



CITY OF PALO ALTO OFFICE OF THE CITY AUDITOR

March 19, 2012

The Honorable City Council
Palo Alto, California

City of Palo Alto Service Efforts and Accomplishments Report for Fiscal Year 2011 Annual Report on City Government Performance

Below is the agenda for the study session on the Office of the City Auditor's Service Efforts and Accomplishments Report for Fiscal Year 2011. This study session is scheduled for Monday, March 19th at 7:00 p.m.

- Service Efforts & Accomplishments (SEA) Reporting
 - Background
 - Scope & Methodology
- National Citizen Survey™ (NCS)
 - Background
 - NCS Key Driver Analysis for Palo Alto
 - Selected NCS Benchmark Results for Palo Alto
 - Overview of Geographic Subgroup Comparison
- Summary of SEA Data
 - Overall & By Department
- About the Citizen Centric Report

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jim Pelletier".

Jim Pelletier
City Auditor

ATTACHMENTS:

- Attachment A: Service Efforts and Accomplishments (SEA) Report Presentation FY 2011 (PDF)

- Attachment B: City of Palo Alto Service Efforts and Accomplishments (SEA) Report for Fiscal Year 2011 (PDF)
- Attachment C: Citizen Centric Report FY 2011 (PDF)

Department Head: Jim Pelletier, City Auditor

Study Session: Service Efforts & Accomplishments Report FY 2011

**Office of the City Auditor
Presentation to City Council
March 19, 2012**

Presentation Overview

- Service Efforts & Accomplishments (SEA) Reporting
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SEA Background

- Provides information on spending, staffing and workload.
- Multi-year historical comparisons.
- Comparisons to other cities.
- Survey providing resident opinions on the community as well as the services offered by the City.
- Benchmark survey results to other cities.
- Designed to be used by elected officials, management, and the public as additional information for community planning, resource allocation, program improvement, and policy making.

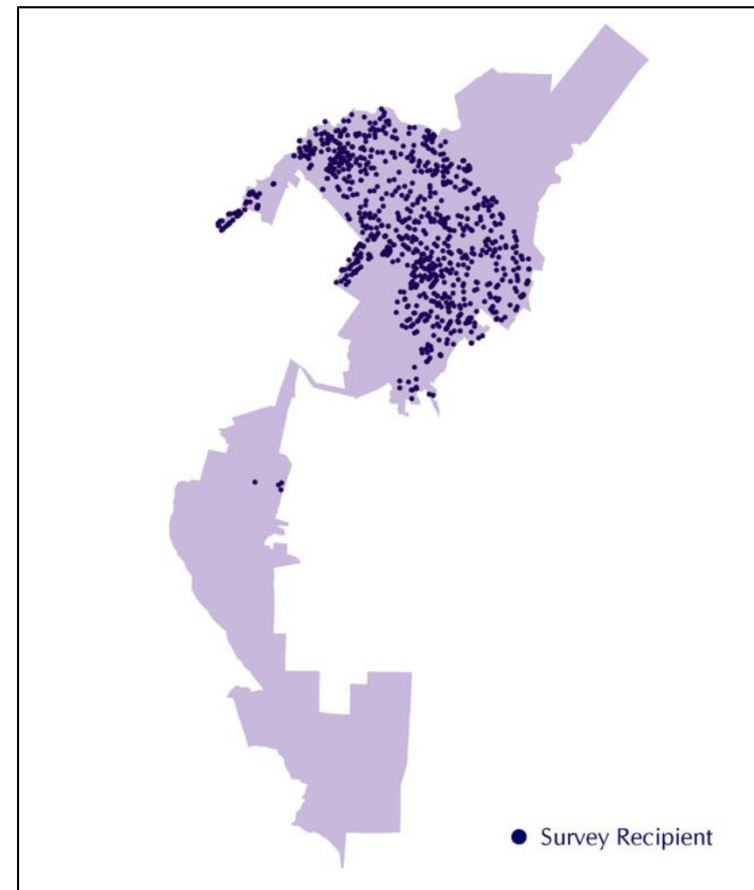
SEA Scope & Methodology

- SEA Scope
 - Report Period: July 1, 2010 – June 30, 2011
 - City Auditor’s Office performed limited testing on a sample of data

- SEA Methodology
 - Government Accounting Standards Board
 - Association of Government Accountants

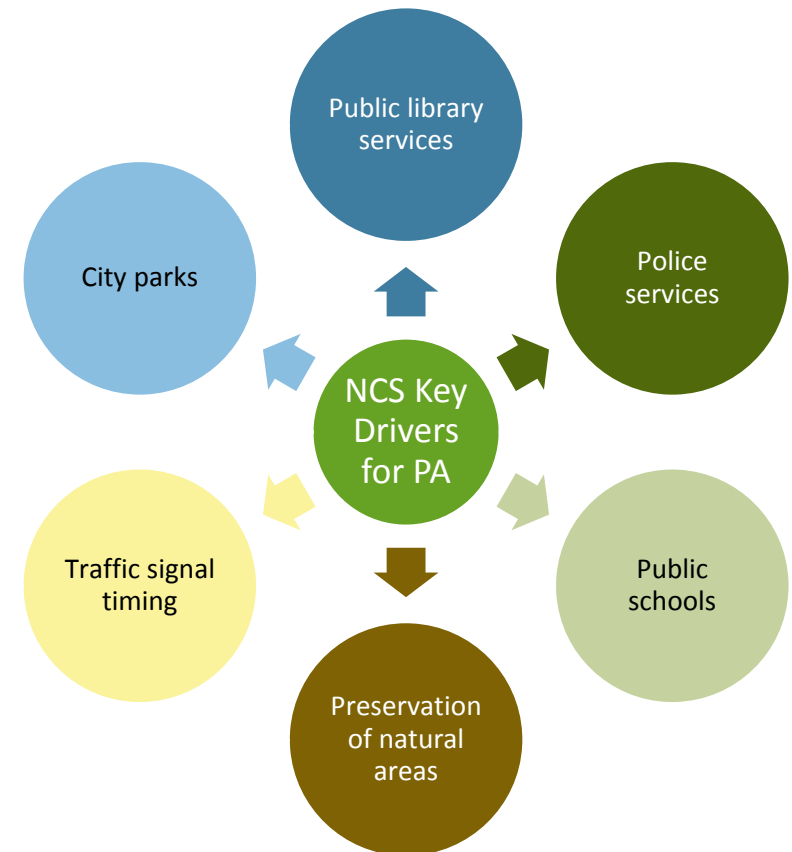
NCS Background

- 9th Annual National Citizen Survey™.
- Survey sent to 1,200 Palo Alto households in August, 2011.
- 427 responses (37%).
 - Typical response rates from benchmark cities ranged from 25-40%.
- Benchmark comparisons to about 500 jurisdictions throughout the U.S.



Resident Priorities – NCS Key Driver Analysis

- Key Driver Analysis is a statistical analysis of the predictors of behavior.
- Determined by NCS's examination of the relationships between ratings of each service and ratings of the City's overall services.
- Key Driver services are those that most closely correlated with residents' perceptions about overall City service quality.
- According to NCS, targeting improvements in key services could have the greatest likelihood of influencing residents' opinions about overall service quality in the City.

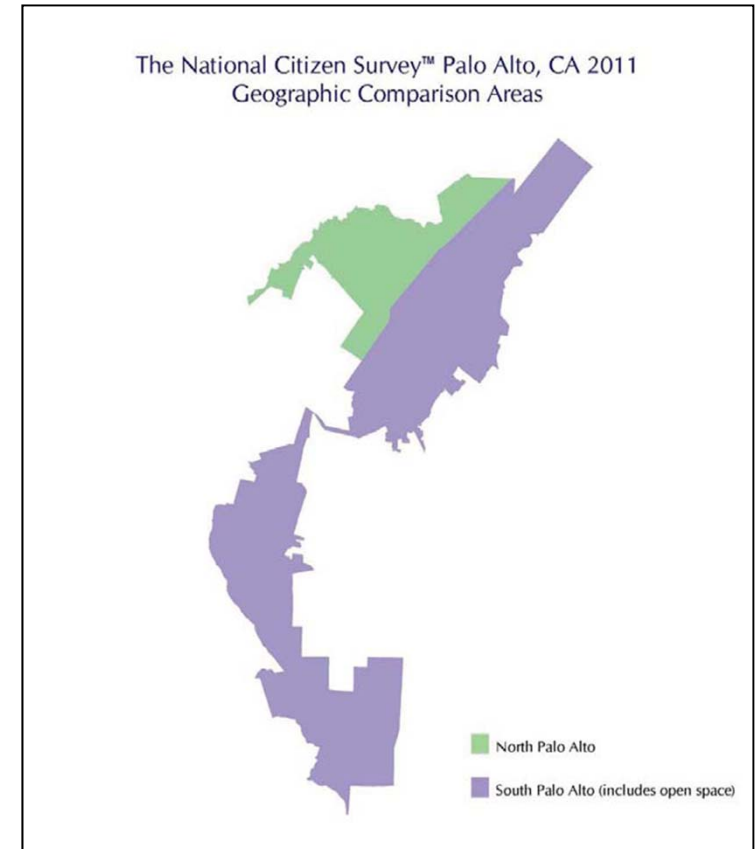
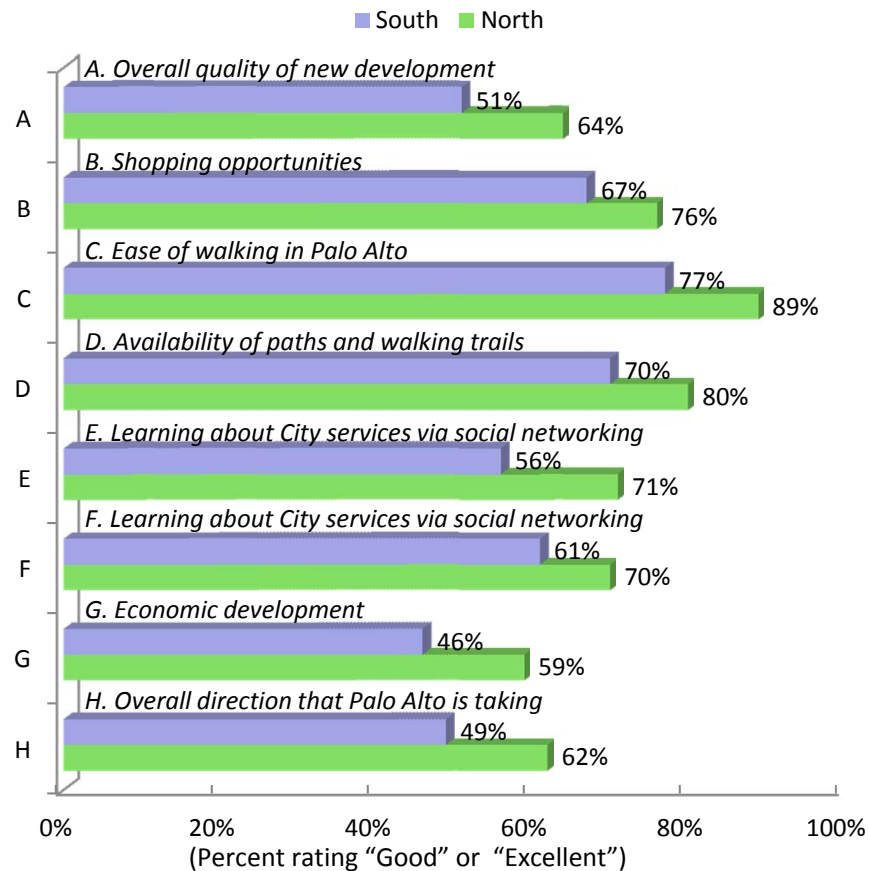


Selected NCS Benchmark Key Driver Results

1. Overall Community Quality Benchmarks A. Overall quality of life, B. Neighborhood as a place to live, C. PA as a place to live, D. Recommend living in PA, E. Remain in PA for next 5 yrs.	A, B, C, D	E			
2. Transportation & Parking Services Benchmarks A. Street repair, B. Street cleaning, C. Street lighting, D. Sidewalk maintenance, E. Traffic signal timing, F. Bus or transit services, G. Amount of public parking	B	C, G	A, D, E		F
3. Public Safety Services Benchmarks A. Police service, B. Fire services, C. Ambulance or emergency medical service, D. Crime prevention, E. Fire prevention and education, F. Traffic enforcement, G. Emergency preparedness	A, D	C	B, E, F, G		
4. Community Environment Benchmarks A. Cleanliness of PA, B. Quality of overall natural environment, C. Preservation of natural areas, D. Air quality	A, B, C	D			
5. Parks & Recreation Service Benchmarks A. City Parks, B. Recreation programs or classes, C. Recreation centers or facilities	A, B	C			
6. Cultural & Educational Services A. Public schools, B. Public library services, C. Used public library services	A		B, C		
7. Public Trust Benchmarks A. Value of services for taxes paid, B. Overall direction PA is taking, C. PA government welcoming citizen involvement, D. Overall image or reputation of PA	A, D	C	B		
	Much Above	Above	Similar	Below	Much Below

Geographic Subgroup Comparison

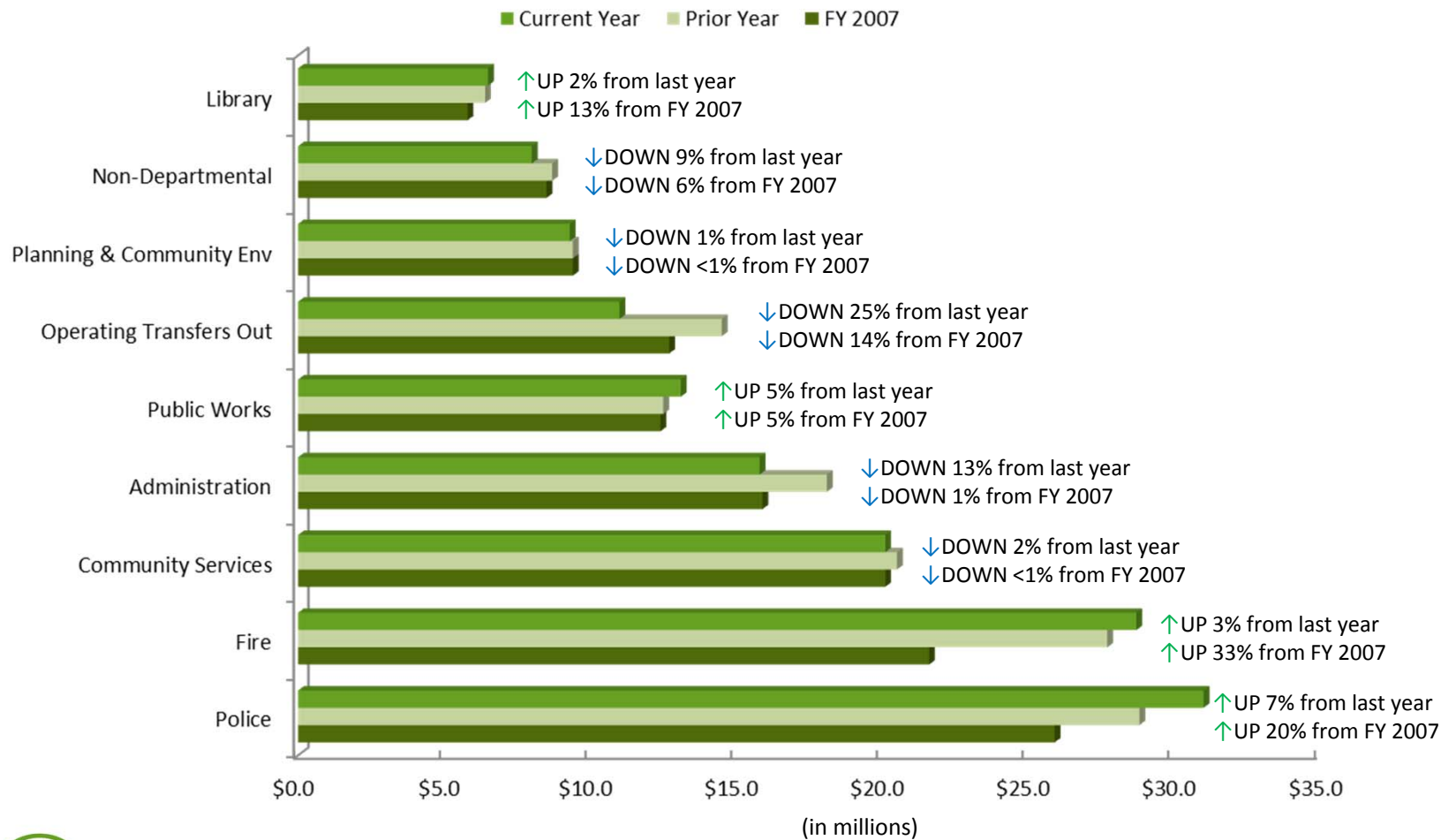
- Summary of statistically significant differences in geographic subgroups:



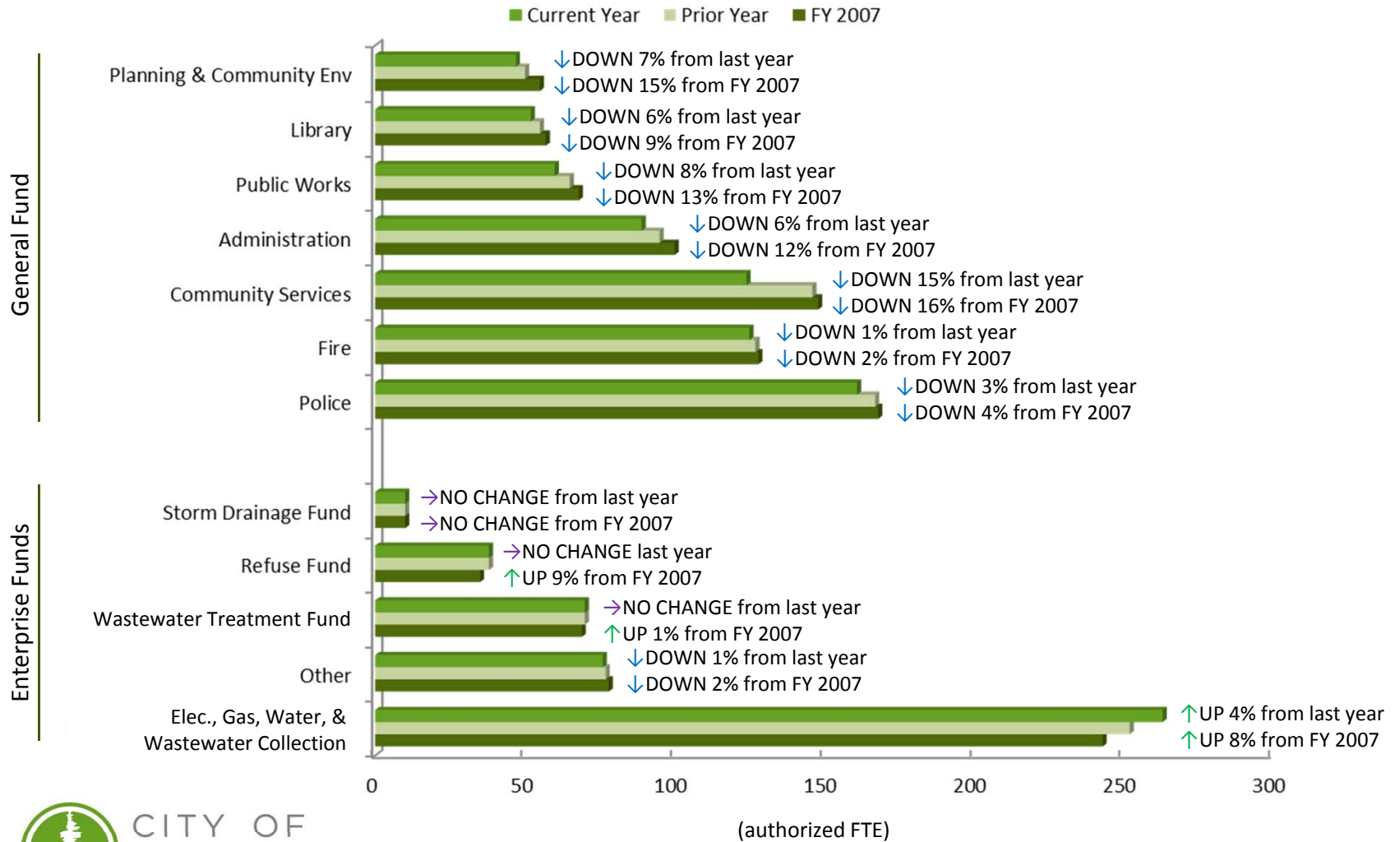
Summary of Selected SEA Data

- General Fund Spending
- Citywide Staffing
- Council Priorities – Resident Perceptions
- Benchmark Comparison of Departments Per Capita Spending
 - Due to the timing of the State Controller’s Cities Report, comparison is done on the prior year’s data (FY 2010)

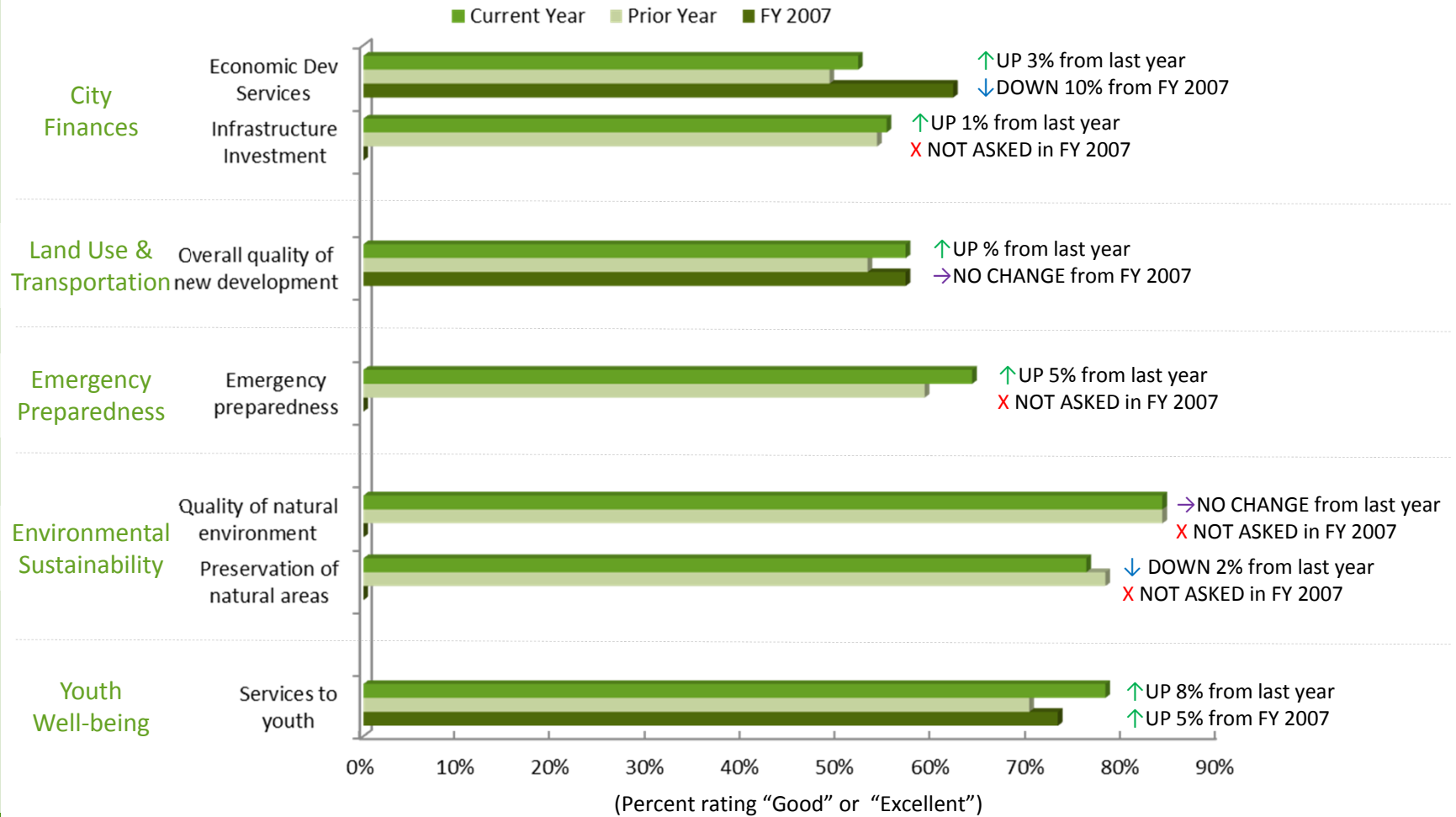
General Fund Spending



Citywide Staffing

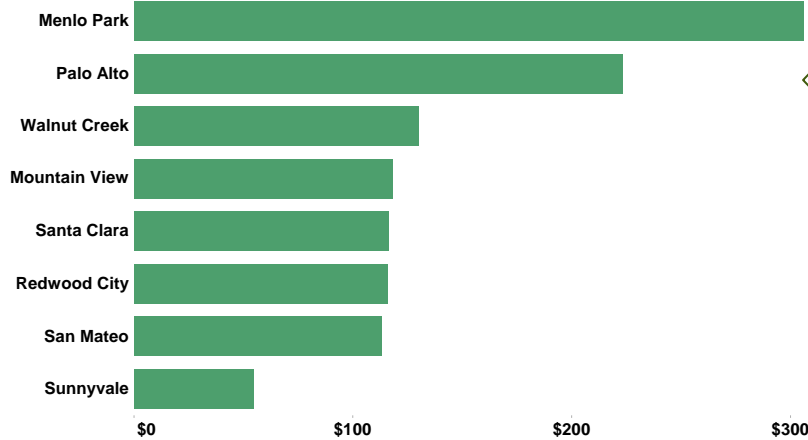


Council Priorities - Resident Perceptions



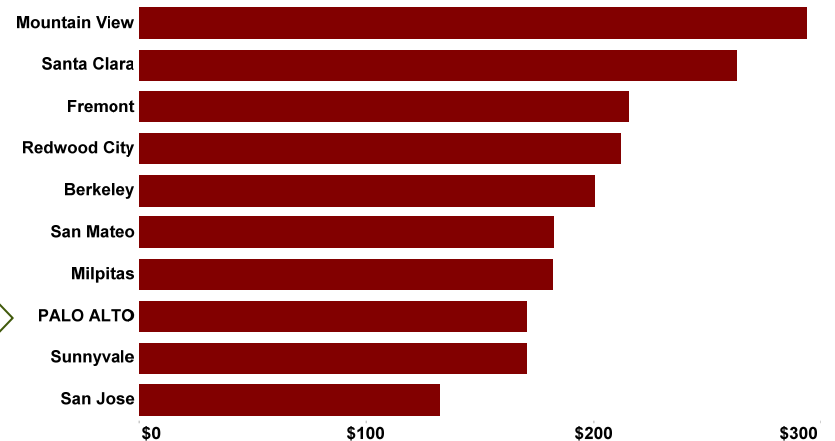
Comparison of Department Per Capita Spending in FY 2010

Community Services Department



94% rated City Parks "Good" or "Excellent" "Much Above" benchmark cities

Fire Department



92% rated Fire Services "Good" or "Excellent" "Similar" to benchmark cities

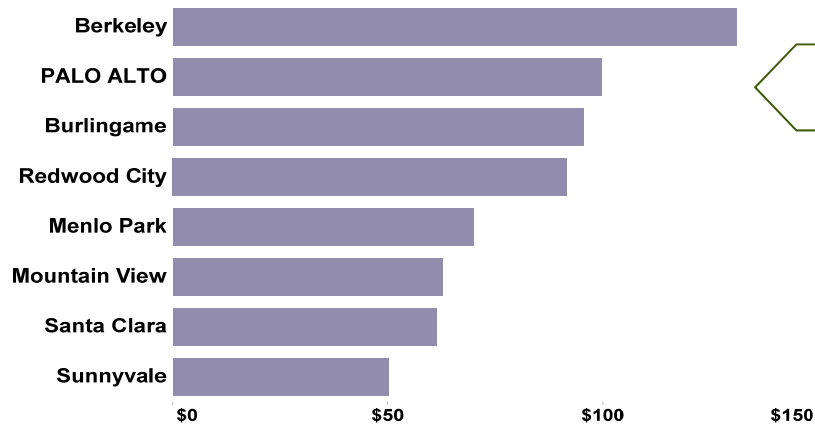
Note: Each jurisdiction offers different levels of service and may account for services differently.



Note: Palo Alto population includes the expanded area of Palo Alto and Stanford

Comparison of Department Per Capita Spending in FY 2010

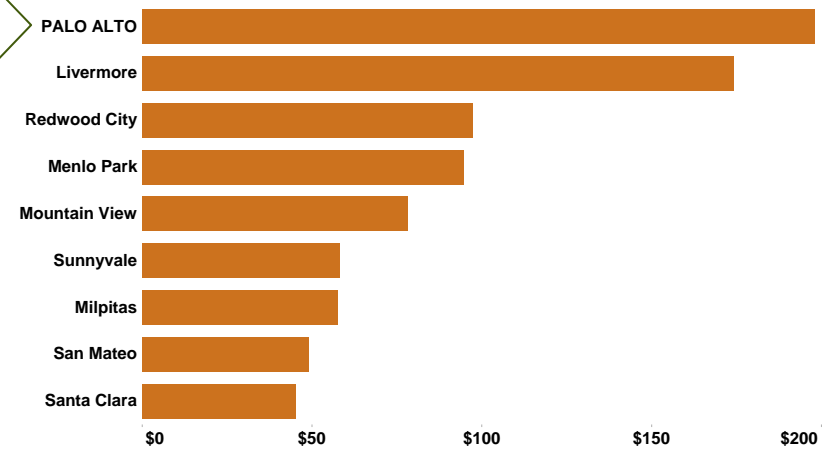
Library Department



83% rated Library Services "Good" or "Excellent" "Similar" to benchmark cities

45% rated Land Use, Planning & Zoning "Good" or "Excellent" "Similar" to benchmark cities

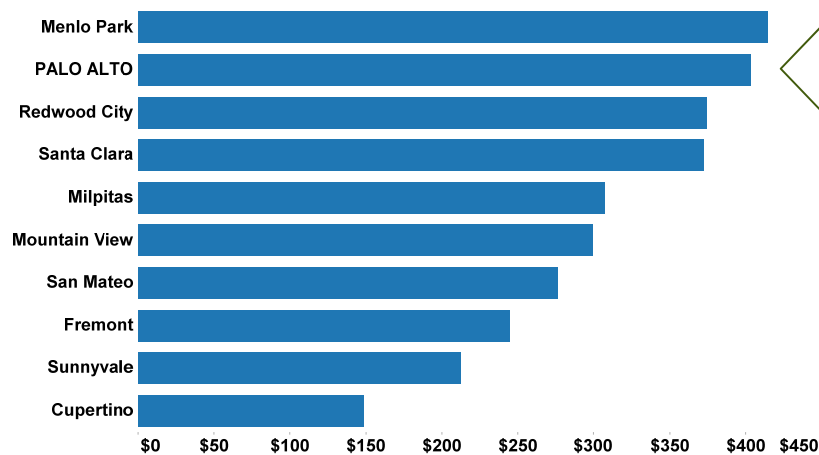
Planning and Community Environment



Note: Expenditures may not reconcile to total spending due to differences in the way information was compiled. Benchmark cities may categorize their expenditures in different ways.

Comparison of Department Per Capita Spending in FY 2010

Police Department



88% rated Police Services "Good" or "Excellent" "Much Above" benchmark cities


*Note:
Expenditures may not reconcile to total spending due to differences in the way information was compiled. Benchmark cities may categorize their expenditures in different ways.*

Citizen Centric Report

- Brief, easily understandable report designed to provide a quick snapshot of the City
 - City organization and information
 - Progress in FY 2011
 - Revenues and expenditures
 - Economic outlook and looking forward



Fiscal Year 2011



**CITY OF
PALO ALTO**

The City of
Palo Alto, California
A Report to Our Citizens




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Page 3 Fiscal Year 2011 Revenues and Expenses

Page 4 What's Next? City's Economic Outlook and Moving Forward

The City of Palo Alto's Values

- **Quality**— Superior delivery of service
- **Courtesy**— Providing service with respect and concern
- **Efficiency**— Productive, effective use of resources
- **Integrity**— Straight-forward, honest, and fair relations
- **Innovation**— Excellence in creative thought and implementation

City Organization and Information

Incorporated in 1894, the City of Palo Alto covers 26 square miles and is located in the heart of Silicon Valley. Palo Alto has over 64,400 residents and the daytime population is estimated at 110,000. Stanford University, adjacent to Palo Alto and one of the top-rated institutions of higher education in the nation, has produced much of the talent that founded successful high-tech companies in Palo Alto and Silicon Valley.

The City of Palo Alto provides a full range of municipal services, in addition to owning and operating its own utility system, including electricity, gas, water, wastewater treatment, refuse, storm drain, and fiber optics. The City also offers expanded service delivery including fire protection service for Palo Alto and Stanford. The Regional Water Quality Control Plant serves the cities of Palo Alto, Mountain View, Los Altos, Los Altos Hills, Stanford, and East Palo Alto.

City residents elect nine members to the City Council to serve staggered four-year terms. Each January, Council members elect a Mayor and Vice-Mayor. Since 1950, the City has operated under a Council-manager form of government.

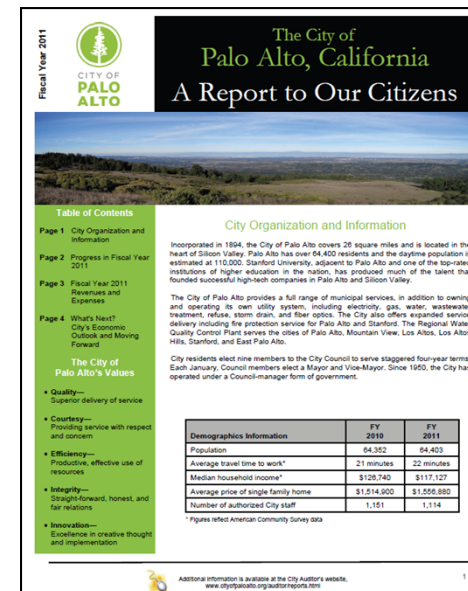
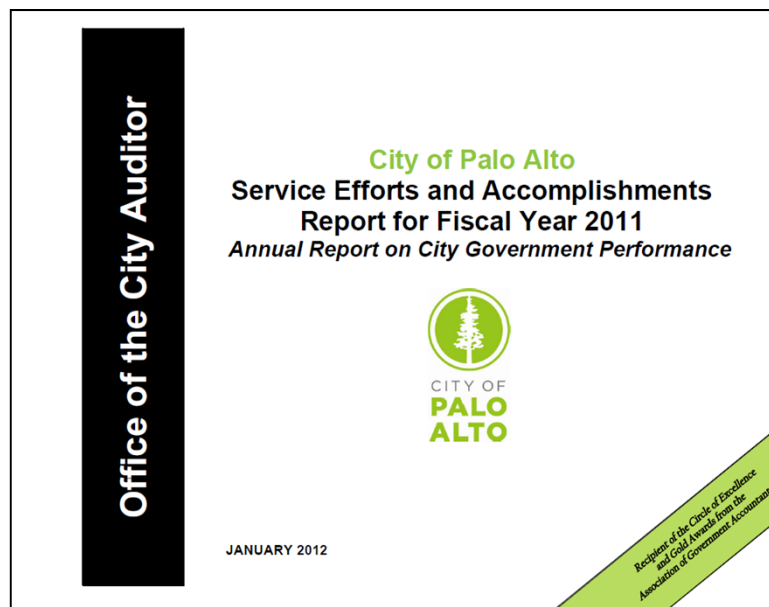
Demographics Information	FY 2010	FY 2011
Population	64,352	64,403
Average travel time to work*	21 minutes	22 minutes
Median household income*	\$126,740	\$117,127
Average price of single family home	\$1,514,900	\$1,556,880
Number of authorized City staff	1,151	1,114

* Figures reflect American Community Survey data

Additional information is available at the City Auditor's website,
www.cityofpaloalto.org/auditor/reports.htm

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Copies of the **Service Efforts & Accomplishments Report** and the **Citizen Centric Report** are available from the Office of the City Auditor or on the web at www.cityofpaloalto.org/auditor



Office of the City Auditor

City of Palo Alto
Service Efforts and Accomplishments
Report for Fiscal Year 2011
Annual Report on City Government Performance



JANUARY 2012

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

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City of Palo Alto

Office of the City Auditor

January 31, 2012

Honorable City Council
Palo Alto, California

City of Palo Alto Service Efforts and Accomplishments Report FY 2011

This is the City Auditor's tenth annual Service Efforts and Accomplishments Report for the City of Palo Alto covering the fiscal year ending June 30, 2011 (FY 2011). The report provides data about the costs, quality, quantity, and timeliness of City services. It includes a variety of comparisons to other cities, and the results of a citizen survey. Our goal is to provide the residents of Palo Alto, City Council, City Staff, and other stakeholders with information on past performance to strengthen public accountability, improve government efficiency and effectiveness, and support future decision making.

OVERALL SATISFACTION

The ninth annual Citizen Survey, administered in conjunction with this report, indicates high ratings for City services. Eighty-three percent of survey respondents rated the overall quality of City services "good" or "excellent." When asked to rate the value of services for the taxes paid to the City of Palo Alto, 66 percent rated the value of services as "good" or "excellent," which places Palo Alto in the 80th percentile compared to other surveyed jurisdictions. This year, 55 percent of respondents reported they were pleased with the overall direction the City is taking. Forty-three percent of respondents reported having contact with a City employee (either in person, over the phone, or via email) in fiscal year 2011, of which seventy-six percent rated their overall impression of the City employee as "good" or "excellent."

In comparison to responses from other jurisdictions, Palo Alto ranks in the 98th percentile for educational opportunities, 100th percentile as a place to work, 88th percentile as a place to live, 87th percentile as a place to raise children and 90th percentile for overall quality of life. Palo Alto ranked in the 6th percentile for availability of affordable quality housing, 14th percentile for the variety of housing options, and 23rd percentile for availability of affordable, quality child care. This year, Palo Alto ranked in the top five of surveyed jurisdictions as a place to work and for educational opportunities.

The key drivers in this year's survey, or areas that tended to influence how survey respondents rated overall service quality, were:

- public library services
- police services
- public schools
- preservation of natural areas
- traffic signal timing
- city parks

Service Efforts and Accomplishments FY 2011

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

In FY 2011, the City's General Fund expenditures and other uses of funds totaled \$143.3 million, a decrease of 2.2 percent from last year and an increase of 8.3 percent from FY 2007; Palo Alto's estimated population increased 0.1 percent from last year and 4.9 percent from FY 2007, while inflation increased 2.4 percent and 8.1 percent over the same periods, respectively. In FY 2011, total Citywide authorized staffing, including temporary and hourly positions, was 1,114 full-time equivalent employees (FTE).

On a per capita basis, FY 2011 net General Fund costs of \$1,575 included:

- \$413 for police services
- \$260 for fire and emergency medical services
- \$201 for community services
- \$170 in operating transfers out (including \$153 in transfers for capital projects)
- \$161 for public works
- \$123 for non-departmental expenditures
- \$121 for administrative and strategic support services
- \$97 for library services
- \$29 for planning, building, code enforcement

The General Fund has invested \$112.7 million in capital projects since FY 2007 and the Infrastructure Reserve decreased from \$15.8 million in FY 2007 to \$3.2 million in FY 2011. Capital spending last year totaled \$60.9 million, including \$36.6 million in the general governmental funds and \$24.4 million in the enterprise funds.

The City Council established the following five top priority areas for calendar year 2011: City Finances, Land Use and Transportation, Emergency Preparedness, Environmental Sustainability and Community Collaboration for Youth Well Being.

COMMUNITY SERVICES DEPARTMENT (pages 15-24)

Community Services Department spending totaled \$20.1 million, a decrease of 2.2 percent from last year and a decrease of less than 1 percent from FY 2007. In FY 2011, volunteers provided more than 16,000 hours for open space restorative/resource management projects. Enrollment in camps and classes was down 14 percent from 18,433 in FY 2007 to 15,835 in FY 2011. Online class registrations continue to increase, with 52 percent of registrations completed online last year compared to 42 percent in FY 2007. The number of registrants at the Children's Theatre classes, camps, and workshops increased 213 percent compared to FY 2007. In FY 2011, parks maintenance spending totaled about \$4.1 million or approximately \$15,286 per acre maintained. About 22 percent of maintenance spending was contracted out. The Golf Course generated net revenue of approximately \$166,000 in FY 2011, an increase of 118 percent from last year and an increase of 286 percent from FY 2007.

Survey respondents give favorable ratings for Palo Alto's recreation, parks, and natural environment. Eighty-four percent of survey respondents rated Palo Alto's preservation of wildlife and native plants as "good" or "excellent," and 76 percent rate the preservation of natural areas such as open space as "good" or "excellent." Seventy-five percent of survey respondents rate the quality of recreation centers/facilities as "good" or "excellent;" 81 percent rate the quality of recreation programs/classes as "good" or "excellent;" 89 percent rate their neighborhood park "good"

or “excellent;” and 94 percent rate the quality of City parks “good” or “excellent.” In comparison to responses from other jurisdictions, Palo Alto ranks in the 77th percentile for recreation programs or classes, 92nd percentile for quality of parks, 85th percentile for services to seniors, and 91st percentile for preservation of natural areas.

FIRE DEPARTMENT (pages 25-30)

The Fire Department provides Palo Alto and Stanford residents and businesses with emergency response, environmental and safety services. In addition, the Fire Department provides progressive public safety education for the community. Fire Department expenditures of \$28.7 million increased by 3 percent from last year and increased by 33 percent from FY 2007. In FY 2011, the Department responded to an average of 21 calls per day. The average response time, in an urban area, was 6:23 minutes for fire calls and 5:35 minutes for medical/rescue calls. In FY 2011, the Department handled 7,555 calls for service, including approximately 4,500 medical/rescue calls and 165 fire calls (14 of which were residential structure fires). In FY 2011, the Department performed 77 percent more fire inspections and 12 percent less hazardous materials inspections than it did in FY 2007. The Department has 109 line personnel certified as emergency medical technicians (EMTs), 34 of which are also certified paramedics. In FY 2011, the Department provided 3,005 ambulance transports, an increase of 19 percent from FY 2007.

Survey respondents give high marks to the quality of Fire Department services. Ninety-two percent of survey respondents rated fire services “good” or “excellent;” and 93 percent rated ambulance/emergency medical services “good” or “excellent.” Sixty-four percent of survey respondents rated Palo Alto’s emergency preparedness as “good” or “excellent;” and 84 percent felt “very” or “somewhat” safe from environmental hazards.

LIBRARY DEPARTMENT (pages 31-35)

In November 2008, voters approved a \$76 million bond measure (Measure N) to fund improvements for the Mitchell Park, Downtown, and Main Libraries and the Mitchell Park Community Center. In addition, the City allocated \$4 million in infrastructure funds to renovate the College Terrace Library. The Mitchell Park Library has been relocated to the Cubberley Community Center while a new joint facility, to include the library and Mitchell Park Community Center, is under construction. The Downtown and College Terrace libraries were renovated and reopened in July 2011 and November 2010, respectively. The Main Library is scheduled to close for renovation in the winter of 2012.

