, you may have shown a slight increase with the same question wording; if you show a decrease, community sentiment is probably about stable.

On average, residents of the City of Palo Alto gave the highest evaluations to their own local government and the lowest average rating to state government. The overall quality of services delivered by the City of Palo Alto was rated as “excellent” or “good” by 80% of survey participants. The City of Palo Alto’s rating was much above the benchmark when compared to other communities.

FIGURE 81: RATING OVERALL QUALITY OF SERVICES PROVIDED BY THE CITY OF PALO ALTO BY YEAR

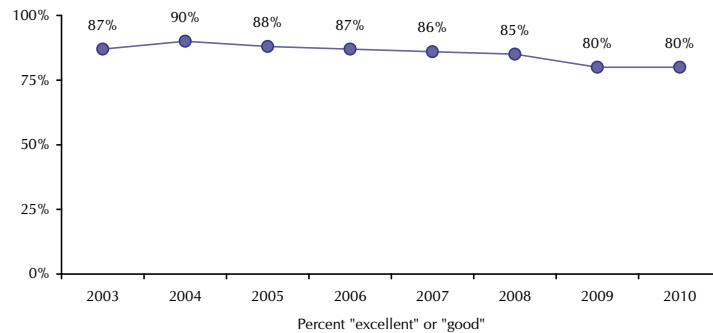


FIGURE 82: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Services provided by City of Palo Alto	80%	80%	85%	86%	87%	88%	90%	87%
Services provided by the Federal Government	43%	41%	33%	33%	33%	32%	38%	32%
Services provided by the State Government	27%	23%	34%	44%	38%	32%	35%	31%
Services provided by Santa Clara County Government	48%	42%	54%	NA	NA	NA	NA	NA
Percent "excellent" or "good"								

FIGURE 83: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the City of Palo Alto	Much above
Services provided by the Federal Government	Above
Services provided by the State Government	Much below
Services provided by Santa Clara County Government	Similar

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, collect trash, 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 56% who reported that they had been in contact (a percent that is similar to 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; 77% of respondents rated their overall impression as “excellent” or “good.” Overall employee ratings were higher than the benchmark and were similar to past survey years.

FIGURE 84: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

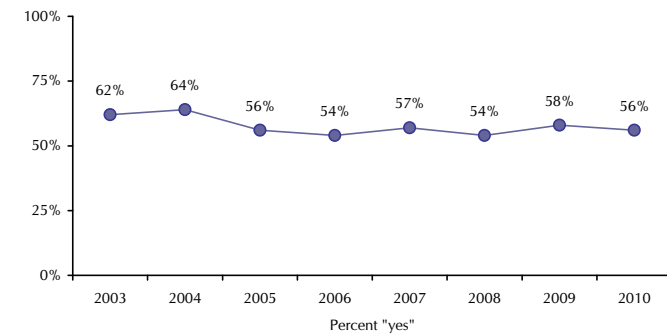


FIGURE 85: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	Comparison to benchmark
Had contact with City employee(s) in last 12 months	Similar

FIGURE 86: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003
Knowledge	81%	84%	75%	85%	83%	84%	85%	85%
Responsiveness	75%	78%	73%	80%	78%	77%	83%	74%
Courtesy	82%	84%	78%	84%	83%	83%	84%	83%
Overall impression	77%	79%	73%	79%	79%	79%	84%	78%

Percent "excellent" or "good"

FIGURE 87: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
Knowledge	Similar
Responsiveness	Similar
Courteousness	Above
Overall impression	Above

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 (KDA). 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 KDA, 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 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. Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve ratings. What is certain from these analyses is that key drivers are good predictors of overall resident opinion and that the key drivers presented may be useful focus areas to consider for enhancement of overall service ratings.

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

- Public information services
- Land use, planning and zoning
- Police services
- Preservation of natural areas
- Sidewalk maintenance

CITY OF PALO ALTO ACTION CHART™

The 2010 City of Palo Alto Action Chart™ on the following page combines three dimensions of performance:

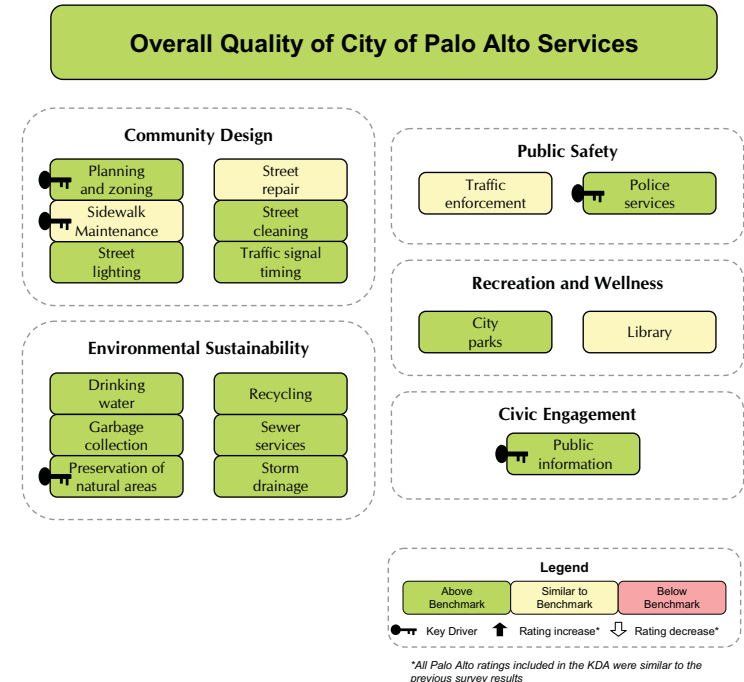
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon (🔑) next to a service box indicates it as a key driver for the City.
- Trendline icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey. For Palo Alto, all of the services included in the action chart had rated similar to the last survey.

Seventeen services were included in the KDA for the City of Palo Alto. Of these, 13 were above the benchmark and four were similar to the benchmark.

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. Therefore, Palo Alto may wish to seek improvements to sidewalk maintenance 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 88: CITY OF PALO ALTO ACTION CHART™



Using Your Action Chart™

The key drivers derived for the 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 the 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 dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your key drivers. 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.

As staff review key drivers, not all drivers may resonate as likely links to residents’ perspectives about overall service quality. For example, in Palo Alto, planning and zoning and police services may be obvious links to overall service delivery (and each is a key driver from our national database), since it could be easy for staff to see how residents’ view of overall service delivery could be colored by how well they perceive police and land use planning to be delivered. But animal control could be a surprise. Before rejecting a key driver that does not pass the first test of conventional wisdom, consider whether residents’ opinions about overall service quality could reasonably be influenced by this unexpected driver. For example, in the case of animal control, was there a visible case of violation prior to the survey data collection? Do Palo Alto residents have different expectations for animal control than what current policy provides? Are the rare instances of violation serious enough to cause a word of mouth campaign about service delivery?

If, after deeper review, the “suspect” driver still does not square with your understanding of the services that could influence residents’ perspectives about overall service quality (and if that driver is not a core service or a key driver from NRC’s national research), put action in that area on hold and wait to see if it appears as a key driver the next time the survey is conducted.

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in **bold** typeface and with the symbol “•”), the City of Palo Alto key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol “◦”) those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

FIGURE 89: KEY DRIVERS COMPARED

Service	City of Palo Alto Key Drivers	National Key Drivers	Core Services
• Police services	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
Sidewalk maintenance	✓		
◦ Traffic signal timing			
Garbage collection			✓
◦ Recycling			
Storm drainage			✓
Drinking water			✓
Sewer services			✓
◦ City parks			
• Land use planning and zoning	✓	✓	
Code enforcement			✓
Economic development		✓	
◦ Public library			
• Public information services	✓	✓	
Public schools		✓	
Preservation of natural areas	✓		

- Key driver overlaps with national and/or core services
- Service may be targeted for reductions it is not a key driver or core service

POLICY QUESTIONS

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

Question 18a: Policy Question 1	
During the past 12 months, did you or anyone in your household have contact with the Palo Alto Police Department?	Percent of respondents
Yes	32%
No	68%
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	48%
Good	30%
Fair	14%
Poor	8%
Total	100%

Policy Question 3					
Please rate the City of Palo Alto on each of the following:	Excellent	Good	Fair	Poor	Total
Preservation of wildlife and native plants	29%	56%	12%	3%	100%
City's composting process and pickup services	35%	48%	13%	4%	100%
Water and energy preservation	24%	55%	17%	4%	100%
Downtown shopping, dining and entertainment experience	23%	52%	22%	4%	100%
Infrastructure Investment (e.g., buildings, streets)	8%	46%	33%	14%	100%
Promoting business growth and economic development	10%	39%	35%	16%	100%

