



**CITY OF PALO ALTO, CA
2010**

City of Palo Alto | 2010

CONTENTS

Survey Background..... 1
 About The National Citizen Survey™ 1
 Understanding the Results 3
 Executive Summary 5
 Community Ratings 7
 Overall Community Quality 7
 Community Design 9
 Transportation 9
 Housing 12
 Land Use and Zoning 14
 Economic Sustainability..... 17
 Public Safety 20
 Environmental Sustainability..... 23
 Recreation and Wellness 26
 Parks and Recreation 26
 Culture, Arts and Education 28
 Health and Wellness 30
 Community Inclusiveness..... 31
 Civic Engagement..... 33
 Civic Activity..... 33
 Information and Awareness 36
 Social Engagement 37
 Public Trust..... 38
 City of Palo Alto Employees..... 40
 From Data to Action 42
 Resident Priorities 42
 City of Palo Alto Action Chart™ 43
 Using Your Action Chart™ 45
 Policy Questions 47
 Appendix A: Complete Survey Frequencies..... 49
 Frequencies Excluding “Don’t Know” Responses 49
 Frequencies Including “Don’t Know” Responses..... 61
 Appendix B: Survey Methodology 77
 Appendix C: Survey Materials..... 87

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

The National Citizen Survey™



3005 30th Street
 Boulder, CO 80301
 www.n-r-c.com • 303-444-7863



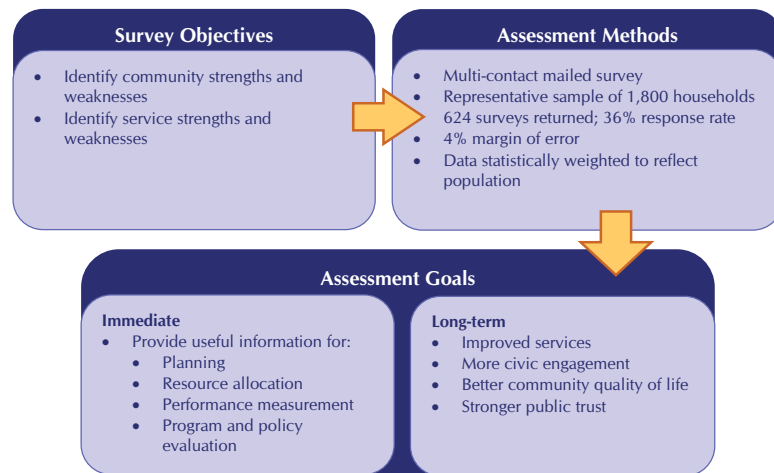
777 North Capitol Street NE, Suite 500
 Washington, DC 20002
 www.icma.org • 202-289-ICMA