Operating expenditures totaled \$6.5 million for Palo Alto’s five library facilities, an increase of 2 percent from last year and an increase of 13 percent from FY 2007. Total circulation increased 4 percent from FY 2007 to approximately 1.5 million in FY 2011. Approximately 91 percent of first-time checkouts were completed on the Library’s self-check machines. Compared to FY 2007, the number of reference questions decreased 6 percent; the number of internet sessions decreased 26 percent; the number of online database sessions decreased 2 percent; and the total number of cardholders remained relatively unchanged at 53,246. Volunteers donated more than 5,200 hours of service to the libraries in FY 2011, an 11 percent decrease from FY 2007.

Thirty percent of survey respondents reported they used the libraries or their services more than 12 times in FY 2011; 83 percent rated the quality of library services “good” or “excellent;” 81 percent rated the quality of neighborhood branch libraries “good” or “excellent;” and 72 percent rated the variety of library materials as “good” or “excellent.”

PLANNING AND COMMUNITY ENVIRONMENT DEPARTMENT (pages 37-43)

In FY 2011, Planning and Community Environment Department expenditures totaled \$9.3 million, a decrease of 1% from last year and FY 2007. A total of 238 planning applications were completed in FY 2011, 20 percent fewer than FY 2007. The average time to complete planning

Service Efforts and Accomplishments FY 2011

applications was 10.4 weeks. Fifty-seven percent of survey respondents rated the overall quality of new development in Palo Alto as “good” or “excellent;” 52 percent rated economic development services “good” or “excellent;” and 56 percent rated code enforcement services “good” or “excellent.” Compared to FY 2007, the number of new code enforcement cases increased 77 percent from 369 to 652. In FY 2011, 94 percent of cases were resolved within 120 days.

The Department issued a total of 3,559 building permits in FY 2011, 13 percent more than FY 2007. Seventy-nine percent of building permits were issued over the counter. For those permits that were not issued over the counter, the average time for first response to plan checks was 35 days (compared to 30 days last year), and the average time to issue a building permit was 47 days (compared to 44 days last year). According to the Department, 99 percent of building inspection requests were responded to within one working day or within the timeframe of the customer’s request.

Under the Green Building Program, established in FY 2009, the Department processed 961 permit applications, an increase of approximately 73 percent from the previous year. Eighty-two percent of survey respondents rated the City of Palo Alto “good” or “excellent” on water and energy preservation.

City Shuttle boardings decreased 30 percent compared to FY 2007. Survey respondents said they used alternative commute modes on average about two days per week, and 54 percent consider the amount of public parking in Palo Alto “good” or “excellent.”

POLICE DEPARTMENT (pages 45-52)

Police Department expenditures totaled \$31.0 million, an increase of 7 percent from last year and an increase of 20 percent from FY 2007. The Department handled more than 52,000 calls for service in FY 2011, or about 143 calls per day. Compared to FY 2007, the average response time for emergency calls decreased slightly from 5:08 minutes to 4:28 minutes. Over the same period, the number of juvenile arrests decreased 19 percent from 244 to 197, and the number of total arrests decreased 25 percent from 3,059 to 2,288. The total number of traffic collisions declined by 16 percent compared to FY 2007, and the number of bicycle/pedestrian collisions increased by 23 percent over the same period. There were 38 alcohol related collisions, and 140 Driving Under the Influence (DUI) arrests in FY 2011. Police Department statistics show 56 reported crimes per 1,000 residents, with 40 reported crimes per officer during FY 2011. FBI statistics show that Palo Alto has fewer violent crimes per thousand residents than many local jurisdictions.

Ninety-eight percent of survey respondents felt “very” or “somewhat” safe in their neighborhood during the day, and 91 percent of survey respondents felt “very” or “somewhat” safe in Palo Alto’s downtown during the day. Feelings of safety decreased at night with 83 percent feeling “very” or “somewhat” safe in their neighborhood after dark and 65 percent feeling “very” or “somewhat” safe in Palo Alto’s downtown area after dark. Eighty-eight percent of survey respondents rated police services “good” or “excellent.” The Police Department reports it received 149 commendations and 7 complaints in FY 2011, none of which were sustained.

PUBLIC WORKS DEPARTMENT (pages 53-62)

The Public Works Department provides services through the General Fund for streets, trees, structures and grounds, and engineering services. Operating expenditures in these areas totaled \$13.1 million in FY 2011. Capital spending for these activities included \$3.2 million for streets, and \$1.9 million for sidewalks. In FY 2011, the Department replaced or permanently repaired more than 71,100 square feet of sidewalk and completed 23 Americans with Disabilities Act (ADA) ramps. In this year’s survey, 40 percent of survey respondents rated street repair as “good” or “excellent,” and 51 percent rated sidewalk maintenance as “good” or “excellent.”

The Department is also responsible for refuse collection, disposal, and recycling collection (\$30.3 million in FY 2011 operating expense), storm drainage (\$2.7 million in FY 2011), wastewater treatment (\$18.9 million, of which 61 percent is reimbursed by other jurisdictions). Maintenance and replacement for the City fleet and equipment (\$5.0 million) are provided through enterprise and internal service funds. Compared to FY 2007, tons of waste landfilled decreased 36 percent; tons of materials recycled remained relatively constant; and tons of household hazardous materials collected decreased 33 percent. This year, 90 percent of survey respondents rated the quality of garbage collection as “good” or “excellent;” 91 percent rated recycling services “good” or “excellent;” and 81 percent rated the City’s composting process and pickup services “good” or “excellent.” Seventy-four percent of survey respondents rated storm drainage “good” or “excellent.”

In 2009, the Metropolitan Transportation Commission (MTC) for the first time reported on the condition of Palo Alto’s streets and roads. The MTC’s 2011 report on the pavement condition of Bay Area jurisdictions indicates that Palo Alto streets are considered “good,” scoring higher than Cupertino, Milpitas, Menlo Park, and East Palo Alto, but lower than Santa Clara, Redwood City, Mountain View, and Sunnyvale.

UTILITIES DEPARTMENT (pages 63-71)

In FY 2011, operating expense for the electric utility totaled \$93.3 million (8 percent decrease from last year and 4 percent increase from FY 2007), including \$61.2 million in electricity purchase costs. The average monthly residential bill has increased 32 percent since FY 2007. Average residential electricity usage per capita decreased 6 percent from FY 2007. About 21 percent of Palo Alto customers are enrolled in the voluntary Palo Alto Green energy program supporting 100 percent renewable energy. Eighty-five percent of survey respondents rated electric utility services “good” or “excellent.”

Operating expense for the gas utility totaled \$31.8 million (3 percent decrease from last year and 5 percent increase from FY 2007), including \$21.5 million in gas purchases. The average monthly residential gas bill has increased 9 percent from FY 2007 while the average residential natural gas usage per capita declined 7 percent over the same period. The number of unplanned service disruptions increased from 18 to 22 compared to FY 2007. Eighty-two percent of survey respondents rated gas utility services “good” or “excellent.”

Operating expense for the water utility totaled \$23.2 million (13 percent increase from last year and 42 percent increase from FY 2007), including \$10.7 million in water purchases. The average residential water bill has increased 24 percent since FY 2007 while the average residential water usage per capita was down 17 percent over the same period. Eighty-six percent of survey respondents rated drinking water as “good” or “excellent.”

Operating expense for wastewater collection totaled \$12.4 million, a 13 percent increase from last year and 23 percent increase from FY 2007. The average residential sewer bill has increased 5 percent from FY 2007, and there were 332 sewage overflows in FY 2011, a decrease from 348 last year. Eighty-four percent of survey respondents rated sewer services “good” or “excellent.”

In 1996, the City launched the fiber optic utility and built a 40.6 mile dark fiber backbone throughout the City with the goal of delivering broadband services to all premises, with customers connected via fiber optic “service connections.” New customers pay the fees required to connect to the fiber optic backbone. Fifty-nine customer accounts and 189 service connections provided fiber optic an operating revenue totaling \$3.3 million in FY 2011.

STRATEGIC AND SUPPORT SERVICES DEPARTMENTS (pages 73-76)

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

Service Efforts and Accomplishments FY 2011

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

Printed copies of the Service Efforts and Accomplishments report are available at the City Auditor's Office. This report is also accessible online at <http://www.cityofpaloalto.org/depts/aud/service_efforts_and_accomplishments.asp>. We thank the many departments and staff that contributed to this report.

Respectfully submitted,



Jim Pelletier
City Auditor

Audit staff and assistance: Houman Boussina, Ian Hagerman, Mimi Nguyen, Deniz Tunc, and Lisa Wehara
Performance Audit Intern: Uyen Mai

Management Discussion and Analysis

2011 was another year of achievements and challenges. The improvements in the economy in Silicon Valley certainly surpass most other areas. Unfortunately the nature of the economy in Silicon Valley does not directly contribute to rising local government revenues that match the growth in the economy itself, due to the tax structure for local government in California. For built-out cities like Palo Alto, revenue growth is further limited. While sales tax, transient occupancy tax, and development fee revenues are stabilizing and steadily increasing, these revenues are offset by increases in health care and pension costs.

With a focus on permanent, ongoing solutions as much as possible, the City Council continued to institute long-term structural cost controls in FY 2011 and closed a General Fund budget gap of \$7.3 million. This followed a \$16.2 million budget gap the City Council balanced in FY 2010 and an \$8 million budget gap closed in FY 2009. A total of \$14.3 million in structural changes have been made during the last two fiscal years.

Key to these structural changes were additions of a second tier retirement structure (2 percent at 60) and a 90/10 percent medical cost sharing plan (90% of premiums paid by employer) for all new non-public safety employees. In addition, early in September 2011, the City reached agreement with the Fire union to create a second tier pension formula for new hires (3% at 55), and a new staffing model that will reduce over-time costs, provide more staffing flexibility, and achieve operational efficiencies.

Other structural reductions focused on reducing the size of the City General Fund workforce by 10 percent. The equivalents of 77 full-time General Fund positions have been eliminated since FY 2008. Sixty of those full-time positions were eliminated in the past two years. Looking forward, critical to balancing the FY 2012 budget is a plan for a \$4.2 million public safety employee compensation concession driven by the goal that all the bargaining groups share proportionately in contributions to the City's immediate and long-term fiscal demands. Part of the goal has been achieved with the firefighters' concession, but the remaining public safety group needs to contribute to lower the on-going gap.

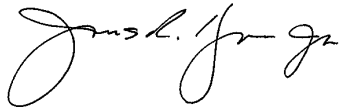
The City Council reaffirmed its Council priorities for the year, and staff responded by advancing the priorities within the constraints of available resources. After nearly four years of negotiations, the City reached agreement for the expansion of Stanford Hospital on the largest construction project in the City's history, including a \$50 million community benefit package as part of the renewal project. The City re-opened the renovated downtown library, closed the City's landfill and opened 36 acres of Byxbee Park, and major construction began on Mitchell Park Library and Community Center and the Art Center. Planning for the future of the Cubberley Community Center also commenced.

As public infrastructure is vital to the quality of life in any community, the City Council established an Infrastructure Blue Ribbon Commission (IBRC) that met for more than a year and recently delivered its final report on the unmet and deferred infrastructure needs of the City and potential funding solutions. During this next year, the City will wrestle with how to best fund priority infrastructure projects and development of a sustainable business model to eliminate the backlog of infrastructure investments and provide systematic maintenance into the future, as recommended in the IBRC Report.

The City made progress on the Development Center Blueprint and changes to the City's building and development permitting processes to improve customer satisfaction and expedite service delivery. Numerous bicycle and pedestrian innovations also took root as the City inspired the region in bicycle and pedestrian safety by installing the region's first bicycle corral. Additionally, in keeping with the City's commitment to sustainability, emergency preparedness and youth well-being, the City advanced numerous programs and projects, engaged the community through new technology innovations, built new partnerships, and accomplished an exciting mix of community exercises and events.

Service Efforts and Accomplishments FY 2011

FY 2012 and the years ahead will bring continuing fiscal challenges that will require a dramatic restructuring of how to provide city services, reshaping the organizational culture in City Hall and expanding engagement and partnership with citizens and businesses across Palo Alto. The process of change will be demanding but the results will ensure the continuance of a high quality of life in Palo Alto.

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

James Keene
City Manager

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BACKGROUND

INTRODUCTION

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

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

The report contains summary information on spending and staffing, workload, and performance results for the fiscal year ended June 30, 2011 (FY 2011). It also includes the results of a resident survey rating the quality of City services. The report provides two comparisons:

- Historical trends for fiscal years 2007 through 2011.
- Selected comparisons to other cities.

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

Chapter 1 provides a summary of overall spending and staffing since FY 2007, as well as an overall discussion on resident perceptions and City Council's priorities. Chapters 2 through 9 present the mission statements, description of services, background information, workload, performance measures, and survey results for:

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

- Public Works
- Utilities
- Strategic and Support Services

In each chapter, we generally begin with high level information on departmental services, divisions, or major functional areas, in addition to financial information on departmental funding and spending. The rest of the chapter generally covers major areas of interest for each department.

COMMUNITY PROFILE

Incorporated in 1894, Palo Alto is a largely built-out community of over 64,400 residents. The City covers about 26 square miles, stretching from the edges of San Francisco Bay to the ridges of the San Francisco peninsula. Located mid-way between San Francisco and San Jose, Palo Alto is in the heart of the Silicon Valley. Stanford University, adjacent to Palo Alto and one of the top-rated institutions of higher education in the nation, has produced much of the talent that founded successful high-tech companies in Palo Alto and Silicon Valley.

DEMOGRAPHICS

Palo Alto is a highly educated community. According to the U.S. Census Bureau's 2008-2010 American Community Survey, of residents aged 25 years and over:

- 80 percent had a bachelor's degree or higher.
- 50 percent had a graduate or professional degree.

In 2009, *Forbes* named Palo Alto as one of "America's Most Educated Small Towns," and first in California.

Sixty-five percent of Palo Alto’s population is in the labor force and the average travel time to work is estimated at 22 minutes. In 2010, the median household income was approximately \$117,000 while the average was approximately \$173,000.

The breakdown of estimated household income consisted of:

2010 Household Income	Percent
\$49,999 or less	21%
\$50,000 to \$149,999	38%
\$150,000 or more	41%
Total	100%

Source: U.S. Census Bureau 2008-2010 American Community Survey

According to census statistics, 64 percent of Palo Alto residents were white, and 27 percent were of Asian descent:

Race-ethnicity	Percent
One race	96%
<i>White</i>	64%
<i>Asian</i>	27%
<i>Black or African American</i>	2%
<i>Native Hawaiian and Other Pacific Islander</i>	Less than 1%
<i>American Indian and Alaska Native</i>	Less than 1%
<i>Other</i>	2%
Two or more races	4%
<i>Hispanic or Latino (of any race)</i>	6%
Total	100%

Source: 2010 U.S. Census Survey

According to census statistics, the median age of Palo Alto residents was 41.9 years. The following table shows population by age:

Age	Percent
Under 5 years	5%
18 years and over	77%
65 years and over	17%

Source: 2010 U.S. Census

The majority of residents own their homes, but many dwellings are renter occupied:

Housing occupancy	Percent
Owner occupied	52%
Renter occupied	42%
Vacant	6%
Total	100%

Source: 2010 U.S. Census

OVERALL COMMUNITY QUALITY

In comparison to other jurisdictions, Palo Alto ranked in the 100th percentile as a place to work, 90th percentile for overall quality of life, and in the 88th percentile as a place to live. The high ratings are consistent with prior surveys.¹

Community quality ratings	Percent rating Palo Alto “good” or “excellent”
Palo Alto as a place to work	89%
Palo Alto as a place to live	94%
Overall quality of life	92%
Palo Alto as a place to raise children	93%
Neighborhood as a place to live	90%
Palo Alto as a place to retire	68%
Services to seniors	80%
Services to youth	78%
Services to low-income people	51%

Source: National Citizen Survey™ 2011 (Palo Alto)

Eighty-seven percent of residents plan to remain in Palo Alto for the next five years, and 91 percent of survey respondents would likely recommend living in Palo Alto to someone who asks. According to the National Research Center, intentions to stay and willingness to make recommendations, provide evidence that the City of Palo Alto provides services and amenities that work.

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

SENSE OF COMMUNITY

Residents continue to give very favorable ratings to Palo Alto's community and reputation. Ninety-two percent of survey respondents rated Palo Alto's overall image/reputation as "good" or "excellent," and 78 percent of survey respondents felt that the Palo Alto community was open and accepting towards people of diverse backgrounds.

Community characteristics	Percent rating Palo Alto "good" or "excellent"
Overall image/reputation of Palo Alto	92%
Openness and acceptance of the community towards people of diverse backgrounds	78%
Sense of community	75%

Source: National Citizen Survey™ 2011 (Palo Alto)

The survey also asked residents to assess their involvement and interaction with neighbors. Ninety percent of residents reported helping a friend or neighbor within the last 12 months, and 49 percent of residents talked or visited with their neighbors at least several times a week.

Community characteristics	Percent participation
Provided help to a friend or neighbor within last 12 months	90%
Talked or visited with immediate neighbors at least several times per week	49%

Source: National Citizen Survey™ 2011 (Palo Alto)

COMMUNITY AMENITIES

In comparison to other surveyed jurisdictions, Palo Alto residents gave high ratings to educational opportunities, ranking in the 98th percentile compared to other jurisdictions. Fifty-six percent of residents rated Palo Alto's employment opportunities as "good" or "excellent," placing Palo Alto in the 96th percentile compared to other surveyed jurisdictions. Palo Alto ranks in the 6th percentile for availability of affordable quality housing and the 23rd percentile for availability of affordable quality child care.

Community amenities	Percent rating Palo Alto "good" or "excellent"
Educational opportunities	90%
Employment opportunities	56%
Overall quality of business and service establishments	74%
Traffic flow on major streets	40%
Availability of preventive health services	72%
Availability of affordable quality health care	59%
Availability of affordable quality child care	35%
Variety of housing options	37%
Availability of affordable quality housing	14%

Source: National Citizen Survey™ 2011 (Palo Alto)

KEY DRIVER ANALYSIS

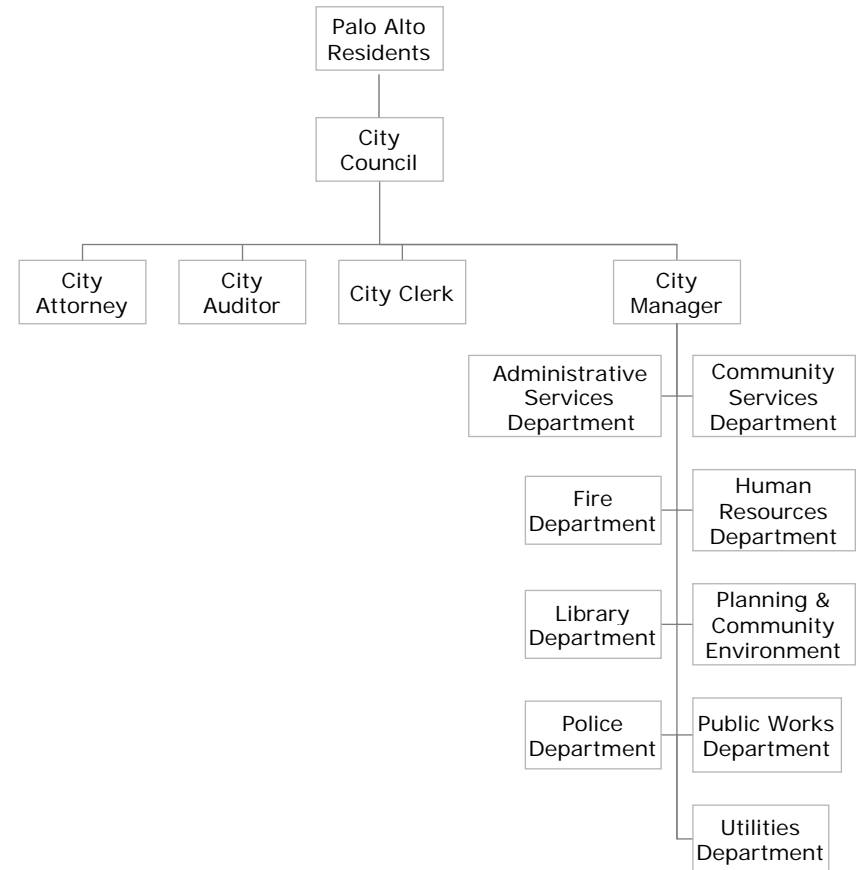
The National Research Center conducted Key Driver Analysis based on responses from residents to Palo Alto’s annual National Citizen Survey™. The Key Driver Analysis identified service areas that tend to influence residents’ perceptions about the City’s quality of services. The service areas that were identified included: public library services, police services, public schools, preservation of natural areas, traffic signal timing, and city parks. By focusing its efforts on improving the identified Key Driver services, the City may enhance its rating of overall service quality.

PALO ALTO CITY GOVERNMENT

Palo Alto residents elect nine members to the City Council. Council Members serve staggered four-year terms. The Council also appoints a number of boards and commissions. Each January, the City Council appoints a new Mayor and Vice-Mayor and then adopts priorities for the calendar year. The City Council’s top five priorities for 2011 included:

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

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



SCOPE AND METHODOLOGY

The City Auditor's Office prepared this report in accordance with the City Auditor's FY 2012 Work Plan. The scope of our review covered information and results for the City's Departments for the fiscal year beginning July 1, 2010 and ending June 30, 2011 (FY 2011).

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

The City Auditor's Office compiled and reviewed departmental data for reasonableness and consistency, based on our knowledge and information from comparable sources and prior years' reports. Our reviews are not intended to provide assurance on the accuracy of data provided by City Departments. Rather, we intend to provide reasonable assurance that the data present a picture of the efforts and accomplishments of the City Departments and programs. Prior year data may differ from previous SEA reports in some instances due to corrections or changes reported by City Departments or other agencies.

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

SERVICE EFFORTS AND ACCOMPLISHMENTS REPORTING

In 1994, the Governmental Accounting Standards Board (GASB) issued *Concepts Statement No. 2, Service Efforts and Accomplishments Reporting*. The statement broadly described "*why external reporting of SEA measures is essential to assist users both in assessing accountability and in making informed decisions to improve the efficiency and effectiveness of governmental operations.*" According to

the statement, the objective of SEA reporting is to provide more complete information about a governmental entity's performance than can be provided by the traditional financial statements and schedules, and to assist users in assessing the economy, efficiency, and effectiveness of services provided.

In 2003, GASB issued a special report on *Reporting Performance Information: Suggested Criteria for Effective Communication* that describes 16 criteria state and local governments can use when preparing external reports on performance information.² Using the GASB criteria, the Association of Government Accountants (AGA) initiated a Certificate of Achievement in Service Efforts and Accomplishments Reporting project in 2003, of which Palo Alto was a charter participant.

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

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

The City of Palo Alto has reported various performance indicators for a number of years. In particular, the City's budget document includes "benchmarking" measures which are developed by staff and reviewed by the City Council as part of the annual budget process. Benchmarks include input, output, efficiency, and effectiveness measures. The SEA report includes some of these benchmarking measures, which are noted with the symbol "⊙," along with their FY 2011 targets.

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

The AGA awarded Palo Alto their Gold Award for the FY 2010 SEA Report and their Certificate of Excellence in Citizen Centric Reporting for Palo Alto's Citizen Centric Report. Palo Alto has also been honored with AGA's Circle of Excellence Award in 2009 recognizing the City's continued excellence in SEA reporting. These awards are AGA's highest report distinctions making Palo Alto one of the top cities nationally for transparency and accountability in performance reporting.

SELECTION OF INDICATORS

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

From the outset of this project, we decided to use existing data sources to the extent possible. We reviewed existing benchmarking measures from the City's adopted budget documents, performance measures and other financial reports from other jurisdictions and other professional organizations. We used audited information from the City's Comprehensive Annual Financial Report (CAFR).^{3,4} We cited departmental mission statements and performance targets that are taken from the City's annual operating budget where they are subject to public scrutiny and City Council approval as part of the annual budget process.⁵ We held numerous discussions with City staff to determine what information was available and reliable, and best summarized the services they provide.

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

³The budget is online at <www.cityofpaloalto.org/depts/asd/budget.asp>. The operating budget includes additional performance information.

⁴The Comprehensive Annual Financial Report is available online at <http://www.cityofpaloalto.org/depts/asd/financial_reporting.asp>.

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

results were disaggregated into geographic subgroups for comparison purposes.

Indicators that are in alignment with the City's Climate Protection Plan, Zero Waste Program and/or sustainability goals are noted in the tables with an "S."^{6,7}

Consistency of information is important to us. However, we occasionally add or delete some information that was included in a previous report. Performance measures and survey information in the report are noted as <NEW> if they did not appear in the prior year SEA Report or <REVISED> if there was a significant change in the methodology used to calculate the measure.

We will continue to use feedback from the residents of Palo Alto, City Council, and City Staff to ensure that the information we include in this report is meaningful and useful. We welcome your input. Please contact us with suggestions at city.auditor@cityofpaloalto.org.

THE NATIONAL CITIZEN SURVEY™

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

Surveys were mailed to a total of 1,200 Palo Alto households in August 2011. Completed surveys were received from 427 residents, for a response rate of 37 percent. Typical response rates obtained on citizen surveys range from 25 percent to 40 percent.

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). The confidence interval for this survey of

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

⁷More information about the City's Zero Waste Program is online at <http://www.cityofpaloalto.org/depts/pwd/zero_waste/default.asp>.

⁸This report is included as Attachments 1 and 2. The full text of previous survey results can be found in the appendices of our previous reports online at <www.cityofpaloalto.org/depts/aud/service_efforts_and_accomplishments.asp>.

1,200 residents is no greater than plus or minus 5 percentage points around any given percent reported for the entire sample (427 completed surveys).

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair,” and “poor.” Unless stated otherwise, the survey data included in this report displays the responses only from respondents who had an opinion about a specific item – “don’t know” answers have been removed. This report contains comparisons of survey data from prior years. Differences from the prior year can be considered “statistically significant” if they are greater than 6 percentage points.

The NRC has collected citizen survey data from approximately 500 jurisdictions in the United States. Inter-jurisdictional comparisons are available when similar questions are asked in at least five other jurisdictions. When comparisons are available, results are noted as being “above,” “below,” and “similar” to the benchmark. In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much above, much below, much less, and much more”). For questions related to resident behavior, circumstance or to a local problem, the comparison to the benchmark is designated as “more,” “similar” or “less.” NRC provided our office with additional data on the percentile ranking for comparable questions as shown in Attachment 2, City of Palo Alto National Citizen Survey™ Benchmark Report 2011.

In 2006, the ICMA and NRC announced “Voice of the People” awards for surveys conducted in the prior year. To win a Voice of the People Award for Excellence, a jurisdiction’s National Citizen Survey™ rating for service quality must be one of the top three among all eligible jurisdictions and in the top 10 percent of all the jurisdictions in the NRC database of citizen surveys.

Since the beginning of the award program, Palo Alto has won:

2005 – 5 categories:
Emergency medical, Fire, Garbage collection, Park, and Police services

2006 – 4 categories:
Emergency medical, Fire, Garbage collection, and Recreation services

2007 – 5 categories:
Emergency medical, Fire, Garbage collection, Park, and Recreation services

2008 – 1 category:
Garbage collection

2009 – 1 category:
Garbage collection

POPULATION

FY 2011 population figures are from the 2010 U.S. Census. For prior years, we have used the most recent estimates of Palo Alto resident population from the California Department of Finance, as shown in the following table.⁹

Year	Population
FY 2007	61,385
FY 2008	62,173
FY 2009	63,496
FY 2010	64,352
FY 2011	64,403
Percent change	
From last year:	+0.1%
from FY 2007:	+4.9%

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

Some departments serve expanded service areas.¹⁰ For example, the Fire Department serves Palo Alto, Stanford, and unincorporated areas of Santa Clara County. The Regional Water Quality Control Plant serves Palo Alto, Mountain View, Los Altos, Los Altos Hills, Stanford, and East Palo Alto.

INFLATION

Financial data has not been adjusted for inflation. In order to account for inflation, readers should keep in mind that the San Francisco Area Consumer Price Index for All Urban Consumers increased by 2.4% from

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

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

last year and increased by 8.1 percent from FY 2007, which affects the financial data that is included in this report. The index increased as follows:

Date	Index
June 2007	216.1
June 2008	225.2
June 2009	225.7
June 2010	228.1
June 2011	233.6
Percent change from last year	+2.4%
from FY 2007:	+8.1%

Source: United States Department of Labor

ROUNDING AND PERCENT CHANGE

For readability, most numbers in this report are rounded. In some cases, tables or graphs may not add to 100 percent or to the exact total because of rounding. In most cases the calculated “percent change from last year (FY 2010) and from FY 2007” is based on the percentage change in the underlying numbers, not the rounded numbers, and reflects the percent change between the current fiscal year (FY 2011), and the last fiscal year (FY 2010), and FY 2007. Where the data is expressed in percentages, the change is the difference between the years being compared.

COMPARISONS TO OTHER CITIES

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

ACKNOWLEDGEMENTS

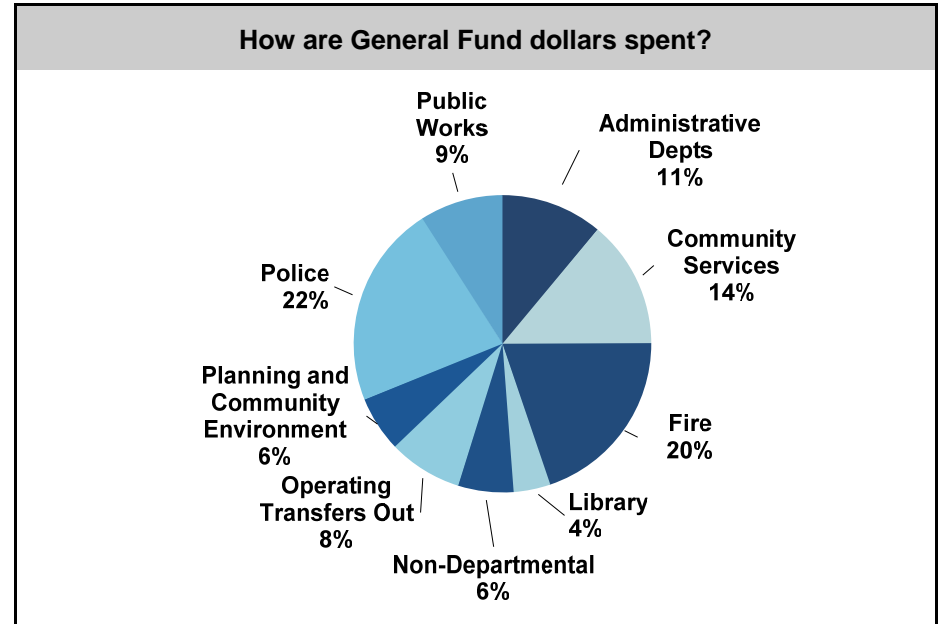
This report could not have been prepared without the cooperation and assistance of City management and staff from every City department. We would like to thank each department for contributing to this report and the City Council and community members who reviewed last year’s report and provided thoughtful comments.

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

OVERALL SPENDING

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

The pie chart to the right shows how General Fund dollars are spent. The table below shows more detail. In FY 2011, the City’s General Fund expenditures and other uses of funds totaled \$143.3 million, a decrease of 2 percent from last year and an increase of 8 percent from FY 2007. This included \$11.0 million in transfers to other funds. Inflation increased by 2 percent from last year and increased by 8 percent from FY 2007.



Source: FY 2011 expenditure data

General Fund operating expenditures and other uses of funds (in millions)

	Administrative Departments ¹	Community Services	Fire	Library	Planning and Community Environment	Police	Public Works	Non-Departmental ²	Operating Transfers Out ³	TOTAL ⁴	Enterprise funds operating expenditures
FY 2007	\$15.9	\$20.1	\$21.6	\$5.8	\$9.4	\$25.9	\$12.4	\$8.5	\$12.7	\$132.3	\$190.3
FY 2008	\$17.4	\$21.2	\$24.0	\$6.8	\$9.6	\$29.4	\$12.9	\$7.4	\$13.6	\$141.7	\$215.8
FY 2009	\$16.4	\$21.1	\$23.4	\$6.2	\$9.9	\$28.3	\$12.9	\$6.8	\$15.8	\$140.8	\$229.0
FY 2010	\$18.1	\$20.5	\$27.7	\$6.4	\$9.4	\$28.8	\$12.5	\$8.7	\$14.5	\$146.6	\$218.6
FY 2011	\$15.8	\$20.1	\$28.7	\$6.5	\$9.3	\$31.0	\$13.1	\$8.0	\$11.0	\$143.3	\$214.0
Change from:											
Last year	-13%	-2%	+3%	+2%	-1%	+7%	+5%	-9%	-25%	-2%	-2%
FY 2007	-1%	0%	+33%	+13%	0%	+20%	+5%	-6%	-14%	+8%	+12%

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

² Includes payments to the Palo Alto Unified School District as part of the Cubberley lease and covenant not to develop (\$6.8 million in FY 2011).

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

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

PER CAPITA SPENDING

Per capita spending can be viewed by annual spending (shown below) and net cost (shown on the right).

As shown below, in FY 2011, General Fund operating expenditures and other uses of funds totaled \$2,226 per Palo Alto resident, including operating transfers to fund the City’s Capital Improvement Program (CIP).

General Fund departments generate revenues or are reimbursed for some of their activities by other jurisdictions and/or the enterprise funds. We estimate the net General Fund cost per resident in FY 2011 was about \$1,575.

The operating expenses for Enterprise Funds totaled \$3,323 per capita. Palo Alto’s enterprise funds include Electric, Gas, Water, Wastewater Collection, Wastewater Treatment, Refuse, Storm Drainage, and Fiber Optic. Enterprise funds generally work like a business and charge fees to cover the cost of services.

FY 2011 Net General Fund Cost Per Resident^{1, 2}

On a per capita basis, FY 2011 net General Fund costs of \$1,575 included:¹

- \$413 for police services
- \$201 for community services
- \$260 for fire and emergency medical services
- \$161 for public works
- \$121 for administrative and strategic support services
- \$97 for library services
- \$29 for planning, building, code enforcement
- \$170 in operating transfers out (including \$153 in transfers for capital projects)
- \$123 for non-departmental expenditures⁴

	Estimated per capita General Fund spending and other uses of funds ²										Per capita ²		
	Admin Depts	Community Services	Fire ³	Library	Planning & Community Environment	Police	Public Works	Non-Departmental	Operating Transfers Out	TOTAL	Capital outlay	Enterprise funds operating expenditures	Net per capita spending ¹
FY 2007	\$259	\$328	\$351	\$94	\$153	\$422	\$203	\$138	\$208	\$2,155	\$285	\$3,100	\$1,518
FY 2008	\$279	\$342	\$386	\$110	\$155	\$473	\$208	\$119	\$207	\$2,279	\$348	\$3,471	\$1,616
FY 2009	\$258	\$333	\$369	\$98	\$156	\$445	\$203	\$108	\$248	\$2,218	\$249	\$3,607	\$1,597
FY 2010	\$281	\$318	\$431	\$99	\$146	\$448	\$193	\$136	\$226	\$2,278	\$330	\$3,397	\$1,645
FY 2011	\$245	\$312	\$446	\$101	\$145	\$481	\$203	\$123	\$170	\$2,226	\$568	\$3,323	\$1,575
Change from:													
Last year	-13%	-2%	+3%	+2%	-1%	+7%	+5%	-9%	-25%	-2%	+72%	-2%	-4%
FY 2007	-6%	-5%	+27%	+8%	-5%	+14%	0%	-11%	-18%	+3%	+99%	+7%	+4%

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

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

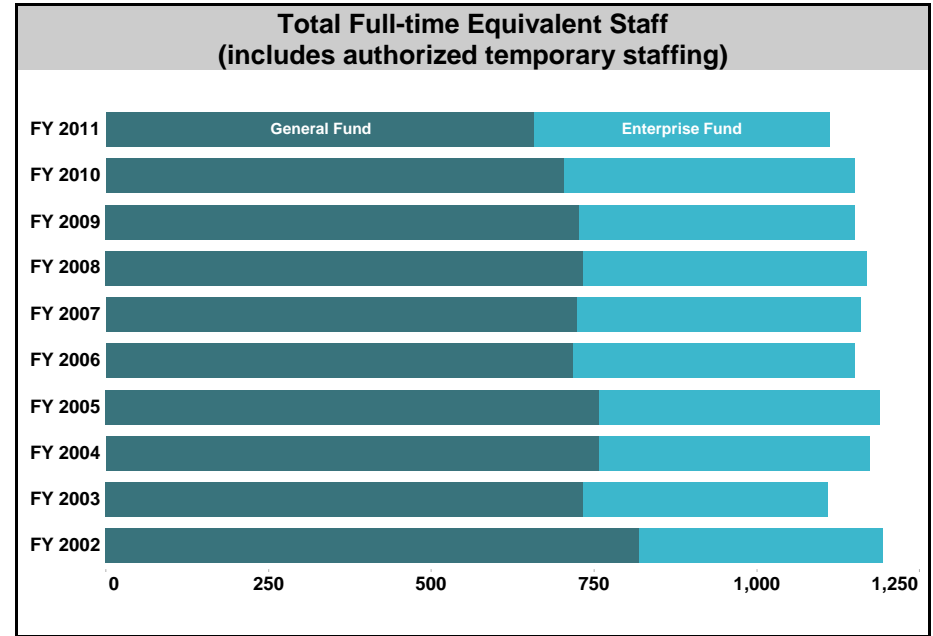
³ Not adjusted for Fire Department’s expanded service area (Palo Alto and Stanford).

⁴ Includes \$6.8 million paid to the Palo Alto Unified School District.

AUTHORIZED STAFFING

City staffing is measured in full-time equivalent staff (FTE). 1,114 FTE citywide positions were authorized, including 657 FTE in General Fund departments, and 457 FTE in other funds in FY 2011.¹ As of June 30, 2011, 267 positions were vacant.

Total General Fund authorized FTE (including authorized temporary and hourly positions) has decreased by 9 percent from FY 2007 while total overall staffing in other funds has increased 5 percent over the same period.



Source: City operating budgets

	Total General Fund authorized staffing (FTE ¹)								Total other authorized staffing (FTE ¹)						TOTAL (FTE ¹)
	Admin Depts	Community Services	Fire	Library	Planning & Community Environment	Police	Public Works	Subtotal	Refuse Fund	Storm Drainage Fund	Wastewater Treatment Fund	Electric, Gas, Water, & Wastewater	Other ²	Subtotal	
FY 2007	100	148	128	57	55	168	68	725	35	10	69	243	78	435	1,160
FY 2008	108	147	128	56	54	169	71	733	35	10	69	244	78	436	1,168
FY 2009	102	146	128	57	54	170	71	727	35	10	70	235	74	423	1,150
FY 2010	95	146	127	55	50	167	65	705	38	10	70	252	77	446	1,151
FY 2011	89	124	125	52	47	161	60	657	38	10	70	263	76	457	1,114
Change from:															
Last year	-6%	-15%	-1%	-6%	-7%	-3%	-8%	-7%	0%	0%	0%	+4%	-1%	+2%	-3%
FY 2007	-12%	-16%	-2%	-9%	-15%	-4%	-13%	-9%	+9%	0%	+1%	+8%	-2%	+5%	-4%

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

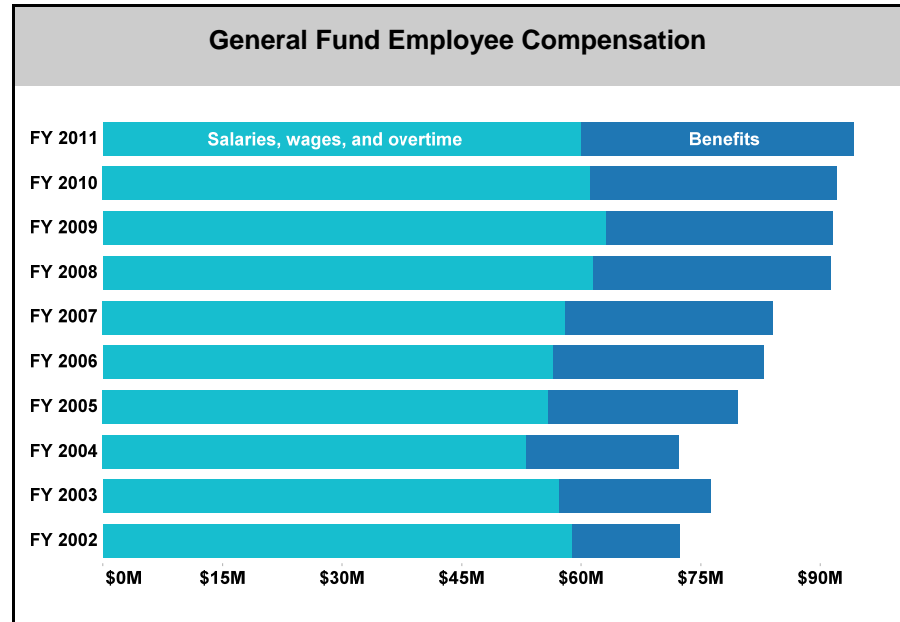
² Includes the Technology Fund, Capital Fund, Special Revenue, and Internal Service Funds.

AUTHORIZED STAFFING (continued)

Citywide regular authorized staffing decreased 6 percent from FY 2007 to 1,019 FTE. Authorized temporary staffing increased from 80 FTE to 95 FTE citywide over the same period. Of total staffing, about 8.5 percent was temporary or hourly in FY 2011.

General Fund salaries and wages decreased from \$56.6 million last year to \$56.0 million in FY 2011. General Fund overtime expenditures also decreased from last year. However, employee benefits costs increased from \$30.9 million to \$34.1 million since last year, or 61 percent of salaries and wages.³

As seen in the chart on the right, total employee compensation costs have generally increased steadily over the last ten years.



Source: City of Palo Alto Financial Data

	Regular authorized staffing citywide (FTE)	Authorized temporary staffing citywide (FTE)	Total authorized staffing citywide (FTE)	Total authorized staffing per 1,000 residents	General Fund salaries and wages ¹ (in millions)	General Fund overtime	General Fund employee benefits	Employee benefits rate ²	Employee costs as a percent of total General Fund expenditures
FY 2007	1,080	80	1,160	18.9	\$53.9	\$4.0	\$26.1	48%	63%
FY 2008	1,077	91	1,168	18.8	\$57.3	\$4.2	\$29.8	52%	64%
FY 2009	1,076	74	1,150	18.1	\$59.6	\$3.7	\$28.3	48%	65%
FY 2010	1,055	95	1,151	17.9	\$56.6	\$4.5	\$30.9	55%	63%
FY 2011	1,019	95	1,114	17.3	\$56.0	\$4.1	\$34.1	61%	66%
Change from:									
Last year	-3%	0%	-3%	-3%	-1%	-9%	+10%	+6%	+3%
FY 2007	-6%	+19%	-4%	-8%	+4%	+2%	+31%	+13%	+3%

¹ Does not include overtime.