Policy Question 4	
In the past 12 months, did you or anyone from your household apply for a permit(s) from the City's Development Center?	Percent of respondents
Yes	8%
No	92%
Total	100%

Policy Question 5					
If yes, how would you rate each of the following?	Excellent	Good	Fair	Poor	Total
Inspection timeliness	23%	38%	25%	14%	100%
Overall customer service	13%	43%	28%	17%	100%
Ease of the planning approval process	10%	26%	24%	40%	100%
Ease of the overall application process	10%	24%	36%	30%	100%
Time required to review and issue the permit(s)	10%	23%	26%	41%	100%

Policy Question 6					
As you may know, in response to the economic downturn, Palo Alto has implemented additional measures to keep its expenses in line with its revenues. To what extent do you support or oppose the following additional fiscal efforts for Palo Alto?	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Pursuing a new revenue source for specific projects (e.g. capital projects, roads, recreation, etc.)	36%	49%	10%	5%	100%
Further economic development efforts to increase sales tax revenue	33%	42%	15%	9%	100%
Further reduction of City services and programs	13%	28%	34%	24%	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%	0%	100%
Your neighborhood as a place to live	47%	44%	8%	1%	100%
Palo Alto as a place to raise children	51%	42%	7%	1%	100%
Palo Alto as a place to work	42%	45%	11%	1%	100%
Palo Alto as a place to retire	30%	35%	23%	12%	100%
The overall quality of life in Palo Alto	45%	48%	6%	0%	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%	53%	24%	4%	100%
Openness and acceptance of the community towards people of diverse backgrounds	29%	49%	18%	3%	100%
Overall appearance of Palo Alto	30%	53%	16%	1%	100%
Cleanliness of Palo Alto	33%	51%	14%	1%	100%
Overall quality of new development in Palo Alto	10%	43%	35%	13%	100%
Variety of housing options	6%	31%	43%	21%	100%
Overall quality of business and service establishments in Palo Alto	19%	55%	22%	3%	100%
Shopping opportunities	29%	41%	23%	7%	100%
Opportunities to attend cultural activities	30%	44%	21%	5%	100%
Recreational opportunities	31%	50%	17%	3%	100%
Employment opportunities	15%	37%	36%	11%	100%
Educational opportunities	47%	42%	10%	1%	100%
Opportunities to participate in social events and activities	24%	50%	22%	3%	100%
Opportunities to volunteer	35%	46%	18%	1%	100%
Opportunities to participate in community matters	30%	46%	20%	4%	100%
Ease of car travel in Palo Alto	18%	48%	27%	7%	100%
Ease of bus travel in Palo Alto	9%	30%	35%	27%	100%
Ease of rail travel in Palo Alto	18%	44%	30%	8%	100%
Ease of bicycle travel in Palo Alto	32%	49%	16%	3%	100%
Ease of walking in Palo Alto	38%	46%	13%	2%	100%
Availability of paths and walking trails	23%	52%	21%	4%	100%
Traffic flow on major streets	4%	43%	38%	15%	100%
Amount of public parking	13%	47%	31%	9%	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
Availability of affordable quality housing	2%	13%	33%	52%	100%
Availability of affordable quality child care	4%	21%	43%	32%	100%
Availability of affordable quality health care	19%	43%	26%	12%	100%
Availability of preventive health services	22%	45%	26%	7%	100%
Air quality	22%	54%	21%	2%	100%
Quality of overall natural environment in Palo Alto	30%	54%	14%	2%	100%
Overall image or reputation of Palo Alto	48%	41%	10%	1%	100%
Availability of locally grown produce	30%	41%	21%	7%	100%
Opportunities to learn about City services through social networking Web sites such as: Twitter, Facebook and MySpace	16%	41%	33%	10%	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%	2%	48%	35%	15%	100%
Retail growth (stores, restaurants, etc.)	5%	25%	62%	7%	1%	100%
Jobs growth	19%	47%	31%	2%	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	21%
Minor problem	57%
Moderate problem	19%
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)	46%	39%	10%	5%	0%	100%
Property crimes (e.g., burglary, theft)	25%	50%	12%	10%	2%	100%
Environmental hazards, including toxic waste	39%	45%	12%	4%	1%	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	76%	20%	3%	1%	0%	100%
In your neighborhood after dark	42%	41%	9%	7%	1%	100%
In Palo Alto's downtown area during the day	70%	23%	4%	2%	0%	100%
In Palo Alto's downtown area after dark	26%	45%	13%	14%	3%	100%

Question 7: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	91%
Yes	9%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	14%
Yes	86%
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	24%	17%	28%	14%	17%	100%
Used Palo Alto recreation centers	40%	24%	22%	7%	6%	100%
Participated in a recreation program or activity	50%	23%	18%	5%	6%	100%
Visited a neighborhood park or City park	6%	13%	31%	21%	28%	100%
Ridden a local bus within Palo Alto	69%	14%	8%	2%	6%	100%
Attended a meeting of local elected officials or other local public meeting	73%	18%	8%	1%	1%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	72%	19%	7%	1%	1%	100%
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	21%	23%	41%	12%	3%	100%
Recycled used paper, cans or bottles from your home	2%	1%	4%	5%	88%	100%
Volunteered your time to some group or activity in Palo Alto	49%	15%	12%	8%	15%	100%
Participated in a club or civic group in Palo Alto	69%	10%	10%	3%	9%	100%
Provided help to a friend or neighbor	8%	23%	42%	14%	13%	100%
Used the City's Web site to conduct business or pay bills	67%	12%	13%	4%	4%	100%
Read a Palo Alto Newspaper	9%	9%	17%	16%	49%	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	18%
Several times a week	24%
Several times a month	29%
Less than several times a month	29%
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	37%	49%	11%	2%	100%
Fire services	49%	44%	6%	1%	100%
Ambulance or emergency medical services	52%	42%	6%	1%	100%
Crime prevention	26%	53%	17%	4%	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Palo Alto:	Excellent	Good	Fair	Poor	Total
Fire prevention and education	29%	50%	17%	4%	100%
Traffic enforcement	14%	50%	25%	10%	100%
Street repair	7%	36%	37%	20%	100%
Street cleaning	22%	54%	21%	3%	100%
Street lighting	16%	52%	25%	7%	100%
Sidewalk maintenance	11%	40%	34%	15%	100%
Traffic signal timing	9%	48%	31%	12%	100%
Bus or transit services	9%	36%	36%	18%	100%
Garbage collection	40%	48%	11%	1%	100%
Recycling collection	44%	46%	9%	1%	100%
Storm drainage	20%	53%	19%	7%	100%
Drinking water	41%	43%	13%	3%	100%
Sewer services	27%	55%	15%	3%	100%
City parks	43%	47%	10%	0%	100%
Recreation programs or classes	28%	54%	16%	2%	100%
Recreation centers or facilities	22%	59%	17%	3%	100%
Land use, planning and zoning	9%	40%	33%	18%	100%
Code enforcement (weeds, abandoned buildings, etc)	15%	38%	35%	12%	100%
Animal control	23%	53%	19%	5%	100%
Economic development	11%	38%	33%	18%	100%
Services to seniors	25%	54%	19%	2%	100%
Services to youth	23%	48%	23%	7%	100%
Services to low-income people	10%	39%	30%	21%	100%
Public library services	36%	46%	14%	3%	100%
Public information services	16%	51%	28%	5%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	18%	42%	29%	12%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	28%	50%	18%	4%	100%
Neighborhood branch libraries	29%	46%	17%	7%	100%
Variety of library materials	28%	47%	19%	6%	100%
Your neighborhood park	33%	55%	11%	1%	100%
Street tree maintenance	19%	50%	22%	10%	100%
Electric utility	29%	50%	17%	4%	100%
Gas utility	28%	52%	17%	3%	100%
City's Web site	12%	51%	24%	13%	100%
Art programs and theater	27%	51%	19%	3%	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	22%	58%	17%	3%	100%
The Federal Government	4%	39%	44%	14%	100%
The State Government	3%	23%	42%	31%	100%
Santa Clara County Government	6%	41%	42%	11%	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	44%
Yes	56%
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	33%	48%	15%	4%	100%
Responsiveness	37%	39%	17%	8%	100%
Courtesy	41%	41%	13%	5%	100%
Overall impression	34%	44%	17%	6%	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%	46%	30%	8%	100%
The overall direction that Palo Alto is taking	11%	46%	28%	15%	100%
The job Palo Alto government does at welcoming citizen involvement	14%	43%	30%	13%	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	57%	32%	6%	4%	100%
Remain in Palo Alto for the next five years	61%	22%	12%	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	3%
Somewhat positive	12%
Neutral	56%
Somewhat negative	23%
Very negative	6%
Total	100%