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

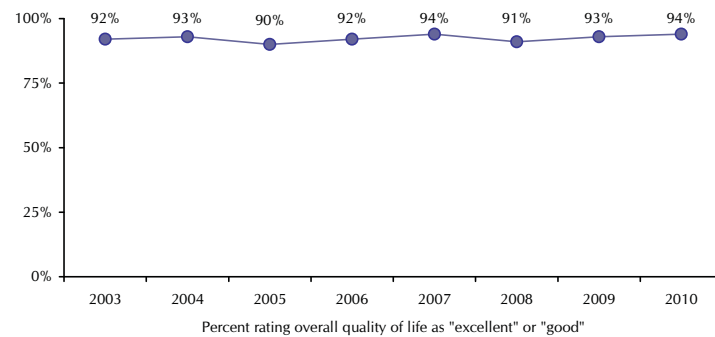


FIGURE 4: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

	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

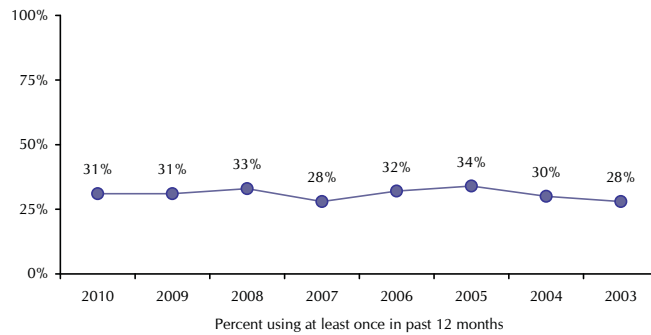


FIGURE 12: FREQUENCY OF BUS USE BENCHMARKS

	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

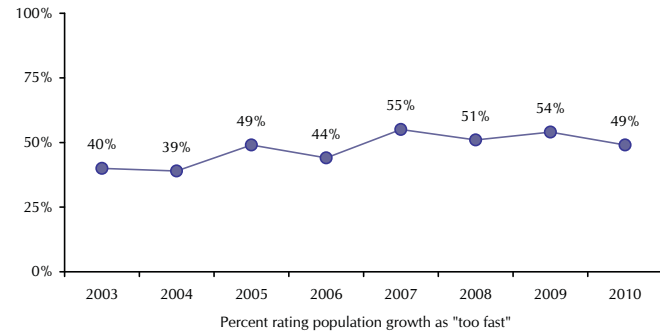


FIGURE 22: POPULATION GROWTH BENCHMARKS

	Comparison to benchmark
Population growth seen as too fast	More

FIGURE 23: RATINGS OF NUISANCE PROBLEMS BY YEAR

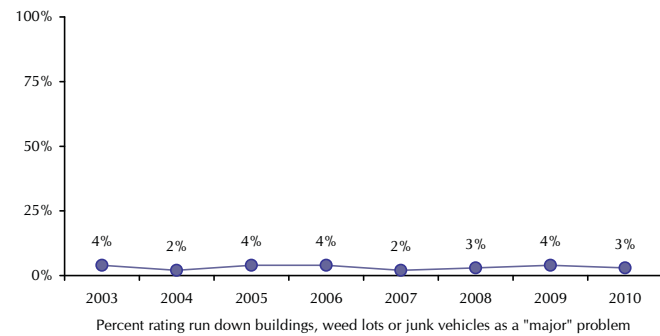


FIGURE 24: NUISANCE PROBLEMS BENCHMARKS

	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

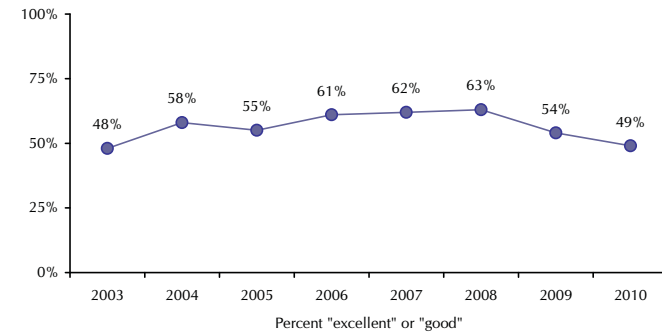


FIGURE 32: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	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