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

³ For more information on projected salary and benefits costs, see the City of Palo Alto Long Range Financial Forecast at:

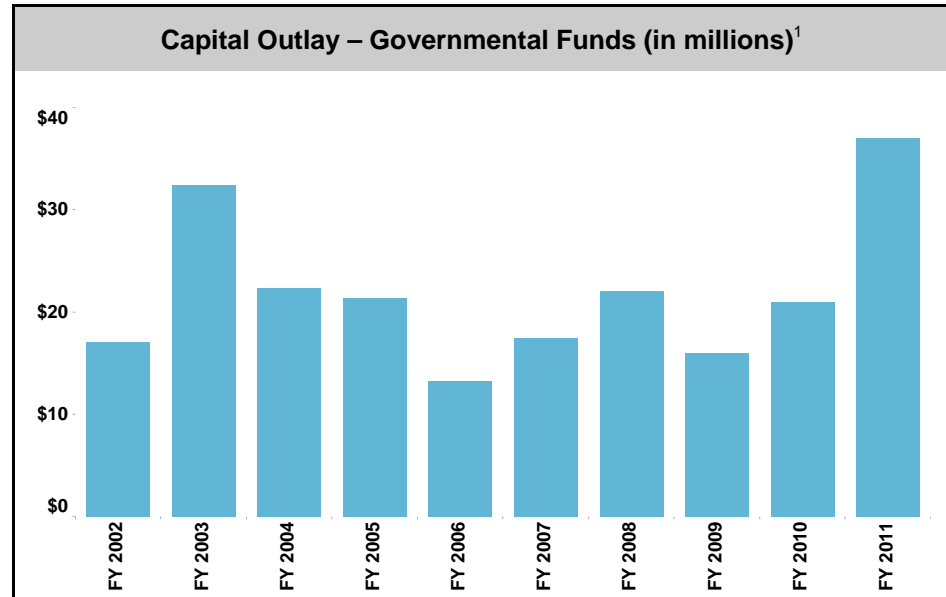
<http://www.cityofpaloalto.org/depts/asd/financial_reporting.asp>.

CAPITAL SPENDING

The City's Infrastructure Reserve (IR) was created as a mechanism to accumulate funding for an Infrastructure Rehabilitation Program to repair and renovate existing City infrastructure. According to the FY 2012 Adopted Capital Budget, the City's current infrastructure backlog to replace existing facilities totals \$208 million. The estimated total cost of the backlog and future infrastructure needs over the next twenty years is \$510 million. The City established a citizen's panel, the Infrastructure Blue Ribbon Commission (IBRC), to review City needs and to advise the Council on the City's infrastructure requirements and possible financing measures that could reduce or eliminate the backlog and address the future needs. The IBRC issued a final report, "Palo Alto's Infrastructure: Catching Up, Keeping Up, and Moving Ahead," in late December 2011.³

As of June 30, 2011, net general capital assets totaled \$393.4 million (17 percent more than FY 2007). As shown in the graph on the right, capital outlay by governmental funds has increased from FY 2002.¹ The General Fund invested \$112.7 million in capital projects since FY 2007.

The Infrastructure Reserve fell to \$3.2 million (compared to \$15.8 million in FY 2007). The enterprise funds invested \$24.4 million in capital projects in FY 2011, for a total of \$154.6 million since FY 2007. As of June 30, 2011, the Enterprise Funds net capital assets totaled \$465.7 million.



Source: Comprehensive Annual Financial Reports²

	Infrastructure Reserve (in millions)	General governmental funds (in millions)			Enterprise funds (in millions)		
		Net general capital assets	Capital outlay (governmental funds)	Depreciation	Net Enterprise Funds capital assets	Capital expense	Depreciation
FY 2007	\$15.8	\$335.7	\$17.5	\$11.0	\$383.8	\$28.9	\$12.7
FY 2008	\$17.9	\$351.9	\$21.6	\$11.2	\$416.6	\$36.1	\$12.7
FY 2009	\$ 7.0	\$364.3	\$15.8	\$ 9.6	\$426.1	\$35.5	\$13.6
FY 2010	\$ 8.6	\$376.0	\$21.2	\$14.4	\$450.3	\$29.7	\$15.3
FY 2011	\$ 3.2	\$393.4	\$36.6	\$14.4	\$465.7	\$24.4	\$15.9
Change from:							
Last year	-63%	+5%	+72%	0%	+3%	-18%	+4%
FY 2007	-80%	+17%	+109%	+32%	+21%	-16%	+25%

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

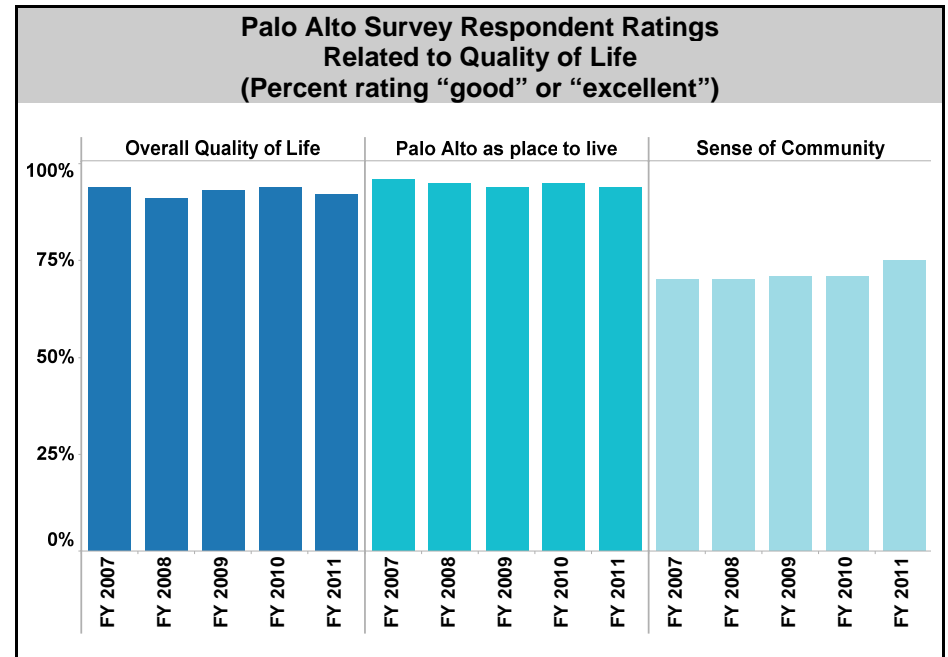
² The City's financial statements are online at <http://www.cityofpaloalto.org/depts/asd/financial_reporting.asp>.

³ The final IBRC report is online at <http://www.cityofpaloalto.org/knowzone/agendas/infrastructure_blue_ribbon_commission.asp>.

RESIDENT PERCEPTIONS AND COUNCIL PRIORITIES

In 2011, the Mayor's State of the City address outlined five interconnected issues as the most important challenges facing the City: City Finances, Land Use and Transportation, Emergency Preparedness, Community Collaboration for Youth Well Being, and Environmental Sustainability. In most priority areas, Palo Alto continues to receive high rankings compared to other surveyed jurisdictions. In the areas of economic development, the environment, and services to youth, the City was above the national average and received similar ratings to other surveyed jurisdictions for land use and emergency preparedness, respectively. As seen in the chart on the right, Palo Alto also received high ratings for several measures related to quality of life.

Survey respondents were asked to rate their support for future fiscal efforts. Eighty-one percent of survey respondents "strongly" or "somewhat" supported pursuing a new revenue source for specific projects such as capital projects, roads, and recreation. Forty-two percent of survey respondents "strongly" or "somewhat" supported further reductions of City services and programs. Survey respondents were also asked to assess their emergency preparedness; 79 percent responded they were "fully" or "somewhat" prepared to sustain themselves for 72 hours with sufficient food and water in the event of a major disaster.



Source: 2011 National Citizen Survey™ (Palo Alto)

Citizen Survey

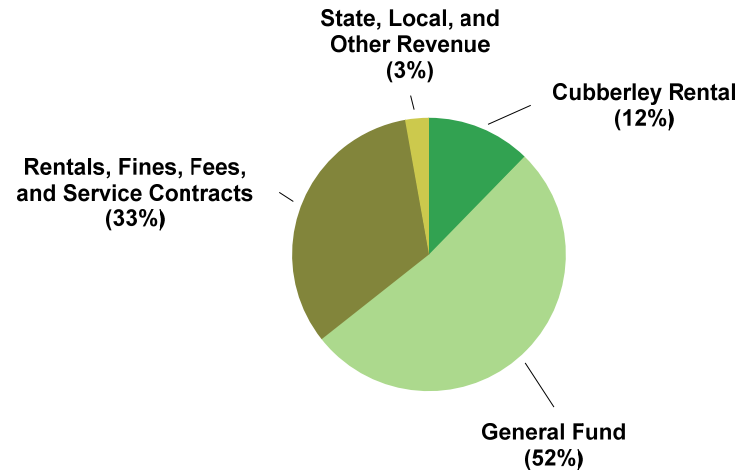
	City Finances		Land Use and Transportation	Emergency Preparedness	Environmental Sustainability		Youth Well-being
	Percent rating economic development services "good" or "excellent"	Percent rating infrastructure investment "good" or "excellent"	Percent rating overall quality of new development in Palo Alto "good" or "excellent"	Percent rating emergency preparedness services "good" or "excellent"	Percent rating overall quality of natural environment "good" or "excellent"	Percent rating preservation of natural areas "good" or "excellent"	Percent rating services to youth "good" or "excellent"
FY 2007	62%	-	57%	-	-	-	73%
FY 2008	63%	-	57%	71%	85%	78%	73%
FY 2009	54%	56%	55%	62%	84%	82%	75%
FY 2010	49%	54%	53%	59%	84%	78%	70%
FY 2011	52%	55%	57%	64%	84%	76%	78%
Change from:							
Last year	+3%	+1%	+4%	+5%	0%	-2%	+8%
FY 2007	-10%	-	0%	-	-	-	+5%

CHAPTER 2 - COMMUNITY SERVICES DEPARTMENT

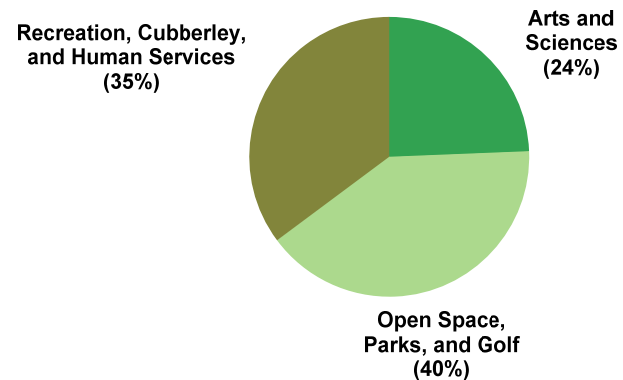
The mission of the Community Services Department (CSD) is to engage individuals and families in creating a strong and healthy community through parks, recreation, social services, arts and sciences. In FY 2011, the Department reorganized and operated with three divisions and an Office of Human Services which provides assistance to people in need, including grants to non-profit organizations and comprehensive information about resources for the entire community.

- The Arts and Sciences Division provides visual and performing arts, music and dance, and science programs to adults and youth, including a focus on family programs. The division administers and manages the Art Center, Children's Theatre, Community Theatre, Junior Museum and Zoo, interpretive programs, the Public Art Commission, Civic Center lobby exhibitions, and also the Cubberley Artist Studios which provides affordably priced studio space to local artists who also donate works to Palo Alto's Art in Public Places program.
- The Open Space, Parks and Golf Division is responsible for the conservation and maintenance of more than 4,000 acres of urban and open space parkland. Open Space services provide ecology and natural history interpretive programs for youth and adults through campfires, special interest nature programs, and guided walks.
- The Recreation Services and Cubberley Community Center Division provides a diverse range of programs and activities for the community. The Cubberley Community Center is a 35-acre facility that hosts community artists, dance groups, childcare centers, Foothill College, and many nonprofit organizations. The center continues to provide a full array of community facilities including fields, tennis courts, a track, gymnasiums, a theater and classrooms, all of which are available for public rental.

What is the source of Community Services Department funding?



How are Community Services Department dollars spent?



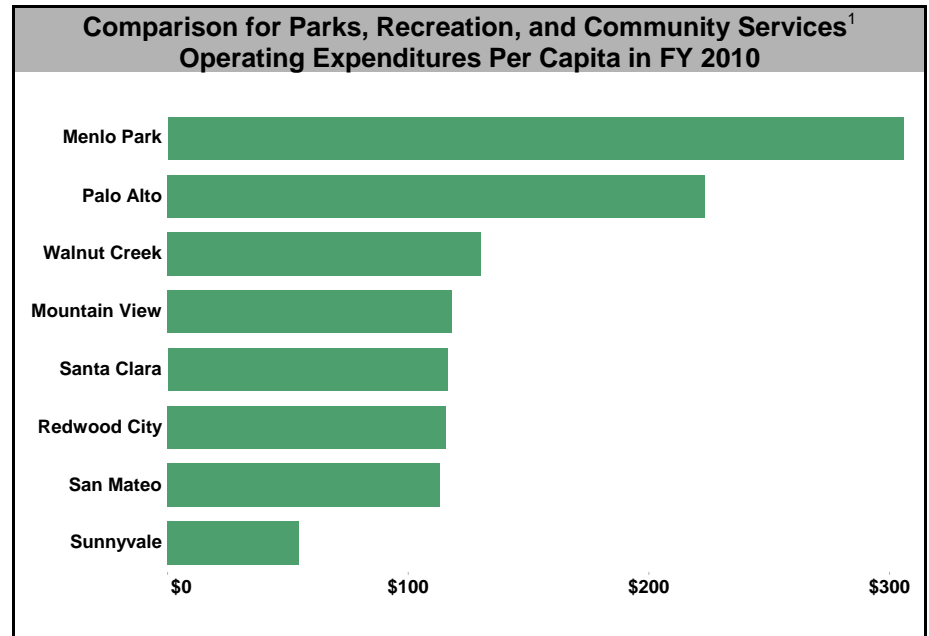
Source: FY 2011 revenue and expenditure data

SPENDING

Community Services Department spending totaled \$20.1 million, a decrease of 2 percent from last year and a decrease of less than 1 percent from FY 2007. Total revenues decreased by approximately 1 percent and increased by 4 percent over the same period, respectively.

Department staffing decreased more than 20 full-time equivalents (FTE) in FY 2011, a decrease of 15 percent from the prior year. In addition, the percentage of staffing that is temporary or hourly staffing increased 7 percent from FY 2007, accounting for about 40 percent of the Department's total staffing in FY 2011. Total authorized staffing per thousand residents decreased 20 percent from FY 2007.

In FY 2011, Palo Alto's expenditures per capita for parks, recreation, and community centers were higher than most other cities selected for comparison. Palo Alto data includes expenditures related to nearly 4,000 acres of open space, human services programs, Cubberley Community Center, and unique services such as the Art Center, the Children's Theatre, and the Junior Museum and Zoo.



Source: California State Controller, *Cities Annual Report Fiscal Year 09-10*

	Operating expenditures (in millions) ²				Operating Expenditures Per Capita	Total Revenues (in millions) ³	Total FTEs	Temporary	Percent of Temporary FTEs	Authorized staffing per 1,000 population
	Arts and Sciences	Open Space, Parks, and Golf	Recreation, Cubberley, and Human Services	Total Operating Expenditures						
FY 2007	\$3.1	\$8.8	\$8.3	\$20.1	\$328	\$9.3	148	49	33%	2.4
FY 2008	\$4.4	\$9.1	\$7.7	\$21.2	\$342	\$9.8	147	49	34%	2.4
FY 2009	\$4.7	\$9.0	\$7.5	\$21.1	\$333	\$9.6	146	49	34%	2.3
FY 2010	\$4.9	\$8.3	\$7.3	\$20.5	\$318	\$9.8	146	52	36%	2.3
FY 2011	\$4.9	\$8.1	\$7.1	\$20.1	\$312	\$9.7	124	49	40%	1.9
Change from:										
Last year	-1%	-2%	-3%	-2%	-2%	-1%	-15%	-6%	+4%	-15%
FY 2007	+58%	-7%	-15%	0%	-5%	+4%	-16%	0%	+7%	-20%

¹ Each jurisdiction offers different levels of service and may account for those services differently.

² Prior year values were restated to account for the FY 2011 reorganization in order to facilitate a comparison.

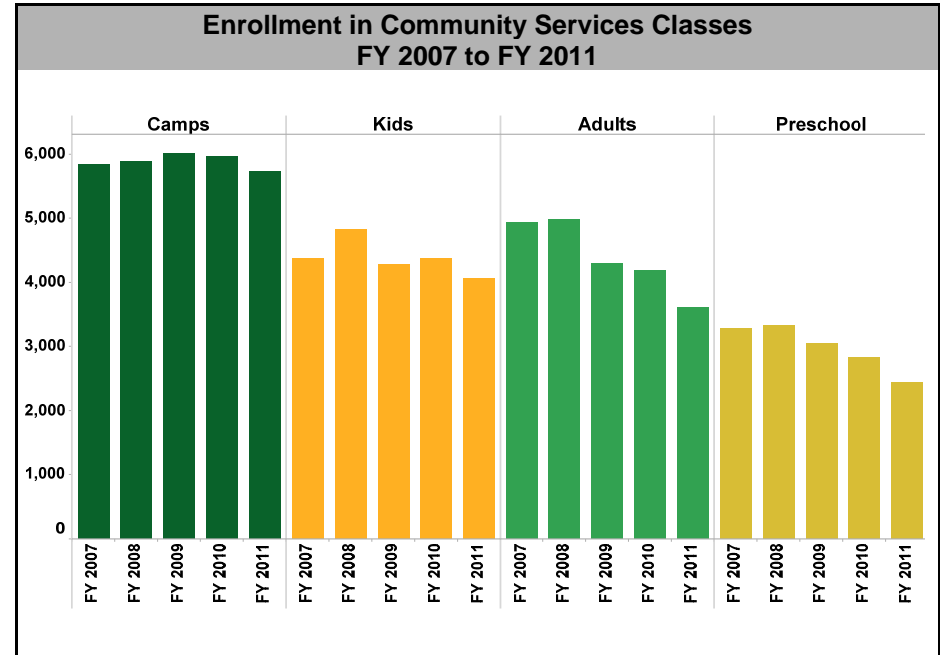
³ Revenues include rental revenue generated at the Cubberley Community Center that is passed through to the Palo Alto Unified School District per the City's agreement with the school district.

DEPARTMENT-WIDE CLASSES

The Community Services Department offers classes to the public on a variety of topics including recreation and sports, arts and culture, and nature and the outdoors. Classes for children include aquatics, sports, digital art, animation, music, and dance. Other classes are targeted specifically for adults, senior citizens, and preschool children. In FY 2011, 878 camps and classes were offered, a 7 percent decrease from last year.

Compared to FY 2007, the number of camps offered increased by 12 percent, but the total enrollment in camps decreased by 2 percent. Over the same period, the number of classes offered for kids increased by 41 percent, and enrollment decreased by 7 percent. The number of classes offered for adults decreased by 11 percent, and enrollment decreased by 27 percent from FY 2007.

In FY 2011, the percent of class registrations completed online increased 10 percent compared to FY 2007.



Source: Community Services Department

	Total number of classes/camps offered ¹					Total enrollment ¹					Percent of class registrations online Ⓞ (Target: 47%)	Percent of non-residents class registrants
	Camp sessions	Kids (excluding camps)	Adults	Pre-school	Total Ⓞ (Target: 1,000)	Camps	Kids (excluding camps)	Adults	Preschool	Total		
FY 2007	145	206	318	137	806	5,843	4,376	4,936	3,278	18,433	42%	13%
FY 2008	151	253	327	143	874	5,883	4,824	4,974	3,337	19,018	43%	15%
FY 2009	160	315	349	161	985	6,010	4,272	4,288	3,038	17,608	45%	13%
FY 2010	162	308	325	153	948	5,974	4,373	4,190	2,829	17,366	55%	14%
FY 2011	163	290	283	142	878	5,730	4,052	3,618	2,435	15,835	52%	14%
Change from:												
Last year	+1%	-6%	-13%	-7%	-7%	-4%	-7%	-14%	-14%	-9%	-3%	0%
FY 2007	+12%	+41%	-11%	+4%	+9%	-2%	-7%	-27%	-26%	-14%	+10%	+1%

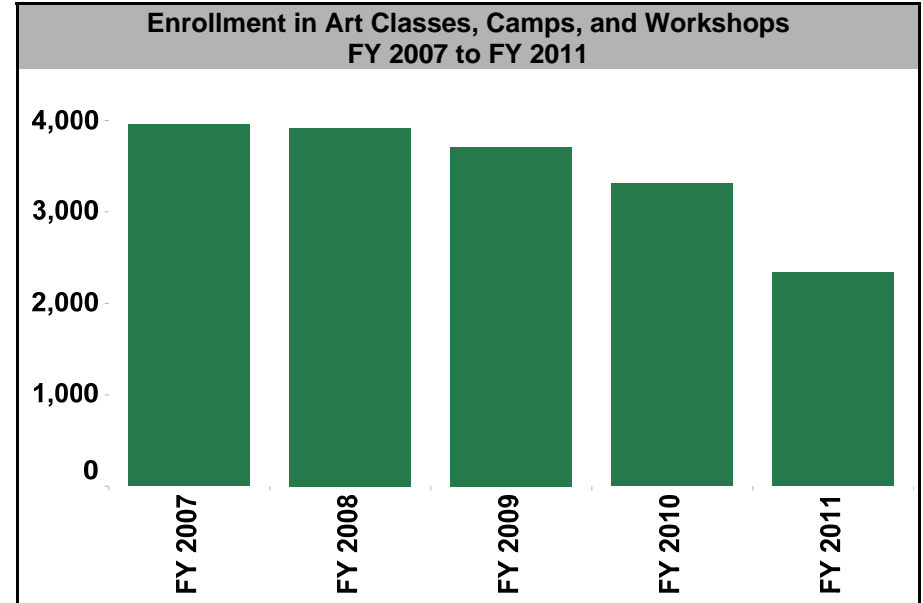
¹Data shown is in format available from Community Services registration system. Types of classes offered include arts, sports, nature and outdoors, and recreation.
 Ⓞ Budget benchmarking measure. Targets shown are for FY 2011.

ARTS AND SCIENCES DIVISION

ARTS

The Arts and Sciences Division provides a broad range of art-related enrichment programs, including the Palo Alto Art Center, Children’s Theatre, Lucie Stern Community Theatre, Art in Public Places, music and dance programs, and concerts. There were 175 performances at the Community Theatre in FY 2011, 2 percent more than FY 2007. The number of registrants at the Children’s Theatre classes, camps, and workshops has increased 213 percent since FY 2007, which the Department attributes to offering year round arts-based education and a program to teach theater classes in Palo Alto Unified School District (PAUSD) schools.

The Art Center had 13,471 exhibition visitors and presented 28 concerts in FY 2011, a decrease of 35 percent since FY 2007.¹ Outside funding for visual arts programs increased 309 percent over the same period. In FY 2011, 81 percent of survey respondents rated art programs and theater as “good” or “excellent.”



Source: Community Services Department

	Community Theatre			Children’s Theatre			Art Center ²					
	Number of performances	Attendance at performances	Music & Dance Class Enrollees	Attendance at performances	Participants in performances & programs	Theater class, camp and workshop registrants	Exhibition visitors	Concerts ³	Total attendance (users)	Enrollment in art classes, camps, and workshops (adults & children)	Outside funding for visual arts programs	Attendance at Project LOOK! tours & family days ⁶
FY 2007	171	45,571	1,195	23,117	1,845	472	16,191	43	70,387	3,956	\$345,822	6,855
FY 2008	166	45,676	982	19,811	1,107	407	17,198	42	69,255	3,913	\$398,052	6,900
FY 2009	159	46,609	964	14,786	534 ⁴	334	15,830	41	58,194	3,712	\$264,580	8,353
FY 2010	174	44,221	980	24,983	555	1,436	17,244	41	60,375	3,304	\$219,000	8,618
FY 2011	175	44,014	847	27,345	1,334	1,475	13,471¹	28	51,373	2,334	\$164,624⁵	6,773
Change from:												
Last year	+1%	0%	-14%	+9%	+140%	+3%	-22%	-32%	-15%	-29%	-25%	-21%
FY 2007	+2%	-3%	-29%	+18%	-28%	+213%	-17%	-35%	-27%	-41%	-52%	-1%

¹ The Art Center closed to the public in May 2011, which accounts for some of the decrease in gallery exhibition visitation.

² Volunteer hours in FY 2011 totaled 3,998 hours.

³ All of the concerts are part of the Community Theatre program, though some are performed at the Art Center.

⁴ The Department partly attributes this decline to reformatting its programming and methods for calculating Children’s Theatre participants.

⁵ In FY 2011, the City received a \$1.25 million gift for renovations to the Art Center Building.

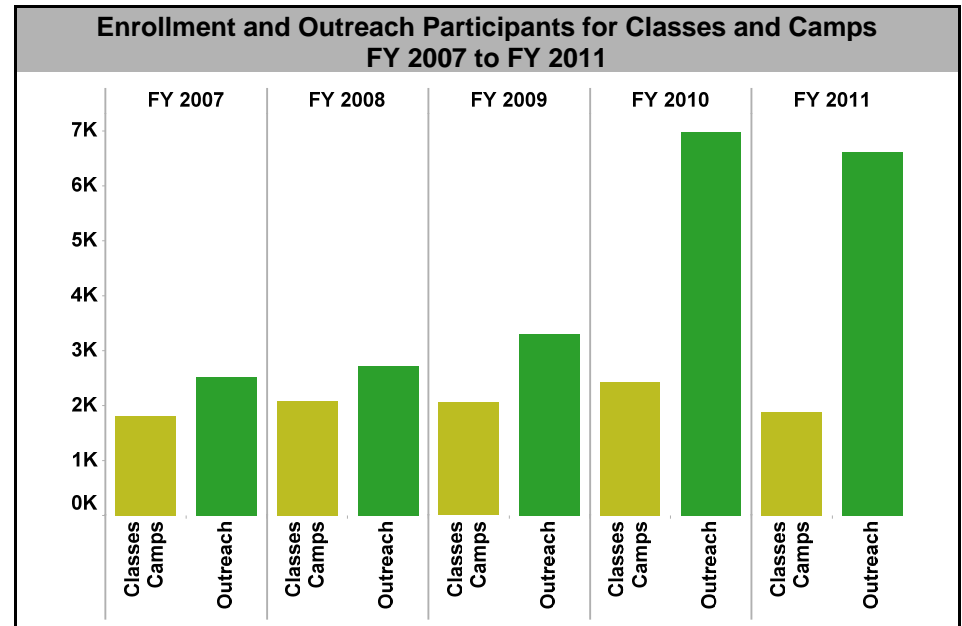
⁶ Project LOOK! offers docent-led tours of exhibitions at the Palo Alto Art Center for K-12 grade school groups. Tours are followed by a hands-on activity at the Project LOOK! Studio, including art tours for students from East Palo Alto and Palo Alto.

ARTS AND SCIENCES DIVISION (continued)

SCIENCES

The Arts and Sciences Division provides science programs to adults and youth while responding to increased demand for family programs. Through public and non-profit partnerships, the Division works with the community in developing support and advocacy for its programs and facilities. Seventy-eight percent of the survey respondents rated youth services as “good” or “excellent,” ranking Palo Alto in the 89th percentile compared to other surveyed jurisdictions.

The Division also administers and manages the Junior Museum and Zoo which provides summer camps, outreach programs, and exhibits for children in the area. The number of outreach programs and enrollment in open space interpretive classes has increased significantly since FY 2007. According to the Department, the Division has increased resources for nature interpretive programs and activities with a focus on generating revenue.



Source: Community Services Department

	Junior Museum and Zoo		Interpretive Sciences		Citizen Survey
	Enrollment in Junior Museum classes and camps ^{1, 2}	Estimated number of outreach participants ²	Number of Arastradero, Baylands, & Foothill outreach programs for school-age children	Enrollment in open space interpretive classes	Percent rating services to youth “good” or “excellent”
FY 2007	1,805	2,532	63	1,226	73%
FY 2008	2,089 ³	2,722 ³	85 ⁴	2,689 ³	73%
FY 2009	2,054	3,300	178 ⁴	2,615	75%
FY 2010	2,433	6,971 ⁵	208	3,978	70%
FY 2011	1,889	6,614⁵	156	3,857	78%
Change from:					
Last year	-22%	-5%	-25%	-3%	+8%
FY 2007	+5%	+161%	+148%	+215%	+5%

¹ According to the Department, classes and camps are paid for by parents who enroll their children. Totals stated in the Department-wide Classes page include these enrollment figures.

² Outreach includes interpretive programs. These are programs paid for by the schools, whether they are taught at the schools or at the Junior Museum and Zoo.

³ FY 2008 increases include 651 visitors at special request programs.

⁴ Staff attributes the FY 2008 increase to Foothills Ohlone programs and attributes the FY 2009 increase to a contract entered into with two more schools (Hoover and Duvencek) to provide outreach science classes.

⁵ Staff attributes increase to additional contracts to teach science in the PAUSD and grant funding to teach science in the Ravenswood School District (East Palo Alto).

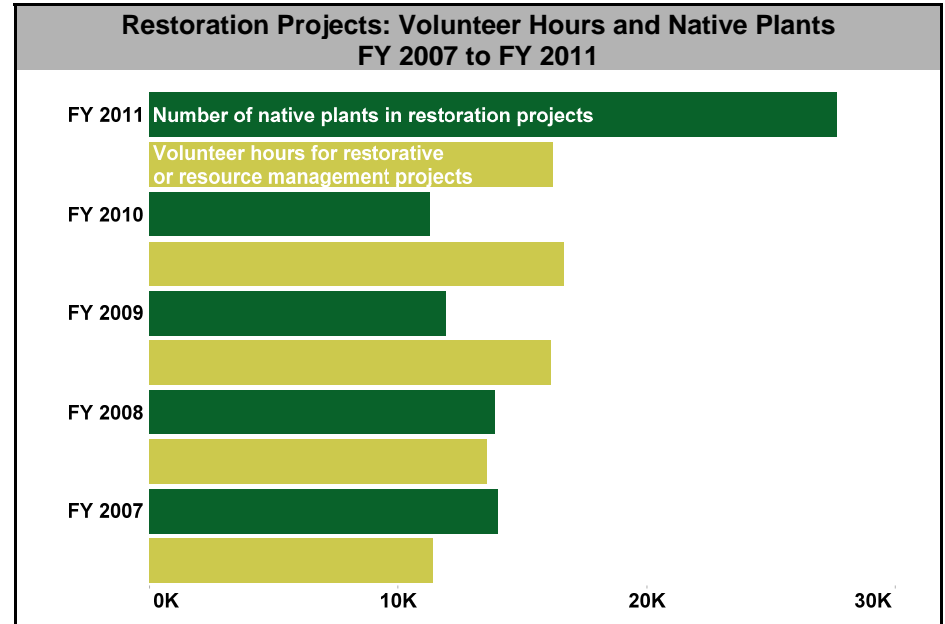
OPEN SPACE, PARKS, AND GOLF DIVISION

OPEN SPACE

The City has 3,744 acres of open space that it maintains, consisting of Foothills Park, Baylands Nature Preserve (including Byxbee Park), Pearson-Arastradero Preserve, and Esther Clark Nature Preserve.¹

Compared to other surveyed jurisdictions, Palo Alto ranks in the 91st percentile for open space preservation and 14th nationally. Palo Alto also ranked in the 75th percentile for the quality of the overall natural environment compared to other surveyed jurisdictions. Beginning in FY 2009, the resident survey included a new question to assess preservation of wildlife and plants. Eighty-four percent of survey respondents rated preservation of wildlife and native plants as “good” or “excellent.”

The Department also has a strategic initiative to recruit, train, and retain volunteers to address the City Council priority of environmental sustainability. Volunteer hours for restorative/resource management projects have increased 43 percent compared to FY 2007.



Source: Community Services Department

	Citizen Survey						
	Visitors at Foothills Park	Volunteer hours for restorative/resource management projects ²	Number of native plants in restoration projects	Percent rating preservation of wildlife and native plants “good” or “excellent”	Percent rating quality of overall natural environment “good” or “excellent”	Percent rating preservation of natural areas such as open space “good” or “excellent”	Percent rating availability of paths and walking trails “good” or “excellent”
FY 2007	140,437	11,380	14,023	-	-	-	-
FY 2008	135,001	13,572	13,893	-	85%	78%	74%
FY 2009	135,110	16,169	11,934	87%	84%	82%	75%
FY 2010	149,298	16,655	11,303	85%	84%	78%	75%
FY 2011	181,911	16,235	27,655³	84%	84%	76%	75%
Change from:							
Last year	+22%	-3%	+145%	-1%	0%	-2%	0%
FY 2007	+30%	+43%	+97%	-	-	-	-

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

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

³ The marked increase in the number of native plants planted in restoration projects is due to the completion of a new greenhouse at the Baylands that has significantly boosted plant propagation.

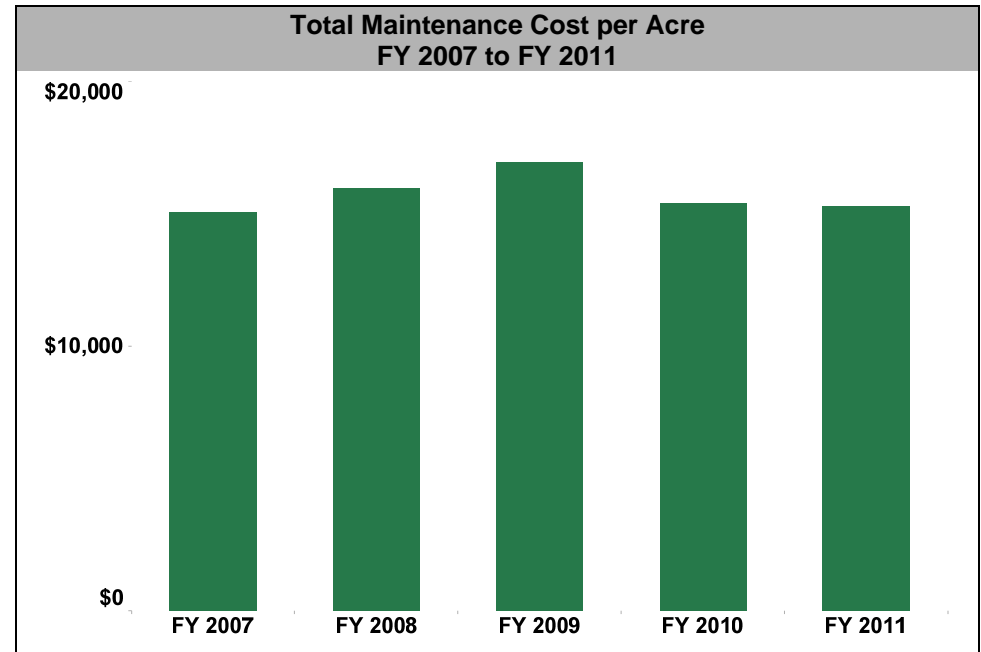
OPEN SPACE, PARKS, AND GOLF DIVISION (continued)

PARKS AND LANDSCAPE MAINTENANCE

The Department maintains approximately 269 acres of land including:

- 157 acres of urban/neighborhood parks¹
- 26 acres of City facilities
- 43 acres of school athletic fields
- 11 acres of utility sites
- 27 acres of median strips
- 5 acres of business districts and parking lots

In FY 2011, maintenance spending on the above acres totaled about \$4.1 million, or approximately \$15,286 per acre. The Department contracted out approximately 22 percent of its park maintenance expenditures in FY 2011. Athletic field usage has declined 40 percent from FY 2007, which the Department attributes to a fee structure change during FY 2009 from a flat rate to an hourly usage rate. In 2011, 94 percent of survey respondents rated City parks as “good” or “excellent,” which ranks Palo Alto in the 92nd percentile for quality of parks compared to other surveyed jurisdictions. Eighty-nine percent rated their neighborhood park as “good” or “excellent,” and 91 percent of survey respondents report they visited a neighborhood or City park in the last 12 months.



Source: Community Services Department

	Maintenance Expenditures (in millions) ²				Total hours of athletic field usage	Number of permits issued for special events	Volunteer hours for neighborhood parks	Number of participants in community gardening program	Citizen Survey	
	Parks and landscape maintenance (in millions)	Athletic fields in City parks (in millions)	Athletic fields on school district sites ³ (in millions)	Total maintenance cost per acre					Percent rating City parks as “good” or “excellent”	Percent rating their neighborhood park “good” or “excellent”
FY 2007	\$2.7	\$0.6	\$0.7	\$15,042	70,769	22	150	231	91%	89%
FY 2008	\$2.9	\$0.6	\$0.7	\$15,931	63,212	22	180	233	89%	86%
FY 2009	\$3.0	\$0.7	\$0.7	\$16,940	45,762	35	212	238	92%	87%
FY 2010	\$3.0	\$0.5	\$0.6	\$15,413	41,705	12	260	238	90%	88%
FY 2011	\$3.2	\$0.3	\$0.5⁴	\$15,286	42,687	25	927	260	94%	89%
Change from:										
Last year	+6%	-33%	-10%	-1%	+2%	+108%	+257%	+9%	+4%	+1%
FY 2007	+20%	-38%	-21%	+2%	-40%	+14%	+518%	+13%	+3%	0%

¹ Does not include 3,744 acres of open space discussed on previous page.

² Includes budgeted operating expenditures. Does not include cost plan charges or capital costs.

³ PAUSD partially reimburses the City for maintenance costs on these school district sites.

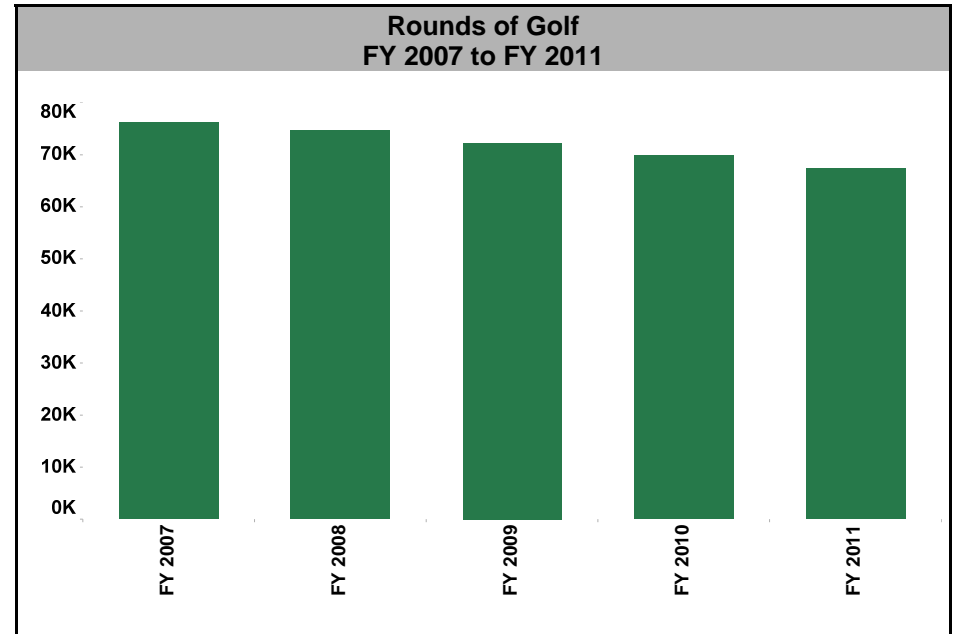
⁴ According to the Department, the decline in school district maintenance expenditures is due to the contractual elimination of replacement irrigation systems and other infrastructure on school district sites.

OPEN SPACE, PARKS, AND GOLF DIVISION (continued)

GOLF COURSE

The golf facility consists of an 18-hole championship length course, lighted driving range, full service restaurant and bar, golf shop, practice putting green area and bunker, and golf carts. The Department coordinates contracts for operations of the golf shop, driving range, and restaurant.

According to the Department, the number of rounds of golf has decreased 12 percent to approximately 67,400 compared to FY 2007. According to the Department, this trend mirrors a general decline in golf play throughout the United States in the past five years. Golf course operating expenditures declined 20 percent compared to FY 2007 and the golf course reported profits in three of the last five years.



Source: Community Services Department

	Number of rounds of golf	Golf course revenue (in millions)	Golf course operating expenditures ¹ (in millions)	Golf course debt service (in millions)	Net revenue/ (cost) (in thousands)
FY 2007	76,241	\$3.1	\$2.5	\$0.6	\$43.0
FY 2008	74,630	\$3.2	\$2.2	\$0.7	(\$23.5)
FY 2009	72,170	\$3.0	\$2.4	\$0.7	(\$326.0)
FY 2010	69,791	\$3.0	\$2.3	\$0.6	\$76.1
FY 2011	67,381	\$2.8	\$2.0	\$0.7	\$166.0
Change from:					
Last year	-3%	-6%	-13%	+9%	+118%
FY 2007	-12%	-9%	-20%	+9%	+286%

RECREATION SERVICES AND CUBBERLEY COMMUNITY CENTER

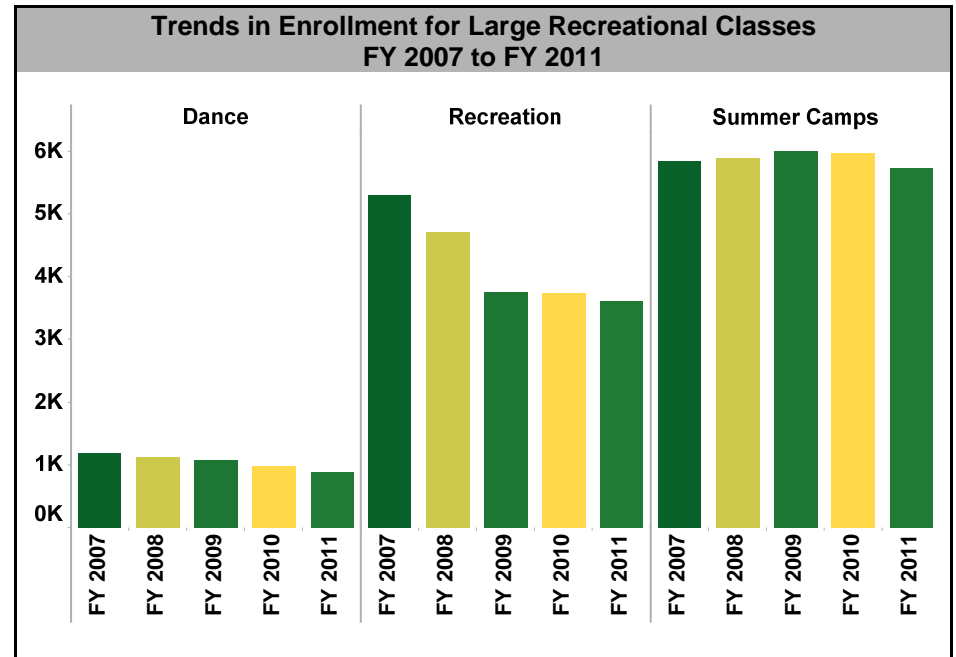
RECREATION SERVICES

The City offers many recreational classes. In addition to summer camps, Recreation Services offers aquatics programs, facility rentals, and a variety of youth and teen programs. In addition to class offerings for adults, the Department coordinates seasonal adult sports leagues and sponsors special events each year such as the May Fete Parade and the Fourth of July Chili Cook-Off.