Question 18a: Policy Question 1	
During the past 12 months, did you or anyone in your household have contact with the Palo Alto Police Department?	Percent of respondents
Yes	32%
No	68%
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	48%
Good	30%
Fair	14%
Poor	8%
Total	100%

Question 18c: Policy Question 3					
Please rate the City of Palo Alto on each of the following:	Excellent	Good	Fair	Poor	Total
Preservation of wildlife and native plants	29%	56%	12%	3%	100%
Water and energy preservation	24%	55%	17%	4%	100%
City's composting process and pickup services	35%	48%	13%	4%	100%
Infrastructure Investment (e.g., buildings, streets)	8%	46%	33%	14%	100%
Downtown shopping, dining and entertainment experience	23%	52%	22%	4%	100%
Promoting business growth and economic development	10%	39%	35%	16%	100%

Question 18d: Policy Question 4	
In the past 12 months, did you or anyone from your household apply for a permit(s) from the City's Development Center?	Percent of respondents
Yes	8%
No	92%
Total	100%

Question 18e: Policy Question 5					
If yes, how would you rate each of the following?	Excellent	Good	Fair	Poor	Total
Ease of the planning approval process	10%	26%	24%	40%	100%
Time required to review and issue the permit(s)	10%	23%	26%	41%	100%
Inspection timeliness	23%	38%	25%	14%	100%
Overall customer service	13%	43%	28%	17%	100%
Ease of the overall application process	10%	24%	36%	30%	100%

Question 18f: Policy Question 6					
As you may know, in response to the economic downturn, Palo Alto has implemented additional measures to keep its expenses in line with its revenues. To what extent do you support or oppose the following additional fiscal efforts for Palo Alto?	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Pursuing a new revenue source for specific projects (e.g. capital projects, roads, recreation, etc.)	36%	49%	10%	5%	100%
Further reduction of City services and programs	13%	28%	34%	24%	100%
Further economic development efforts to increase sales tax revenue	33%	42%	15%	9%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	34%
Yes, full-time	52%
Yes, part-time	14%
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	61%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	9%
Bus, rail, subway or other public transportation	3%
Walk	5%
Bicycle	13%
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	17%
2 to 5 years	18%
6 to 10 years	13%
11 to 20 years	17%
More than 20 years	35%
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	60%
House attached to one or more houses (e.g., a duplex or townhome)	3%
Building with two or more apartments or condominiums	35%
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	39%
Owned by you or someone in this house with a mortgage or free and clear	61%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the total 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	7%
\$600 to \$999 per month	6%
\$1,000 to \$1,499 per month	13%
\$1,500 to \$2,499 per month	25%
\$2,500 or more per month	44%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	62%
Yes	38%
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	72%
Yes	28%
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	8%
\$25,000 to \$49,999	12%
\$50,000 to \$99,999	25%
\$100,000 to \$149,000	17%
\$150,000 or more	39%
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	27%
Black or African American	1%
White	71%
Other	4%
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	18%
35 to 44 years	17%
45 to 54 years	24%
55 to 64 years	14%
65 to 74 years	12%
75 years or older	14%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	50%
Male	50%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	9%
Yes	81%
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	12%
Yes	75%
Ineligible to vote	13%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	7%
Yes	93%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	23%
Yes	77%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	25%
Land line	52%
Both	24%
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%	343	40%	250	4%	26	0%	2	0%	0	100%
Your neighborhood as a place to live	47%	290	44%	269	8%	51	1%	3	0%	0	100%	614
Palo Alto as a place to raise children	45%	275	37%	228	6%	36	1%	4	12%	71	100%	615
Palo Alto as a place to work	35%	213	37%	226	9%	58	1%	7	17%	105	100%	610
Palo Alto as a place to retire	24%	148	28%	174	18%	113	9%	57	20%	122	100%	614
The overall quality of life in Palo Alto	45%	279	48%	298	6%	37	0%	2	0%	1	100%	617

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	18%	106	51%	306	24%	141	4%	25	3%	16	100%
Openness and acceptance of the community towards people of diverse backgrounds	28%	173	48%	290	17%	104	3%	20	3%	21	100%	608
Overall appearance of Palo Alto	30%	185	52%	325	16%	98	1%	8	0%	2	100%	619
Cleanliness of Palo Alto	33%	204	51%	317	14%	85	1%	9	0%	1	100%	616
Overall quality of new development in Palo Alto	8%	50	37%	224	30%	181	11%	67	14%	86	100%	607
Variety of housing options	6%	36	28%	173	39%	241	19%	117	8%	47	100%	614
Overall quality of business and service establishments in Palo Alto	19%	115	54%	331	22%	134	3%	18	2%	15	100%	612
Shopping opportunities	29%	179	41%	250	23%	142	7%	42	1%	3	100%	615
Opportunities to attend cultural activities	29%	176	42%	260	20%	126	5%	29	4%	23	100%	615
Recreational opportunities	30%	182	48%	295	17%	101	3%	15	3%	16	100%	610
Employment opportunities	11%	69	29%	174	28%	168	9%	53	23%	139	100%	603
Educational opportunities	46%	278	41%	250	9%	57	1%	3	3%	20	100%	609

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	
	Opportunities to participate in social events and activities	22%	134	46%	285	21%	127	3%	19	8%	48	100%
Opportunities to volunteer	30%	183	39%	238	15%	92	1%	5	15%	94	100%	612
Opportunities to participate in community matters	25%	153	39%	238	17%	104	3%	20	16%	95	100%	610
Ease of car travel in Palo Alto	18%	108	48%	292	26%	162	7%	43	1%	6	100%	611
Ease of bus travel in Palo Alto	6%	35	18%	112	22%	132	17%	101	38%	230	100%	609
Ease of rail travel in Palo Alto	15%	91	37%	229	25%	153	7%	43	16%	97	100%	613
Ease of bicycle travel in Palo Alto	29%	177	44%	270	14%	87	3%	19	10%	59	100%	612
Ease of walking in Palo Alto	38%	236	46%	285	13%	77	2%	15	1%	4	100%	617
Availability of paths and walking trails	22%	135	49%	303	20%	125	4%	23	5%	28	100%	615
Traffic flow on major streets	4%	27	42%	259	38%	232	15%	89	1%	5	100%	612
Amount of public parking	13%	78	46%	280	30%	183	9%	55	2%	15	100%	611
Availability of affordable quality housing	2%	12	11%	64	28%	169	44%	266	16%	98	100%	609
Availability of affordable quality child care	2%	12	10%	62	21%	127	16%	93	51%	307	100%	601
Availability of affordable quality health care	16%	97	36%	219	22%	133	10%	63	17%	102	100%	613
Availability of preventive health services	16%	101	34%	211	20%	122	5%	34	24%	146	100%	614
Air quality	22%	135	53%	327	21%	127	2%	12	2%	15	100%	616
Quality of overall natural environment in Palo Alto	30%	188	54%	332	14%	87	2%	11	0%	1	100%	619
Overall image or reputation of Palo Alto	48%	293	41%	249	10%	60	0%	3	1%	5	100%	611
Availability of locally grown produce	25%	151	35%	210	18%	107	6%	37	16%	95	100%	600
Opportunities to learn about City services through social networking Web sites such as: Twitter, Facebook and MySpace	7%	41	17%	102	14%	82	4%	26	58%	348	100%	599

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%	3	1%	8	31%	193	23%	140	10%	60	34%	211	100%
Retail growth (stores, restaurants, etc.)	4%	26	20%	126	50%	309	5%	33	1%	4	19%	118	100%	616
Jobs growth	11%	68	27%	164	18%	108	1%	6	0%	2	43%	263	100%	610

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	20%	121
Minor problem	53%	325
Moderate problem	18%	110
Major problem	3%	17
Don't know	6%	37
Total	100%	610