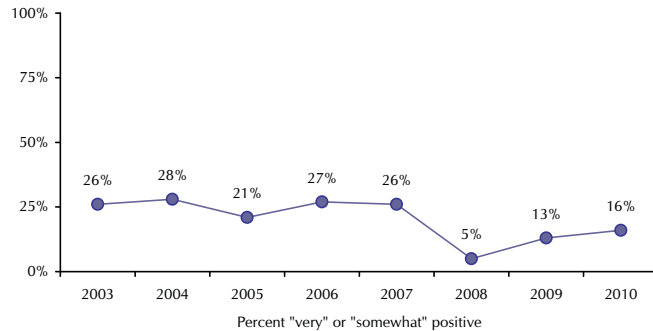


FIGURE 34: PERSONAL ECONOMIC FUTURE BENCHMARKS

	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

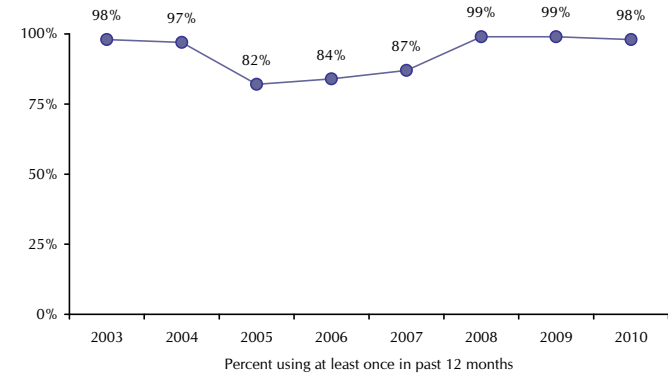


FIGURE 44: FREQUENCY OF RECYCLING BENCHMARKS

	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

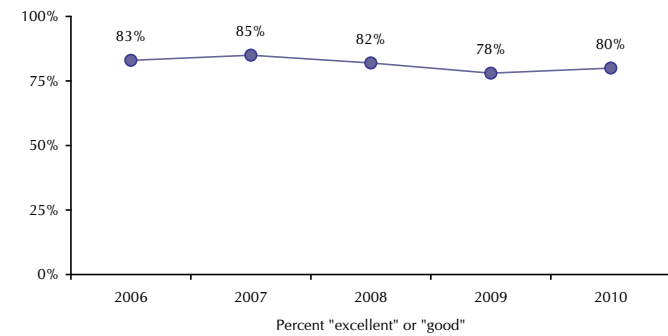


FIGURE 48: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	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

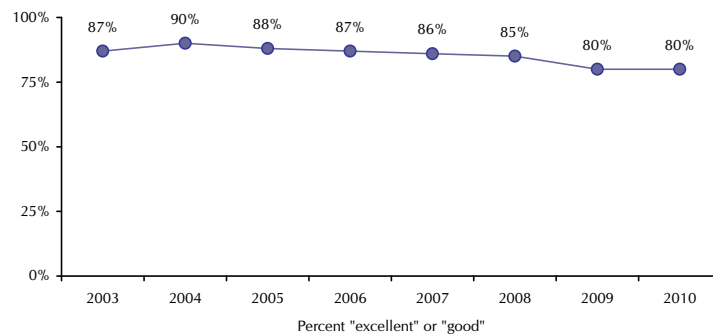


FIGURE 82: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

	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

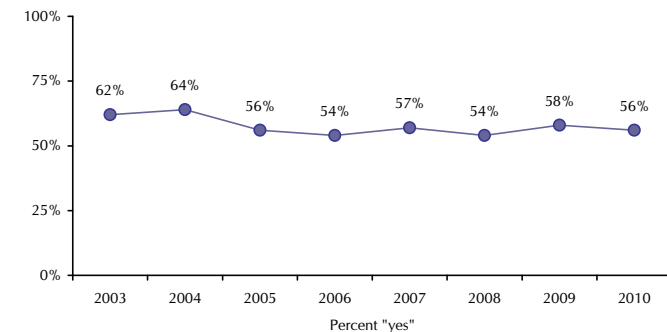


FIGURE 85: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	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:

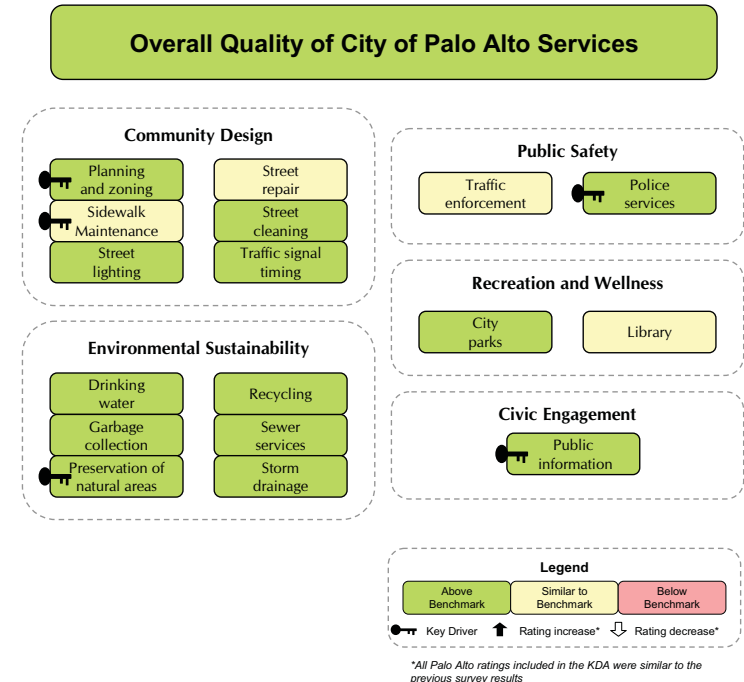
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. 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%	5%	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	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Opportunities to participate in social events and activities	22%	134	46%	285	21%	127	3%	19	8%	48	100%	612
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."