The Department also works collaboratively with the Palo Alto Unified School District (PAUSD) to provide middle school athletic programs in conjunction with the PAUSD's summer school program.

Enrollment in dance, recreation, middle school sports, therapeutic and summer camp classes decreased from FY 2007. However, enrollment in aquatics classes and private tennis lessons increased over the same period.

Compared to other surveyed jurisdictions, Palo Alto ranked in the 77th percentile nationally for its recreational programs and classes and in the 66th percentile for recreation centers and facilities compared to other jurisdictions.



Source: Community Services Department

	Enrollment in Recreation Classes ¹							Citizen Survey	
	Dance	Recreation	Aquatics	Middle school sports	Therapeutic	Private tennis lessons	Summer Camps	Percent rating recreation centers/ facilities "good" or "excellent"	Percent rating recreation programs/classes "good" or "excellent"
FY 2007	1,195	5,304	225	1,391	228	274	5,843	82%	90%
FY 2008	1,129	4,712	182	1,396	203	346	5,883	77%	87%
FY 2009	1,075	3,750	266	1,393	153	444	6,010	80%	85%
FY 2010	972	3,726	259	1,309	180	460	5,974	81%	82%
FY 2011	889	3,613	228	1,310	178	362	5,730	75%	81%
Change from:									
Last year	-9%	-3%	-12%	0%	-1%	-21%	-4%	-6%	-1%
FY 2007	-26%	-32%	+1%	-6%	-22%	+32%	-2%	-7%	-9%

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

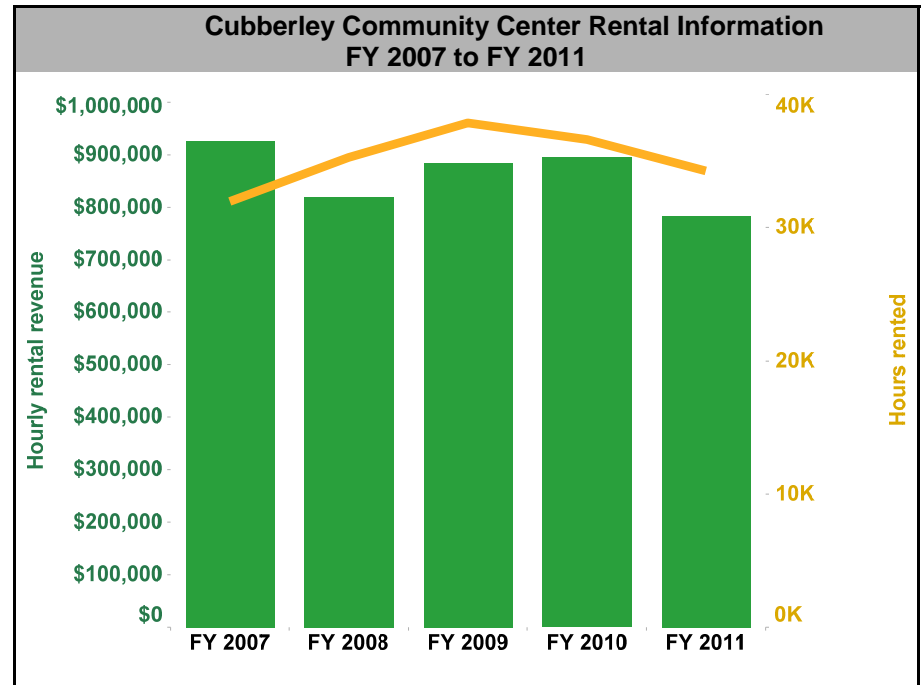
RECREATION SERVICES AND CUBBERLEY COMMUNITY CENTER (continued)

CUBBERLEY COMMUNITY CENTER

The Cubberley Community Center is a unique facility which has been operated by the City of Palo Alto since 1990. The center rents space for community meetings, seminars, social events, dances, theater performances, and athletic events.

In FY 2011, rental revenue decreased 6 percent to approximately \$868,000 from FY 2010, while total hours rented decreased 12 percent from 35,268 hours to 30,878 hours over the same period. In FY 2010, the Cubberley Community Center's auditorium was converted to house the temporary Mitchell Park Library which the Department attributes for the decrease in rental revenue, as seen in the chart on the right.

The Cubberley Community Center also leases former classroom space to artists and Foothill College. In FY 2011, there were 48 leaseholders, and lease revenue increased 18 percent from FY 2007 to about \$1.6 million.



Source: Community Services Department

Cubberley Community Center

	Hours rented	Hourly rental revenue (in millions)	Number of lease-holders	Lease revenue (in millions)
FY 2007	36,489	\$0.8	39	\$1.4
FY 2008	32,288	\$0.9	39	\$1.5
FY 2009	34,874	\$1.0	37	\$1.4
FY 2010	35,268	\$0.9	41	\$1.6
FY 2011	30,878	\$0.9	48	\$1.6
Change from:				
Last year	-12%	-6%	+17%	+1%
FY 2007	-15%	+7%	+23%	+18%

CHAPTER 3 – FIRE DEPARTMENT

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

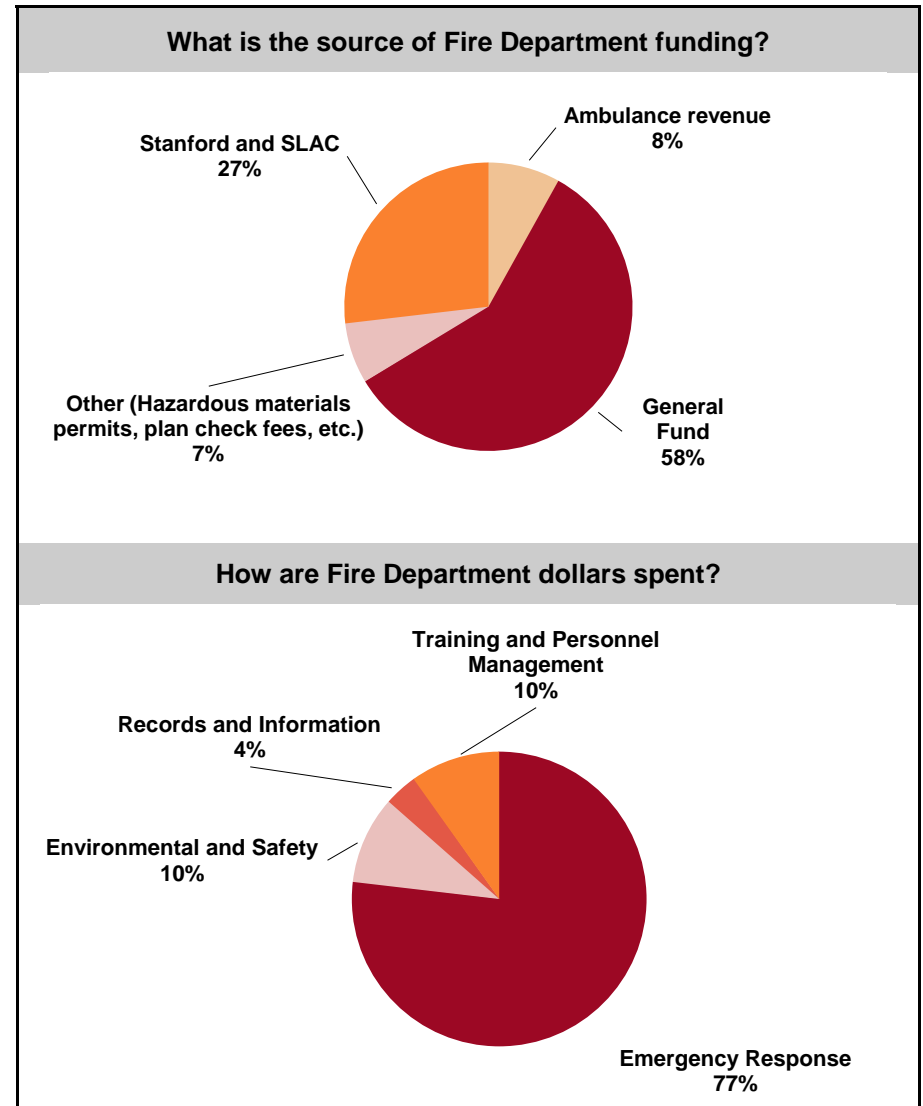
The Department has four major functional areas for budgetary purposes:

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

The City plans to restructure the Office of Emergency Services (OES), which oversees all aspects of the City's Emergency Preparedness program. OES and Fire personnel will continue to prepare City staff and the community for major disaster mitigation, preparedness, response, and recovery.

The Department serves the resident population of Palo Alto and Stanford with a combined population of over 78,000.

Fire Department revenue in FY 2011 totaled about \$12 million (or 42 percent of costs), including about \$7.7 million for services to Stanford and the Stanford Linear Accelerator (SLAC), \$2.3 million in ambulance revenue, \$0.9 million in plan check fees, \$0.5 million in hazardous materials permits, and \$0.5 million in other revenues and reimbursements.



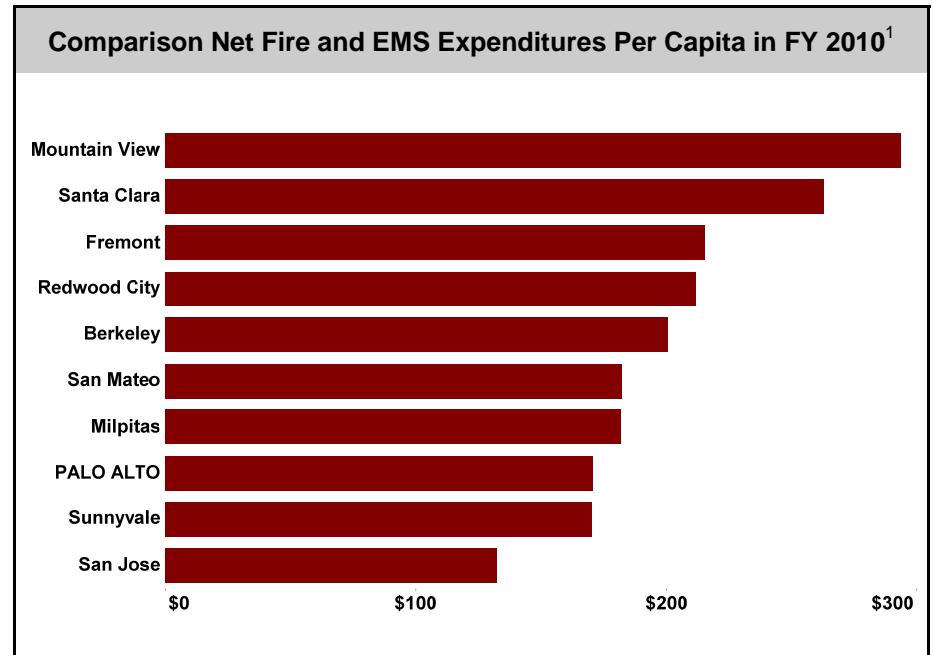
Source: FY 2011 revenue and expenditure data

SPENDING

Total Fire Department spending of \$28.7 million increased by 3 percent from last year and increased by 33 percent from FY 2007. Total expenditures per resident served increased from \$287 to \$367, and revenue and reimbursements increased 21 percent (from \$9.9 million to \$12 million) over the same period. In FY 2011, approximately 42 percent of costs were covered by revenues.

The chart on the right shows that Palo Alto's net Fire and Emergency Medical Services (EMS) expenditures per capita appear lower than many local jurisdictions selected for comparison, but it should be noted that different cities budget and report expenditures in different ways. In addition, the chart shows per capita calculations for the expanded service area for Palo Alto (Palo Alto and Stanford).

In the most recent citizen survey, 92 percent of survey respondents rated fire services as "good" or "excellent," and 76 percent rated fire prevention and education as "good" or "excellent."



Source: California State Controller's Office, United States Census Bureau
 Note: Palo Alto population includes the expanded area (Palo Alto and Stanford)

	Operating expenditures (in millions)					Resident population of area served ²	Expenditures per resident served ²	Revenue (in millions)	Citizen Survey	
	Emergency response	Environmental and fire safety	Training and personnel management	Records and information	TOTAL				Percent rating fire services "good" or "excellent" [⊙] (Target: 90%)	Percent rating fire prevention and education "good" or "excellent" [⊙] (Target: 85%)
FY 2007	\$16.2	\$2.2	\$2.2	\$1.0	\$21.6	75,194	\$287	\$ 9.9	98%	86%
FY 2008	\$17.9	\$2.6	\$2.5	\$1.1	\$24.0	75,982	\$316	\$ 9.7	96%	87%
FY 2009	\$17.7	\$2.3	\$2.4	\$1.0	\$23.4	77,305	\$303	\$11.4	95%	80%
FY 2010	\$21.0	\$2.8	\$2.9	\$1.1	\$27.7	78,161	\$355	\$10.7	93%	79%
FY 2011	\$22.1	\$2.8	\$2.8	\$1.0	\$28.7	78,212	\$367	\$12.0	92%	76%
Change from:										
Last year	+5%	0%	-1%	-8%	+3%	0%	+3%	+11%	-1%	-3%
FY 2007	+36%	+25%	+28%	+10%	+33%	+4%	+28%	+21%	-6%	-10%

¹ Expenditures may not reconcile to total spending due to differences in the way the information was compiled. Note that cities categorize their expenditures in different ways.

² Based on number of residents in the Fire Department's expanded service area (Palo Alto and Stanford). Prior year population revised per California Department of Finance estimates and updated information from the United States Census Bureau.

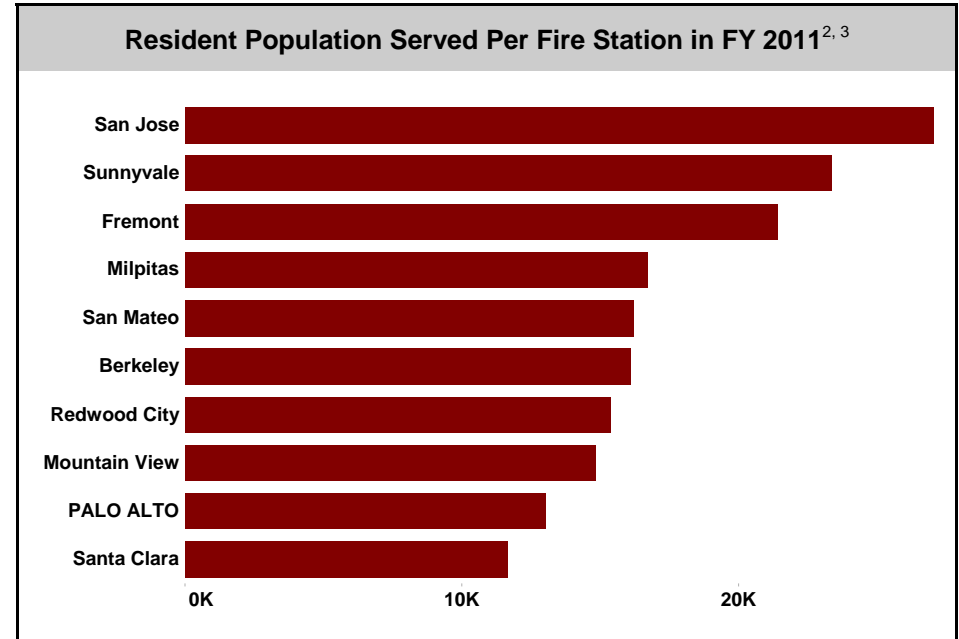
⊙ Budget benchmarking measure. Targets shown are for FY 2011.

STAFFING AND CALLS FOR SERVICE

In FY 2011, the Fire Department handled 7,555 calls for service (an average of 21 calls per day) including:

- 165 fire calls
- 4,521 medical/rescue calls
- 1,005 false alarms
- 406 service calls
- 182 hazardous condition calls
- 1,276 “other” calls¹

The Department has a total of eight fire stations, including Stanford. The chart on the right shows the number of residents served per fire station is lower than many other local jurisdictions. However, the total daytime population of Palo Alto and Stanford increases to over 130,000, which results in a daytime population served per fire station of over 22,000. Average on duty staffing is 31 during the day, and 29 at night. In FY 2011, the Department had 109 line personnel certified as emergency medical technicians (EMTs) and 34 of these were also certified paramedics. In addition, three FTE from the Department’s Basic Life Support (BLS) transport program provided emergency medical services.



Source: Cities, California Department of Finance, U.S. Census Bureau

	Calls for service							Staffing					
	Fire [⊙] (Target: 240)	Medical/ rescue [⊙] (Target: 4,500)	False alarms	Service calls	Hazardous condition [⊙] (Target: 165)	Other	TOTAL [⊙] (Target: 7,500)	Average number of calls per day	Total authorized staffing (FTE)	Staffing per 1,000 residents served ²	Average training hours per firefighter	Overtime as a percent of regular salaries	Resident population served per fire station ^{2,3}
FY 2007	221	3,951	1,276	362	199	1,227	7,236	20	128	1.70	235	21%	12,532
FY 2008	192	4,552	1,119	401	169	1,290	7,723	21	128	1.69	246	18%	12,664
FY 2009	239	4,509	1,065	328	165	1,243	7,549	21	128	1.65	223	16%	12,884
FY 2010	182	4,432	1,013	444	151	1,246	7,468	20	127	1.62	213	26%	13,027
FY 2011	165	4,521	1,005	406	182	1,276	7,555	21	125	1.60	287	21%	13,035
Change from:													
Last year	-9%	+2%	-1%	-9%	+21%	+2%	+1%	+1%	-1%	-1%	+35%	-5%	0%
FY 2007	-25%	+14%	-21%	+12%	-9%	+4%	+4%	+4%	-2%	-6%	+22%	0%	+4%

¹ “Other” calls include alarm testing, station tours, good intent calls, training incidents, and cancelled calls. Good intent calls are those where a person genuinely believes there is an actual emergency, however, an emergency does not exist.

² For Palo Alto, population includes residents in the Fire Department’s expanded service area (Palo Alto and Stanford).

³ For Palo Alto, calculation is based on six fire stations, and does not include Station 7 (dedicated to the SLAC complex) or Station 8 (Foothills Park, open seasonally).

⊙ Budget benchmarking measure. Targets shown are for FY 2011.

SUPPRESSION AND FIRE SAFETY

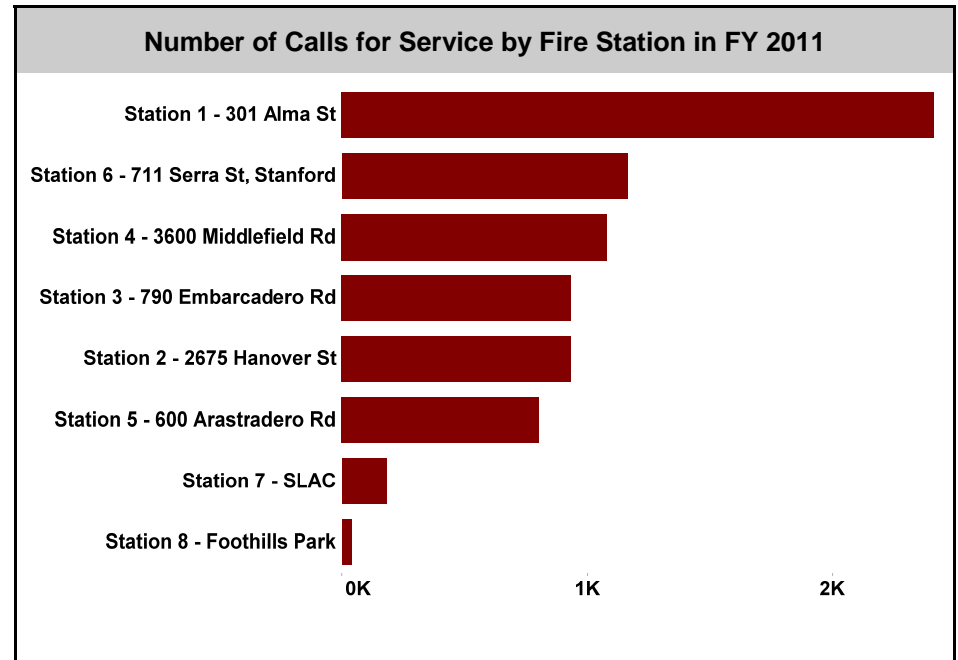
There were 165 fire incidents and no fire deaths in FY 2011. This included 14 residential structure fires, a decrease of 79 percent from FY 2007. The number of fire incidents has decreased by 25 percent from FY 2007.

In FY 2011, the Fire Department responded to 83 percent of fire emergencies within 8 minutes (the target is 90 percent). The average response time for fire calls was 6:23 minutes. The response time increased by 10 percent from FY 2007. The standard Fire Department response to a working structure fire is 18 personnel. According to the Fire Department, 38 percent of fires were confined to the room or area of origin. This is less than the Department's target of 90 percent and a decrease of 18 percent from the prior year.

The Fire Department provides training for City employees and the community. In FY 2011, the Fire Department reports it provided:

- An average of 287 training hours per firefighter.
- 208 hours of training to other City departments.
- 257 fire safety, bike safety, and disaster preparedness presentations, including demonstrations and fire station tours, to 16,983 participants.

Sixty-four percent of the survey respondents to the 2011 National Citizen Survey™ rated emergency preparedness as “good” or “excellent.”



Source: Palo Alto Fire Department data

	Number of fire incidents [⊙] (Target: 240)	Average response time for fire calls [⊙] (Target: 6:00 minutes)	Percent responses to fire emergencies within 8 minutes ^{1⊙} (Target: 90%)	Percent of fires confined to the room or area of origin ³ (Target: 90%)	Number of residential structure fires	Number of fire deaths	Fire response vehicles ⁴	Fire safety, bike safety, and disaster preparedness presentations [⊙] (Target: 250)	Citizen Survey Percent rating emergency preparedness “good” or “excellent”
FY 2007	221	5:48 minutes	87%	70%	68	2	25	240	-
FY 2008	192	6:48 minutes	79%	79%	43	0	25	242	71%
FY 2009	239	6:39 minutes	78%	63%	20	0	25	329	62%
FY 2010	182	7:05 minutes	90%	56%	11	0	29	219	59%
FY 2011	165	6:23 minutes	83%	38%	14	0	30	257	64%
Change from:									
Last year	-9%	-10%	-7% ²	-18% ²	+27%	0%	+3%	+17%	+5%
FY 2007	-25%	+10%	-4% ²	-32% ²	-79%	-100%	+20%	+7%	-

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

² The Department attributes this change to its reconciliation of data to provide more accurate records for the several consultant studies conducted in FY 2011.

³ The Fire Department defines containment of structure fires as those incidents in which fire is suppressed and does not spread beyond the involved area upon firefighter arrival.

⁴ This includes ambulances, fire apparatus, hazardous materials, and mutual aid vehicles.

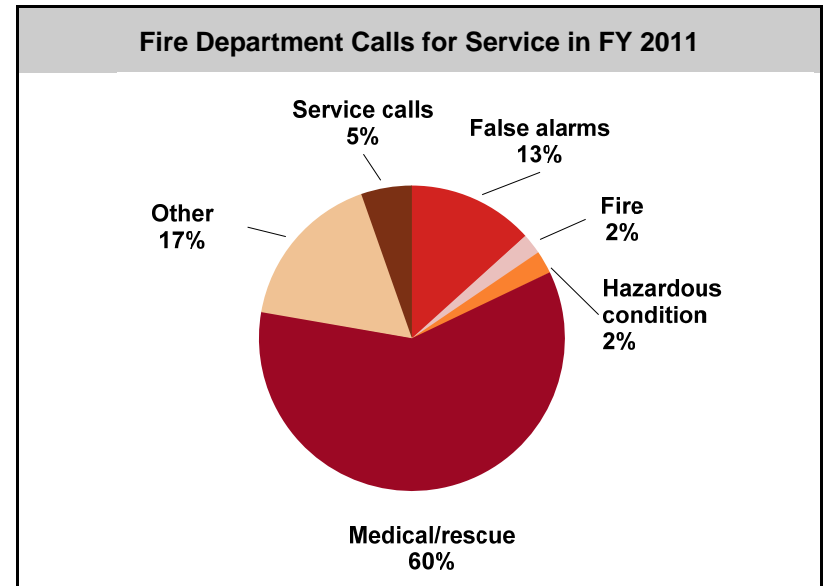
[⊙] Budget benchmarking measure. Targets shown are for FY 2011.

EMERGENCY MEDICAL SERVICES

The Department responded to 4,521 medical/rescue incidents in FY 2011. As shown in the chart on the right, medical/rescue calls represented 60 percent of the Fire Department calls for service in FY 2011. The average response time for medical/rescue calls was 5:35 minutes in FY 2011. The Department responded to:

- 91 percent of emergency medical requests for service within 8 minutes (the Department’s target is 90 percent).
- 99 percent of paramedic calls for service within 12 minutes (the Department’s target is 90 percent).

Palo Alto is the only city in Santa Clara County that provides primary ambulance transport services. The Fire Department operates two ambulances and seven engine companies that provide Advanced Life Support (ALS) capability. ALS is provided when a patient is in a more critical condition and a paramedic is required to assist in the treatment of the patient before and/or during transport to the emergency facility. In FY 2011, average on-duty paramedic staffing remained at 10 during the day and 8 at night. Of the 3,005 emergency medical services transports in FY 2011, 2,680 were ALS and 325 were Basic Life Support (BLS) transports. BLS provides non-emergency transport services, which allow paramedic ambulances to be available for more critical patients requiring a higher level of intervention. BLS also provides inter-facility transports and is available for special events. Ninety-three percent of survey respondents rated ambulance/emergency medical service as "good" or "excellent."



Source: Palo Alto Fire Department

	Medical/ rescue incidents [⊙] (Target: 4,500)	Average response time for medical/rescue calls ¹ [⊙] (Target: 6:00)	First response to emergency medical requests for service within 8 minutes ¹ [⊙] (Target: 90%)	Ambulance response to paramedic calls for service within 12 minutes ^{1,2} (Target: 90%)	Number of Ambulance transports	Ambulance Revenue (in millions)	Citizen Survey Percent rating ambulance/emergency medical services "good" or "excellent"
FY 2007	3,951	5:17 minutes	92%	97%	2,527	\$1.9	94%
FY 2008	4,552	5:24 minutes	93%	99%	3,236	\$2.0	95%
FY 2009	4,509	5:37 minutes	91%	99%	3,331	\$2.1	91%
FY 2010	4,432	5:29 minutes	93%	99%	2,991 ³	\$2.2	94%
FY 2011	4,521	5:35 minutes	91%	99%	3,005³	\$2.3	93%
Change from:							
Last year	+2%	+2%	-2%	0%	0%	+4%	-1%
FY 2007	+14%	+6%	-1%	+2%	+19%	+22%	-1%

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

² Includes non-City ambulance responses.

³ The Department reported the number of ambulance transports from its ADPI Billing System. In prior years, the information provided was from the Department’s Computer Aided Dispatch system.

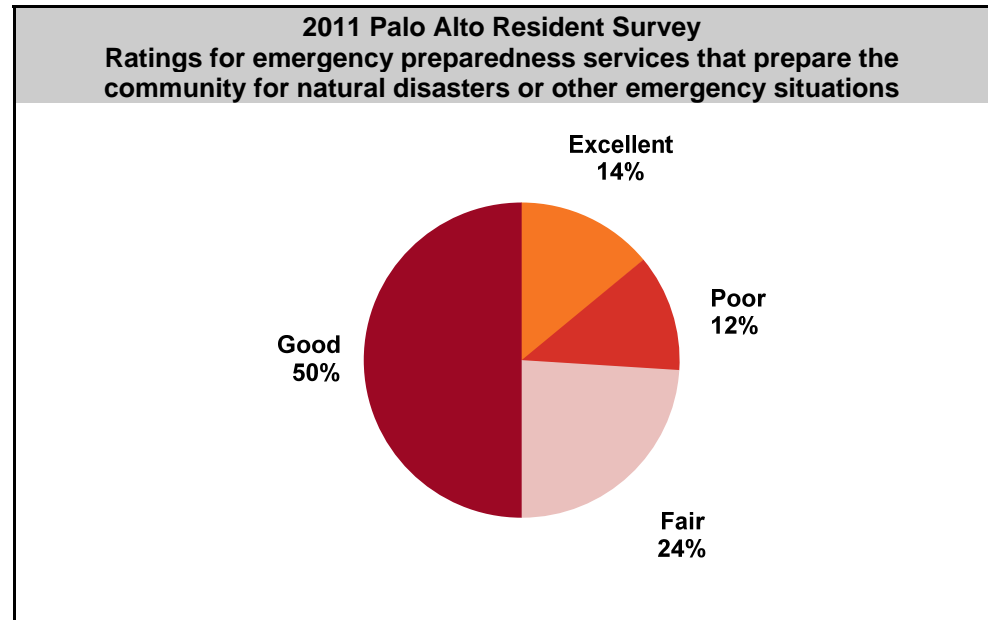
⊙ Budget benchmarking measure. Targets shown are for FY 2011.

HAZARDOUS MATERIALS AND INSPECTIONS

In FY 2011, the Hazardous Materials Response Team (Rescue 2) responded to 66 hazardous materials incidents. Compared to FY 2007, the number of hazardous materials incidents increased from 39 to 66, and the number of facilities permitted for hazardous materials decreased from 501 to 484. The number of hazardous materials incidents increased 154 percent from last year and 69 percent from FY 2007. In FY 2011, the Department reports an 88 percent increase in hazardous materials facility inspections from FY 2010. The Department reports that with the transfer of the Underground Storage Tank program from the City to the County, hazardous materials inspectors were able to transition from a lesser number of lengthy inspections to a greater number of above ground storage inspections.

In the most recent citizen survey, 84 percent of the survey respondents reported they felt “very” or “somewhat” safe from environmental hazards, and 64 percent rated emergency preparedness services as “good” or “excellent.”

The Department reports an increase of 77 percent and 26 percent from FY 2007 in the number of fire inspections and plan reviews, respectively. This was due to increased construction activity and because the Fire Prevention Bureau was fully staffed with inspectors.



Source: National Citizen Survey™ 2011 (Palo Alto)

Note: The Office of Emergency Services and Fire personnel prepare City staff and the community for major disaster mitigation, preparedness, response, and recovery.

	Hazardous Materials				Citizen Survey		
	Number of hazardous materials incidents ¹	Number of facilities permitted for hazardous materials	Number of permitted hazardous materials facilities inspected ² (Target: 250)	Percent of permitted hazardous materials facilities inspected ² (Target: 60%)	Number of fire inspections	Number of plan reviews ³ (Target: 850)	Percent of residents feeling “very” or “somewhat” safe from environmental hazards
FY 2007	39	501	268	53%	1,021	928	-
FY 2008	45	503	406	81%	1,277	906	80%
FY 2009	40	509	286	56%	1,028	841	81%
FY 2010	26	510	126 ²	25% ²	1,526	851	83%
FY 2011	66	484	237²	49%²	1,807	1,169	84%
Change from							
Last year	+154% ⁴	-5%	+88%	+24%	+18%	+37%	+1%
FY 2007	+69% ⁴	-3%	-12%	-4%	+77%	+26%	-

¹ Hazardous materials incidents involve flammable gas or liquid, chemical release or spill, or chemical release reaction or toxic condition.

² In FY 2010, the method for calculating the number of inspections was changed to avoid overcounting. Prior year numbers were not calculated in this manner, so the reported numbers for those years are higher than would be indicated using the revised method.

³ Does not include over-the-counter building permit reviews.

⁴ The Department attributes this change to its reconciliation of data to provide more accurate records for the several consultant studies conducted in FY 2011.

○ Budget benchmarking measure. Targets shown are for FY 2011.

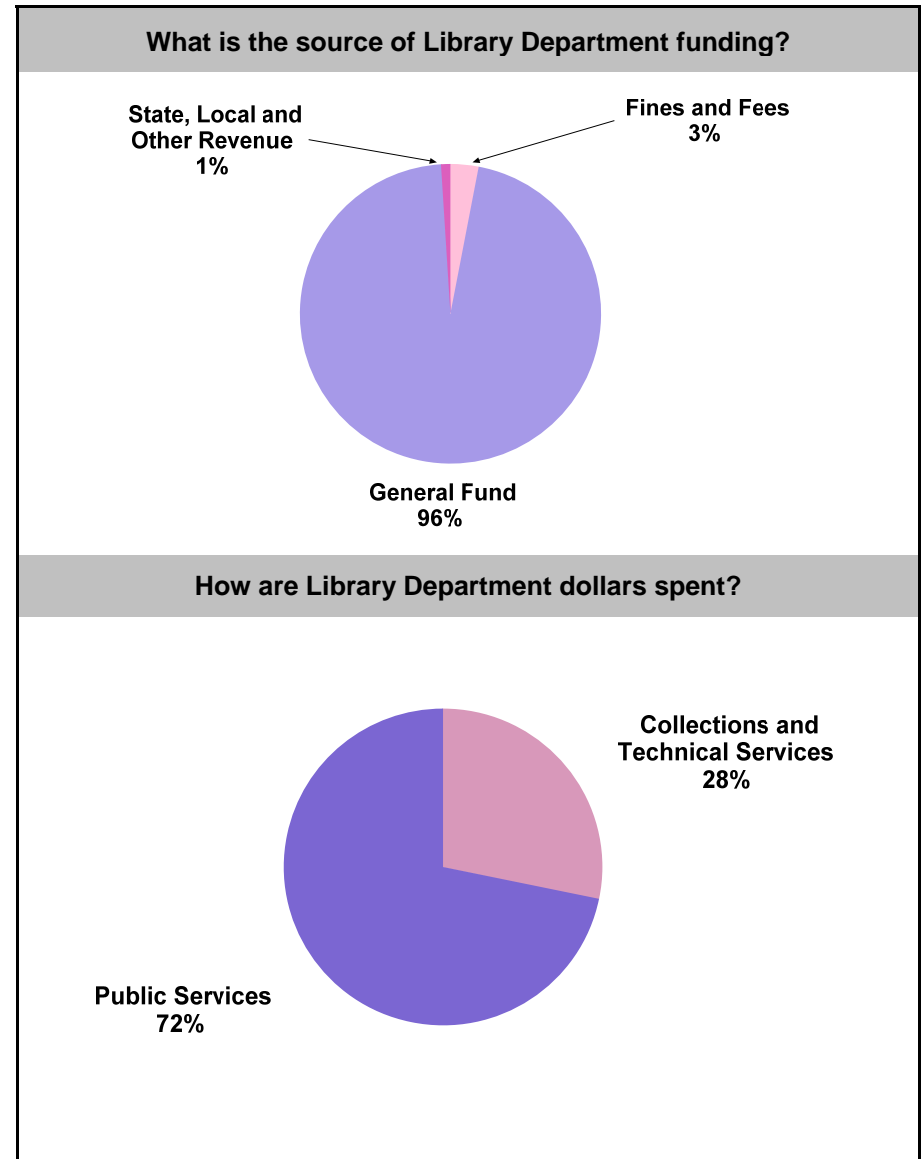
CHAPTER 4 – LIBRARY DEPARTMENT

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

The Department has two major service areas:

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

In November 2008, voters approved a \$76 million bond measure (Measure N) to fund improvements for the Mitchell Park, Downtown, and Main Libraries and the Mitchell Park Community Center. In addition, the City allocated \$4 million in infrastructure funds in FY 2010 to renovate the College Terrace Library. The Mitchell Park Library has been relocated to the Cubberley Community Center while a new joint facility, to include the library and Mitchell Park Community Center, is under construction. The Downtown and College Terrace libraries were renovated and reopened in July 2011 and November 2010, respectively. The Main Library is scheduled to close for renovation in the winter of 2012.



Source: FY 2011 revenue and expenditure data

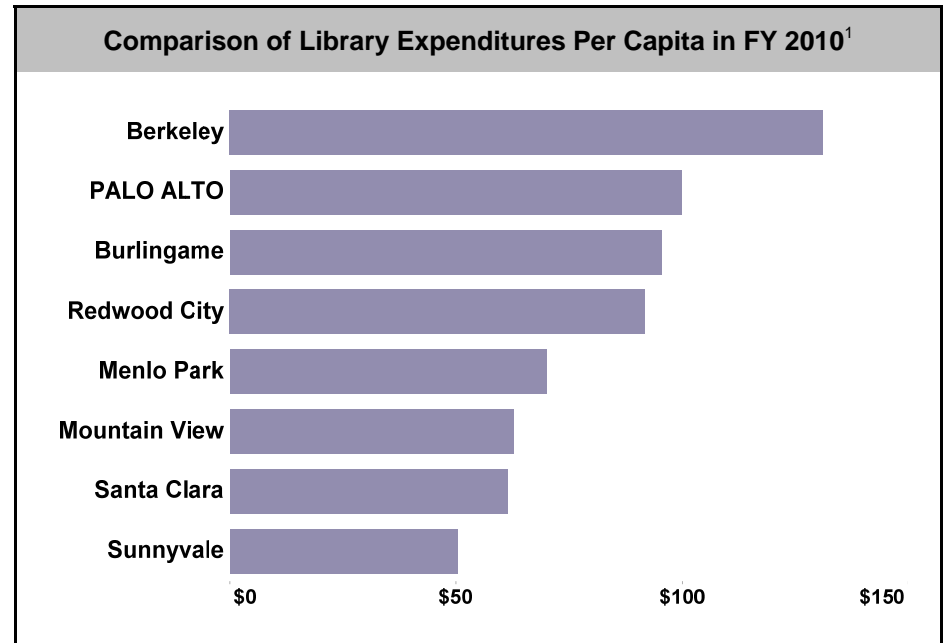
SPENDING

In FY 2011, Palo Alto had five libraries:

- Main (open 56 hours per week).
- Mitchell Park (temporary facility open 56 hours per week).
- Children’s (open 46 hours per week).
- Downtown (closed all year for renovation).
- College Terrace (open 32 hours per week).

Palo Alto has more libraries than surrounding communities. In comparison, Redwood City has four libraries, Mountain View has one, Menlo Park has two, and Sunnyvale has one. As shown in the chart on the right, Palo Alto library expenditures per capita were less than those of Berkeley in FY 2010, but more than those of other area cities.

In FY 2011, Library spending totaled \$6.5 million, an increase of 2 percent since last year and an increase of 13 percent from FY 2007. Eighty-three percent of survey respondents rated library services “good” or “excellent,” placing Palo Alto in the 52nd percentile compared to other surveyed jurisdictions. Eighty-one percent rated the quality of neighborhood branch libraries “good” or “excellent.”



Source: California Library Statistics 2011, (FY 2009 to FY 2010)

	Operating Expenditures (in millions)			Library expenditures per capita	Citizen Survey	
	Public Services	Collections and Technical Services	TOTAL		Percent rating quality of public library services “good” or “excellent” ☉ (Target: 80%)	Percent rating quality of neighborhood branch libraries “good” or “excellent”
FY 2007	\$4.2	\$1.6	\$5.8	\$94	81%	75%
FY 2008	\$4.9	\$1.9	\$6.8 ²	\$110	75%	71%
FY 2009	\$4.3	\$1.9	\$6.2	\$98	78%	75%
FY 2010	\$4.5	\$1.9	\$6.4	\$99	82%	75%
FY 2011	\$4.7	\$1.8	\$6.5	\$101	83%	81%
Change from:						
Last year	+4%	-3%	+2%	+2%	+1%	+6%
FY 2007	+11%	+18%	+13%	+8%	+2%	+6%

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

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

☉ Budget benchmarking measure. Target shown is for FY 2011.

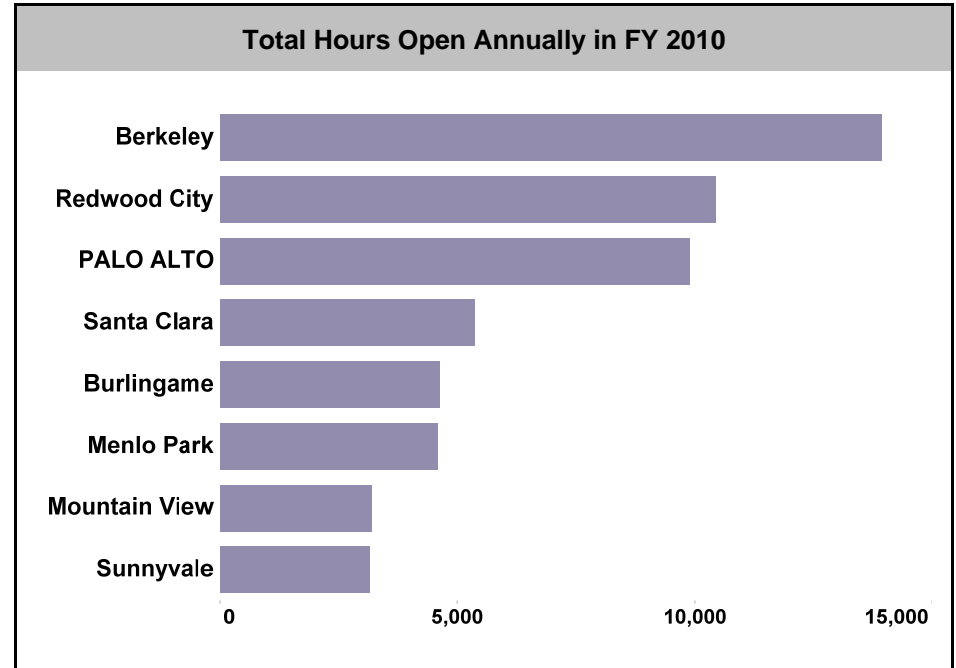
STAFFING

In FY 2011, total authorized library staffing was 52 FTE, a decrease of 9 percent from FY 2007 levels. In FY 2011, 10 of 52 FTE were temporary or hourly staff.

Volunteers contributed approximately 5,200 hours to the libraries in FY 2011. This was an 11 percent decrease from FY 2007 and was a 6 percent decrease from FY 2010.

Building projects had an impact on library service hours in FY 2011. Palo Alto libraries were open a total of 8,855 hours in FY 2011. This was an 11 percent decrease from FY 2010 and a 6 percent decrease from FY 2007.

As shown in the graph on the right, despite construction projects, Palo Alto libraries were still open more hours than most other local jurisdictions in FY 2010.



Source: California Library Statistics 2011, (FY 2009 to FY 2010)

	Authorized Staffing (FTE)			Number of residents per library staff FTE	Volunteer hours	Total hours open annually [Ⓞ] (Target: 8,896)	FTE per 1,000 hours open
	Regular	Temporary/ hourly	TOTAL				
FY 2007	44	13	57	1,079	5,865	9,386	6.06
FY 2008	44	13	56	1,101	5,988	11,281	5.00
FY 2009	44	13	57	1,110	5,953	11,822	4.84
FY 2010	42	13	55	1,169	5,564	9,904	5.56
FY 2011	41	10	52	1,247	5,209	8,855	5.83
Change from:							
Last year	-2%	-19%	-6%	+7%	-6%	-11%	+5%
FY 2007	-7%	-18%	-9%	+15%	-11%	-6%	-4%

Ⓞ Budget benchmarking measure. Target is shown for FY 2011.