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)	46%	283	38%	237	9%	58	5%	31	0%	2	1%	5	100%
Property crimes (e.g., burglary, theft)	25%	151	50%	306	12%	75	10%	60	2%	15	1%	7	100%	613
Environmental hazards, including toxic waste	36%	220	42%	256	11%	68	4%	24	1%	3	7%	42	100%	613

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	76%	466	20%	125	3%	17	1%	5	0%	3	0%	0	100%
In your neighborhood after dark	41%	254	40%	249	9%	58	7%	44	1%	4	1%	6	100%	616
In Palo Alto's downtown area during the day	69%	419	23%	140	4%	27	2%	11	0%	0	2%	14	100%	612
In Palo Alto's downtown area after dark	24%	148	42%	255	12%	76	13%	79	2%	15	7%	42	100%	615

Question 7: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	90%	546
Yes	9%	57
Don't know	1%	6
Total	100%	609

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	14%	8
Yes	86%	48
Don't know	0%	0
Total	100%	56

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	24%	149	17%	106	28%	171	14%	86	17%	106	100%
Used Palo Alto recreation centers	40%	247	24%	146	22%	137	7%	43	6%	37	100%	609
Participated in a recreation program or activity	50%	298	23%	136	18%	108	5%	28	5%	30	100%	600
Visited a neighborhood park or City park	6%	37	13%	82	31%	189	21%	126	28%	172	100%	606
Ridden a local bus within Palo Alto	69%	418	14%	84	8%	51	2%	14	6%	36	100%	603
Attended a meeting of local elected officials or other local public meeting	73%	448	18%	110	8%	46	1%	4	1%	7	100%	615
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	72%	445	19%	115	7%	41	1%	7	1%	6	100%	614
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	21%	126	23%	141	41%	246	12%	74	3%	20	100%	608
Recycled used paper, cans or bottles from your home	2%	12	1%	7	4%	26	5%	30	88%	532	100%	606
Volunteered your time to some group or activity in Palo Alto	49%	301	15%	93	12%	74	8%	49	15%	92	100%	609
Participated in a club or civic group in Palo Alto	69%	409	10%	57	10%	57	3%	20	9%	53	100%	596
Provided help to a friend or neighbor	8%	47	23%	136	42%	254	14%	85	13%	78	100%	601
Used the City's Web site to conduct business or pay bills	67%	410	12%	71	13%	79	4%	22	4%	26	100%	607
Read a Palo Alto Newspaper	9%	55	9%	58	17%	104	16%	96	49%	303	100%	615

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	18%	110
Several times a week	24%	148
Several times a month	29%	180
Less than several times a month	29%	175
Total	100%	613

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	31%	186	41%	247	9%	55	2%	12	18%	109	100%
Fire services	34%	204	30%	183	4%	26	1%	4	31%	189	100%	606
Ambulance or emergency medical services	31%	188	25%	149	3%	20	0%	2	40%	244	100%	603
Crime prevention	18%	106	35%	211	11%	68	3%	15	33%	199	100%	599
Fire prevention and education	16%	96	28%	165	9%	55	2%	14	45%	269	100%	598
Traffic enforcement	12%	71	43%	258	22%	129	9%	53	14%	83	100%	593
Street repair	6%	38	35%	212	35%	213	20%	118	3%	21	100%	602
Street cleaning	21%	129	53%	324	21%	127	3%	19	1%	9	100%	608
Street lighting	16%	98	51%	309	25%	149	7%	41	1%	7	100%	603
Sidewalk maintenance	11%	63	38%	230	33%	195	15%	88	4%	24	100%	600
Traffic signal timing	8%	50	46%	272	30%	178	12%	71	4%	24	100%	596
Bus or transit services	5%	30	20%	121	20%	121	10%	61	44%	260	100%	592
Garbage collection	39%	234	47%	283	10%	63	1%	6	2%	14	100%	601
Recycling collection	43%	258	45%	270	9%	52	1%	6	2%	15	100%	601
Storm drainage	17%	101	44%	264	16%	95	6%	35	18%	106	100%	602
Drinking water	39%	237	42%	253	12%	75	3%	19	4%	22	100%	606
Sewer services	23%	136	47%	278	13%	75	2%	13	16%	93	100%	595
City parks	42%	255	46%	276	9%	57	0%	1	3%	17	100%	605

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	
	Recreation programs or classes	19%	112	35%	211	10%	62	2%	9	34%	205	100%
Recreation centers or facilities	15%	88	40%	236	11%	67	2%	10	33%	196	100%	598
Land use, planning and zoning	6%	38	29%	171	23%	138	13%	77	29%	170	100%	594
Code enforcement (weeds, abandoned buildings, etc)	9%	56	24%	143	22%	132	8%	45	36%	216	100%	592
Animal control	15%	87	34%	205	13%	75	3%	20	35%	208	100%	594
Economic development	7%	41	24%	143	21%	123	11%	66	37%	222	100%	594
Services to seniors	12%	74	27%	160	9%	57	1%	5	51%	303	100%	598
Services to youth	12%	71	25%	150	12%	72	4%	21	47%	279	100%	593
Services to low-income people	3%	20	13%	79	10%	61	7%	42	66%	387	100%	588
Public library services	31%	185	39%	236	12%	72	3%	18	15%	90	100%	602
Public information services	12%	71	37%	218	20%	119	4%	21	27%	162	100%	590
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	11%	64	25%	153	17%	105	7%	44	39%	235	100%	600
Preservation of natural areas such as open space, farmlands and greenbelts	24%	143	43%	257	15%	90	3%	20	15%	89	100%	599
Neighborhood branch libraries	23%	139	37%	221	14%	83	6%	35	21%	127	100%	604
Variety of library materials	22%	131	37%	222	15%	87	5%	29	22%	130	100%	599
Your neighborhood park	31%	188	53%	319	11%	65	1%	5	4%	24	100%	601
Street tree maintenance	18%	107	48%	289	21%	124	9%	56	5%	29	100%	605
Electric utility	27%	164	47%	285	17%	99	4%	26	5%	28	100%	602
Gas utility	25%	150	47%	281	15%	89	3%	16	11%	66	100%	602
City's Web site	9%	56	40%	238	19%	112	10%	59	22%	132	100%	597
Art programs and theater	18%	112	35%	212	13%	77	2%	13	31%	190	100%	604

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	22%	133	56%	342	16%	99	3%	20	3%	16	100%
The Federal Government	3%	19	31%	187	35%	212	11%	66	19%	116	100%	600
The State Government	3%	16	19%	111	34%	202	25%	148	21%	123	100%	599
Santa Clara County Government	4%	24	27%	162	27%	163	7%	42	35%	209	100%	601

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	44%	256
Yes	56%	330
Total	100%	586

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	33%	106	47%	152	15%	48	4%	14	2%	6	100%
Responsiveness	36%	119	39%	127	17%	55	8%	25	0%	1	100%	327
Courtesy	41%	134	41%	133	13%	44	5%	17	0%	0	100%	328
Overall impression	34%	111	44%	143	17%	54	6%	20	0%	0	100%	328

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	14%	83	39%	240	26%	157	7%	43	14%	86	100%
The overall direction that Palo Alto is taking	9%	56	40%	243	24%	150	13%	79	14%	84	100%	612
The job Palo Alto government does at welcoming citizen involvement	10%	59	30%	182	21%	128	9%	54	30%	186	100%	608

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	57%	348	32%	197	6%	37	4%	24	1%	8	100%
Remain in Palo Alto for the next five years	59%	365	21%	132	12%	71	5%	29	3%	19	100%	616

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	3%	18
Somewhat positive	12%	74
Neutral	56%	346
Somewhat negative	23%	144
Very negative	6%	34
Total	100%	616

Question 18a: Policy Question 1		
During the past 12 months, did you or anyone in your household have contact with the Palo Alto Police Department?	Percent of respondents	Count
Yes	32%	199
No	67%	416
Don't know	1%	4
Total	100%	620

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	47%	95
Good	29%	60
Fair	14%	28
Poor	8%	15
Don't know	2%	5
Total	100%	203

Question 18c: Policy Question 3												
Please rate the City of Palo Alto on each of the following:	Excellent		Good		Fair		Poor		Don't know		Total	
Preservation of wildlife and native plants	23%	142	45%	275	10%	61	2%	13	19%	114	100%	604
Water and energy preservation	20%	123	47%	289	15%	89	3%	20	14%	88	100%	608
City's composting process and pickup services	29%	173	39%	236	10%	62	3%	18	19%	114	100%	603
Infrastructure Investment (e.g., buildings, streets)	6%	38	38%	231	27%	163	11%	68	18%	107	100%	606
Downtown shopping, dining and entertainment experience	22%	133	49%	301	21%	128	4%	22	4%	24	100%	609
Promoting business growth and economic development	6%	39	25%	149	22%	134	10%	62	36%	219	100%	603