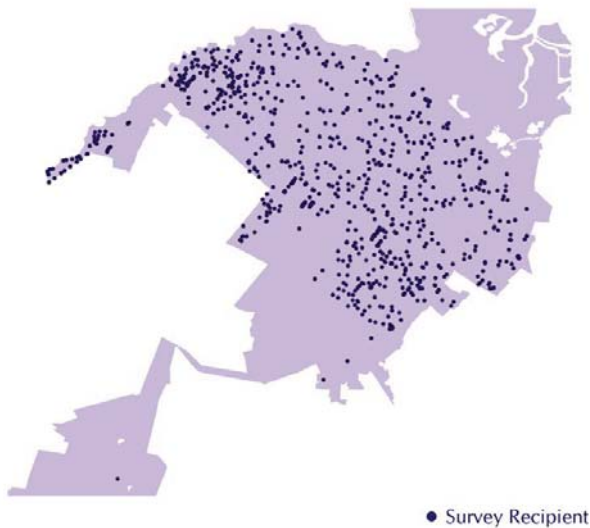
SURVEY SAMPLING

"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

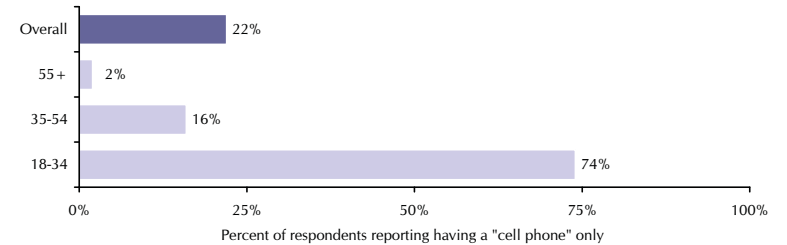
The National Citizen Survey™
City of Palo Alto, CA 2010



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

 NATIONAL
RESEARCH
CENTER INC.
3005 30th Street
Boulder, CO 80301
www.n-r-c.com • 303-444-7863

 ICMA
777 North Capitol Street NE, Suite 500
Washington, DC 20002
www.icma.org • 202-289-ICMA

C O N T E N T S

Understanding the Benchmark Comparisons 3
 Comparison Data 3
 Putting Evaluations onto the 100-point Scale 4
 Interpreting the Results 5
 National Benchmark Comparisons..... 6
 Jurisdictions Included in National Benchmark Comparisons 15

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

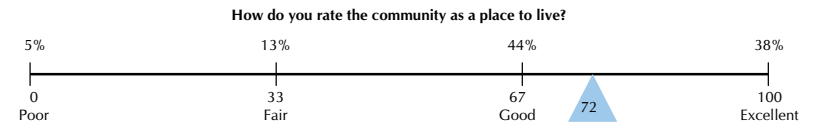
PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

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	Bonita Springs, FL.....	476,230
Brevard County, FL.....	102,286	Cape Coral, FL.....	141,627
Cape Coral, FL.....	102,286	Clearwater, FL.....	108,787
Charlotte County, FL.....	141,627	Collier County, FL.....	251,377
Clearwater, FL.....	108,787	Cooper City, FL.....	27,939
Collier County, FL.....	251,377	Coral Springs, FL.....	117,549
Cooper City, FL.....	27,939	Dania Beach, FL.....	20,061
Coral Springs, FL.....	117,549	Daytona Beach, FL.....	64,112
Dania Beach, FL.....	20,061	Delray Beach, FL.....	60,020
Daytona Beach, FL.....	64,112	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