COLLECTION AND CIRCULATION

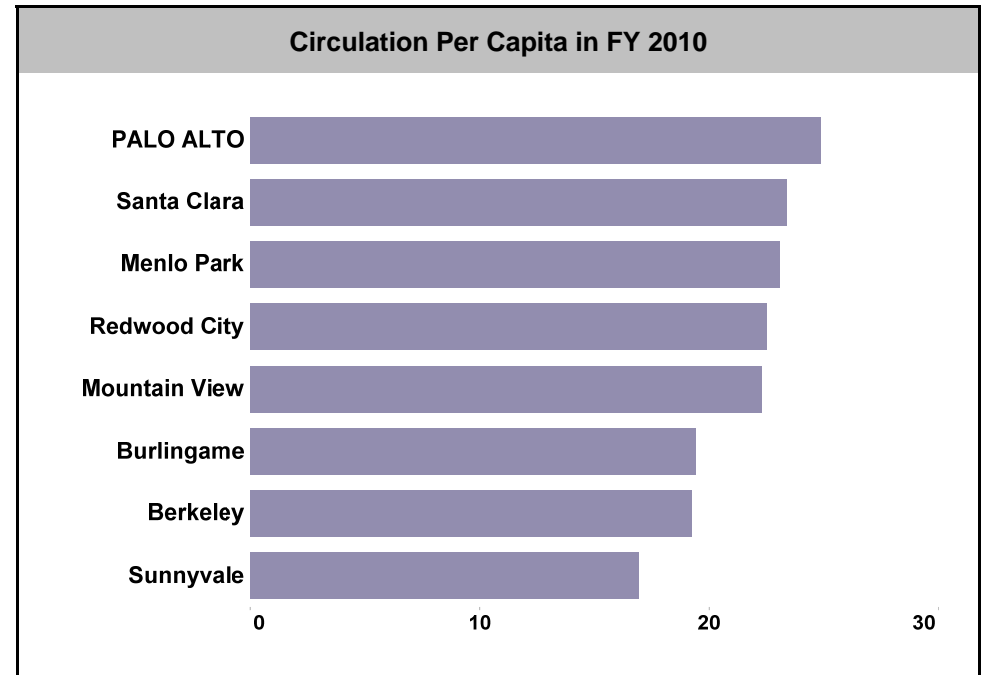
The total number of items in the Library’s collection has increased by 16 percent from FY 2007. Over the same period, the number of titles in the collection has also increased by 16 percent, and the number of book volumes has increased by 6 percent.

Total circulation increased 4 percent from FY 2007, but decreased 9 percent from last year. The smaller temporary Mitchell Park facility, closure of the Downtown Library, and partial year closure of the College Terrace Library had a major impact on library usage. In FY 2011, 91 percent of first time checkouts were completed on self-check machines.

Seventy-two percent of survey respondents rated the variety of library materials as “good” or “excellent.”

In FY 2011, Main Library had the highest circulation of all the libraries at 545,722 items. Mitchell Park had the second highest circulation at 507,531 items. Children’s Library had a circulation of 371,997 items and College Terrace Library had a circulation of 38,219 items. Due to building renovations, College Terrace was closed from July 2009 through October 2010.

An additional 12,758 checkouts were made from the Library’s digital book service.



Source: California Library Statistics 2011, (FY 2009 to FY 2010)

	Total number of items in collection ¹ <REVISED>	Total number of titles in collection ¹ <REVISED>	Number of book volumes	Number of media items	Number of ebook & emusic items <NEW>	Number of Items in collection per capita ¹ ⊙ (Target: 4.39) <REVISED>	Total circulation⊙ (Target: 1,489,482)	Circulation per capita⊙ (Target: 22.6)	Number of items placed on hold	Number of first time checkouts completed on self-check machines	Average number of checkouts per item	Percent of first time checkouts completed on self check machines⊙ (Target: 91%)	Percent rating variety of library materials “good” or “excellent”⊙ (Target:65%)
FY 2007	270,755	167,008	240,098	30,657	n/a	4.41	1,414,509	23.04	208,719	902,303	5.22	88%	75%
FY 2008	279,403	174,683	241,323	33,087	4,993	4.49	1,542,116	24.80	200,470	1,003,516	5.52	89%	67%
FY 2009	293,735	185,718	246,554	35,506	11,675	4.63	1,633,955	25.73	218,073	1,078,637	5.56	90%	73%
FY 2010	298,667	189,828	247,273	37,567	13,827	4.64	1,624,785	25.25	216,719	1,067,105	5.44	90%	75%
FY 2011	314,154	193,070	254,392	40,461	19,248	4.88	1,476,648	22.93	198,574	955,114	4.70	91%	72%
Change from:													
Last year	+5%	+2%	+3%	+8%	+39%	+5%	-9%	-9%	-8%	-10%	-14%	+1%	-3%
FY 2007	+16%	+16%	+6%	+32%	-	+11%	+4%	0%	-5%	+6%	-10%	+3%	-3%

¹ Measure was revised to include catalogued ebooks and emusic.

⊙ Budget benchmarking measure. Targets shown are for FY 2011.

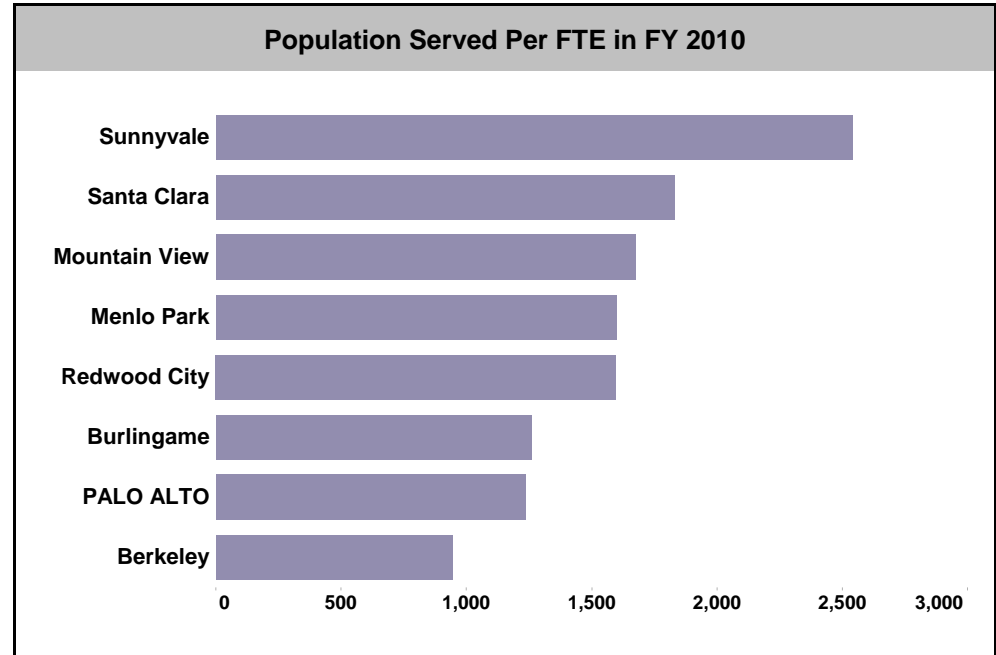
SERVICES

The total number of library cardholders increased 2 percent from last year, and the percent of Palo Alto residents who are cardholders increased 4 percent from last year.

Thirty percent of survey respondents reported they used libraries or their services more than 12 times during the last year; this ranks Palo Alto in the 59th percentile compared to other surveyed jurisdictions.

The total number of items delivered to homebound users decreased by 16 percent, and the total number of reference questions received by librarians decreased by 6 percent compared to FY 2007. Online database sessions decreased by 66 percent from last year.²

The number of programs offered decreased from 580 in FY 2007 to 425 in FY 2011, and the total attendance at such programs decreased by about 20 percent over the same period. Programs include planned events for the public that promote reading, support school readiness and education, and encourage life long learning. Many programs are sponsored by the Friends of the Palo Alto Library.



Source: California Library Statistics 2011, (FY 2009 to FY 2010)

	Total number of cardholders	Percent of Palo Alto resident cardholders [⊙] (Target: 58%)	Library visits	Total items delivered to homebound borrowers	Total number of reference questions	Total number of online database sessions	Number of Internet sessions	Number of laptop checkouts	Number of programs ^{⊙1} (Target: 380)	Total program attendance ^{1⊙} (Target: 29,000)	Citizen Survey Percent using libraries or services more than 12 times during the last year [⊙] (Target: 32%)
FY 2007	53,099	57%	862,081	1,582	57,255	52,020	149,280	11,725	580	30,221	33%
FY 2008	53,740	62%	881,520	2,705	48,339	49,148	137,261	12,017	669	37,955	31%
FY 2009	54,878	62%	875,847	2,005	46,419	111,228	145,143	12,290	558	36,582	34%
FY 2010	51,969	60%	851,037	1,718	55,322	150,895	134,053	9,720	485	35,455	31%
FY 2011	53,246	64%	776,994	1,328	53,538	51,111²	111,076	5,279	425	24,092	30%
Change from:											
Last year	+2%	+4%	-9%	-23%	-3%	-66%	-17%	-46%	-12%	-32%	-1%
FY 2007	0%	+7%	-10%	-16%	-6%	-2%	-26%	-55%	-27%	-20%	-3%

¹ Programs were reduced due to staffing cutbacks.

² The Department attributes this decline to changes on the database webpage, and how a database session is defined.

⊙ Budget benchmarking measure. Targets shown are for FY 2011.

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CHAPTER 5 – PLANNING AND COMMUNITY ENVIRONMENT

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

The Department has three major divisions:

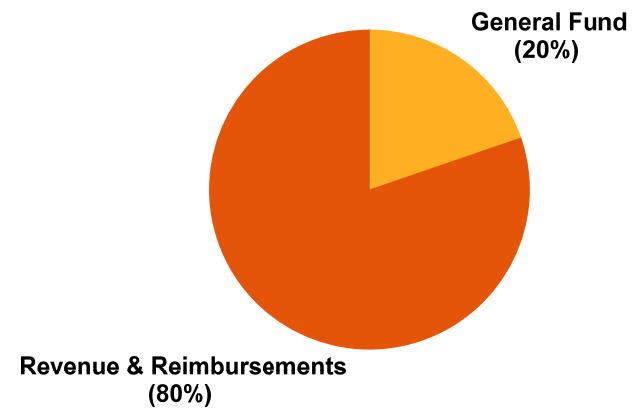
- **Planning and Transportation** – Provides professional leadership in planning for Palo Alto's future by recommending and effectively implementing land use, transportation, environmental, housing, and community design policies and programs to preserve and improve Palo Alto as a vital and highly desirable place to live, work, and visit.
- **Building** – Reviews permits and inspects residential and commercial building design and construction for compliance with applicable codes, ordinances, and regulations. The Division also coordinates the City's Americans with Disabilities Act (ADA) compliance activities.
- **Economic Development** – Provides information and data on the local economy and business community that will assist the City Council in decision-making; identifies initiatives that will increase City revenues and economic health; and facilitates communication and working relationships within the business community. In FY 2012, Economic Development moves to the City Manager's Office from the PCE Department.

General Fund support to the Department decreased by 22 percent compared to FY 2010 due to increased planning and building fees (revenues and reimbursements).

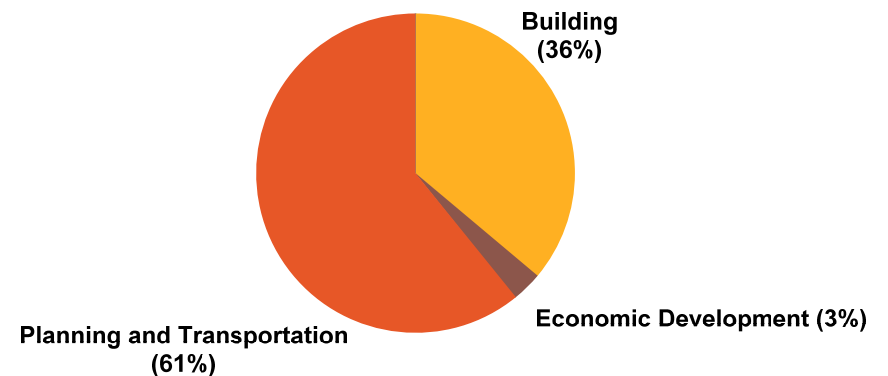
The Department notes the following new initiatives in FY 2011:

- Development Center Blueprint Project Implementation
- El Camino Real Design Guidelines
- California Avenue - Transit Hub Corridor Project Design Completion
- Safe Routes to School Programs
- Bicycle and Pedestrian Master Plan Implementation
- Senate Bill 375 (Sustainable Communities Strategy) Review and Implementation

What is the source of Planning and Community Environment funding?



How are Planning and Community Environment dollars spent?



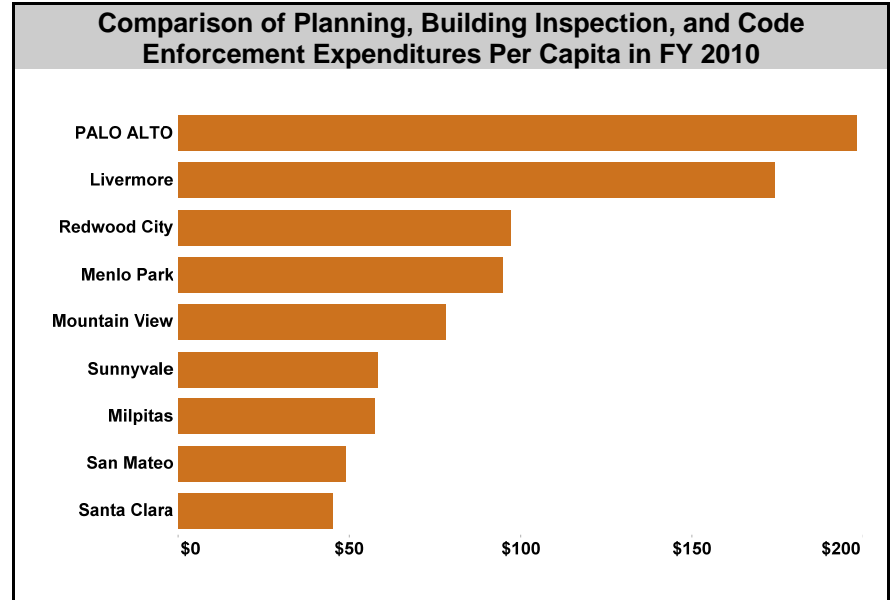
Source: FY 2011 revenue and expenditure data

SPENDING

In FY 2011, Planning and Community Environment Department expenditures totaled \$9.3 million, a decrease of 1% from last year and FY 2007. The Department's revenue varied year to year, but overall increased from \$6.6 to \$7.5 million, or 14 percent, from FY 2007. Revenue increased from \$5.5 million in FY 2010 to \$7.5 million in FY 2011, or about 37 percent.

Authorized staffing for the Department decreased from 55 to 47 FTE, or 15 percent from FY 2007.

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



Source: California State Controller, *Cities Annual Report Fiscal Year 2010*

Operating Expenditures (in millions)

	Planning and Transportation	Building	Economic Development ¹	TOTAL	Expenditures per capita	Revenue (in millions)	Authorized staffing (FTE)
FY 2007	\$5.6	\$3.7	\$0.1	\$9.4	\$153	\$6.6	55
FY 2008	\$5.5	\$3.9	\$0.2	\$9.6	\$155	\$5.8	54
FY 2009	\$5.9	\$3.6	\$0.4	\$9.9	\$156	\$5.0	54
FY 2010	\$5.8	\$3.1	\$0.5	\$9.4	\$146	\$5.5	50
FY 2011	\$5.7	\$3.4	\$0.3	\$9.3	\$145	\$7.5	47
Change from:							
Last year	-3%	+9%	-37%	-1%	-1%	+37%	-7%
FY 2007	+1%	-8%	+197%	0%	-5%	+14%	-15%

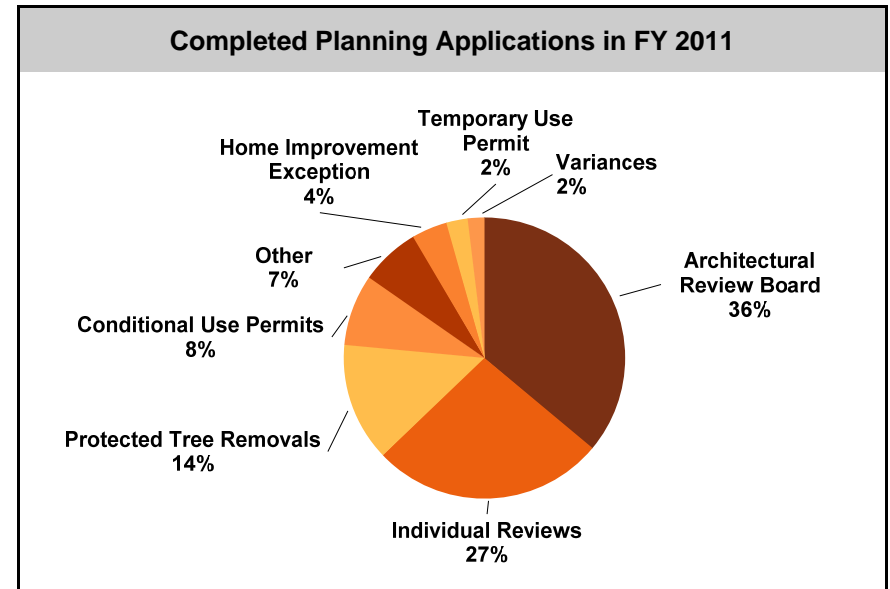
¹ Economic Development moved from the City Manager's Office to the Planning and Community Environment Department in FY 2007. In FY 2012, Economic Development moves back to the City Manager's Office.

CURRENT PLANNING AND CODE ENFORCEMENT

A total of 238 planning applications were completed in FY 2011, 20 percent fewer than in FY 2007. The average time to complete applications decreased from 13.4 weeks in FY 2007 to 10.4 weeks in FY 2011, a 22 percent decrease. The target is 13.0 weeks. The Department completed 121 Architectural Review Board applications, an increase of 21 percent from FY 2007.

The number of new code enforcement cases and re-inspections increased by 77 percent and 92 percent, respectively, from FY 2007. The Department notes code enforcement cases and re-inspections have increased due to special projects, the economy, and issues with property maintenance. The percent of code enforcement cases resolved within 120 days of the date received increased from 76 percent in FY 2007 to 94 percent in FY 2011.

In the most recent Citizen Survey, 56 percent of survey respondents rated code enforcement services “good” or “excellent.” This ranks Palo Alto in the 69th percentile compared to other jurisdictions. Twenty-one percent consider run-down buildings, weed lots, or junk vehicles to be a “major” or “moderate” problem, an increase of 4 percent from 17 percent in FY 2007.



Source: Planning and Community Environment Department

Code Enforcement

	Planning applications completed	Architectural Review Board applications completed	Average weeks to complete staff-level applications [⊙] (Target: 13.0 weeks)	Citizen Survey Percent rating quality of code enforcement “good” or “excellent”	Citizen Survey Percent considering run down buildings, weed lots, or junk vehicles a “major” or “moderate” problem	Number of new cases	Number of re-inspections	Percent of cases resolved within 120 days of date received
FY 2007	299	100	13.4 weeks	59%	17%	369	639	76%
FY 2008	257	107	12.7 weeks	59%	23%	684 ¹	981 ¹	93%
FY 2009	273	130	10.7 weeks	50%	25%	545	1,065	94%
FY 2010	226	130	12.5 weeks	53%	22%	680	1,156	88%
FY 2011	238	121	10.4 weeks	56%	21%	652	1,228	94%
Change from:								
Last year	+5%	-7%	-17%	+3%	-1%	-4%	+6%	+6%
FY 2007	-20%	+21%	-22%	-3%	+4%	+77%	+92%	+18%

¹ The Department advises that the method for counting new code enforcement cases and re-inspections changed in FY 2008. Inspections or cases with multiple components that in the past were counted as a single inspection or case are now counted as multiples. This is the reason for the increase in the numbers compared to FY 2007.

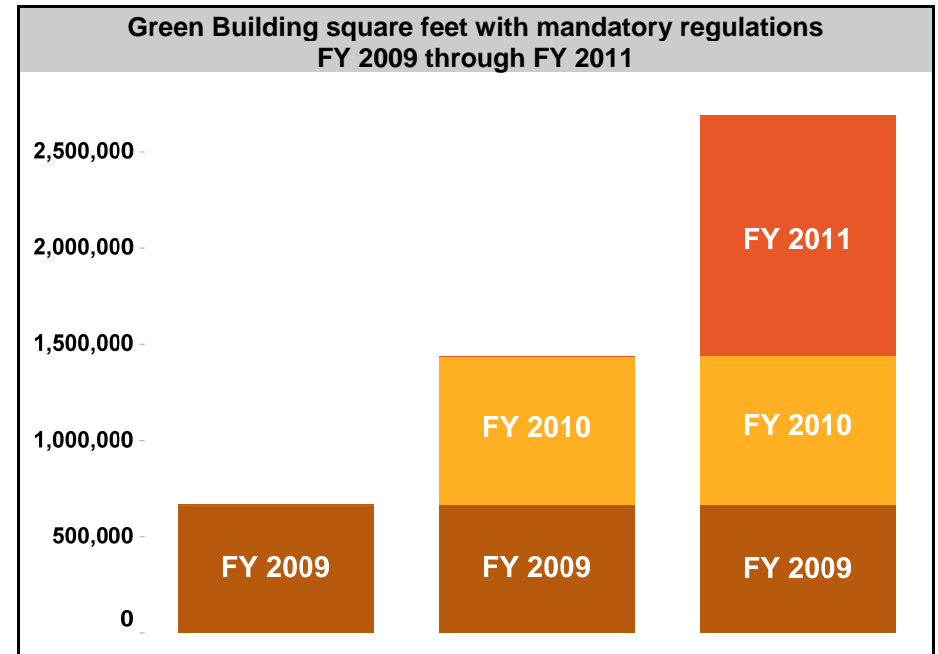
[⊙] Budget benchmarking measure. Target shown is for FY 2011.

GREEN BUILDING <NEW>

In FY 2009, the Department established a new Green Building Program under the City’s Green Building Ordinance to build a new generation of efficient buildings in Palo Alto that are environmentally responsible and healthy places in which to live and work.¹ In FY 2011, the Department processed 961 permit applications under the Green Building Program, an increase of approximately 73 percent from the previous year. In FY 2011, 82 percent of survey respondents rated the City of Palo Alto “good” or “excellent” on water and energy preservation.

The Program has influenced over \$187 million of project valuation and 1,249,758 square feet of “green” construction, and it is estimated that a little over 2,000 people are either working or living in green buildings throughout the City. Prior to the City’s ordinance, as few as six green building projects were on record throughout the City. At the end of FY 2011, over 240 have been completed or are under construction. Projects are using one of the following standards: Leadership in Energy and Environmental Design (LEED), Build It Green GreenPoint Rated (GPR), or the California Green Building Code with locally adopted enhanced measures (CALGreen).

In FY 2011, the Department rolled out two additional sustainability initiatives. The Department is conducting the first LEED-ND pilot program (LEED for Neighborhood Development) in the country for assessing a development site’s ability to qualify as a sustainable neighborhood project including features that reduce dependence on automobile use, increase walkability, and encourage healthy living. The Department also rolled out energy use disclosure requirements for existing buildings undergoing small renovation work to better understand the existing buildings’ current performance and areas where education, policy, and programs can be influential in reducing usage.



Source: Planning and Community Environment Department

	Green Building permit applications processed <NEW>	Green Building valuations with mandatory regulations <NEW>	Green Building square feet with mandatory regulations <NEW>	Energy savings (kBtu/yr) <NEW>	Water reduction (gallons) <NEW>	Waste diversion from landfill (tons) <NEW>	CO ₂ emissions reduction (tons) <NEW>
FY 2007	-	-	-	-	-	-	-
FY 2008	-	-	-	-	-	-	-
FY 2009	341	\$ 80,412,694	666,500	-	119,500	705	200
FY 2010	556	\$ 81,238,249	774,482	449	84,539	10,137	1,013
FY 2011	961	\$187,725,366	1,249,748	3,399	2,119,485	28,177	2,818
Change from:							
Last year	+73%	+131%	+61%	+657%	+2,407%	+178%	+178%
FY 2007	-	-	-	-	-	-	-

¹ The City’s Green Building Ordinance requires specific project types to meet specified green building standards.

kBtu – Kilo British Thermal Units

CO₂ – Carbon Dioxide

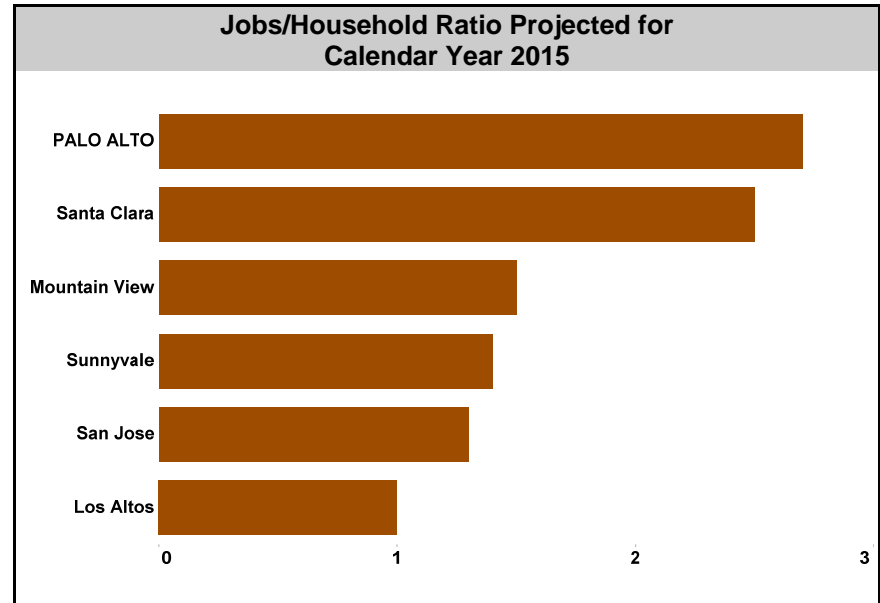
ADVANCE PLANNING AND ECONOMIC DEVELOPMENT

Based on data from the Association of Bay Area Governments, Palo Alto's jobs/household ratio is projected to be 2.7 in 2015, higher than five nearby jurisdictions. The number of residential units increased from 27,763 to 28,257 or 2 percent from FY 2007. The Department reports while the number of new housing units approved decreased, estimated new jobs resulting from projects approved during the year increased from 662 to 2,144 mainly due to the approval of the Stanford Medical Center expansion. The expansion will be implemented over a 10 to 15 year period.

The average home price in FY 2011 was about \$1.6 million – approximately 3 percent more than in FY 2007. Only 14 percent of survey respondents rated the availability of affordable quality housing as “good” or “excellent,” placing Palo Alto in the 6th percentile compared to other jurisdictions.

Fifty-two percent rated economic development services “good” or “excellent.” Forty-five percent of survey respondents rated the quality of land use, planning and zoning as “good” or “excellent,” and 57 percent rated the overall quality of new development in Palo Alto as “good” or “excellent.”

There were 289 business outreach contacts in FY 2011. This number is calculated using a different methodology from prior years. In FY 2012, Economic Development moves to the City Manager’s Office from the Department.



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

	Advance Planning					Economic Development			
	Number of residential units ¹	Average price – single family home in Palo Alto ²	Estimated new jobs resulting from projects approved during year	Number of new housing units approved	Cumulative number of units below market rate (BMR)	Number of business outreach contacts <REVISED> ³	Citizen Survey Percent rating economic development “good” or “excellent”	Citizen Survey Percent rating quality of land use, planning, and zoning in Palo Alto as “good” or “excellent”	Citizen Survey Percent rating overall quality of new development in Palo Alto as “good” or “excellent”
FY 2007	27,763	\$1,516,037	0	517	381	24	62%	49%	57%
FY 2008	27,938	\$1,872,855	+193	103	395	42	63%	47%	57%
FY 2009	28,291	\$1,759,870	-58	36	395	26	54%	47%	55%
FY 2010	28,445	\$1,514,900	+662	86	434	- ⁴	49%	49%	53%
FY 2011	28,257	\$1,556,880	+2,144	47	434	289³	52%	45%	57%
Change from									
Last year	-1%	+3%	+224%	-45%	0%	-	+3%	-4%	+4%
FY 2007	+2%	+3%	-	-91%	+14%	+1,104%	-10%	-4%	0%

¹ The number of residential units for FY 2007 through FY 2010 are estimates based on the 2000 Decennial Census. The FY 2011 figure is an estimate based on the 2010 Decennial Census.

² Average home price is on a calendar year basis (e.g., FY 2011 data is for calendar year 2010). Source is <http://rereport.com/index.html>.

³ In FY 2011, a new methodology was used to calculate this measure. Prior year values are provided for reference.

⁴ Data for FY 2010 was not available.

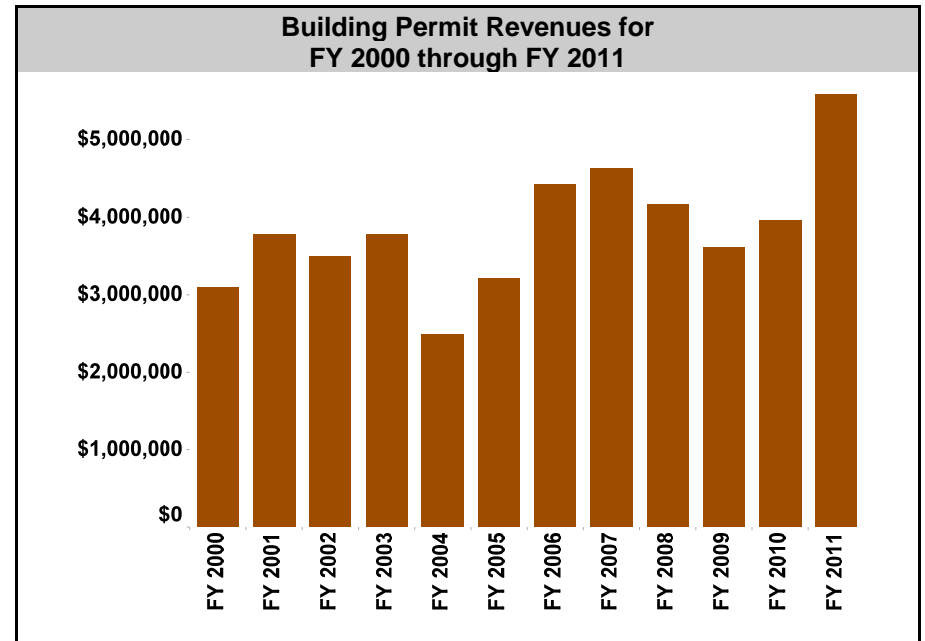
BUILDING PERMITS AND INSPECTIONS

Compared to FY 2007, the number of building applications increased 28 percent to 4,132 applications in FY 2011. Building permits issued in FY 2011 were 13 percent higher at 3,559. During that same period, the valuation of construction for issued permits decreased 16 percent from \$299 million to \$251 million; however, building permit revenue increased 21 percent from \$4.6 to \$5.6 million.

Staff completed 16,858 inspections in FY 2011, an increase of 14 percent from FY 2007. According to the Department, 99 percent of inspection requests were responded to within one working day or within the timeframe of the customer's request.² The average number of days for first response to plan checks increased to 35 days compared to 27 days in FY 2007. However, compared to FY 2007, the average number of days to issue a building permit has decreased from 102 to 47 days, excluding permits issued over the counter.

In 2011, 8 percent of survey respondents applied for a permit from the City's Development Center and rated their experiences related to the process as follows:

- 32% rated the ease of the planning approval process as "good" or "excellent."
- 23% rated the time required to review and issue permits "good" or "excellent."
- 31% rated the ease of the overall application process as "good" or "excellent."
- 37% rated the overall customer service as "good" or "excellent."
- 39% rated inspection timeliness as "good" or "excellent."



Source: Planning and Community Environment Department

	Building permit applications	City's average Cost per permit application	Building permits issued	Percent of building permits issued over the counter	Valuation of construction for issued permits (in millions)	Building permit revenue (in millions)	Average number of days for first response to plan checks ¹	Average number of days to issue building permits ¹	Number of inspections completed	City's average cost per inspection	Percent of inspection requests for permitted work responded to within one working day ² ⊙ (Target: 98%)
FY 2007	3,236	\$736	3,136	76%	\$298.7	\$4.6	27 days	102 days	14,822	\$127	99%
FY 2008	3,253	\$784	3,046	53%	\$358.9	\$4.2	23 days	80 days	22,820 ³	\$94 ⁴	98%
FY 2009	3,496	\$584	2,543	75%	\$172.1	\$3.6	31 days	63 days	17,945	\$105	98%
FY 2010	3,351	\$576	2,847	75%	\$191.2	\$4.0	30 days	44 days	15,194	\$116	99%
FY 2011	4,132	\$629	3,559	79%	\$251.1	\$5.6	35 days	47 days	16,858	\$120	99%
Change from:											
Last year	+23%	+9%	+25%	+4%	+31%	+41%	+17%	+7%	+11%	+3%	0%
FY 2007	+28%	-15%	+13%	+3%	-16%	+21%	+30%	-54%	+14%	-6%	0%

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

² In some cases, a customer requests a specific day or time as opposed to within one working day; this percentage indicates how often the Department met the one working day deadline or, when applicable, the customer's specific request. The Department's target was 98%.

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

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

⊙ Budget benchmarking measure. Target shown is for FY 2011.

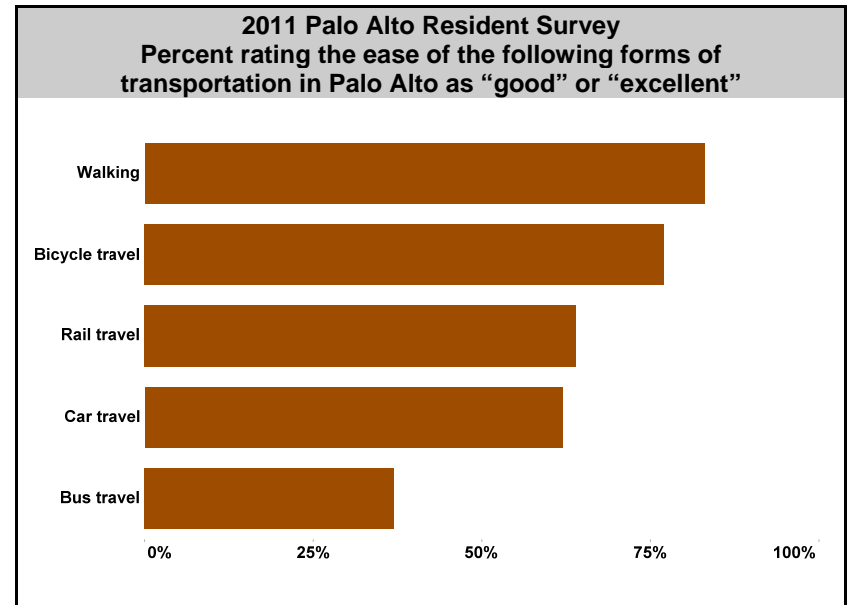
TRANSPORTATION PLANNING

Eighty-three percent of survey respondents to this year’s survey rated the ease of walking as “good” or “excellent;” 77 percent rated the ease of bicycle travel as “good” or “excellent;” and 40 percent of respondents rated traffic flow on major streets as “good” or “excellent.”

The Department reports the City has 40.7 roadway miles with bike lanes. The City and the Palo Alto Unified School District (PAUSD) encourage alternatives to driving to school by teaching age-appropriate pedestrian and cycling road safety skills during the school day to students in kindergarten through sixth grade. In FY 2011, staff supplied scheduling, administrative support, training and follow-up parent education materials for:

- 62 pedestrian safety presentations to all 2,526 PAUSD students in kindergarten through second grade.
- A three lesson bicycle/traffic safety curriculum for all 874 PAUSD third graders, including on-bike training to reduce the risk of the four most common types of crashes for bicyclists between ages 8 and 12.¹
- A refresher bicycle/traffic safety lesson for all 865 fifth graders in each of 12 elementary schools.
- Eight assemblies for all 834 sixth graders in three middle schools.

The Department reports it implemented a new Safe Routes to School program in FY 2011 to inform and encourage the use of alternative routes. In addition, the City operates a free shuttle. In FY 2011, the Department reports there were 118,455 shuttle boardings, a 30 percent decrease from FY 2007 due to elimination of the Embarcadero noon-time shuttle route and service reductions.



Source: National Citizen Survey™ 2011 (Palo Alto)

	Number of monitored intersections with an unacceptable level of service during evening peak ²	City Shuttle boarding [Ⓞ] (Target: 141,000)	City's cost per shuttle boarding [Ⓞ] (Target: \$2.67)	Caltrain average weekday boarding	Average number of employees participating in the City commute program [Ⓞ] (Target: 122)	Citizen Survey		
						Percent rating traffic flow on major streets "good" or "excellent"	Percent of days per week commuters used alternative commute modes ³	Percent considering the amount of public parking "good" or "excellent"
FY 2007	2 of 21	168,710	\$2.00	4,132	105	-	-	65%
FY 2008	3 of 21	178,505	\$1.97	4,589	114	38%	40%	52%
FY 2009	2 of 21	136,511	\$2.61	4,863	124	46%	41%	55%
FY 2010	1 of 8	137,825	\$2.65	4,796	113	47%	39%	60%
FY 2011	1 of 8	118,455	\$1.82	5,501	92	40%	38%	54%
Change from:								
Last year	0%	-14%	-31%	+15%	-19%	-7%	-1%	-6%
FY 2007	-	-30%	-9%	+33%	-12%	-	-	-11%

¹ The four most common types of bike-car crashes for cyclists in this age group are due to: riding the wrong way relative to the flow of traffic; riding out from driveways or between parked cars without yielding; failing to stop at stop signs; and not checking for traffic before moving left on the roadway.

² The City is required through its membership with the Valley Transportation Agency to monitor eight intersections on a bi-annual basis. Prior to FY 2010, when resources were available, the City monitored 13 additional intersections. The Department reports it is considering monitoring 21 intersections in FY 2012 and in subsequent years.

³ Alternative commute modes include carpooling, public transportation, walking, bicycling, and working at home.

[Ⓞ] Budget benchmarking measure. Targets shown are for FY 2011.

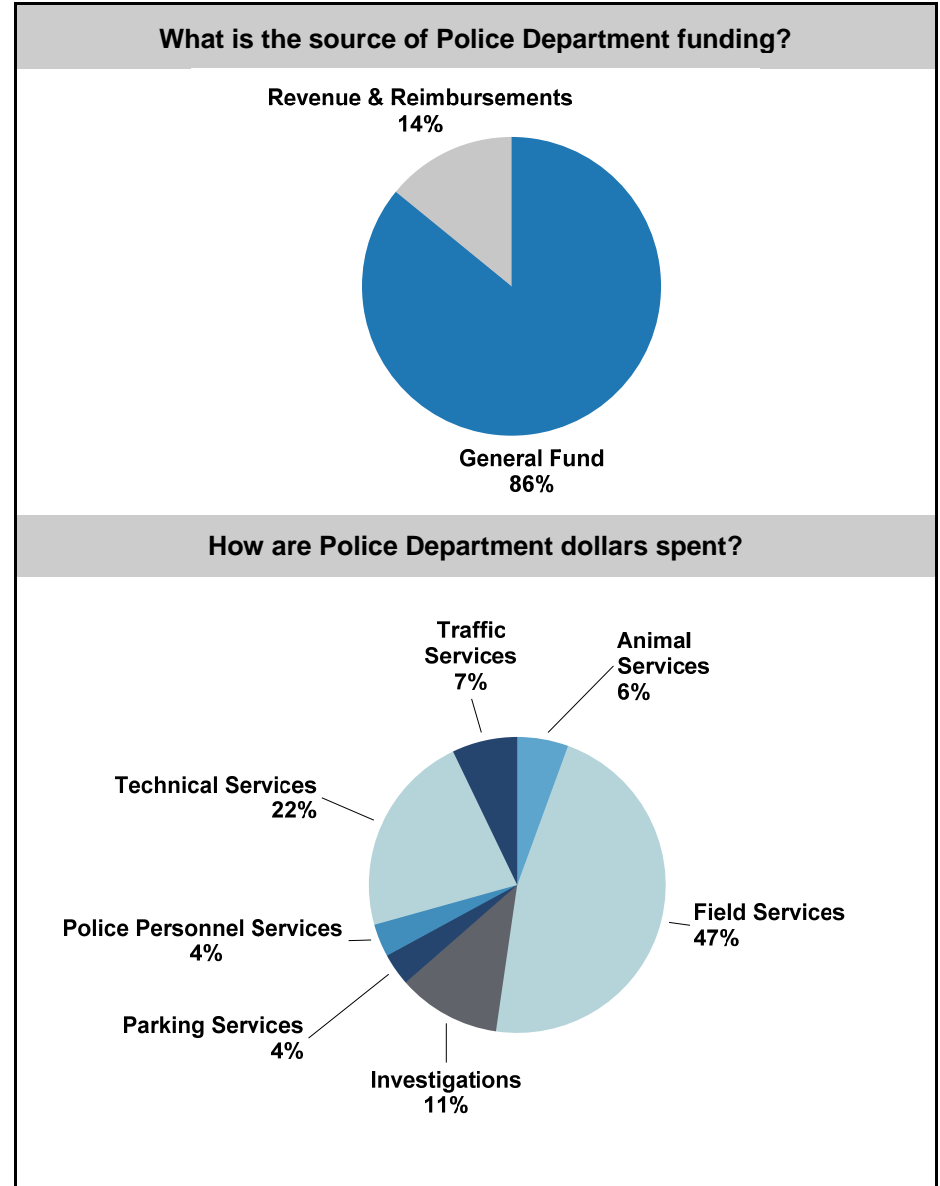
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CHAPTER 6 – POLICE DEPARTMENT

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

The Department has seven major service areas:

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



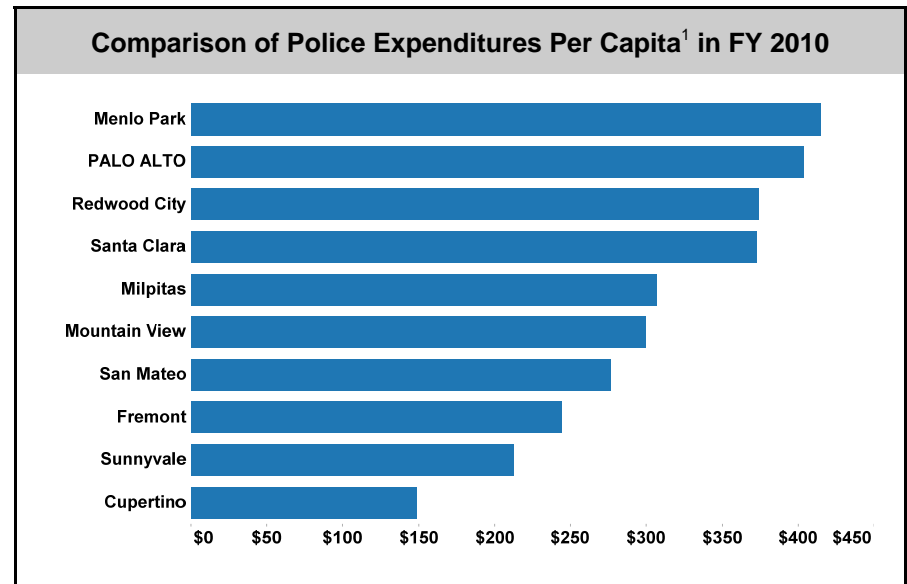
Source: FY 2011 revenue and expenditure data

SPENDING

The Police Department’s total spending totaled \$31.0 million, an increase of 7 percent from last year and an increase of 20 percent from FY 2007. This includes animal services and 911-dispatch services provided to other jurisdictions. Over the same period, total revenue and reimbursements decreased from \$5.0 to \$4.4 million, or 12 percent.