Question 18d: Policy Question 4		
In the past 12 months, did you or anyone from your household apply for a permit(s) from the City's Development Center?	Percent of respondents	Count
Yes	8%	50
No	91%	556
Don't know	1%	4
Total	100%	610

Question 18e: Policy Question 5												
If yes, how would you rate each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
Ease of the planning approval process	10%	6	25%	14	24%	13	39%	22	2%	1	100%	56
Time required to review and issue the permit(s)	9%	5	22%	12	26%	14	41%	22	2%	1	100%	55
Inspection timeliness	21%	12	34%	19	22%	13	12%	7	11%	6	100%	57
Overall customer service	12%	7	42%	23	28%	16	16%	9	2%	1	100%	56
Ease of the overall application process	10%	5	23%	13	35%	20	29%	16	3%	2	100%	56

Question 18f: Policy Question 6												
As you may know, in response to the economic downturn, Palo Alto has implemented additional measures to keep its expenses in line with its revenues. To what extent do you support or oppose the following additional fiscal efforts for Palo Alto?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
	Pursuing a new revenue source for specific projects (e.g. capital projects, roads, recreation, etc.)	31%	187	43%	256	9%	53	5%	28	12%	72	100%
Further reduction of City services and programs	12%	72	25%	151	31%	187	22%	133	9%	52	100%	595
Further economic development efforts to increase sales tax revenue	29%	176	38%	225	14%	82	8%	49	11%	66	100%	599

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	34%	208
Yes, full-time	52%	322
Yes, part-time	14%	88
Total	100%	617

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	61%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	9%
Bus, rail, subway or other public transportation	3%
Walk	5%
Bicycle	13%
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	17%	96
2 to 5 years	18%	104
6 to 10 years	13%	76
11 to 20 years	17%	100
More than 20 years	35%	205
Total	100%	581

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	60%	369
House attached to one or more houses (e.g., a duplex or townhome)	3%	18
Building with two or more apartments or condominiums	35%	219
Mobile home	0%	0
Other	2%	11
Total	100%	618

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	39%	237
Owned by you or someone in this house with a mortgage or free and clear	61%	369
Total	100%	606

Question D6: Monthly Housing Cost		
About how much is the total 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%	25
\$300 to \$599 per month	7%	43
\$600 to \$999 per month	6%	39
\$1,000 to \$1,499 per month	13%	80
\$1,500 to \$2,499 per month	25%	151
\$2,500 or more per month	44%	263
Total	100%	600

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	62%	387
Yes	38%	233
Total	100%	620

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	72%	445
Yes	28%	177
Total	100%	622

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	8%	45
\$25,000 to \$49,999	12%	72
\$50,000 to \$99,999	25%	145
\$100,000 to \$149,000	17%	97
\$150,000 or more	39%	230
Total	100%	590

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	96%	590
Yes, I consider myself to be Spanish, Hispanic or Latino	4%	22
Total	100%	612

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%	3
Asian, Asian Indian or Pacific Islander	27%	163
Black or African American	1%	7
White	71%	436
Other	4%	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	18%	109
35 to 44 years	17%	107
45 to 54 years	24%	149
55 to 64 years	14%	85
65 to 74 years	12%	71
75 years or older	14%	85
Total	100%	616

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	50%	306
Male	50%	304
Total	100%	610

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	9%	54
Yes	80%	489
Ineligible to vote	10%	59
Don't know	1%	9
Total	100%	612

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	12%	75
Yes	74%	454
Ineligible to vote	12%	76
Don't know	2%	10
Total	100%	615

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	7%	46
Yes	93%	577
Total	100%	623

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	23%	143
Yes	77%	478
Total	100%	621

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	25%	109
Land line	52%	226
Both	24%	103
Total	100%	438

APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ (The NCS) 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 NCS 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 NCS is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The NCS 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.

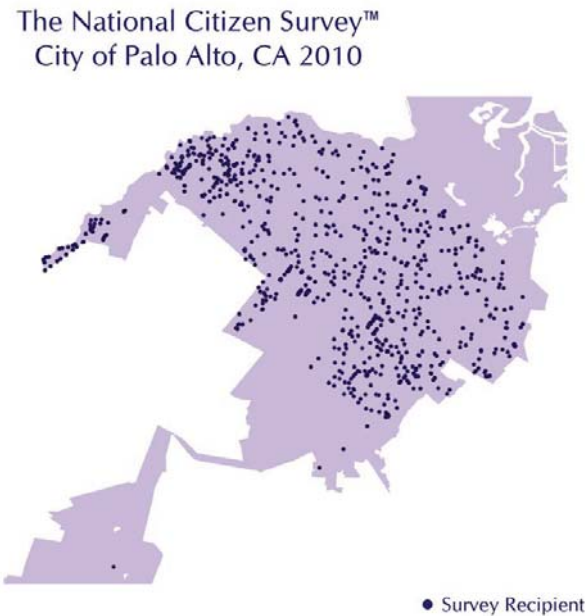
Research on the correlation of resident opinion about service quality and "objective" ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC's own research has demonstrated that residents who report the lowest ratings of street repair live in communities 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; 1,800 were selected to receive the survey. These 1,800 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 1,800 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.

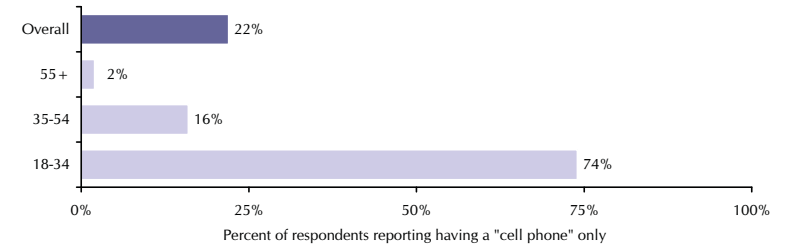
FIGURE 90: LOCATION OF SURVEY RECIPIENTS



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.

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines were added to The NCS™ questionnaire. According to recent estimates, about 12 percent of all U.S. households have a cell phone but no landline. By 2010, researchers predict that 40 percent of Americans 18 to 30 years old will have only a cell phone and no landline.⁴

FIGURE 91: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN PALO ALTO



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning August 20, 2010. The first mailing to all 1,800 households was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the city auditor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over seven weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Palo Alto survey is no greater than plus or minus four percentage points around any given percent reported for the entire sample (624 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any

⁴ Paul J. Lavrakas, Charles D. Shuttles, Charlotte Steeh, and Howard Fienberg, “The State of Surveying Cell Phone Numbers in the United States: 2007 and Beyond,” *Public Opinion Quarterly* 71, no. 5 (2007), 840-854.

survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

For subgroups of responses, the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points

SURVEY PROCESSING (DATA ENTRY)

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 2006-2008 American Community Survey 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 housing tenure, housing unit type, race and ethnicity, and sex and age. 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 importance to the community of correct ethnic representation
- 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. Data weighting can adjust up to 5 demographic variables. Several different weighting "schemes" may be 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 Norm ⁵	Unweighted Data	Weighted Data
Housing			
Rent home	39%	37%	39%
Own home	61%	63%	61%
Detached unit	61%	52%	60%
Attached unit	39%	48%	40%
Race and Ethnicity			
White alone, not Hispanic	67%	71%	67%
Hispanic and/or other race	33%	29%	33%
Sex and Age			
Female	51%	53%	50%
Male	49%	47%	50%
18-34 years of age	20%	13%	19%
35-54 years of age	43%	32%	42%
55+ years of age	37%	55%	39%
Females 18-34	9%	7%	9%
Females 35-54	21%	18%	21%
Females 55+	20%	28%	21%
Males 18-34	11%	5%	11%
Males 35-54	22%	15%	21%
Males 55+	17%	27%	18%

⁵ Source: 2006-2008 ACS

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 are 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 comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The 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 and 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 for quality ratings were available, the City of Palo Alto results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City of Palo Alto's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.



CITY OF PALO ALTO, CA
2010

Benchmark Report

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

The National Citizen Survey™

**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 comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The 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	21%
North Central West ³	10%
North Central East ⁴	13%
South Central ⁵	7%
South ⁶	25%
Northeast West ⁷	3%
Northeast East ⁸	4%
Population	
Less than 40,000	45%
40,000 to 74,999	20%
75,000 to 149,000	17%
150,000 or more	19%

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

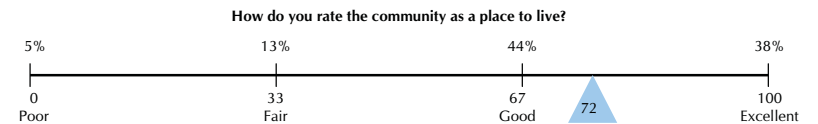
PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

Although responses to many of the evaluative questions were made on a four 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 two 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"	Step 1: 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



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 is shows Palo Alto’s percentile. The final column shows the comparison of your jurisdiction’s average rating to the benchmark.

Where comparisons for quality ratings were available, the City of Palo Alto’s results were generally noted as being “above” the benchmark, “below” the benchmark or “similar” to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as “more,” “similar” or “less” (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much less” or “much above”). These labels come from a statistical comparison of the City of Palo Alto’s rating to the benchmark where a rating is considered “similar” if it is within the margin of error; “above,” “below,” “more” or “less” if the difference between your jurisdiction’s rating and the benchmark is greater the margin of error; and “much above,” “much below,” “much more” or “much less” if the difference between your jurisdiction’s rating and the benchmark is more than twice the margin of error.

This report contains benchmarks at the national level.

NATIONAL BENCHMARK COMPARISONS

Overall Community Quality Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Overall quality of life in Palo Alto	79	26	354	93%	Much above
Your neighborhood as place to live	79	28	237	89%	Much above
Palo Alto as a place to live	83	29	303	91%	Much above
Recommend living in Palo Alto to someone who asks	81	42	131	68%	Much above
Remain in Palo Alto for the next five years	80	47	130	64%	Above

Community Transportation Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Ease of car travel in Palo Alto	59	64	232	73%	Much above
Ease of bus travel in Palo Alto	40	99	163	40%	Below
Ease of rail travel by in Palo Alto	57	17	45	64%	Much above
Ease of bicycle travel in Palo Alto	70	10	228	96%	Much above
Ease of walking in Palo Alto	74	17	230	93%	Much above
Availability of paths and walking trails	65	30	133	78%	Much above
Traffic flow on major streets	46	84	188	56%	Similar

Frequency of Bus Use Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Ridden a local bus within Palo Alto	31	37	138	74%	Much more

Drive Alone Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Average percent of work commute trips made by driving alone	61	104	118	12%	Much less

Transportation and Parking Services Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Street repair	43	201	357	44%	Similar
Street cleaning	65	41	245	84%	Much above
Street lighting	59	62	264	77%	Much above
Sidewalk maintenance	49	134	226	41%	Similar
Traffic signal timing	51	49	180	73%	Above
Bus or transit services	45	119	183	35%	Below
Amount of public parking	55	32	165	81%	Much above

Housing Characteristics Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Availability of affordable quality housing	22	237	253	6%	Much below
Variety of housing options	41	111	122	9%	Much below

Housing Costs Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	34	78	125	38%	Less

Built Environment Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Quality of new development in Palo Alto	50	135	204	34%	Below
Overall appearance of Palo Alto	71	48	276	83%	Much above

Population Growth Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Population growth seen as too fast	49	84	197	58%	More

Nuisance Problems Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	3	167	194	14%	Much less

Planning and Community Code Enforcement Services Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Land use, planning and zoning	47	87	240	64%	Above
Code enforcement (weeds, abandoned buildings, etc.)	52	81	296	73%	Much above
Animal control	64	21	269	93%	Much above

Economic Sustainability and Opportunities Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Employment opportunities	52	20	242	92%	Much above
Shopping opportunities	64	43	240	82%	Much above
Palo Alto as a place to work	76	5	247	98%	Much above
Overall quality of business and service establishments in Palo Alto	64	25	117	79%	Much above

Economic Development Services Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Economic development	48	93	233	60%	Above

Job and Retail Growth Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Retail growth seen as too slow	31	112	196	43%	Much less
Jobs growth seen as too slow	67	143	199	28%	Much less

Personal Economic Future Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Positive impact of economy on household income	15	109	193	44%	Similar

Community and Personal Public Safety Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
In your neighborhood during the day	92	55	261	79%	Much above
In your neighborhood after dark	79	56	257	79%	Much above
In Palo Alto's downtown area during the day	90	56	223	75%	Much above
In Palo Alto's downtown area after dark	69	81	232	65%	Much above
Violent crime (e.g., rape, assault, robbery)	81	57	228	75%	Much above
Property crimes (e.g., burglary, theft)	71	50	228	78%	Much above
Environmental hazards, including toxic waste	79	49	127	62%	Above

Crime Victimization and Reporting Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Victim of crime	9	151	199	24%	Less
Reported crimes	86	29	197	86%	Much more

Public Safety Services Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Police services	74	56	343	84%	Much above
Fire services	80	75	284	74%	Above
Ambulance or emergency medical services	82	38	278	87%	Much above
Crime prevention	67	48	267	82%	Much above
Fire prevention and education	68	76	213	65%	Above
Traffic enforcement	56	158	288	45%	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	55	78	144	46%	Similar

Community Environment Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Cleanliness of Palo Alto	72	26	133	81%	Much above
Quality of overall natural environment in Palo Alto	71	26	129	80%	Much above

Community Environment Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Preservation of natural areas such as open space, farmlands and greenbelts	68	12	134	92%	Much above
Air quality	66	62	179	66%	Much above

Frequency of Recycling Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Recycled used paper, cans or bottles from your home	98	5	184	98%	Much more

Utility Services Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Sewer services	69	38	236	84%	Much above
Drinking water	74	12	235	95%	Much above
Storm drainage	62	37	282	87%	Much above
Recycling collection	78	20	264	93%	Much above
Garbage collection	76	44	289	85%	Much above

Community Recreational Opportunities Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Recreation opportunities	69	41	244	84%	Much above

Participation in Parks and Recreation Opportunities Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Used Palo Alto recreation centers	60	59	159	63%	More
Participated in a recreation program or activity	50	68	186	64%	More
Visited a neighborhood park or City park	94	16	194	92%	Much more

Parks and Recreation Services Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
City parks	78	33	258	88%	Much above
Recreation programs or classes	69	63	280	78%	Much above
Recreation centers or facilities	67	65	219	71%	Much above

Cultural and Educational Opportunities Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Opportunities to attend cultural activities	66	25	248	90%	Much above
Educational opportunities	79	8	189	96%	Much above

Participation in Cultural and Educational Opportunities Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Used Palo Alto public libraries or their services	76	56	170	67%	More

Cultural and Educational Services Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Public library services	72	125	260	52%	Similar

Community Health and Wellness Access and Opportunities Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Availability of affordable quality health care	56	33	192	83%	Much above
Availability of preventive health services	60	19	100	82%	Much above

Community Quality and Inclusiveness Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Sense of community	62	71	248	72%	Much above

Community Quality and Inclusiveness Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Openness and acceptance of the community toward people of diverse backgrounds	68	19	210	91%	Much above
Availability of affordable quality child care	32	161	185	13%	Much below
Palo Alto as a place to raise kids	81	42	295	86%	Much above
Palo Alto as a place to retire	61	104	276	63%	Above

Services Provided for Population Subgroups Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Services to seniors	68	26	245	90%	Much above
Services to youth	62	47	219	79%	Much above
Services to low income people	46	72	192	63%	Similar

Civic Engagement Opportunities Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Opportunities to participate in community matters	67	9	121	93%	Much above
Opportunities to volunteer	72	18	125	86%	Much above

Participation in Civic Engagement Opportunities Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	27	89	194	54%	Similar
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	28	132	151	13%	Much less
Volunteered your time to some group or activity in Palo Alto	51	69	197	65%	Much more
Participated in a club or civic group in Palo Alto	31	45	99	55%	Similar
Provided help to a friend or neighbor	92	81	99	18%	Similar

Voter Behavior Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Registered to vote	81	146	204	29%	Less
Voted in last general election	75	108	203	47%	Similar

Use of Information Sources Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Visited the City of Palo Alto Web site	79	4	118	97%	Much more

Local Government Media Services and Information Dissemination Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Public information services	60	94	241	61%	Above

Social Engagement Opportunities Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Opportunities to participate in social events and activities	65	23	125	82%	Much above

Contact with Immediate Neighbors Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Has contact with neighbors at least several times per week	42	93	113	18%	Much less