A comparison of police expenditures during FY 2010 (the most recent data available from the State Controller) shows Palo Alto appears to spend more per capita than many local jurisdictions. It should be noted that every jurisdiction has different levels of service and categorizes expenditures in different ways. For example, Cupertino contracts with the Santa Clara County Sheriff’s Office for police services, and Sunnyvale’s Department of Public Safety provides both police and fire services. In addition, Palo Alto’s population increases substantially during the day.

Eighty-eight percent of survey respondents rated police services as “good” or “excellent” which ranked Palo Alto in the 81st percentile compared with other surveyed jurisdictions.



Source: California State Controller, *Cities Annual Report Fiscal Year 2010*

	Operating Expenditures (in millions)								Total spending per resident	Total revenue (in millions)	Citizen Survey Percent rating OVERALL police services “good” or “excellent” © (Target: 90%)
	Field services	Technical services	Investigations	Traffic services	Parking services	Police personnel services	Animal services	TOTAL			
FY 2007	\$11.4	\$6.2	\$3.2	\$1.7	\$1.0	\$1.0	\$1.5	\$25.9	\$422	\$5.0	91%
FY 2008	\$14.0	\$6.7	\$3.4	\$1.7	\$0.9	\$1.1	\$1.7	\$29.4	\$473	\$5.0	84%
FY 2009	\$13.8	\$5.0	\$3.7	\$1.9	\$1.1	\$1.0	\$1.7	\$28.3	\$445	\$4.8	84%
FY 2010	\$13.1	\$6.6	\$3.4	\$2.0	\$1.1	\$1.0	\$1.7	\$28.8	\$448	\$5.0	87%
FY 2011	\$14.5	\$6.9	\$3.5	\$2.2	\$1.1	\$1.1	\$1.7	\$31.0	\$481	\$4.4	88%
Change from:											
Last year	+10%	+4%	+3%	+11%	+3%	+11%	+3%	+7%	+7%	-13%	+1%
FY 2007	+28%	+11%	+9%	+29%	+11%	+13%	+15%	+20%	+14%	-12%	-3%

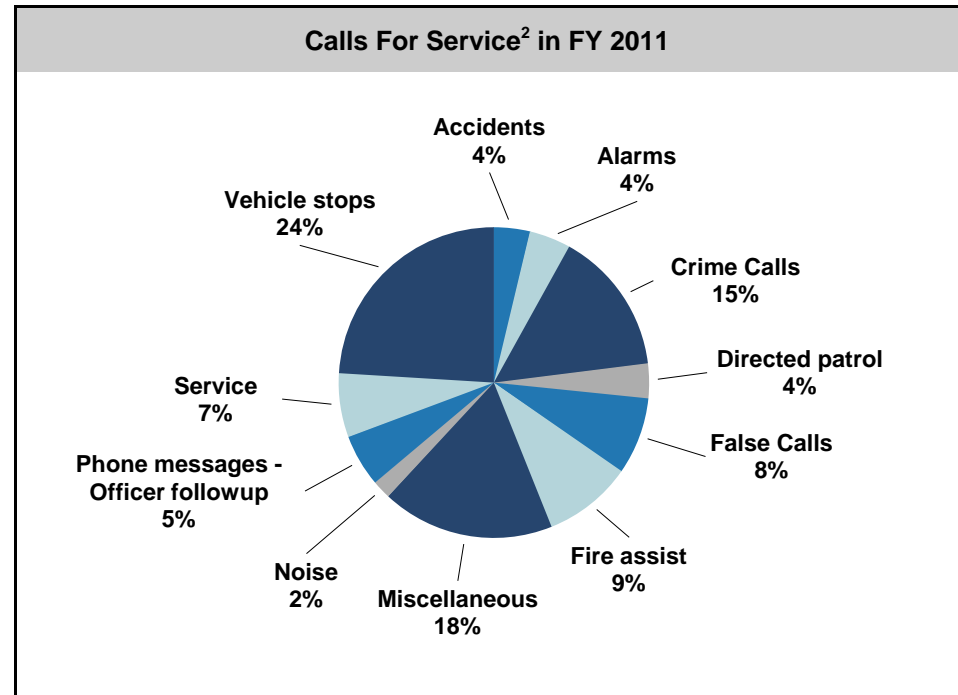
¹ Operating expenditures comparisons do not include animal control. Palo Alto figures include dispatch and some animal services expenditures.

© Budget benchmarking measure. Target shown is for FY 2011.

CALLS FOR SERVICE

The Police Department handled over 52,000 calls for service during FY 2011, or about 143 calls per day. In FY 2011, 33 percent of the survey respondents reported contact with the Police Department and 74 percent rated the quality of their contact as “good” or “excellent.” Since 2007:

- The percent of emergency calls dispatched within 60 seconds decreased from 96 percent to 93 percent. Emergency calls are generally “life threatening” or “high danger” crimes in progress.
- The average response time for emergency calls decreased slightly – from 5:08 minutes to 4:28 minutes. The percent of responses within the target of 6:00 minutes increased from 73 percent to 78 percent. Response time is measured from receipt of the 911 call to arrival on-scene.
- The average response time for urgent calls decreased slightly – from 7:24 minutes to 6:51 minutes – with 83 percent of responses within the target of 10:00 minutes. Urgent calls are generally non-life threatening, or less dangerous property crimes that are in progress or just occurred.
- The average response time for non-emergency calls decreased by 4 percent to 18:26 minutes – with 92 percent of responses within the target of 45:00 minutes. Non-emergency calls are generally routine or report-type calls that can be handled as time permits.



Source: Police Department

	Total Police Department calls for service		Percent emergency calls dispatched within 60 seconds of receipt of call	Average emergency response (minutes)⊙ (Target: 6:00)	Average urgent response (minutes)⊙ (Target: 10:00)	Average non-emergency response (minutes)⊙ (Target: 45:00)	Percent emergency calls response within 6:00 minutes ⊙ (Target: 90%)	Percent urgent calls response within 10:00 minutes	Percent non-emergency calls response within 45:00 minutes	Citizen Survey	
		False alarms								Percent reported having contact with the Police Department	Percent rating quality of their contact “good” or “excellent”
FY 2007	60,079	2,610	96%	5:08	7:24	19:16 ¹	73%	79%	91% ¹	33%	81%
FY 2008	58,742	2,539	96%	4:32	7:02	19:09 ¹	81%	80% ¹	92% ¹	34%	73%
FY 2009	53,275	2,501	94%	4:43	7:05	18:35 ¹	81%	82% ¹	92% ¹	35%	72%
FY 2010	55,860	2,491	95%	4:44	6:53	18:32	78%	83%	92%	32%	78%
FY 2011	52,159	2,254	93%	4:28	6:51	18:26	78%	83%	92%	33%	74%
Change from:											
Last year	-7%	-10%	-2%	-6%	0%	-1%	0%	0%	0%	+1%	-4%
FY 2007	-13%	-14%	-3%	-13%	-7%	-4%	+5%	+4%	+1%	0%	-7%

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

² “Directed patrol” refers to officers performing specific duties outside of responding to calls for service, such as patrolling areas with recent criminal activity. “Service” refers to time spent on activities that are not necessarily associated with criminal activity, such as meeting citizens, providing information, and signing off on equipment violations.

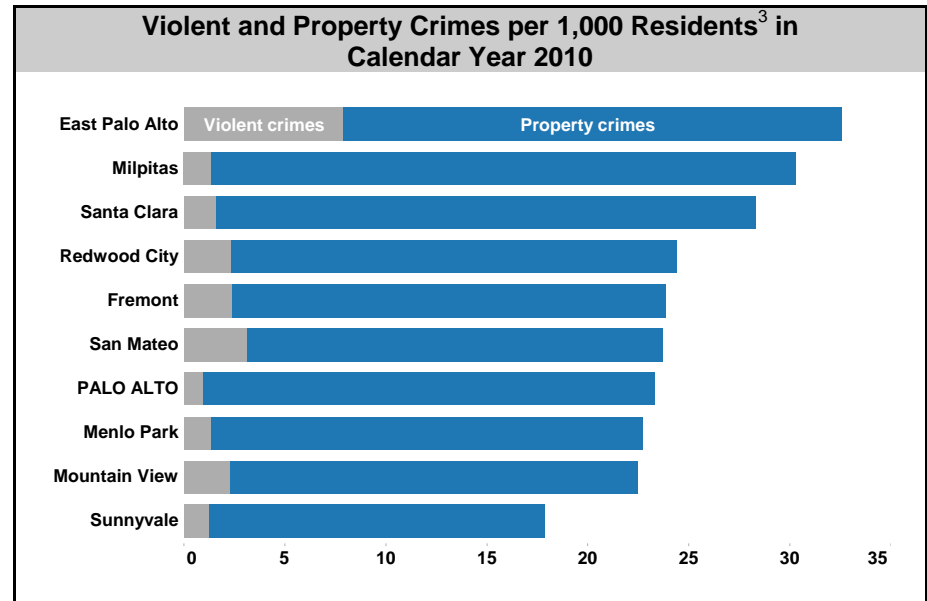
⊙ Budget benchmarking measure. Targets shown are for FY 2011.

CRIME

The Police Department categorizes crime as either Part I or Part II. In FY 2011, the number of reported Part I crimes dropped by 23 percent and the number of Part II crimes decreased by 22 percent, compared to FY 2007. Although Palo Alto is a relatively quiet, affluent community of about 64,400, it has a daytime population estimated at approximately 110,000, a regional shopping center, and a downtown with an active nightlife.

Police Department statistics show 56 reported crimes per 1,000 residents, with 40 reported crimes per officer last year. Federal Bureau of Investigations (FBI) statistics show that Palo Alto has fewer violent crimes per 1,000 residents than many local jurisdictions.

In the most recent Citizen Survey, 9 percent of households reported being the victim of a crime in the last 12 months (24th percentile compared to other surveyed jurisdictions). Of those households, 71 percent said they reported the crime. Palo Alto ranked in the 23rd percentile, much less than the benchmark, compared to other surveyed jurisdictions for reporting crimes.



Source: FBI Uniform Crime Reporting Program

	Reported crimes				Citizen Survey		Arrests		Clearance rates for part I crimes ¹			
	Part I ¹ crimes reported [⊙] (Target: 2,000)	Part II ² crimes reported	Reported crimes per 1,000 residents	Reported crimes per officer ⁵	Percent households reported being victim of crime in last 12 months	Percent households that were victim of a crime and reported the crime	Juvenile arrests	Total arrests ⁴	Homicide cases cleared/closed [⊙] (Target: 85%)	Rape cases cleared/closed [⊙] (Target: 80%)	Robbery cases cleared/closed	Theft cases cleared/closed
FY 2007	1,855	2,815	76	50	9%	62%	244	3,059	None reported	100%	42%	18%
FY 2008	1,843	2,750	74	49	10%	73%	257	3,253	100%	100%	104% ⁶	21%
FY 2009	1,880	2,235	65	44	11%	80%	230	2,612	100%	60%	38%	20%
FY 2010	1,595	2,257	60	42	9%	86%	222	2,451	100%	43%	64%	22%
FY 2011	1,424	2,208	56	40	9%	71%	197	2,288	100%	50%	64%	26%
Change from:												
Last year	-11%	-2%	-6%	-5%	0%	-15%	-11%	-7%	0%	+7%	0%	+4%
FY 2007	-23%	-22%	-26%	-21%	0%	+9%	-19%	-25%	-	-50%	+22%	+8%

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

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

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

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

⁵ Based on authorized sworn staffing.

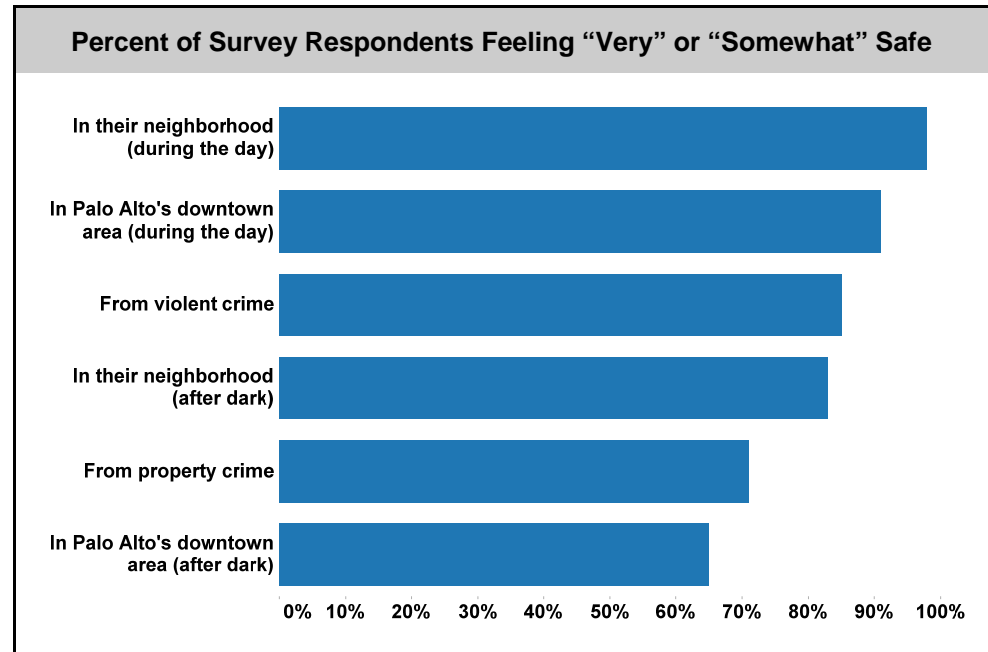
⁶ Some robberies from the previous year were cleared in this fiscal year.

[⊙] Budget benchmarking measure. Targets shown are for FY 2011.

PERCEPTIONS OF SAFETY

When evaluating safety in the community:

- In the most recent Citizen Survey, 85 percent of survey respondents felt “very” or “somewhat” safe from violent crimes in Palo Alto, and 71 percent felt “very” or “somewhat” safe from property crime. This ranked Palo Alto in the 67th percentile for violent crimes and in the 69th percentile for property crimes compared to other surveyed jurisdictions.
- In their neighborhood during the day, 98 percent of survey respondents felt “very” or “somewhat” safe. After dark, 83 percent of survey respondents felt “very” or “somewhat” safe in their neighborhoods. In comparison to other surveyed jurisdictions, Palo Alto is ranked in the 83rd percentile for ratings of neighborhood safety during the day and in the 67th percentile for neighborhood safety after dark.
- The most recent Citizen Survey results indicate 91 percent of survey respondents felt “very” or “somewhat” safe in Palo Alto’s downtown during the day and 65 percent felt “very” or “somewhat” safe after dark. The Palo Alto ratings are respectively in the 60th percentile and 54th percentile for safety downtown compared to other surveyed jurisdictions.



Source: National Citizen Survey™ 2011 (Palo Alto)

	Citizen Survey: Percent of surveyed respondents feeling “very” or “somewhat” safe						Citizen Survey
	From violent crime [Ⓞ] (Target: 90%)	From property crime	In their neighborhood during the day	In their neighborhood after dark	In Palo Alto’s downtown area during the day	In Palo Alto’s downtown area after dark	Percent rating crime prevention “good” or “excellent”
FY 2007	86%	75%	98%	85%	94%	74%	83%
FY 2008	85%	74%	95%	78%	96%	65%	74%
FY 2009	82%	66%	95%	78%	91%	65%	73%
FY 2010	85%	75%	96%	83%	94%	70%	79%
FY 2011	85%	71%	98%	83%	91%	65%	81%
Change from:							
Last year	0%	-4%	+2%	0%	-3%	-5%	+2%
FY 2007	-1%	-4%	0%	-2%	-3%	-9%	-2%

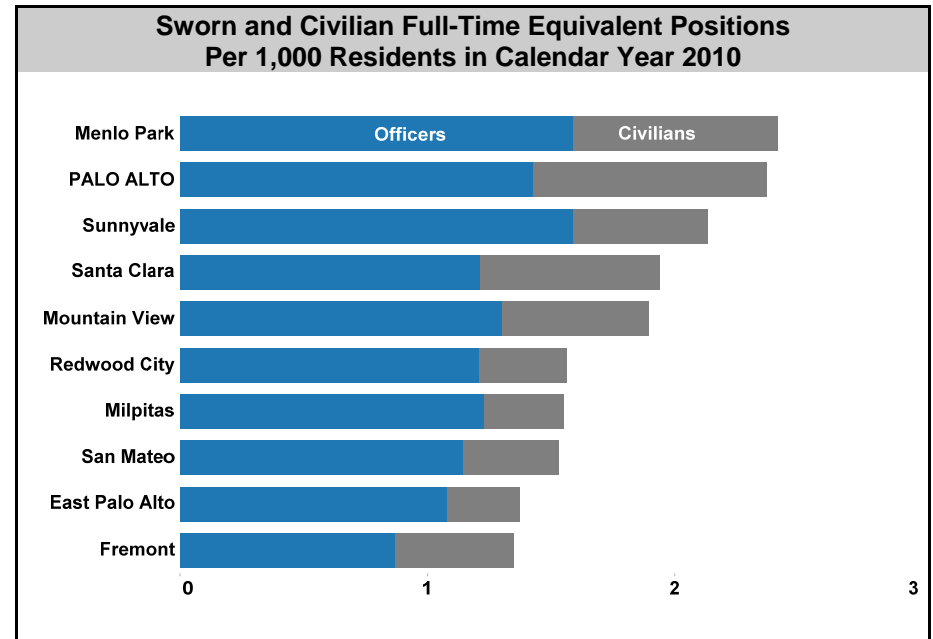
Ⓞ Budget benchmarking measure. Target shown is for FY 2011.

STAFFING, EQUIPMENT, AND TRAINING

Authorized departmental staffing decreased from 168 to 161 full time equivalents (FTE), or 4 percent from FY 2007. The number of police officers has decreased from 93 to 91. On average, eight officers are on patrol at all times.

With 2.50 sworn and civilian FTE per 1,000 residents, Palo Alto's total staffing is higher than many local jurisdictions. However, Palo Alto's population increases substantially during the day, by more than 70 percent, and the department provides full dispatch services and animal services to other jurisdictions. The ratio of police officers declined 7 percent from FY 2007 to 1.41 officers per 1,000 residents. According to the Department, training hours per officer decreased 13 percent from FY 2007.

The Department reports it received 149 commendations and 7 complaints during FY 2011, none of which were sustained.



Source: Federal Bureau of Investigation Uniform Crime Reporting Program (www.fbi.gov/ucr/ucr.htm)

	Authorized staffing (FTE)	Authorized staffing per 1,000 residents	Number of police officers	Police officers per 1,000 residents	Average number of officers on patrol ¹	Number of patrol vehicles	Number of motorcycles	Training hours per officer ² (Target: 145)	Overtime as a percent of regular salaries	Number of citizen commendations received (Target: 150)	Number of citizen complaints filed (Target: 10)
FY 2007	168	2.74	93	1.52	8	30	9	142	16%	121	11 (1 sustained)
FY 2008	169	2.71	93	1.50	8	30	9	135	17%	141	20 (1 sustained)
FY 2009	170	2.67	93	1.46	8	30	9	141	14%	124	14 (3 sustained)
FY 2010	167	2.59	92	1.43	8	30	9	168	12%	156	11 (3 sustained)
FY 2011	161	2.50	91	1.41	8	30	9	123	12%	149	7 (0 sustained)
Change from:											
Last year	-3%	-3%	-1%	-1%	0%	0%	0%	-27%	0%	-4%	-36%
FY 2007	-4%	-9%	-2%	-7%	0%	0%	0%	-13%	-4%	+23%	-36%

¹ This does not include traffic motor officers.

² This does not include the academy.

⊙ Budget benchmarking measure. Targets shown are for FY 2011.

TRAFFIC AND PARKING CONTROL

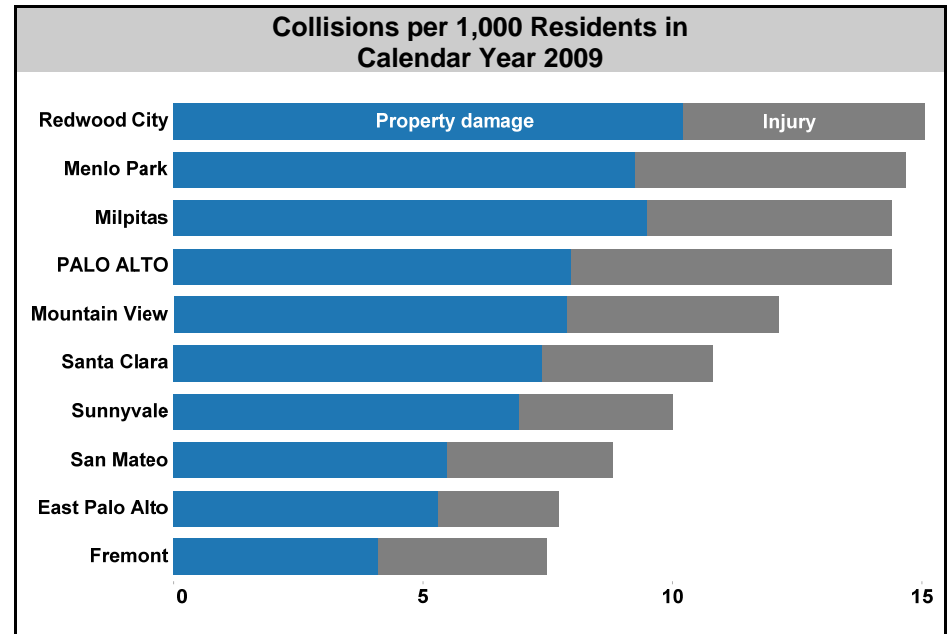
In comparison with FY 2007, the total number of:

- Traffic collisions decreased by 16 percent and the total number of bicycle/pedestrian collisions increased by 23 percent;
- Alcohol related collisions increased by 23 percent and the number of Driving Under the Influence (DUI) arrests decreased by 46 percent.

In FY 2011, police personnel made more than 12,500 traffic stops, and issued more than 7,000 traffic citations and over 40,400 parking citations. The percent of surveyed respondents rating traffic enforcement as “good” or “excellent” decreased from 72 percent in FY 2007 to 61 percent in FY 2011. This ranked Palo Alto in the 41st percentile among surveyed jurisdictions.

The number of traffic collisions per 1,000 residents decreased 20 percent from FY 2007 (from 20 to 16 per 1,000 residents), and the percent of traffic collisions with injury increased 17 percent (from 23 percent to 40 percent) from FY 2007.

Comparison data for calendar year 2009 indicates that Palo Alto had more collisions per 1,000 residents than many other local jurisdictions. Palo Alto has a large non-resident daytime population.



Source: California Highway Patrol 2009 Annual Report of Fatal and Injury Motor Vehicle Traffic Collisions, and California Department of Finance

	Traffic collisions	Bicycle/ pedestrian collisions [Ⓞ] (Target: 100)	Alcohol related collisions	Total injury collisions [Ⓞ] (Target: 375)	Traffic collisions per 1,000 residents	Percent of traffic collisions with injury	Number of DUI Arrests [Ⓞ] (Target: 250)	Number of traffic stops	Traffic citations issued [Ⓞ] (Target: 7,000)	Parking citations [Ⓞ] (Target: 60,000)	Citizen Survey Percent rating traffic enforcement “good” or “excellent” [Ⓞ] (Target: 66%)
FY 2007	1,257	103	31	291 ¹	20	23%	257	15,563	6,232	57,222	72%
FY 2008	1,122	84	42	324	18	29%	343	19,177	6,326	50,706	64%
FY 2009	1,040	108	37	371	16	36%	192	14,152	5,766	49,996	61%
FY 2010	1,006	81	29	368	16	37%	181	13,344	7,520	42,591	64%
FY 2011	1,061	127	38	429	16	40%	140	12,534	7,077	40,426	61%
Change from:											
Last year	+5%	+57%	+31%	+17%	+5%	+3%	-23%	-6%	-6%	-5%	-3%
FY 2007	-16%	+23%	+23%	+47%	-20%	+17%	-46%	-19%	+14%	-29%	-11%

¹ The Police Department revised previously reported number.

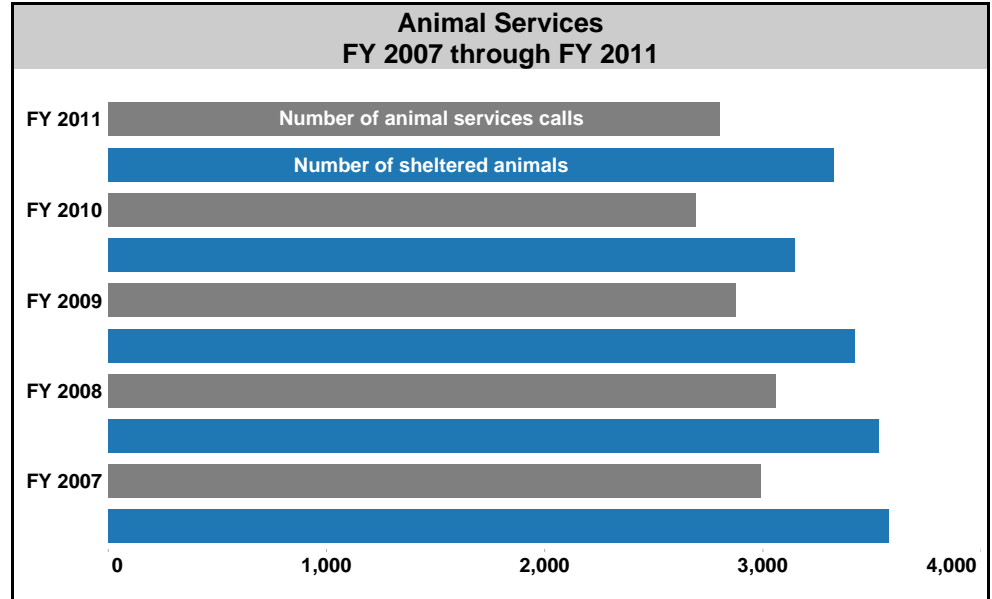
[Ⓞ] Budget benchmarking measure. Targets shown are for FY 2011.

ANIMAL SERVICES

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

In FY 2011, Animal Services responded to 88 percent of Palo Alto live animal calls within 45 minutes. The Department successfully returned 68 percent of dogs and 20 percent of cats received by the shelter during FY 2011 to their owners.

The most recent Citizen Survey results indicate 72 percent of survey respondents rated animal control services as “good” or “excellent,” placing Palo Alto in the 90th percentile compared to other surveyed jurisdictions.



Source: Police Department

	Animal Services expenditures (in millions)	Animal Services revenue (in millions)	Number of Palo Alto animal services calls [⊙]	Number of regional animal services calls [⊙]	Percent Palo Alto live animal calls for service response within 45 minutes [⊙]	Number of sheltered animals [⊙]	Percent dogs received by shelter returned to owner [⊙]	Percent cats received by shelter returned to owner [⊙]	Citizen Survey Percent rating animal control services “good” or “excellent”
FY 2007	\$1.5	\$1.0	2,990	1,773	88%	3,578	82%	18%	79%
FY 2008	\$1.7	\$1.2	3,059	1,666	91%	3,532	75%	17%	78%
FY 2009	\$1.7	\$1.0	2,873	1,690	90%	3,422	70%	11%	78%
FY 2010	\$1.7	\$1.4	2,692	1,602	90%	3,147	75%	10%	76%
FY 2011	\$1.7	\$1.0	2,804	1,814	88%	3,323	68%	20%	72%
Change from									
Last year	+3%	-27%	+4%	+13%	-2 %	+6%	-7%	+10%	-4%
FY 2007	+15%	-1%	-6%	+2%	0%	-7%	-14%	+2%	-7%

⊙ Budget benchmarking measure. Targets shown are for FY 2011.

CHAPTER 7 – PUBLIC WORKS DEPARTMENT

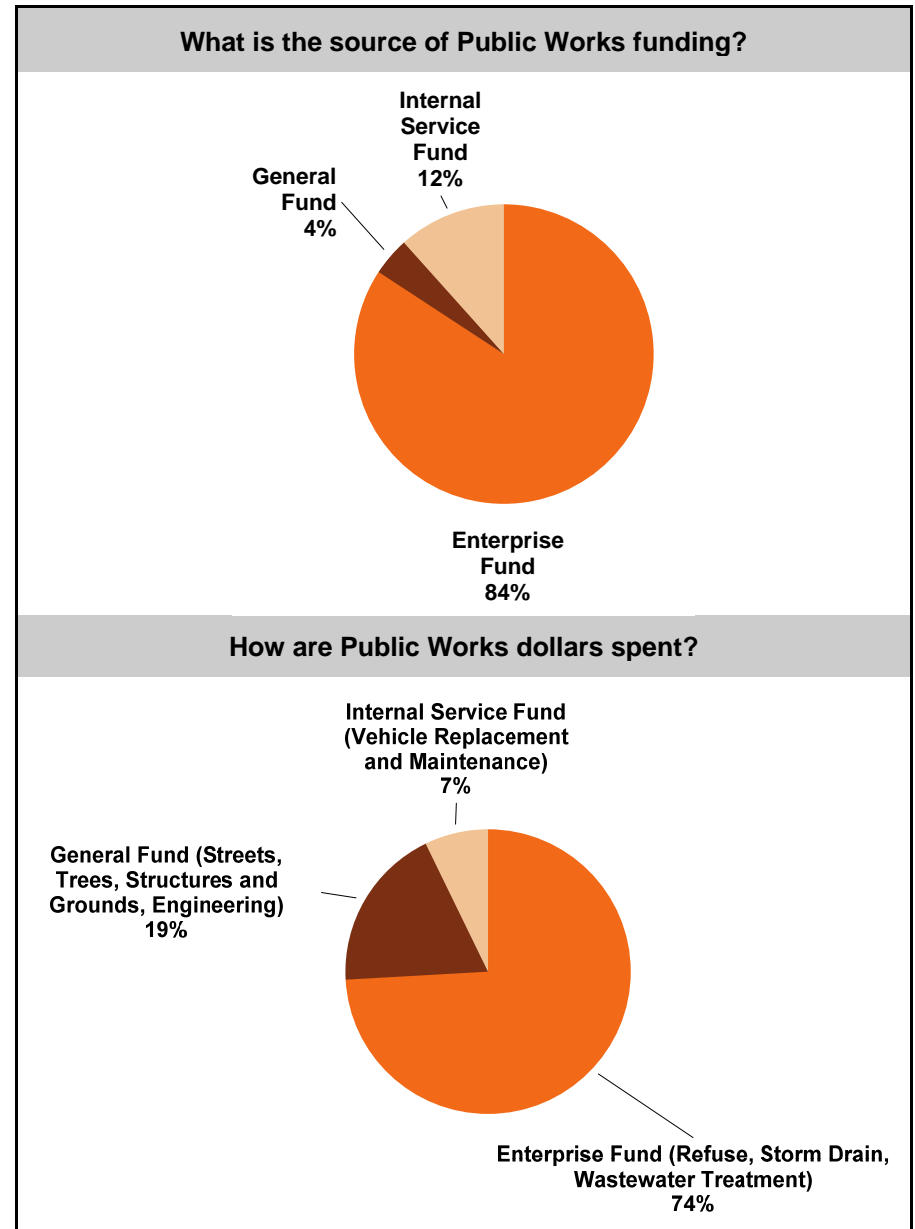
The mission of the Public Works Department is to provide efficient, cost effective and environmentally sensitive construction, maintenance, and management of Palo Alto streets, sidewalks, parking lots, buildings, and other public facilities; to provide appropriate maintenance, replacement and utility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

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

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

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

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



Source: FY 2011 revenue and expenditure/expense data

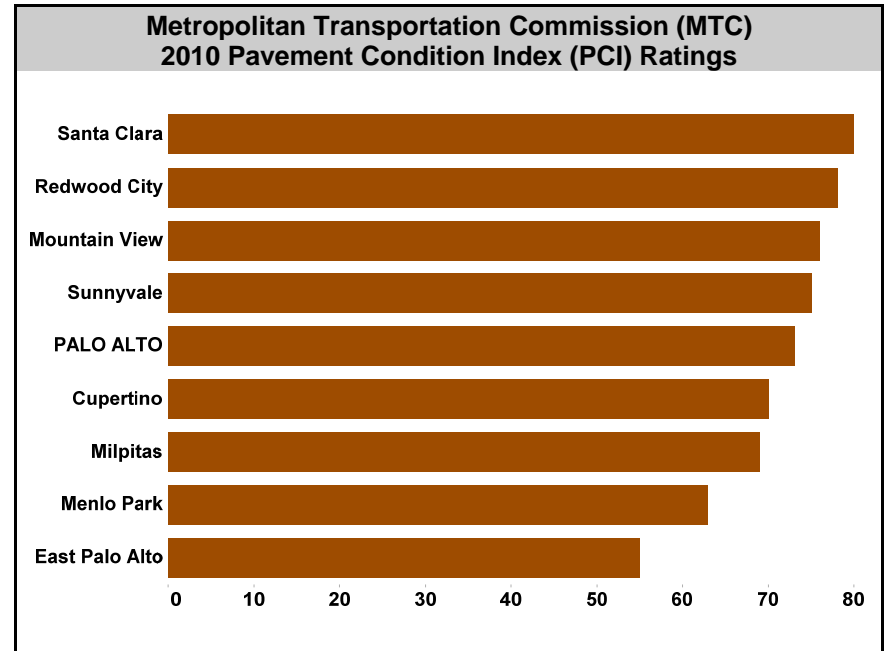
STREETS

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

In 2009, the Metropolitan Transportation Commission (MTC) for the first time reported on the condition of Palo Alto's streets and roads. The MTC's 2011 report on the pavement condition of Bay Area jurisdictions indicates that Palo Alto streets are considered "good," scoring higher than Cupertino, Milpitas, Menlo Park and East Palo Alto, but lower than Santa Clara, Redwood City, Mountain View and Sunnyvale.

Forty percent of survey respondents rated street repair as "good" or "excellent," ranking Palo Alto in the 39th percentile. In FY 2011, 2,986 potholes were repaired, with 81 percent of those repairs within 15 days of notification.

The operating expenditures for street maintenance were approximately \$2.5 million in FY 2010 and \$2.6 million in FY 2011 with additional capital expenditures of \$3.9 million and \$3.2 million, respectively. Costs for the annual street maintenance project fluctuate based upon the type of process used. According to the Department, it uses a combination of base repair, crack sealing, slurry sealing, and microsurfacing as preventive maintenance in order to prolong the life of roadways in good condition. Streets that are too deteriorated for preventive maintenance are resurfaced with an asphalt overlay or, in the case of concrete streets, broken concrete slabs are replaced.



Source: MTC – *The Pothole Report: Can the Bay Area Have Better Roads?* – June 2011

	Operating expenditures (in millions)	Capital projects spending (in millions)	Authorized Staffing (FTE)		Lane miles resurfaced	Percent of lane miles resurfaced	Number of potholes repaired [Ⓞ]	Percent of potholes repaired within 15 days of notification [Ⓞ]	Number of signs repaired or replaced [Ⓞ]	Citizen Survey Percent rating street repair "good" or "excellent"
			General fund	Capital projects fund						
FY 2007	\$2.0	\$5.2	13	2	32	7%	1,188	82%	1,475	47%
FY 2008	\$2.5	\$3.8	13	2	27	6%	1,977	78%	1,289	47%
FY 2009	\$2.4	\$4.3	13	2	23	5%	3,727	80%	1,292	42%
FY 2010	\$2.5	\$3.9	14	3	32	7%	3,149	86%	2,250	43%
FY 2011	\$2.6	\$3.2	13	3	29	6%	2,986	81%	1,780	40%
Change from:										
Last year	+4%	-18%	-8%	+1%	-11%	-1%	-5%	-5%	-21%	-3%
FY 2007	+28%	-39%	-1%	+51%	-10%	-1%	+151%	-1%	+21%	-7%

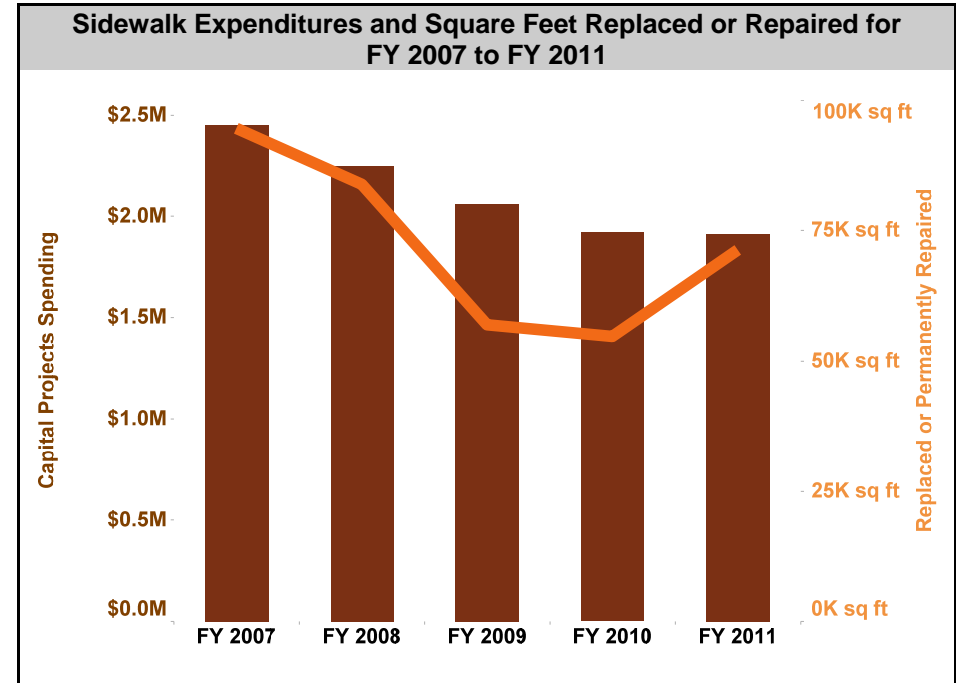
Ⓞ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2011.

SIDEWALKS

In FY 2011, of the 6,679,200 square feet of sidewalk maintained by the Department, about 71,174 square feet were replaced or permanently repaired, and 23 new ADA ramps were completed.¹ Since FY 2007, more than 361,000 square feet of sidewalk were replaced or permanently repaired, and 163 ADA ramps were completed.

The Department reports that 83 percent of temporary repairs were completed within 15 days of initial inspection. Fifty-one percent of survey respondents rated sidewalk maintenance “good” or “excellent.” This ranks Palo Alto in the 42nd percentile compared to other surveyed jurisdictions.

Locations for the annual sidewalk replacement program contract work are determined based upon the safety of the sidewalk, the structural integrity of the sidewalk, and the requirement for access by the disabled. According to the Department, the major causes of sidewalk damage are uplifting by tree roots, vehicles (especially trucks) driving on the sidewalk, and deterioration due to age. By the year 2015, the current cycle of the sidewalk replacement program should have reached all areas of the City, and a new cycle of sidewalk maintenance will begin.



Source: Public Works Department

	Authorized Staffing (FTE)		Square feet of sidewalk replaced or permanently repaired ²	Number ADA ramps completed ¹	Percent of temporary repairs completed within 15 days of initial inspection	Citizen Survey
	Capital projects spending (in millions)	Capital projects fund				Percent rating sidewalk maintenance “good” or “excellent”
FY 2007	\$2.5	7	94,620	70	98%	57%
FY 2008	\$2.2	7	83,827	27	88%	53%
FY 2009	\$1.6	7	56,909	21	86%	53%
FY 2010	\$1.9	7	54,602	22	78%	51%
FY 2011	\$1.9	7	71,174	23	83%	51%
Change from:						
Last year	0%	-3%	+30%	+5%	+5%	0%
FY 2007	-22%	-7%	-25%	-67%	-15%	-6%

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

² Includes both in-house and contracted work.

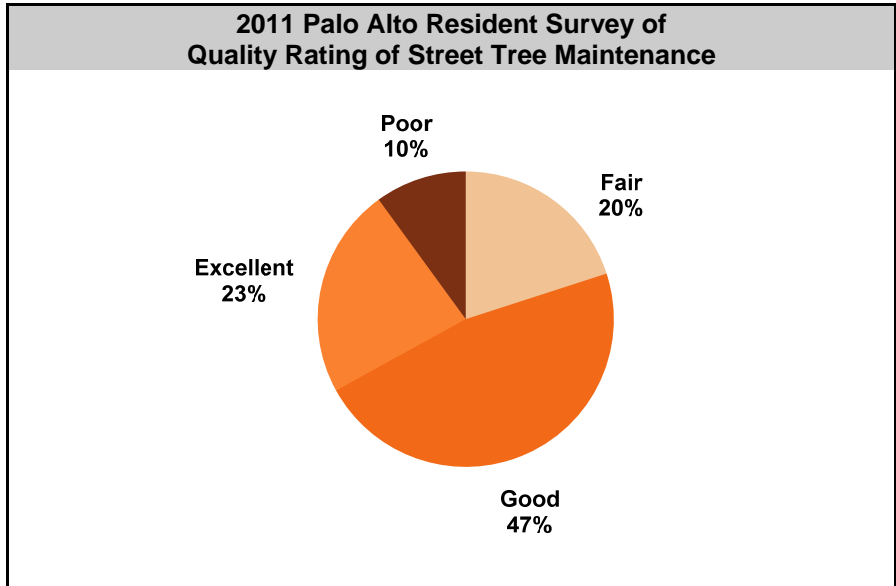
TREES

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

In FY 2011, City-maintained trees totaled 33,146, including a total of 150 trees planted by the City and Canopy, a non-profit organization.

The number of all tree-related services completed (excluding trees trimmed for utility line clearing) in FY 2011 was 5,045, or 48 percent higher than it was in FY 2007.

Seventy percent of survey respondents rated street tree maintenance as “good” or “excellent,” an increase of 3 percent from FY 2007.