Public Trust Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Value of services for the taxes paid to Palo Alto	56	51	311	84%	Much above
The overall direction that Palo Alto is taking	51	109	255	57%	Similar
Job Palo Alto government does at welcoming citizen involvement	53	64	269	76%	Much above
Overall image or reputation of Palo Alto	79	13	234	95%	Much above

Services Provided by Local, State and Federal Governments Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Services provided by the City of Palo Alto	66	94	339	72%	Much above
Services provided by the Federal Government	44	52	207	75%	Above
Services provided by the State Government	33	198	210	6%	Much below
Services provided by Santa Clara County Government	48	64	109	42%	Similar

Contact with City Employees Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Had contact with City employee(s) in last 12 months	56	117	226	48%	Similar

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Knowledge	70	119	266	55%	Similar
Responsiveness	68	101	263	62%	Similar
Courteousness	72	72	217	67%	Above
Overall impression	68	109	304	64%	Above

JURISDICTIONS INCLUDED IN NATIONAL BENCHMARK COMPARISONS

Valdez, AK.....	4,036	Menlo Park, CA.....	30,785
Auburn, AL.....	42,987	Mission Viejo, CA.....	93,102
Gulf Shores, AL.....	5,044	Morgan Hill, CA.....	33,556
Tuskegee, AL.....	11,846	Mountain View, CA.....	70,708
Fayetteville, AR.....	58,047	Newport Beach, CA.....	70,032
Little Rock, AR.....	183,133	Palm Springs, CA.....	42,807
Avondale, AZ.....	35,883	Palo Alto, CA.....	58,598
Casa Grande, AZ.....	25,224	Poway, CA.....	48,044
Chandler, AZ.....	176,581	Rancho Cordova, CA.....	55,060
Cococino County, AZ.....	116,320	Redding, CA.....	80,865
Dewey-Humboldt, AZ.....	6,295	Richmond, CA.....	99,216
Flagstaff, AZ.....	52,894	San Francisco, CA.....	776,733
Florence, AZ.....	17,054	San Luis Obispo County, CA.....	247,900
Gilbert, AZ.....	109,697	San Rafael, CA.....	56,063
Green Valley, AZ.....	17,283	Santa Barbara County, CA.....	399,347
Kingman, AZ.....	20,069	Santa Monica, CA.....	84,084
Marana, AZ.....	13,556	South Lake Tahoe, CA.....	23,609
Mesa, AZ.....	396,375	Stockton, CA.....	243,771
Peoria, AZ.....	108,364	Sunnyvale, CA.....	131,760
Phoenix, AZ.....	1,321,045	Temecula, CA.....	57,716
Pinal County, AZ.....	179,727	Visalia, CA.....	91,565
Prescott Valley, AZ.....	25,535	Walnut Creek, CA.....	64,296
Queen Creek, AZ.....	4,316	Calgary, Canada.....	878,866
Scottsdale, AZ.....	202,705	District of Saanich, Victoria, Canada.....	103,654
Sedona, AZ.....	10,192	Edmonton, Canada.....	666,104
Surprise, AZ.....	30,848	Guelph, Ontario, Canada.....	114,943
Tempe, AZ.....	158,625	Kamloops, Canada.....	77,281
Yuma, AZ.....	77,515	Kelowna, Canada.....	96,288
Yuma County, AZ.....	160,026	Oakville, Canada.....	144,738
Agoura Hills, CA.....	20,537	Thunder Bay, Canada.....	109,016
Bellflower, CA.....	72,878	Victoria, Canada.....	78,057
Benicia, CA.....	26,865	Whitehorse, Canada.....	19,058
Brea, CA.....	35,410	Winnipeg, Canada.....	619,544
Brisbane, CA.....	3,597	Yellowknife, Canada.....	16,541
Burlingame, CA.....	28,158	Arapahoe County, CO.....	487,967
Carlsbad, CA.....	78,247	Archuleta County, CO.....	9,898
Chula Vista, CA.....	173,556	Arvada, CO.....	102,153
Concord, CA.....	121,780	Aspen, CO.....	5,914
Davis, CA.....	60,308	Aurora, CO.....	276,393
Del Mar, CA.....	4,389	Boulder, CO.....	94,673
Dublin, CA.....	29,973	Boulder County, CO.....	291,288
El Cerrito, CA.....	23,171	Breckenridge, CO.....	2,408
Elk Grove, CA.....	59,984	Broomfield, CO.....	38,272
Galt, CA.....	19,472	Castle Rock, CO.....	20,224
La Mesa, CA.....	54,749	Centennial, CO.....	103,000
Laguna Beach, CA.....	23,727	Clear Creek County, CO.....	9,322
Livermore, CA.....	73,345	Colorado Springs, CO.....	360,890
Lodi, CA.....	56,999	Craig, CO.....	9,189
Long Beach, CA.....	461,522	Crested Butte, CO.....	1,529
Lynwood, CA.....	69,845	Denver, CO.....	554,636

Douglas County, CO.....	175,766	Duval County, FL.....	778,879
Durango, CO.....	13,922	Escambia County, FL.....	294,410
Eagle County, CO.....	41,659	Eustis, FL.....	15,106
Englewood, CO.....	31,727	Gainesville, FL.....	95,447
Fort Collins, CO.....	118,652	Hillsborough County, FL.....	998,948
Frisco, CO.....	2,443	Jupiter, FL.....	39,328
Fruita, CO.....	6,478	Kissimmee, FL.....	47,814
Georgetown, CO.....	1,088	Lee County, FL.....	454,918
Grand County, CO.....	12,442	Martin County, FL.....	126,731
Grand Junction, CO.....	41,986	Melbourne, FL.....	71,382
Greenwood Village, CO.....	11,035	Miami Beach, FL.....	87,933
Gunnison County, CO.....	13,956	North Palm Beach, FL.....	12,064
Highlands Ranch, CO.....	70,931	North Port, FL.....	22,797
Hot Sulphur Springs, CO.....	521	Oakland Park, FL.....	30,966
Jefferson County, CO.....	527,056	Ocala, FL.....	45,943
Lakewood, CO.....	144,126	Oldsmar, FL.....	11,910
Larimer County, CO.....	251,494	Oviedo, FL.....	26,316
Lone Tree, CO.....	4,873	Palm Bay, FL.....	79,413
Longmont, CO.....	71,093	Palm Beach, FL.....	10,468
Louisville, CO.....	18,937	Palm Beach County, FL.....	1,131,184
Loveland, CO.....	50,608	Palm Beach Gardens, FL.....	35,058
Mesa County, CO.....	116,255	Palm Coast, FL.....	32,732
Montrose, CO.....	12,344	Panama City, FL.....	36,417
Northglenn, CO.....	31,575	Pasco County, FL.....	344,765
Parker, CO.....	23,558	Pinellas County, FL.....	921,482
Pitkin County, CO.....	14,872	Pinellas Park, FL.....	45,658
Salida, CO.....	5,504	Port Orange, FL.....	45,823
Silverthorne, CO.....	3,196	Port St. Lucie, FL.....	88,769
Steamboat Springs, CO.....	9,815	Sanford, FL.....	38,291
Sterling, CO.....	11,360	Sarasota, FL.....	52,715
Summit County, CO.....	23,548	Seminole, FL.....	10,890
Thornton, CO.....	82,384	South Daytona, FL.....	13,177
Vail, CO.....	4,531	St. Cloud, FL.....	20,074
Westminster, CO.....	100,940	Tallahassee, FL.....	150,624
Wheat Ridge, CO.....	32,913	Titusville, FL.....	40,670
Coventry, CT.....	11,504	Volusia County, FL.....	443,343
Hartford, CT.....	121,578	Walton County, FL.....	40,601
Wethersfield, CT.....	26,271	Winter Garden, FL.....	14,351
Windsor, CT.....	28,237	Winter Park, FL.....	24,090
Dover, DE.....	32,135	Belleair Beach, FL.....	1,751
Bonita Springs, FL.....	32,797	Brevard County, FL.....	476,230
Cape Coral, FL.....	102,286	Cape Coral, FL.....	102,286
Charlotte County, FL.....	141,627	Clearwater, FL.....	108,787
Collier County, FL.....	251,377	Collier County, FL.....	251,377
Cooper City, FL.....	27,939	Cooper City, FL.....	27,939
Coral Springs, FL.....	117,549	Dania Beach, FL.....	20,061
Dania Beach, FL.....	20,061	Daytona Beach, FL.....	64,112
Daytona Beach, FL.....	64,112	Delray Beach, FL.....	60,020
Delray Beach, FL.....	60,020	Destin, FL.....	11,119

Ankeny, IA	27,117
Bettendorf, IA	31,275
Davenport, IA	98,359
Des Moines, IA	198,682
Indianola, IA	12,998
Marion, IA	7,144
Urbandale, IA	29,072
Waukee, IA	5,126
Boise, ID	185,787
Moscow, ID	21,291
Post Falls, ID	17,247
Twin Falls, ID	34,469
Batavia, IL	23,866
Centralia, IL	14,136
Clarendon Hills, IL	7,610
Collinsville, IL	24,707
Crystal Lake, IL	38,000
DeKalb, IL	39,018
Downers Grove, IL	48,724
Elmhurst, IL	42,762
Evanston, IL	74,239
Freeport, IL	26,443
Gurnee, IL	28,834
Highland Park, IL	31,365
Lincolnwood, IL	12,359
Naperville, IL	128,358
Normal, IL	45,386
Oak Park, IL	39,803
O'Fallon, IL	21,910
Palatine, IL	65,479
Park Ridge, IL	37,775
Peoria County, IL	183,433
Riverside, IL	8,895
Sherman, IL	2,871
Shorewood, IL	7,686
Skokie, IL	63,348
Sugar Grove, IL	3,909
Wilmington, IL	5,134
Woodridge, IL	30,934
Fishers, IN	37,835
Munster, IN	21,511
Arkansas City, KS	11,963
Chanute, KS	9,411
Fairway, KS	3,952
Gardner, KS	9,396
Lawrence, KS	80,098
Lenexa, KS	40,238
Merriam, KS	11,008
Mission, KS	9,727
Olathe, KS	92,962
Overland Park, KS	149,080
Roeland Park, KS	6,817
Salina, KS	45,679

Wichita, KS	344,284
Bowling Green, KY	49,296
Daviess County, KY	91,545
New Orleans, LA	484,674
Andover, MA	31,247
Barnstable, MA	47,821
Bedford, MA	12,595
Burlington, MA	22,876
Cambridge, MA	101,355
Needham, MA	28,911
Shrewsbury, MA	31,640
Worcester, MA	172,648
Baltimore County, MD	754,292
College Park, MD	24,657
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
Escanaba, MI	13,140
Flushing, MI	8,348
Gladstone, MI	5,032
Howell, MI	9,232
Jackson County, MI	158,422
Meridian Charter Township, MI	38,987
Novi, MI	47,386
Oakland Township, MI	13,071
Ottawa County, MI	238,314
Petoskey, MI	6,080
Rochester, MI	10,467
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
Duluth, MN	86,918
Fridley, MN	27,449
Hutchinson, MN	13,080
Maple Grove, MN	50,365
Mayer, MN	554
Medina, MN	4,005
Minneapolis, MN	382,618
North Branch, MN	8,023
Olmsted County, MN	124,277
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
Branson, MO	6,050
Clay County, MO	184,006
Creve Coeur, MO	16,500
Ellisville, MO	9,104
Grandview, MO	24,881
Joplin, MO	45,504
Lee's Summit, MO	70,700
Liberty, MO	26,232
Maryland Heights, MO	25,756
Maryville, MO	10,581
O'Fallon, MO	46,169
Platte City, MO	3,866
Raymore, MO	11,146
Richmond Heights, MO	9,602
Starkville, MS	21,869
Billings, MT	89,847
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
Kannapolis, NC	36,910
Mecklenburg County, NC	695,454
Mooreville, NC	18,823
Winston-Salem, NC	185,776
Wahpeton, ND	8,586
Cedar Creek, NE	396
La Vista, NE	11,699
Dover, NH	26,884
Lebanon, NH	12,568
Lyme, NH	1,679
Alamogordo, NM	35,582
Albuquerque, NM	448,607
Bloomfield, NM	6,417
Farmington, NM	37,844
Rio Rancho, NM	51,765
San Juan County, NM	113,801
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
Blue Ash, OH	12,513
Delaware, OH	25,243
Dublin, OH	31,392
Hudson, OH	22,439
Kettering, OH	57,502
Lebanon, OH	16,962
Orange Village, OH	3,236
Sandusky, OH	27,844
Springboro, OH	12,380
Upper Arlington, OH	33,686
Westerville, OH	35,318
Broken Arrow, OK	74,839
Edmond, OK	68,315
Oklahoma City, OK	506,132
Stillwater, OK	39,065
Albany, OR	40,852
Bend, OR	52,029
Corvallis, OR	49,322
Eugene, OR	137,893
Hermiston, OR	13,154
Jackson County, OR	181,269
Keizer, OR	32,203
Lane County, OR	322,959
Multnomah County, OR	660,486
Portland, OR	529,121
Tualatin, OR	22,791
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
Peters Township, PA	17,556
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
Rock Hill, SC	49,765
Sioux Falls, SD	123,975
Johnson City, TN	55,469
Nashville, TN	545,524
Oak Ridge, TN	27,387
White House, TN	7,220
Arlington, TX	332,969
Austin, TX	656,562
Benbrook, TX	20,208
Bryan, TX	34,733

Service Efforts and Accomplishments FY 2010

City of Palo Alto | 2010

Coppell, TX.....	39,958	Northampton County, VA.....	13,093
Corpus Christi, TX.....	277,454	Prince William County, VA.....	280,813
Dallas, TX.....	1,188,580	Radford, VA.....	15,859
Denton, TX.....	80,537	Roanoke, VA.....	94,911
Duncanville, TX.....	36,081	Spotsylvania County, VA.....	90,395
El Paso, TX.....	563,662	Stafford County, VA.....	92,446
Flower Mound, TX.....	50,702	Staunton, VA.....	23,853
Fort Worth, TX.....	534,694	Virginia Beach, VA.....	425,257
Georgetown, TX.....	28,339	Williamsburg, VA.....	11,998
Grand Prairie, TX.....	127,427	Chittenden County, VT.....	146,571
Houston, TX.....	1,953,631	Montpelier, VT.....	8,035
Hurst, TX.....	36,273	Auburn, WA.....	40,314
Hutto, TX.....	1,250	Bellevue, WA.....	109,569
Irving, TX.....	191,615	Bellingham, WA.....	67,171
McAllen, TX.....	106,414	Clark County, WA.....	345,238
Pasadena, TX.....	141,674	Federal Way, WA.....	83,259
Plano, TX.....	222,030	Gig Harbor, WA.....	6,465
Round Rock, TX.....	61,136	Hoquiam, WA.....	9,097
Rowlett, TX.....	44,503	Kirkland, WA.....	45,054
San Marcos, TX.....	34,733	Kitsap County, WA.....	231,969
Shenandoah, TX.....	1,503	Lynnwood, WA.....	33,847
Southlake, TX.....	21,519	Mountlake Terrace, WA.....	20,362
Sugar Land, TX.....	63,328	Ocean Shores, WA.....	3,836
Temple, TX.....	54,514	Olympia, WA.....	42,514
The Colony, TX.....	26,531	Pasco, WA.....	32,066
Tomball, TX.....	9,089	Redmond, WA.....	45,256
Farmington, UT.....	12,081	Renton, WA.....	50,052
Riverdale, UT.....	7,656	Snoqualmie, WA.....	1,631
Sandy City, UT.....	88,418	Spokane Valley, WA.....	75,203
Saratoga Springs, UT.....	1,003	Tacoma, WA.....	193,556
Springville, UT.....	20,424	Vancouver, WA.....	143,560
Washington City, UT.....	8,186	Columbus, WI.....	4,479
Albemarle County, VA.....	79,236	De Pere, WI.....	20,559
Arlington County, VA.....	189,453	Eau Claire, WI.....	61,704
Blacksburg, VA.....	39,357	Merrill, WI.....	10,146
Botetourt County, VA.....	30,496	Ozaukee County, WI.....	82,317
Chesapeake, VA.....	199,184	Racine, WI.....	81,855
Chesterfield County, VA.....	259,903	Suamico, WI.....	8,686
Hampton, VA.....	146,437	Wausau, WI.....	38,426
Hanover County, VA.....	86,320	Whitewater, WI.....	13,437
Hopewell, VA.....	22,354	Morgantown, WV.....	26,809
James City County, VA.....	48,102	Cheyenne, WY.....	53,011
Lexington, VA.....	6,867	Gillette, WY.....	19,646
Lynchburg, VA.....	65,269	Laramie, WY.....	27,204
Newport News, VA.....	180,150	Teton County, WY.....	18,251

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