Source: National Citizen Survey™ 2011 (Palo Alto)

	Operating expenditures (in millions)	Authorized staffing (FTE) (General Fund)	Total number of City-maintained trees ³	Number of trees planted ¹	Number of all tree-related services completed ² ⊙ (Target: 5,200)	Percent of urban forest pruned	Percent of total trees line cleared ⊙ (Target: 25%)	Number of trees-related electrical service disruptions ⊙ (Target: 0)	Percent rating street tree maintenance “good” or “excellent”
FY 2007	\$2.3	14	34,556	164	3,409	10%	30%	15	67%
FY 2008	\$2.5	14	35,322	188	6,579	18%	27%	9	68%
FY 2009	\$2.2	14	35,255	250	6,618	18%	33%	5	72%
FY 2010	\$2.4	14	35,472	201	6,094	18%	27%	4	69%
FY 2011	\$2.8	14	33,146	150	5,045	15%	26%	8	70%
Change from:									
Last year	+16%	0%	-7%	-25%	-17%	-3%	-1%	+100%	+1%
FY 2007	+21%	0%	-4%	-9%	+48%	+5%	-4%	-47%	+3%

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

² Excludes trees trimmed to clear power lines.

³ FY 2011 was the first year, since 1989, the trees were officially counted. Data prior to FY 2011 was estimated.

⊙ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2011.

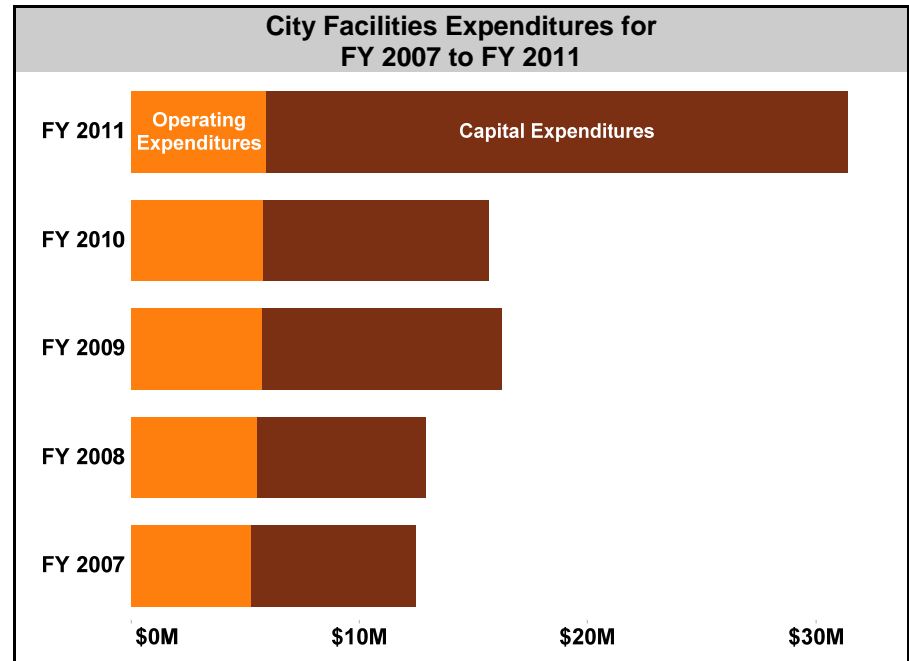
CITY FACILITIES, ENGINEERING AND PRIVATE DEVELOPMENT

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

The Department states the Facilities Management Division staff handled an estimated 4,090 service calls in FY 2011 related to building mechanics, carpentry, electrical, locks, and painting. This figure is an increase over previous years due to full staffing and does not include preventive maintenance or custodial service calls.

Maintaining and improving infrastructure continue to be a City priority. In response to the City Auditor's infrastructure report issued in March 2008, and in conjunction with the formation of the Infrastructure Blue Ribbon Commission (IBRC), the City continues to develop and update a comprehensive plan for addressing the General Fund infrastructure backlog.

In FY 2011, City facilities capital expenditures increased to \$25.5 million, an increase of 157% from last year. The Department primarily attributes this increase to the design projects of the Mitchell Park Library and Community Center expansion and renovations.



Source: Public Works Department

	City Facilities				Engineering			Private Development			
	City facilities operating expenditures (in millions)	City facilities authorized staffing (FTE)	City facilities capital expenditures (in millions)	Capital projects authorized staffing (FTE)	Total square feet of facilities maintained [Ⓞ] (Target: 1,617,101)	Maintenance cost per square foot [Ⓞ] (Target: \$1.70)	Custodial cost per square foot [Ⓞ] (Target: \$1.16)	Engineering operating expenditures (in millions)	Engineering authorized staffing (FTE)	Number of private development permits issued ² (Target: 250)	Number of permits per FTE [Ⓞ] (Target: 83)
FY 2007	\$5.3	23	\$7.2	8	1,613,392	\$1.38	\$1.04	\$2.3	14	215	72 ³
FY 2008	\$5.5	23	\$7.4	8	1,616,171	\$1.52	\$1.12	\$2.5	15	338	112
FY 2009	\$5.9	25	\$10.5	9	1,616,171	\$1.62	\$1.19	\$2.3	15	304	101
FY 2010	\$5.8	24	\$9.9	11	1,617,101 ¹	\$1.75	\$1.18	\$1.8	10	321	107
FY 2011	\$5.9	21	\$25.5	10	1,617,101	\$1.70	\$1.16	\$1.7	9	375	125
Change from:											
Last year	+3%	-12%	+157%	-12%	0%	-3%	-2%	-3%	-8%	+17%	+17%
FY 2007	+13%	-12%	+253%	+20%	0%	+23%	+12%	-24%	-36%	+74%	+51%

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

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

³ The Department advises that the 2007 number is an estimate.

Ⓞ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2011.

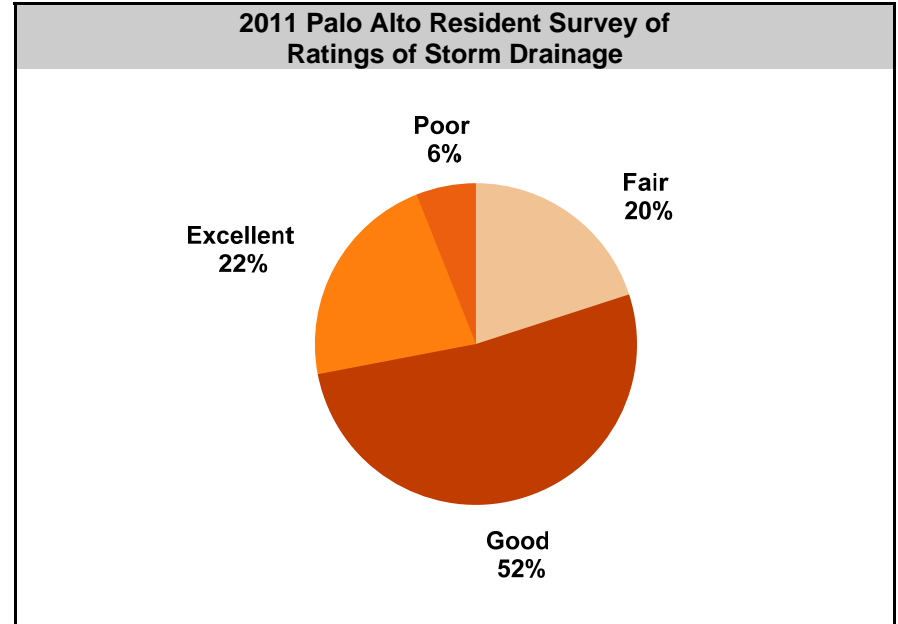
STORM DRAINS

The purpose of the City's storm drain system is to ensure adequate local drainage and storm water quality protection for discharge to creeks and the San Francisco Bay. Storm drain expenses are paid from the Storm Drain Enterprise Fund. In FY 2011, the average monthly residential bill was \$11.23 to operate and maintain the storm drainage system.

According to the Department, storm water quality protection activities focused on a plan to reduce the amount of trash entering local creeks through the installation of trash capture devices in storm drains, street sweeping, implementation of single-use plastic bag and polystyrene food service container bans, and increased public outreach.

The Department reports the continued implementation of the high-priority storm drain capital improvement projects approved by property owners in the 2005 storm drain ballot measure. In 2011, construction commenced on the first phase of the Channing Avenue Storm Drain Improvements, which will improve the performance of the drainage system in the Duveneck and Community Center neighborhoods.

Additionally, the Department reports service calls to clear blocked storm drains during storm events decreased due to a proactive program of pipeline and catch basin cleaning and pump station maintenance. According to the National Citizen Survey™, 74 percent of survey respondents rated storm drainage as "good" or "excellent," which ranked Palo Alto in the 86th percentile among other surveyed jurisdictions.



Source: National Citizen Survey™ 2011 (Palo Alto)

	Revenues, expenses, and reserves (in millions)					Average monthly residential bill	Authorized staffing (FTE)	Feet of storm drain pipelines cleaned (Target: 100,000)	Calls for assistance with storm drains ²	Percent of industrial sites in compliance with storm water regulations ³ (Target: 70%)	Citizen Survey
	Total operating revenue	Total operating expense	Capital expense ¹	Reserve balance	Percent rating the quality of storm drainage "good" or "excellent"						
FY 2007	\$5.2	\$2.0	\$1.5	\$4.5	\$10.20	10	287,957	4	71%	60%	
FY 2008	\$5.5	\$2.5	\$3.6	\$3.3	\$10.55	10	157,337	80	65%	71%	
FY 2009	\$5.5	\$1.6	\$5.3	\$1.2	\$10.95	10	107,223	44	66%	73%	
FY 2010	\$5.6	\$2.7	\$1.6	\$2.7	\$10.95	10	86,174	119	84%	73%	
FY 2011	\$5.8	\$2.7	\$1.1	\$5.0	\$11.23	10	129,590	45	88%	74%	
Change from:											
Last year	+3%	0%	-33%	+87%	+3%	0%	+50%	-62%	+4%	+1%	
FY 2007	+12%	+34%	-25%	+12%	+10%	0%	-55%	+1025%	+17%	+14%	

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

² Estimated.

³ Sustainability indicator.

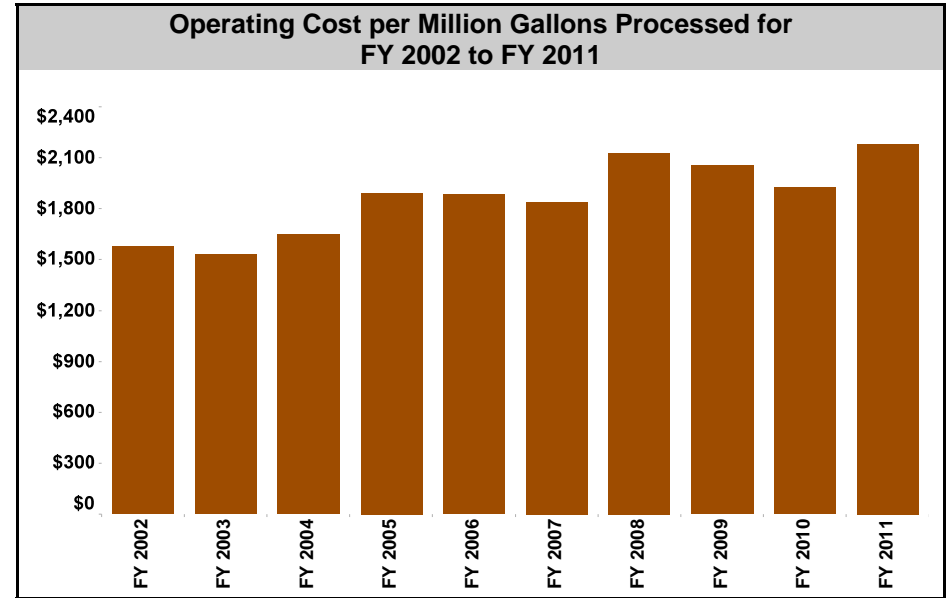
⊙ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2011.

WASTEWATER TREATMENT AND WASTEWATER ENVIRONMENTAL COMPLIANCE

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

The Wastewater Treatment Fund is an enterprise fund operated by the Public Works Department with approximately \$18.9 million in operating expenses of which 61 percent is reimbursed by other jurisdictions.

Capital expenses decreased by 48 percent from last year. The department reports completion of two major projects, the recycled water pipeline and the ultraviolet disinfection facility projects. The total cost of the completed recycled water pipeline project was approximately \$20 million, and the ultraviolet disinfection facility project was approximately \$9.2 million.



Source: Public Works Department

	Wastewater Treatment Fund					Regional Water Quality Control Plant					Wastewater Environmental Compliance		
	Total operating revenue (in millions)	Total operating expense (in millions)	Percent of operating expenses reimbursed by other jurisdictions	Capital expense (in millions) ¹	Reserve balance (in millions)	Authorized staffing (FTE)	Millions of gallons processed ² Ⓞ (Target: 7,958)	Millions of gallons of recycled water delivered	Operating cost per million gallons processed [Ⓞ] (Target: \$1,195)	Fish toxicity test (percent survival) [Ⓢ] Ⓞ (Target: 99%)	Authorized staffing (FTE)	Number of inspections performed	Percent of industrial discharge tests in compliance [Ⓢ] Ⓞ (Target: 98%)
FY 2007	\$17.0	\$16.3	64%	\$1.8	\$13.8	55	8,853	130	\$1,838	100%	14	114	99%
FY 2008	\$22.9	\$18.1	64%	\$10.9	\$11.1	55	8,510	138	\$2,127	100%	14	111	99%
FY 2009	\$28.4	\$16.4	63%	\$9.2	\$12.9	54	7,958	97	\$2,056	100%	14	103	99%
FY 2010	\$16.9	\$18.1	62%	\$6.0	\$11.8	55	8,184	168	\$1,924	100%	14	75	99%
FY 2011	\$18.8	\$18.9	61%	\$3.1	\$15.8	55	8,652	236	\$2,182	100%	14	97	99%
Change from:													
Last year	+11%	+4%	-1%	-48%	+34%	+2%	+6%	+41%	+13%	0%	0%	+29%	0%
FY 2007	+11%	+16%	-3%	+77%	+14%	+1%	-2%	+82%	+19%	0%	-1%	-15%	0%

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

² Includes gallons processed for all cities served by Palo Alto's RWQCP.

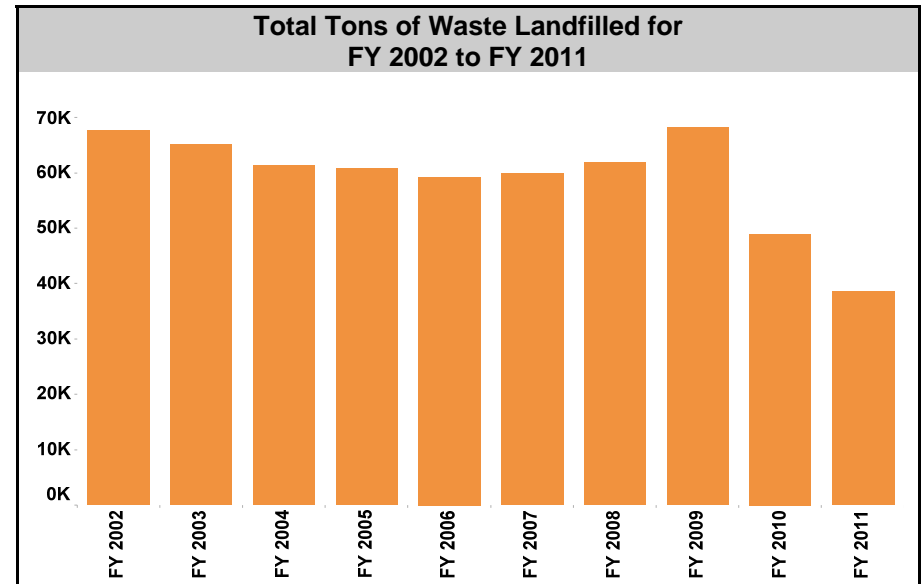
[Ⓢ] Sustainability indicator.

Ⓞ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2011.

REFUSE

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

In FY 2011, the Department reports the total tons of waste landfilled continued to decline due to implementation of new services, such as expanded construction and demolition recycling and commercial food waste recycling, in addition to the slower economy. The Palo Alto landfill reached capacity in 2011 with a planned closure in 2012, and stopped accepting waste in July 2011. Accounting rules require the recording of a liability for estimated landfill closure and post-closure care costs. The negative Refuse Fund reserve balance (-\$0.7 million) in FY 2011 reflects this liability. The Department anticipates the reserve balance will return to a positive balance as the liability is reduced over time.



Source: Public Works Department

	Refuse Fund (in millions)				Authorized staffing (FTE)	Total tons of waste landfilled ^{3, s}	Average monthly residential bill	Percent of all sweeping routes completed (residential and commercial) ²	Citizen Survey	
	Operating revenue	Operating expense	Capital expense ¹	Reserve balance					Percent rating garbage collection "good" or "excellent" ⊙ (Target: 100%)	Percent rating City's composting process and pickup services "good" or "excellent"
FY 2007	\$25.6	\$25.1	\$0.0	\$5.9	35	59,938	\$21.38	93%	91%	-
FY 2008	\$28.8	\$28.6	\$0.0	\$6.3	35	61,866	\$24.16	90%	92%	-
FY 2009	\$29.1	\$33.5	\$0.7	\$0.8	35	68,228	\$26.58	92%	89%	86%
FY 2010	\$28.6	\$30.9	\$0.2	(\$1.4)	38	48,955	\$31.00	88%	88%	83%
FY 2011	\$30.5	\$30.3	\$0.2	(\$0.7)	38	38,524	\$32.40⁴	92%	90%	81%
Change from:										
Last year	+7%	-2%	-9%	-49%	0%	-21%	+5%	+4%	+2%	-2%
FY 2007	+19%	+21%	-	-112%	+9%	-36%	+52%	-1%	-1%	-

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

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

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

⁴ Default residential (1-can) service rate for FY 2011.

^s Sustainability indicator.

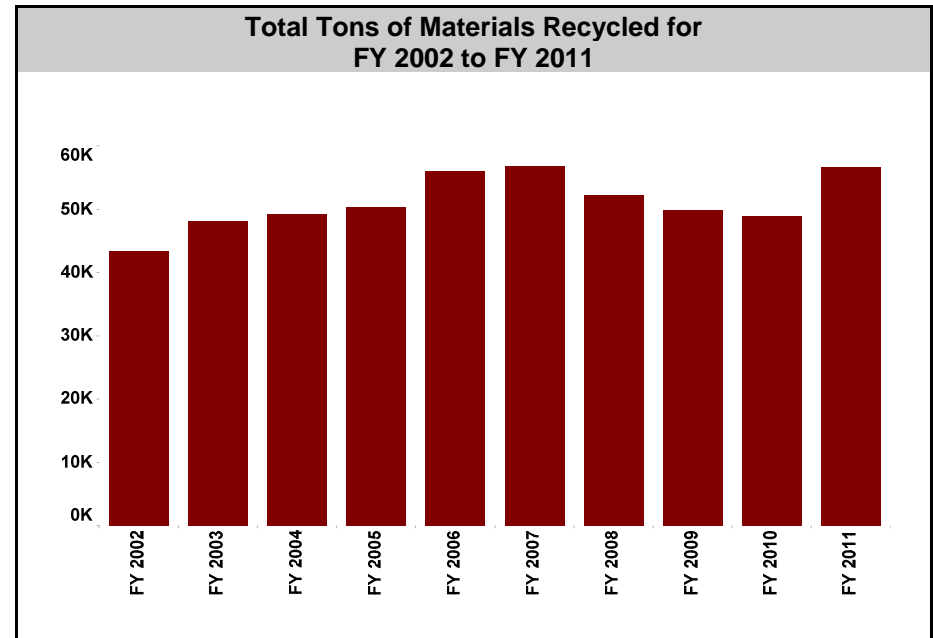
⊙ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Target shown is for FY 2011.

ZERO WASTE

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

In 2007, the State (Senate Bill 1016) changed the way communities track the success of recycling programs from diversion rates to reducing disposal rates. The City's goal is to stay below 8.0 pounds per person per day – the City's per capita disposal rate was 3.3 pounds per day in FY 2011. During FY 2011, the City diverted more C&D from the landfills than in prior years, and 178 percent more than in FY 2010.

Palo Alto ranked in the 93rd percentile among surveyed jurisdictions for recycling used paper, cans, or bottles from the home, and ranked in the 94th percentile for recycling collection.



Source: Public Works Department

	Tons of materials recycled ^{1, s}	Tons of household hazardous materials collected ^s	Tons of C&D diverted ^s	Percent of customers using reusable bags at grocery stores ^s	Per capita disposal rate (pounds per day) ^s	Citizen Survey	
						Percent rating recycling services "good" or "excellent"	Percent of residents recycling more than 12 times during the year
FY 2007	56,837	320	-	-	-	93%	92%
FY 2008	52,196	315	6,656	9%	6.0	90%	94%
FY 2009	49,911	243	10,508	19%	5.9	90%	92%
FY 2010	48,811	234	10,137	21%	4.2	90%	93%
FY 2011	56,586	216	28,177	22%	3.3	91%	89%
Change from:							
Last year	+16%	-8%	+178%	+1%	-21%	+1%	-4%
FY 2007	0%	-33%	-	-	-	-2%	-3%

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

^s Sustainability indicator.

CITY FLEET AND EQUIPMENT

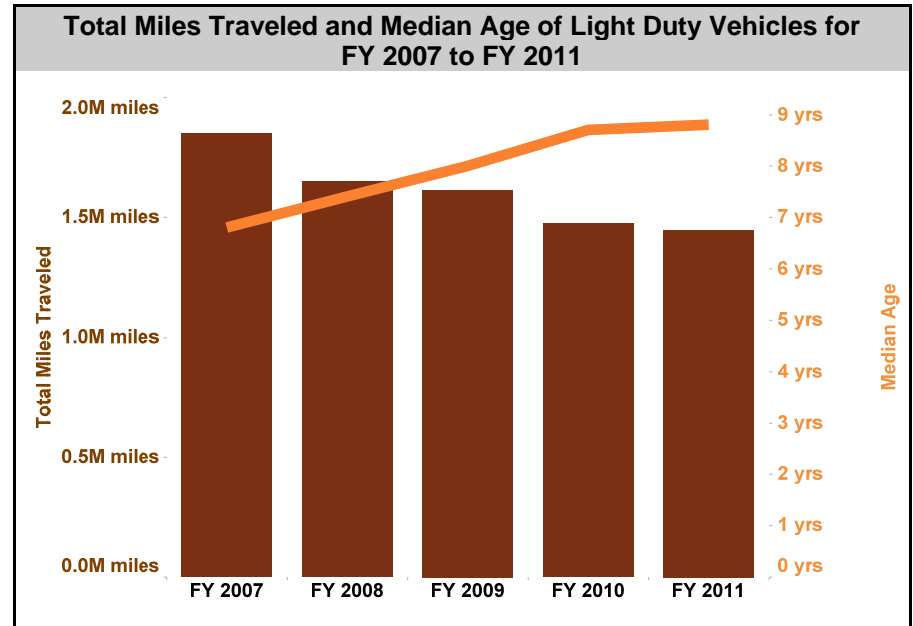
The Public Works Department manages the maintenance and replacement of City vehicles and equipment, while pursuing alternative fuel technologies and minimizing the pollution and carbon footprint generated from the City's vehicle fleet.

The Department reported that the City's fleet includes:

- 262 light duty vehicles.¹
- 75 emergency vehicles.
- 102 heavy equipment items (construction equipment such as loaders, backhoes, and motor graders).
- 230 additional pieces of other equipment (turf equipment, trailers, asphalt rollers, etc.).

Within the Vehicle Replacement and Maintenance Fund, vehicle operations and maintenance costs totaled about \$5.0 million in FY 2011. The median age of light duty vehicles has increased to 8.8 years. The maintenance cost per light duty vehicle in FY 2011 increased to \$2,279 from \$1,836 in FY 2010.

In response to the City Auditor's Audit of Fleet Utilization and Replacement, issued in April 2010, the Department has reduced the fleet size by 54 city-owned vehicles and continues to implement recommendations to increase efficiency and controls.³



Source: Public Works Department

	Operating and maintenance expenditures (vehicles and equipment)	Authorized staffing (FTE)	Current value of fleet and equipment (in millions)	Number of alternative fuel vehicles [Ⓞ] (Target: 65)	Percent of fleet fuel consumption that is alternative fuels [Ⓞ] (Target: 25%)	Total miles traveled (light duty vehicles)	Median mileage of light duty vehicles	Median age of light duty vehicles	Maintenance cost per light duty vehicle ²	Percent of scheduled preventive maintenance performed within five business days of original schedule
FY 2007	\$3.3	16	\$11.9	79	20%	1,849,600	41,920	6.8	\$1,886	86%
FY 2008	\$3.7	16	\$10.8	80	25%	1,650,743	42,573	7.4	\$1,620	74%
FY 2009	\$4.1	16	\$10.0	75	25%	1,615,771	44,784	8.0	\$2,123	94%
FY 2010	\$4.0	16	\$11.2	74	24%	1,474,747	47,040	8.7	\$1,836	93%
FY 2011	\$5.0	17	\$10.8	63	24%	1,447,816	47,252	8.8	\$2,279	98%
Change from:										
Last year	+25%	+3%	-3%	-15%	0%	-2%	0%	+1%	+24%	+5%
FY 2007	+53%	+3%	-9%	-20%	+4%	-22%	+13%	+29%	+21%	+12%

¹ The Public Works Department defines "light duty vehicles" as automobiles and light trucks (less than 10,000 pounds gross vehicle weight). During FY 2011, some items were reclassified, which accounts for differences in counts from FY 2010.

² Includes all maintenance costs, except fuel and accident repairs. Maintenance costs for 30 police patrol cars are included, however, these vehicles are not included in the above fleet counts.

³ In total, 61 vehicles were removed from the fleet, however, 7 of these were still active during a portion of FY 2011. The FY 2012 fleet counts will reflect the reduction of the fleet by 7 more vehicles that were removed during FY 2011.

Ⓞ Budget benchmarking measure data shown here may differ from budget document due to timing differences. Targets shown are for FY 2011.

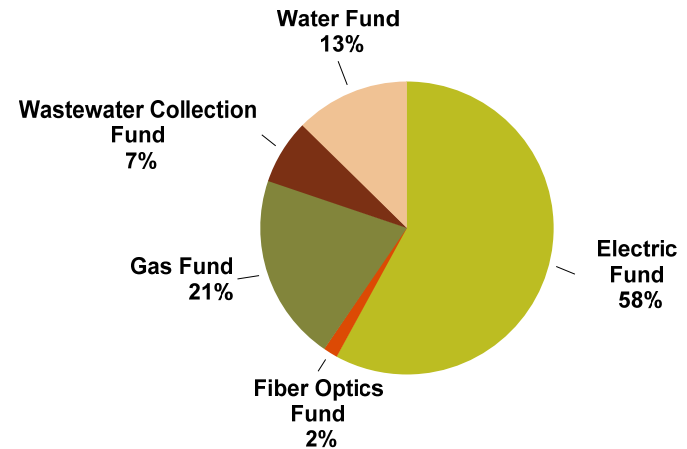
CHAPTER 8 – UTILITIES DEPARTMENT

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

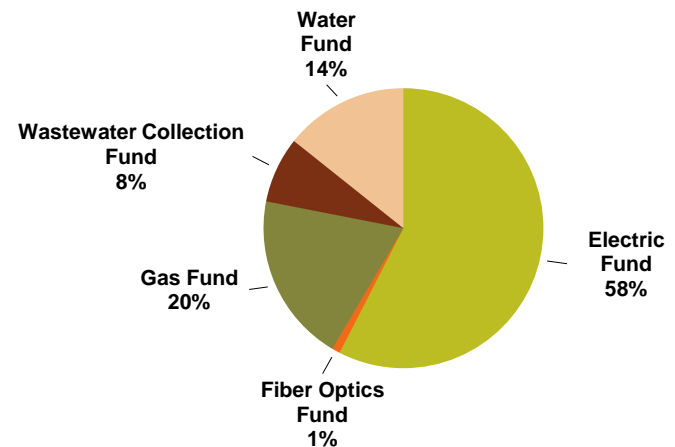
The Department is responsible for the following utility services:¹

- **Electric** – Founded in 1900, the electric utility purchases and delivers approximately 946,000 megawatt hours per year to more than 29,000 customers.
- **Gas** – Founded in 1917, the gas utility purchases and delivers approximately 31 million therms per year to over 23,000 customers.
- **Water** – Founded in 1896, the water system purchases and distributes almost 5 million cubic feet per year to over 20,000 customers.
- **Wastewater collection** – Founded in 1898, the wastewater collection utility maintains more than 200 miles of sanitary sewer lines, annually transporting over 8 billion gallons of sewage and wastewater to the Regional Water Quality Control Plant.²
- **Fiber optic services** – Launched in 1996, the fiber utility offers “dark” fiber optic network service to Palo Alto businesses and institutions through 40.6 miles of “dark” fiber.

What is the source of Utilities Department funding (by Fund)?



How are Utilities Department Expenditures spent (by Fund)?



Source: 2011 Comprehensive Annual Financial Report

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

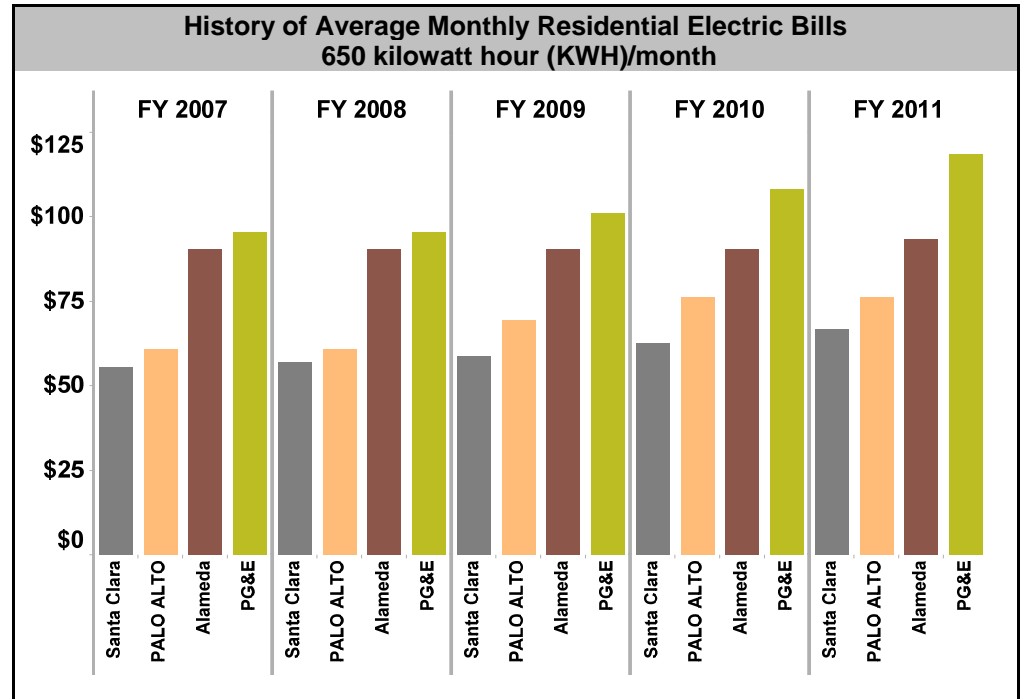
²Over 8 billion gallons represents the total amount of sewage and wastewater from all partnering agencies; Palo Alto's portion was 39.2% of this amount in FY 2011.

ELECTRICITY

Electric utility operating expense totaled \$93.3 million in FY 2011 (including electricity purchases of \$61.2 million), an 8 percent decrease from last year and a 4 percent increase from FY 2007.

Although Palo Alto's average residential electric bill has increased by 32 percent since FY 2007 (from \$57.93 to \$76.33 per month), it is lower than Pacific Gas & Electric (PG&E) rates as shown in the graph on the right.

In 2011, 85 percent of respondents to the Citizen Survey rated electric utility services as "good" or "excellent," a 6 percent increase from last year.



Source: Utilities Department

Revenues, expenses, and unrestricted reserves
(in millions)

	Revenues, expenses, and unrestricted reserves (in millions)						Citizen Survey				
	Operating revenue	Operating expense	Capital expense ¹	General Fund transfers	Electric Fund reserves	Electricity purchases (in millions)	Average purchase cost per megawatt hour	Energy conservation/efficiency program expense (in millions)	Average monthly residential bill (650 kilowatt hour/month)	Authorized staffing (FTE)	Percent rating electric utility "good" or "excellent" [⊙] (Target: >85%)
FY 2007	\$102.5	\$ 89.6	\$10.5	\$ 8.8	\$156.4	\$62.5	\$64.97	\$1.5	\$57.93	114	86%
FY 2008	\$103.8	\$ 99.0	\$10.2	\$ 9.4	\$145.3	\$71.1	\$76.84	\$1.9	\$60.83	111	85%
FY 2009	\$119.3	\$112.4	\$ 5.3	\$ 9.7	\$129.4	\$82.3	\$83.34	\$2.1	\$69.38	107	83%
FY 2010	\$121.9	\$101.4	\$ 7.5	\$11.5	\$133.4	\$68.7	\$74.11	\$2.7	\$76.33	109	79%
FY 2011	\$122.1	\$ 93.3	\$ 7.3	\$11.2	\$142.7	\$61.2	\$64.01	\$2.7	\$76.33	107	85%
Change from:											
Last year	0%	-8%	-2%	-2%	+7%	-11%	-14%	0%	0%	-2%	+6%
FY 2007	+19%	+4%	-30%	+27%	-9%	-2%	-1%	+80%	+32%	-7%	-1%

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

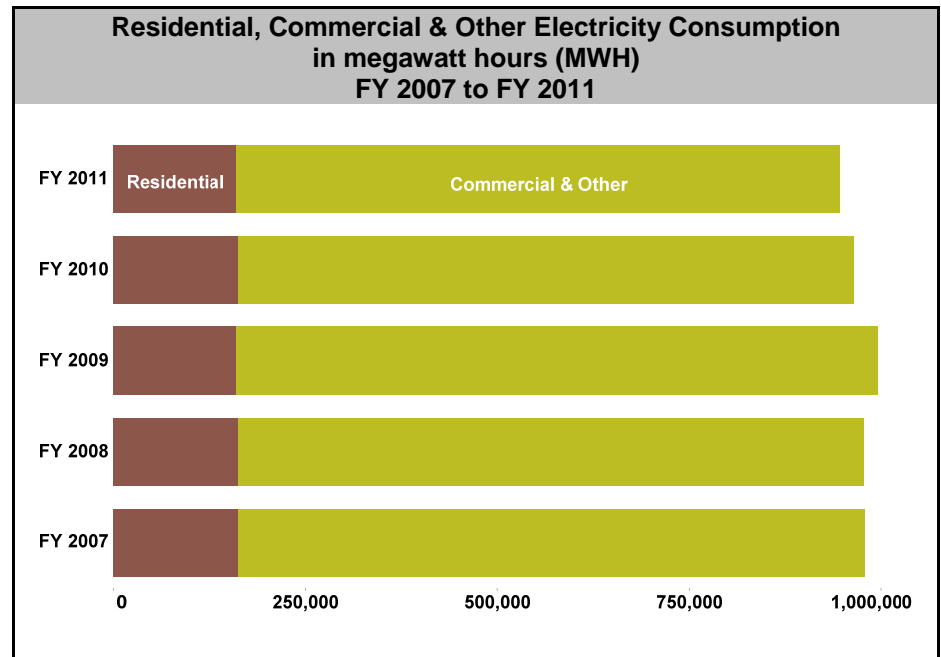
⊙ Budget benchmarking measure. Targets shown are for FY 2011.

ELECTRICITY (continued)

Residential electricity consumption decreased by 1 percent from FY 2007 (adjusted for population growth, per capita residential electricity usage decreased by 6 percent), while commercial consumption decreased by 4 percent over the same period. According to the Department, in FY 2011, Palo Alto obtained power from several renewable resources, including 57 percent from large hydroelectric plants and 20 percent as California qualified renewable supplies. In addition, 7 percent of the City's purchases were for PaloAltoGreen subscribers, which were backed by wind and solar Renewable Energy Certificates.

In FY 2011, the Department reports 9.8 circuit miles were replaced to improve service reliability. The 4 kilovoltage (kV) to 12 kV conversion program increases capacity of the power lines and prevents the recurrence of power outages due to aging equipment. These increases to capacity allow more power to flow throughout the system, thereby increasing the ability to meet customer demand. The conversion replaces an aging 4,000 volt distribution system to provide a more efficient delivery of power to customers.

The number of electric service interruptions and the average minutes per customer affected are highly variable from year to year. Including storm related outages, electric service interruptions over one minute in duration increased by 65 percent from last year. As a result, the average minutes per customer affected increased 29 percent from last year.



Source: Utilities Department Data

	Number of accounts	Residential MWH consumed ^s	Commercial & Other MWH consumed ^s	Average residential electric usage per capita (MWH/person) ^s	Percent power content		Energy savings achieved through efficiency programs <NEW>	Percent customers enrolled in Palo Alto Green ^s ⊙ (Target: 25%)	Electric service interruptions over 1 minute in duration	Average minutes per customer affected⊙ (Target: <60 minutes)	Circuit miles under-grounded during the year	Electric Supply CO2 Emissions <NEW>
					Renewable large hydro facilities ^s	Qualifying renewables ^{1,s}						
FY 2007	28,684	162,405	815,721	2.65	84%	10%	-	19%	48	48 minutes	1.0	156,000
FY 2008	29,024	162,680	814,695	2.62	53%	14%	.56%	20%	41	53 minutes	1.2	214,000
FY 2009	28,527	159,899	835,784	2.52	47%	19%	.47%	20%	28	63 minutes	0	208,000
FY 2010	29,430	163,098	801,990	2.53	34%	17%	.55%	22%	20	52 minutes	0	180,000
FY 2011	29,708	160,318	786,201	2.49	45%	20%	.70%	21%	33	66 minutes	1.2	90,000
Change from:												
Last year	+1%	-2%	-2%	-2%	+11%	+3%	0%	-1%	+65%	+29%	-	-50%
FY 2007	+4%	-1%	-4%	-6%	-39%	+10%	-	+2%	-31%	+38%	+20%	-42%

¹ Qualifying renewable electricity include bio mass, biogas, geothermal, small hydro facilities (not large hydro), solar, and wind. The City Council established a target of 33% renewable power by 2015.

^s Sustainability indicator.

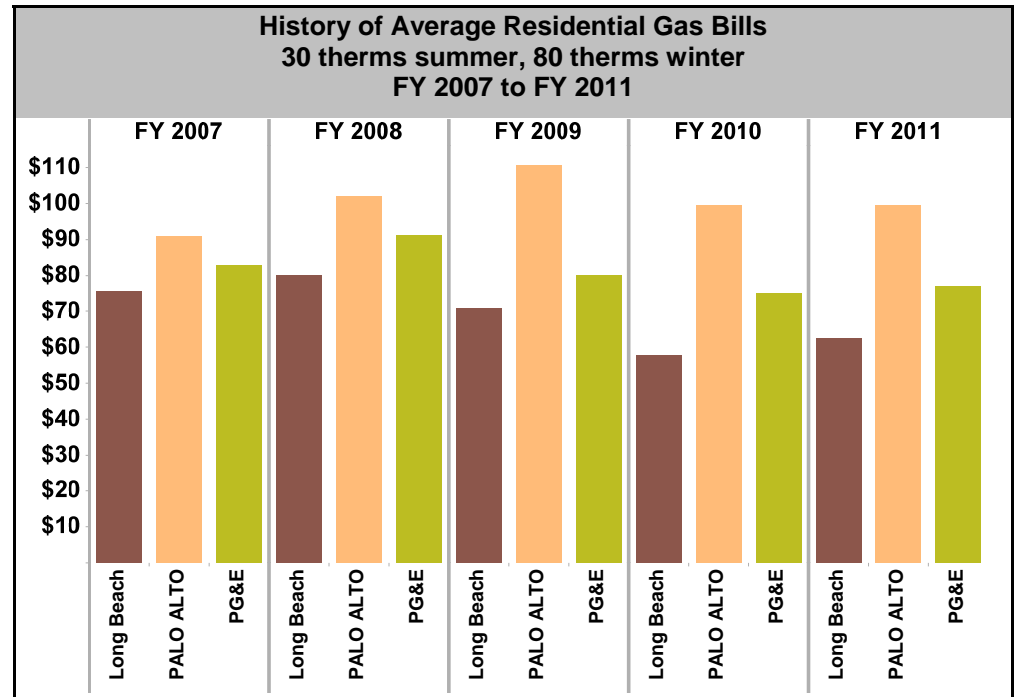
⊙ Budget benchmarking measure. Targets shown are for FY 2011.
CO2 – Carbon Dioxide

GAS

Gas enterprise operating expense totaled \$31.8 million (including \$21.5 million in gas purchases), a 3 percent decrease from last year and a 5 percent increase from FY 2007. Capital spending of \$2.0 million in FY 2011 was 60 percent less than last year and 44 percent less than FY 2007.

The average monthly residential gas bill remained at \$99.42 in FY 2011. This was 9 percent more than FY 2007. The average monthly residential gas bill continues to be higher than the average PG&E bill as shown in the graph on the right.

In 2011, 82 percent of survey respondents to the Citizen Survey rated gas utility services “good” or “excellent,” an increase of 2% from last year.



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

	Revenues, expenses, and unrestricted reserves (in millions)							Average monthly residential bill (30/100 therms per month)	Authorized staffing (FTE)	Citizen Survey
	Operating revenue	Operating expense	Capital expense ¹	General Fund transfers	Gas Fund reserves	Gas purchases (in millions)	Average purchase cost (per therm)			Percent rating gas utility “good” or “excellent” [⊙] (Target: 83%)
FY 2007	\$42.2	\$30.1	\$3.6	\$3.0	\$16.9	\$22.3	\$0.69	\$ 90.97	48	85%
FY 2008	\$49.0	\$36.6	\$4.4	\$3.2	\$21.8	\$27.2	\$0.82	\$102.03	46	84%
FY 2009	\$47.8	\$33.4	\$4.5	\$3.3	\$26.4	\$25.1	\$0.78	\$110.71	48	81%
FY 2010	\$44.5	\$32.6	\$5.1	\$5.4	\$29.6	\$22.5	\$0.71	\$ 99.42	49	80%
FY 2011	\$43.6	\$31.8	\$2.0	\$5.3	\$34.4	\$21.5	\$0.65	\$ 99.42	54	82%
Change from:										
Last year	-2%	-3%	-60%	-2%	+16%	-5%	-9%	0%	+11%	+2%
FY 2007	+3%	+5%	-44%	+78%	+103%	-4%	-6%	+9%	+13%	-3%

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

⊙ Budget benchmarking measure. Targets shown are for FY 2011.

GAS (continued)

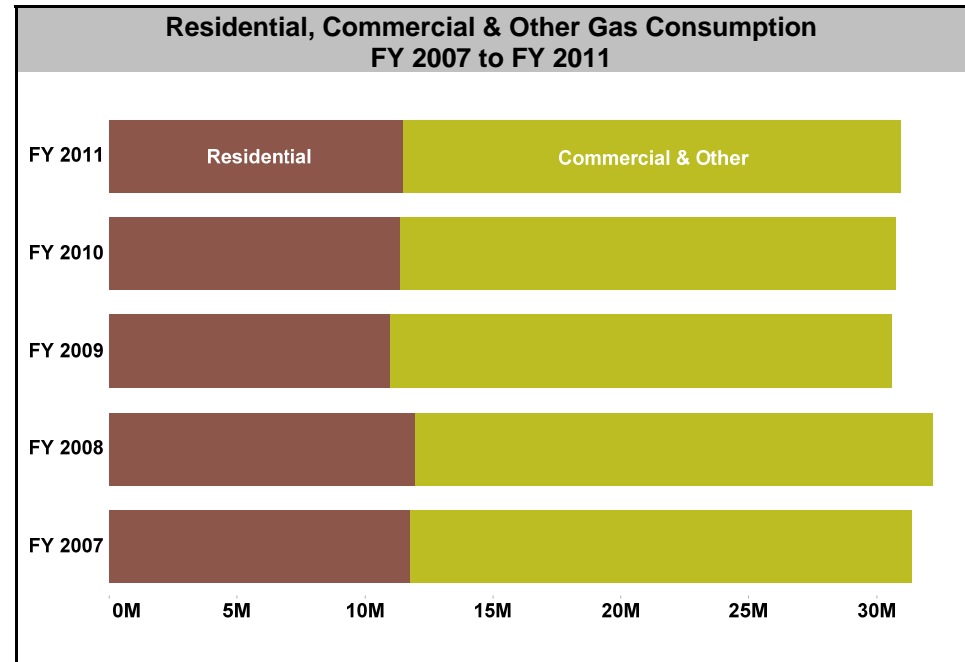
Residents consumed 2 percent less natural gas in FY 2011 than FY 2007, and businesses consumed 1 percent less. Although gas usage has been relatively constant since FY 2007, the Department states that usage can be seasonal and weather dependent.

Reliability and safety of the distribution system continue to be high priorities. Approximately 3,147 gas meters were installed, replaced, or recalibrated as part of the ongoing capital improvement project to rehabilitate the system. New meters and regulators are required to ensure safety.

During FY 2011, all 207 miles of pipeline were surveyed for leaks. The Department found 124 ground leaks and 166 meter leaks, a decrease from last year of 37 percent and 53 percent respectively.

The number of service disruptions has increased by 22 percent from FY 2007 and decreased by 62 percent from last year. In FY 2011, the 22 service disruptions affected 114 customers, a decrease of 63 percent from FY 2007 and 88 percent from last year.

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



Source: Utilities Department

	Customer accounts	Residential therms consumed ^s	Commercial & Other/ therms consumed ^s	Average residential natural gas usage per capita (therms/person) ^s	Unplanned number of service disruptions	Total customers affected	Number of ground leaks found <NEW>	Number of meter leaks found <NEW>	Gas savings achieved through efficiency programs <NEW>
FY 2007	23,357	11,759,842	19,581,761	192	18	307	56	85	-
FY 2008	23,502	11,969,151	20,216,975	193	18	105	239	108	0.11%
FY 2009	23,090	11,003,088	19,579,877	173	46	766	210	265	0.28%
FY 2010	23,724	11,394,712	19,350,424	177	58	939	196	355	0.40%
FY 2011	23,816	11,476,609	19,436,897	178	22	114	124	166	0.55%
Change from:									
Last year	0%	+1%	0%	+1%	-62%	-88%	-37%	-53%	+ .15%
FY 2007	+2%	-2%	-1%	-7%	+22%	-63%	+121%	+95%	-

¹ Utilities Strategic Plan performance objective

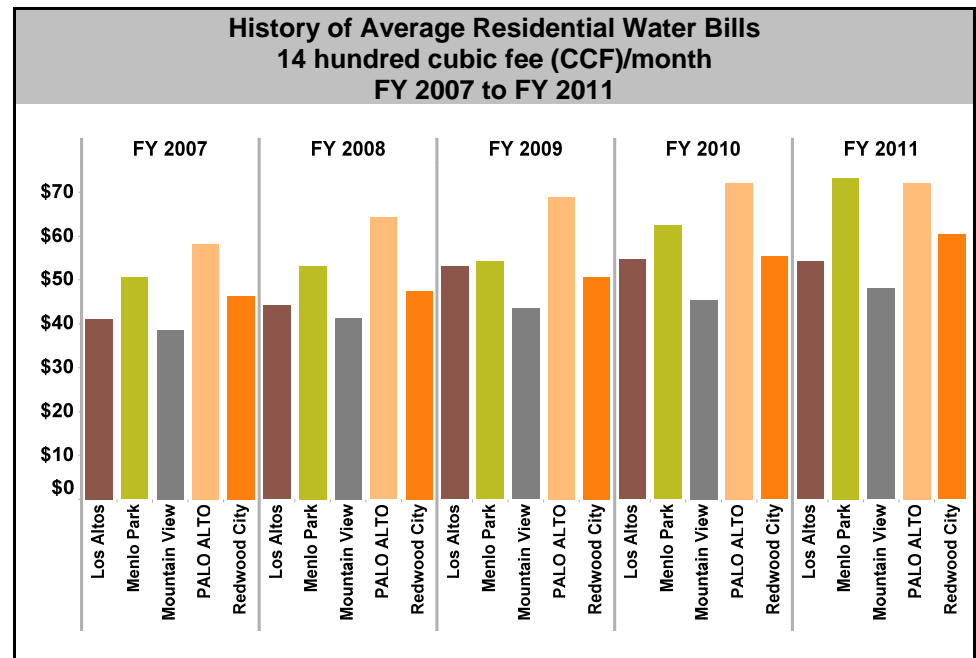
^s Sustainability indicator

WATER

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

Operating expense for the water utility totaled \$23.2 million (including \$10.7 million in water purchases), a 13 percent increase from last year and a 42 percent increase from FY 2007. Capital spending totaled \$7.6 million, a 7 percent increase from last year and a 96 percent increase from FY 2007. Water Fund reserves totaled \$25.5 million, an 11 percent decrease from last year and a 20 percent increase from FY 2007.

Although the average residential water bill remained the same at \$72.01 from last year, it increased 24 percent from FY 2007, and the average purchase cost of water per hundred cubic feet (CCF) increased by 48 percent within the same period. As shown in the graph on the right, Palo Alto's average residential water bill is high in comparison to some local jurisdictions.



Source: Utilities Department

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

	Revenues, expenses, and unrestricted reserves (in millions)					Water purchases (millions)	Average purchase cost (per 100 CCF)	Average residential water bill	Authorized staffing (FTE)	Total Water in CCF sold (millions)
	Operating revenue	Operating expense	Capital expense ¹	General Fund transfers	Water Fund reserves					
FY 2007	\$23.5	\$16.3	\$3.9	\$2.5	\$21.3	\$7.8	\$1.32	\$58.17	45	5.5
FY 2008	\$26.5	\$18.3	\$3.4	\$2.7	\$26.4	\$8.4	\$1.41	\$64.21	46	5.5
FY 2009	\$27.1	\$19.4	\$4.9	\$2.8	\$26.6	\$8.4	\$1.46	\$68.79	48	5.4
FY 2010	\$26.3	\$20.5	\$7.1	\$0.1	\$28.7	\$5.3	\$1.69	\$72.01	47	5.0
FY 2011	\$26.6	\$23.2	\$7.6	\$0.0	\$25.5	\$10.7	\$1.96	\$72.01	47	5.0
Change from:										
Last year	+1%	+13%	+7%	-93%	-11%	+100%	+16%	0%	0%	0%
FY 2007	+13%	+42%	+96%	-100%	+20%	+37%	+48%	+24%	+5%	-9%

¹ This includes direct labor, materials, supplies, and contractual services.

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

© Budget benchmarking measure. Target shown is for FY 2011.

CCF - hundred cubic feet

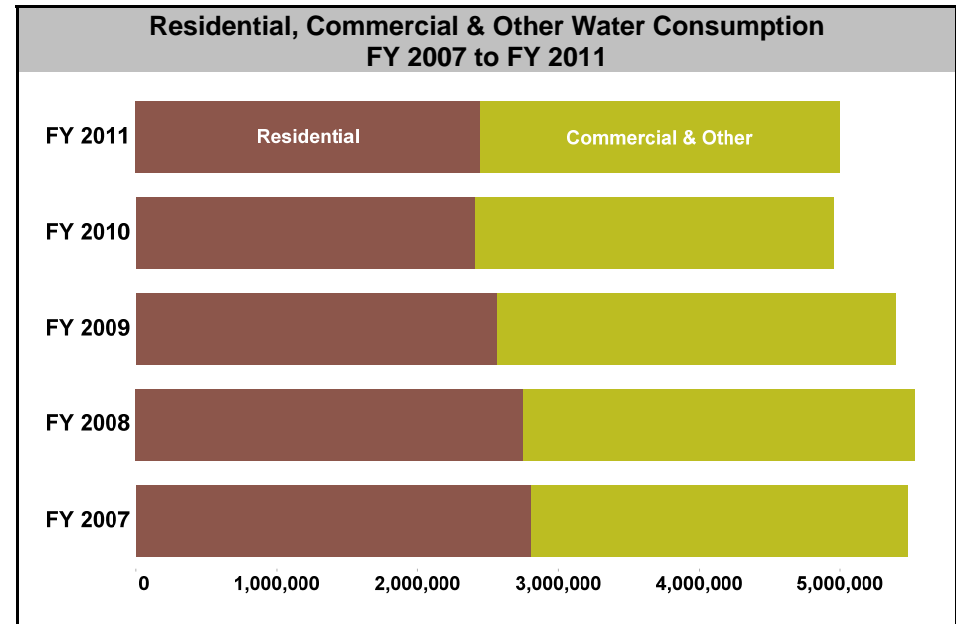
WATER (continued)

Residential water consumption decreased 13 percent and commercial water consumption decreased 5 percent from FY 2007. In FY 2011, on a per capita basis, residents are using 17 percent less water than in FY 2007. Palo Alto's water utility revenues are based primarily on consumption rates plus a fixed monthly customer charge.

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

According to the Department, reliability and safety of the distribution system continue to be high priorities. Approximately 2,105 water meters were installed or replaced as part of the ongoing capital improvement project to rehabilitate the system. New meters provide additional information on system water volume and reduce the measurement of unaccountable water losses.

In the 2011 Citizen Survey, 86 percent of respondents rated water quality as "good" or "excellent," this ranks Palo Alto in the 98th percentile compared to other surveyed jurisdictions.



Source: Utilities Department

	Water consumption							Water savings achieved through efficiency programs <NEW>	Water quality compliance with all required Calif. Department of Health and EPA testing ^S	Citizen Survey
	Customer accounts	Residential water consumption (CCF) ^S	Commercial & Other water consumption (CCF) ^{1,S}	Average residential water usage per capita (CCF) ^S	Unplanned number of service disruptions	Total customers affected	Percent of miles of water mains replaced <NEW>			Percent rating drinking water "good" or "excellent" [⊙] (Target: >83%)
FY 2007	19,726	2,807,477	2,673,126	46	27	783	1%	-	100%	79%
FY 2008	19,942	2,746,980	2,779,664	44	17	374	1%	0.72%	100%	87%
FY 2009	19,422	2,566,962	2,828,163	40	19	230	1%	0.98%	100%	81%
FY 2010	20,134	2,415,467	2,539,818	38	25	291	2%	1.35%	100%	84%
FY 2011	20,248	2,442,415	2,550,043	38	11	92	3%	0.47%	100%	86%
Change from:										
Last year	+1%	+1%	0%	+1%	-56%	-68%	+1%	-0.88%	0%	+2%
FY 2007	+3%	-13%	-5%	-17%	-59%	-88%	+2%	-	0%	+7%

¹ Includes commercial, industrial research, and City facilities.

^S Sustainability indicator

[⊙] Budget benchmarking measure. Target shown is for FY 2011.

CCF - hundred cubic feet

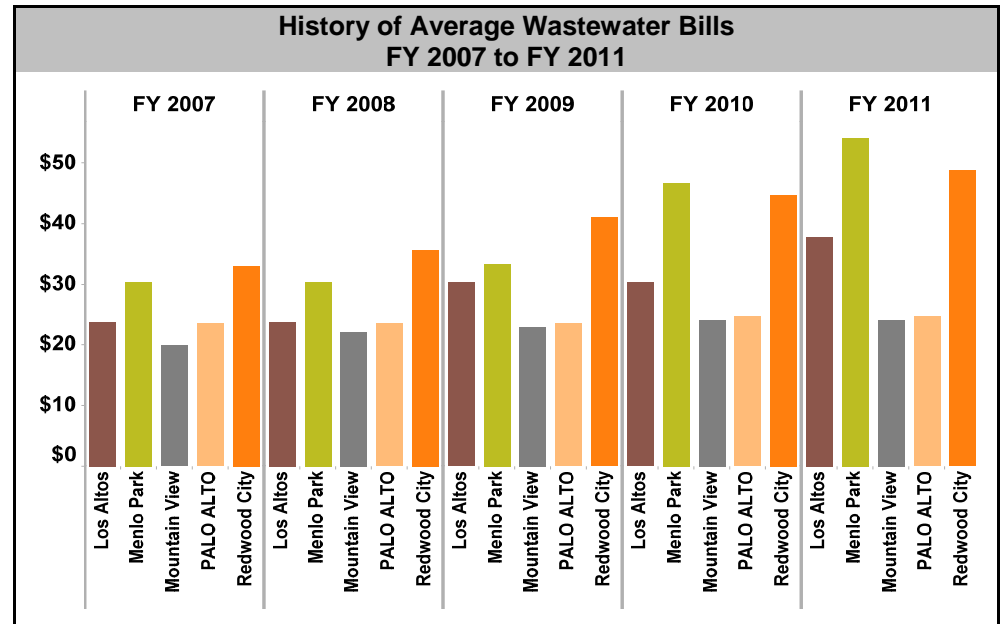
WASTEWATER COLLECTION

The Department cleaned or treated 75 percent, approximately 155 miles, of the City’s 207 miles of sewer lines in FY 2011. In the calendar year of 2011, 332 sewage overflows occurred and the Department responded to 100% of sewage spills and line blockages within two hours.

In the 2011 Citizen Survey, 84 percent of survey respondents rated sewer services as “good” or “excellent.” This ranked Palo Alto in the 87th percentile compared to other jurisdictions.

Although the average residential bill remained the same from last year, it increased from \$23.48 to \$24.65, or 5 percent, from FY 2007. As shown on the right, Palo Alto’s residential bill is lower compared to some local jurisdictions.

From last year, operating revenue decreased less than 1 percent, operating expenses increased 13 percent, and capital spending decreased 6 percent. Over the same period, the Wastewater Collection reserves increased by 4 percent to \$17.1 million.



Source: Utilities Department

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

	Revenues, expenses, and unrestricted reserves (in millions)				Wastewater Collection Fund reserves	Average residential sewage bill	Authorized staffing (FTE)	Customer accounts	Percent miles of mains cleaned/ treated <NEW>	Percent miles of sewer lines replaced <NEW>	Number of sewage overflows ²	Percent sewage spills and line blockage responses within 2 hours [Ⓞ] (Target: 95%)	Citizen Survey Percent rating quality of sewer services “good” or “excellent” [Ⓞ] (Target: >83%)
	Operating revenue	Operating expense	Capital expense ¹										
FY 2007	\$14.8	\$10.0	\$7.7	\$12.4	\$23.48	25	21,789	69%	3%	152	99%	82%	
FY 2008	\$15.1	\$11.7	\$3.6	\$13.8	\$23.48	28	21,970	40%	1%	174	99%	81%	
FY 2009	\$14.5	\$11.0	\$2.9	\$14.1	\$23.48	25	21,210	44%	1%	210	100%	81%	
FY 2010	\$15.1	\$10.9	\$2.8	\$16.6	\$24.65	26	22,231	66%	2%	348	100%	82%	
FY 2011	\$15.1	\$12.4	\$2.6	\$17.1	\$24.65	29	22,320	75%	2%	332	100%	84%	
Change from:													
Last year	0%	+13%	-6%	+4%	0%	+9%	0%	+9%	0%	-5%	0%	+2%	
FY 2007	+2%	+23%	-66%	+38%	+5%	+12%	+2%	+6%	-1%	+118%	+1%	+2%	

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

² Beginning FY 2008, the number of sewage overflows data was derived from the California Integrated Water Quality System Project (CIWQS).

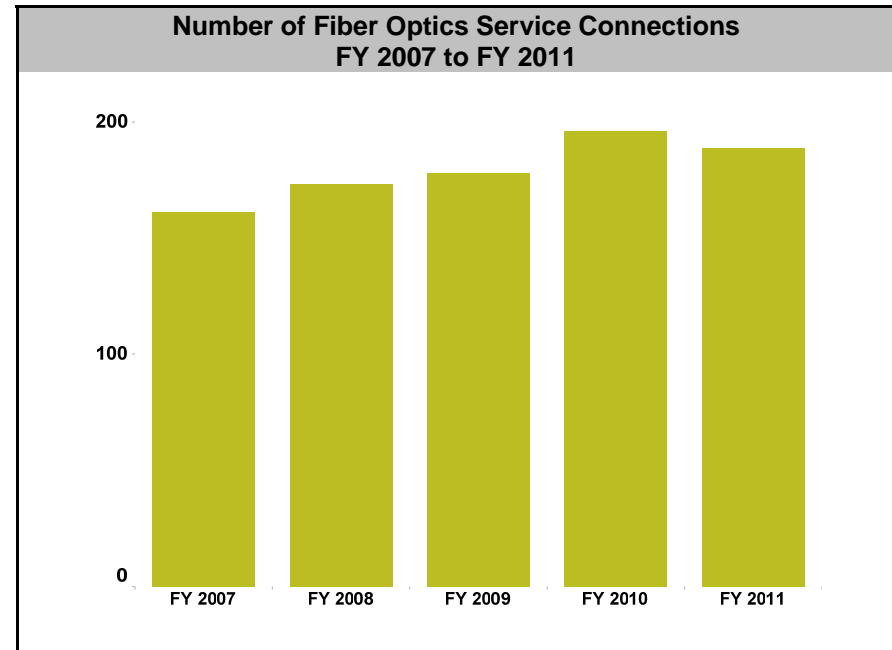
Ⓞ Budget benchmarking measure. Targets shown are for FY 2011.

FIBER OPTIC UTILITY

In 1996, a 40.6 mile dark fiber backbone was built throughout the City with the goal of delivering broadband services to all premises, with customers connected via fiber optic “service connections.”¹ New customers pay the fees required to connect to the fiber optic backbone.

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

From last year, operating revenue increased by 7 percent; operating expense increased by 9 percent; and capital spending increased by 304 percent. The number of service connections decreased by 4 percent, and the number of customer accounts increased 26 percent over the same period. The Fiber Optic Fund reserves increased by 17 percent to \$11.9 million from last year.



Source: Utilities Department

	Revenues, expenses, and unrestricted fund balance (in millions)				Number of customer accounts [⊙] (Target: 53)	Number of service connections [⊙] (Target: 175)	Backbone fiber miles	Authorized staffing (FTE)
	Operating revenue	Operating expense ²	Capital expense ²	Fiber Optic Fund reserves				
FY 2007	\$2.2	\$0.7	\$0.1	\$2.7	49	161	40.6	3.0
FY 2008	\$3.1	\$0.4	\$0.1	\$5.0	41	173	40.6	0.7
FY 2009	\$3.3	\$1.4	\$0.3	\$6.4	47	178	40.6	6.0
FY 2010	\$3.1	\$1.4	\$0.1	\$10.2	47	196	40.6	6.0
FY 2011	\$3.3	\$1.6	\$0.4	\$11.9	59	189	40.6	8.0
Change from:								
Last year	+7%	+9%	+304%	+17%	+26%	-4%	0%	+38%
FY 2007	+49%	+130%	+191%	+337%	+20%	+17%	0%	+147%

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

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

⊙ Budget benchmarking measure. Targets shown are for FY 2011.

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CHAPTER 9 – STRATEGIC AND SUPPORT SERVICES

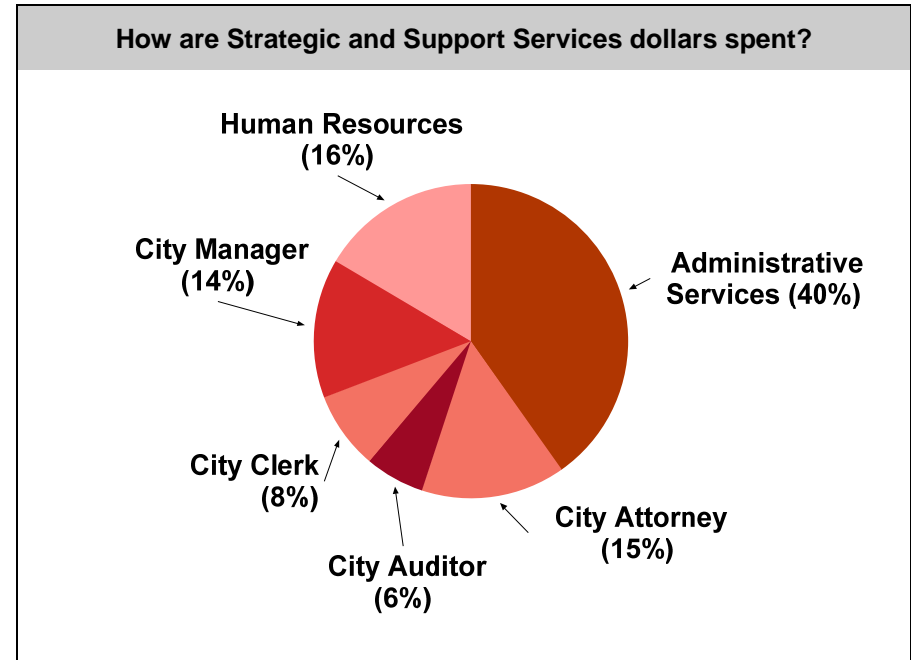
Strategic and Support Services includes the Administrative Services and Human Resources departments, and the offices of the Council Appointed Officers. There are four Council Appointed Officers:

City Attorney – provides legal representation, consultation and advice, and litigation and dispute resolution services. City Attorney's Office expenditures, including outside legal fees, were about \$2.3 million in FY 2011. The Attorney's Office had 10 authorized FTE.

City Auditor – conducts performance audits and reviews of City departments, programs, and services. Performance audits provide the City Council, City management, and the public with independent and objective information regarding the economy, efficiency, and effectiveness of City programs and activities. City Auditor's Office expenditures were about \$1.0 million in FY 2011. The Auditor's Office had 5 authorized FTE.

City Clerk – provides public information, Council support, administers elections, and preserves the legislative history of the City. City Clerk's Office expenditures were about \$1.2 million in FY 2011. The Clerk's Office had 7 authorized FTE.

City Manager – provides leadership to the organization in the implementation of City Council policies and the provision of quality services to the community. The Office also coordinates City Council relations, community and intergovernmental relations, and the City's sustainability initiatives. City Manager's Office expenditures were about \$2.2 million in FY 2011. The Office had a total of 10 authorized FTE.



Source: FY 2011 revenue and expenditure data

	Operating Expenditures (in millions)				Authorized Staffing (FTE)			
	City Attorney	City Auditor	City Clerk	City Manager	City Attorney	City Auditor ¹	City Clerk	City Manager ¹
FY 2007	\$2.5	\$0.9	\$0.9	\$1.9	12	4	7	9
FY 2008	\$2.7	\$0.9	\$1.3	\$2.3	12	4	7	12
FY 2009	\$2.5	\$0.8	\$1.1	\$2.0	12	4	7	12
FY 2010	\$2.6	\$1.0	\$1.5	\$2.2	12	4	7	12
FY 2011	\$2.3	\$1.0	\$1.2	\$2.2	10	5	7	10
Change from:								
Last year	-10%	-1%	-15%	+2%	-12%	+11%	0%	-14%
FY 2007	-6%	+6%	+32%	+20%	-12%	+16%	-1%	+12%

¹ Includes staff charged to other funds.

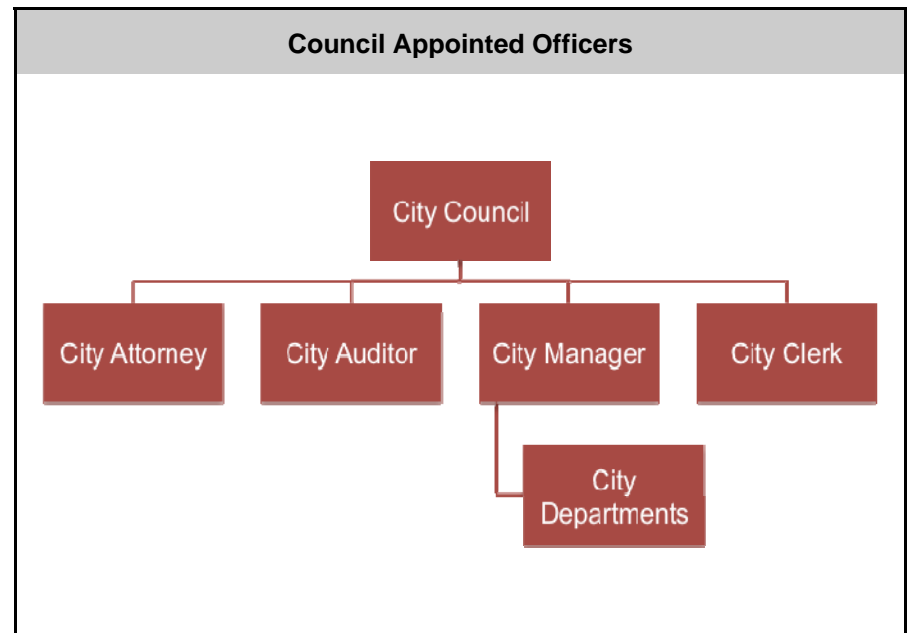
CITY MANAGER, CITY ATTORNEY, CITY CLERK, CITY AUDITOR

The mission of the City Manager’s Office is to provide leadership to the organization in the implementation of City Council policies and the provision of quality services to the community. The Office also coordinates City Council relations, community and intergovernmental relations, and the City’s sustainability initiatives. Eighty-three percent of survey respondents rated the overall quality of services provided by the City as “good” or “excellent.”

The mission of the City Attorney’s Office is to serve Palo Alto and its policy makers by providing legal representation of the highest quality. The current ratio of staff attorneys to regular full-time equivalent employees is 1 to 185, an increase of 4 percent from FY 2007.

The mission of the City Clerk’s Office is to foster community awareness and civic involvement by providing timely and accurate records of the activities of City policy makers and engaging the public in service through boards and commission recruitments. In FY 2011, the ratio of applicants to board and commission vacancies decreased 36 percent from the prior year to 1.93 applicants per vacancy.

The mission of the City Auditor’s Office is to promote honest, efficient, effective, and fully accountable City Government. The Auditor’s Office conducts performance audits, revenue audits and monitoring, and coordinates the annual external audit of the City’s financial statements. The Office identified \$95,625 in revenue audit recoveries in FY 2011, a 21 percent increase from FY 2007.



Source: Operating budget

	City Manager			City Attorney			City Clerk	City Auditor	
	Citizen Survey Percent rating public information services “good” or “excellent” ⊙ (Target: 76%)	Citizen Survey Overall quality of services provided by the City “good” or “excellent”	Citizen Survey Percent rating opportunities to learn about City services through social networking sites “good” or “excellent”	Number of claims handled ⊙ (Target: 150)	Number of work requests processed ⊙ (Target: 2,970)	Ratio staff attorneys to total employees (FTE)	Ratio of applicants to vacancies for boards and commissions <NEW>	Audit recommendations implemented ⊙ (Target: 60%)	Revenue audit recoveries ⊙ (Target: \$150,000)
FY 2007	73%	86%	-	149	2,511	1 to 193	-	5%	\$ 78,770
FY 2008	76%	85%	-	160	2,957	1 to 195	-	55%	\$149,810
FY 2009	68%	80%	60%	126	3,230	1 to 192	3.17	45%	\$ 84,762
FY 2010	67%	80%	57%	144	3,393	1 to 192	3.00	34%	\$135,118
FY 2011	67%	83%	60%	130	2,723	1 to 185	1.93	48%	\$ 95,625
Change from:									
Last year	0%	+3%	+3%	-10%	-20%	+4%	-36%	+14%	-29%
FY 2007	-6%	-3%	-	-13%	+8%	+4%	-	+43%	+21%

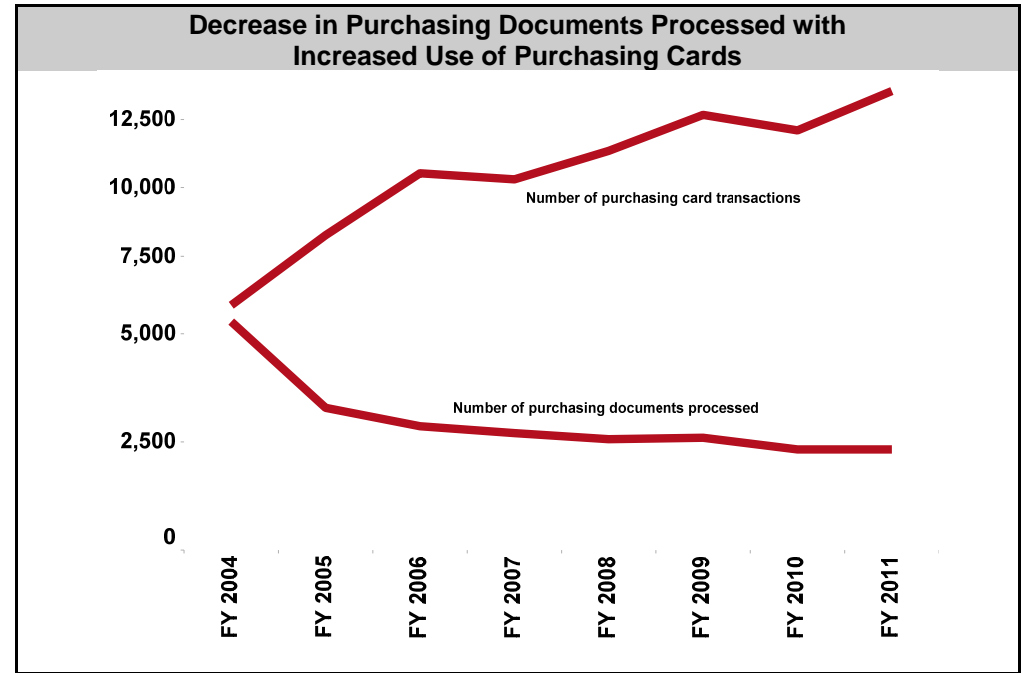
⊙ Budget benchmarking measure. Targets shown are for FY 2011.

ADMINISTRATIVE SERVICES

The mission of the Administrative Services Department (ASD) is to provide proactive administrative, financial, and technical support to City departments and decision makers, and to safeguard and facilitate the optimal use of City resources. ASD encompasses a variety of services, including financial support, property management, money management, financial analysis and reporting, purchasing, and information technology services that may be separate departments in other cities.¹ Administrative Services Department expenditures were about \$6.3 million and the Department had a total of 91 authorized FTE in FY 2011.

The Department monitors the City's cash and investments. In FY 2010, Standard and Poor's reaffirmed the City's AAA credit rating, the highest credit rating possible. The City's rate of return on investments was 3.34 percent. In addition, Standard & Poor's and Moody's also assigned the City's 2010 General Obligation bonds their AAA rating.

As shown in the chart on the right, the number of purchasing documents processed (through purchase orders and contracts) has declined while the use of purchasing cards for smaller transaction amounts increased.



Source: Administrative Services Department Purchasing Information

	Operating Expenditures (in millions)	Authorized staffing (FTE)	Cash and investments (in millions) ⊙	Rate of return on investments	General Fund reserves ² (in millions)	Number of accounts payable checks issued ⊙	Percent invoices paid within 30 days ⊙	Number of purchasing documents processed ⊙	Dollar value goods and services purchased (in millions)	Requests for computer help desk services resolved within 5 days	Percent visiting the City's website
FY 2007	\$7.0	99	\$402.6	4.35%	\$31.0	14,802	80%	2,692	\$107.5	87%	-
FY 2008	\$7.3	101	\$375.7	4.45%	\$31.3	14,480	83%	2,549	\$117.2	88%	78%
FY 2009	\$7.0	94	\$353.4	4.42%	\$33.1	14,436	83%	2,577	\$132.0	87%	75%
FY 2010	\$7.9	93	\$462.4	3.96%	\$31.1	12,609	78%	2,314	\$112.5	89%	79%
FY 2011	\$6.3	91	\$471.6	3.34%	\$34.7	13,680	82%	2,322	\$149.8	90%	76%
Change from:											
Last year	-20%	-2%	+2%	-16%	+12%	+8%	+4%	0%	+33%	+1%	-3%
FY 2007	-11%	-8%	+17%	-23%	+12%	-8%	+2%	-14%	+39%	+3%	-

Citizen Survey

¹ A separate Information Technology Department was established during the FY 2012 budget process.

² Total unreserved/designated fund balances.

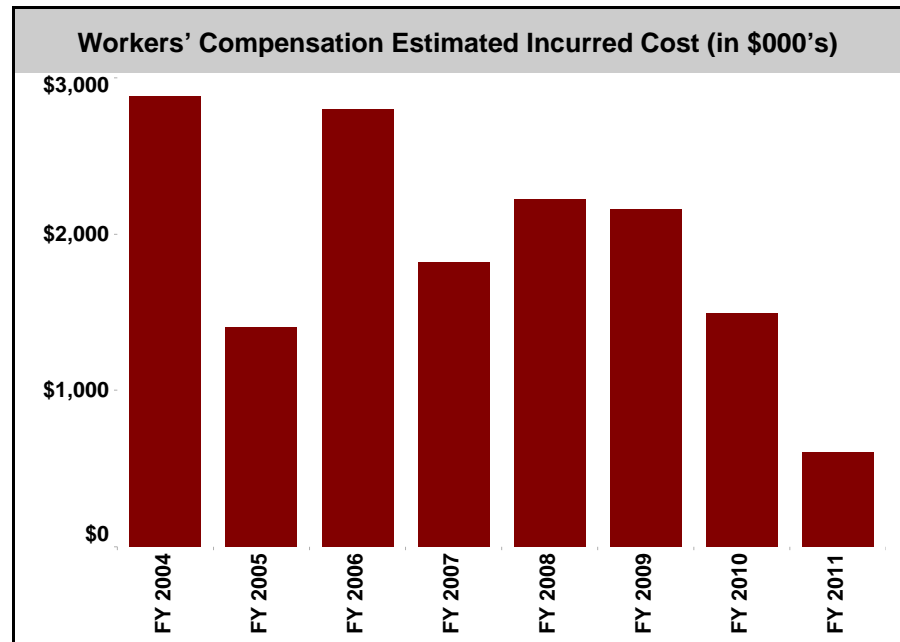
⊙ Budget benchmarking measure. Targets shown are for FY 2011.

HUMAN RESOURCES

The mission of the Human Resources (HR) Department is to recruit, develop and retain a diverse, well-qualified, and professional workforce that reflects the high standards of the community we serve and to provide a high level of support to City departments.¹ The Department provides staff support, including recruitment, employee and labor relations, employee development, and risk management; it also administers employee compensation and benefits. Human Resources Department expenditures were approximately \$2.6 million and the Department had a total of 16 authorized FTE in FY 2011.

The ratio of HR staff to total City staff is 1 to 68, an increase of 9 percent from FY 2007. The hours of employee training provided by the Department increased from 3,429 in FY 2010 to 3,774 in FY 2011, although training hours provided decreased by 47 percent compared to FY 2007.

Workers' compensation estimated incurred costs and days lost to work-related illness or injury decreased in FY 2011. The Department attributes these decreases to the City's Injury and Illness Prevention programs and loss control strategies, along with reduction in services and staff layoffs.



Source: Human Resources Department

	Operating Expenditures (in millions)	Authorized staffing (FTE)	Ratio HR staff to total authorized staffing (FTE)	Number of new hires processed ³ (Target: 100)	Percent of first year turnover (Target: 6%)	Citywide training hours provided (Target: 2,600)	Workers' Compensation Estimated Incurred Cost ² (in millions)	Days lost to work-related illness or injury ⁴ <REVISED>
FY 2007	\$2.6	16	1 to 74	138	7%	7,121	\$1.8	1,377
FY 2008	\$2.7	16	1 to 73	157	9%	9,054	\$2.2	1,927
FY 2009	\$2.7	16	1 to 72	130	8%	8,710	\$2.2	1,486
FY 2010	\$2.7	16	1 to 70	126	6%	3,429	\$1.5	915
FY 2011	\$2.6	16	1 to 68	134	8%	3,774	\$0.6	527
Change from:								
Last year	-5%	0%	+4%	+6%	+2%	+10%	-59%	-42%
FY 2007	0%	+5%	+9%	-3%	+1%	-47%	-67%	-62%

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

² Early estimates of current claim costs; costs expected to increase as claims develop. Prior year estimates are updated to reflect current costs for claims incurred during that fiscal year.

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

⁴ The number of days lost to work-related illness or injury is based on calendar days and capped according to federal reporting requirements.

⊙ Budget benchmarking measure. Targets shown are for FY 2011.



**CITY OF PALO ALTO, CA
2011**

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

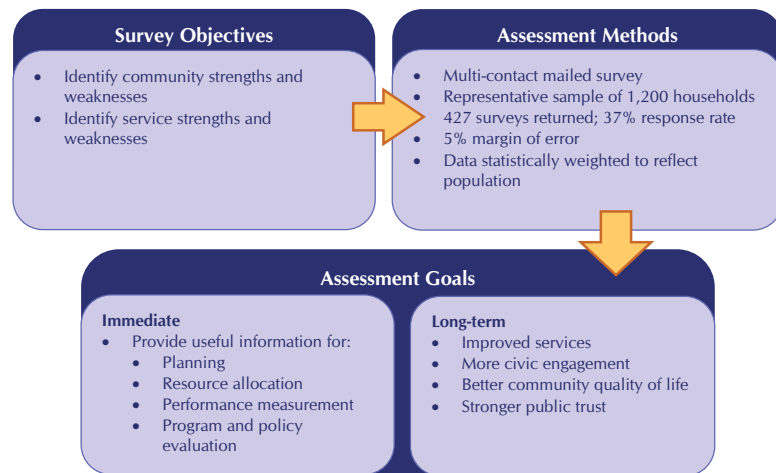
The National Citizen Survey™

SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

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

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



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

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 427 completed surveys were obtained, providing an overall response rate of 37%. 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 crosstabulations of results and several custom 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 (427 completed surveys) is plus or minus five 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 55-65% 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 92% of respondents. A majority 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. Among the characteristics receiving the most favorable ratings were educational opportunities, the overall appearance of Palo Alto, and the overall image or reputation of Palo Alto. The characteristic receiving the least positive ratings was the availability of affordable quality housing.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, 25 were above the national benchmark comparison, two were similar to the national benchmark comparison and four were below.

Residents in the City of Palo Alto were civically engaged. While 27% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 90% had provided help to a friend or neighbor. Close to half had volunteered their time to some group or activity in the City of Palo Alto, which was similar to the benchmark.

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

On average, residents gave favorable ratings to a majority of local government services. City services rated were able to be compared to the benchmark database. Of the 32 services for which comparisons were available, 22 were above the benchmark comparison, nine 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 library services
- Police services
- Public schools
- Preservation of natural areas
- Traffic signal timing
- City parks

Of these services, those deserving the most attention may be those that were below or similar to the benchmark comparisons: public library services and traffic signal timing. For police services, public schools 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.

Almost all 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. These rating had remained steady when compared to past years.

FIGURE 3: RATINGS OF OVERALL QUALITY OF LIFE BY YEAR

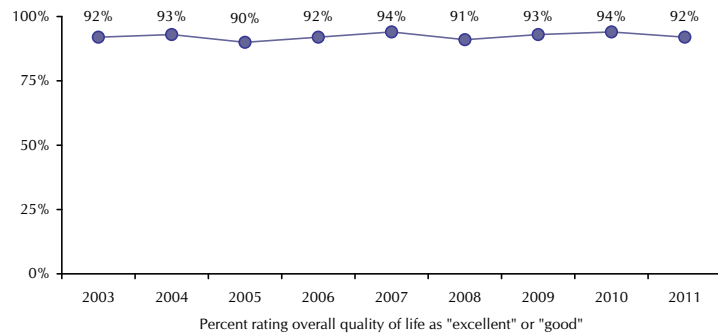


FIGURE 4: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
The overall quality of life in Palo Alto	92%	94%	93%	91%	94%	92%	90%	93%	92%
Your neighborhood as a place to live	90%	91%	90%	91%	91%	91%	90%	91%	88%
Palo Alto as a place to live	94%	95%	94%	95%	96%	94%	94%	96%	95%
Percent "excellent" or "good"									

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

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Recommend living in Palo Alto to someone who asks	91%	90%	90%	91%	100%	NA	NA	NA	NA
Remain in Palo Alto for the next five years	87%	83%	87%	85%	80%	NA	NA	NA	NA
Percent "somewhat" or "very" 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 higher than the benchmark and similar to years past.

FIGURE 7: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Ease of car travel in Palo Alto	62%	66%	65%	60%	65%	60%	61%	52%	55%
Ease of bus travel in Palo Alto	37%	39%	36%	34%	37%	44%	44%	43%	41%
Ease of rail travel in Palo Alto	64%	62%	63%	52%	55%	60%	69%	64%	NA
Ease of bicycle travel in Palo Alto	77%	81%	79%	78%	84%	78%	79%	80%	84%
Ease of walking in Palo Alto	83%	85%	82%	86%	88%	87%	86%	85%	86%
Availability of paths and walking trails	75%	75%	75%	74%	NA	NA	NA	NA	NA
Traffic flow on major streets	40%	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	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. Three were above the benchmark, one was below the benchmark and three were similar to the benchmark.

FIGURE 9: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Street repair	40%	43%	42%	47%	47%	47%	48%	47%	50%
Street cleaning	79%	76%	73%	75%	77%	77%	74%	77%	75%
Street lighting	65%	68%	64%	64%	61%	66%	63%	65%	67%
Sidewalk maintenance	51%	51%	53%	53%	57%	53%	51%	50%	50%
Traffic signal timing	52%	56%	56%	56%	60%	55%	49%	57%	NA
Bus or transit services	46%	45%	50%	49%	57%	58%	NA	NA	NA
Amount of public parking	54%	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	Above
Sidewalk maintenance	Similar
Traffic signal timing	Similar
Bus or transit services	Much below
Amount of public parking	Above

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 3% of work commute trips were made by transit, 11% by bicycle and 6% by foot.

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

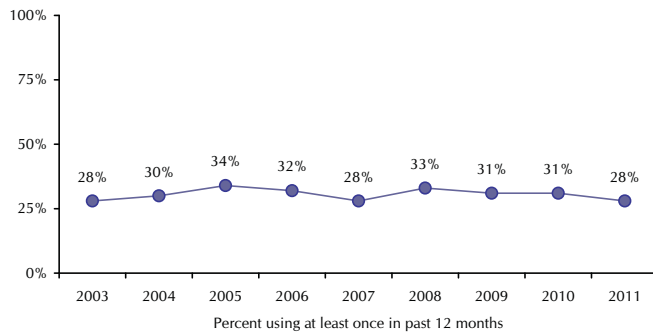


FIGURE 12: FREQUENCY OF BUS USE BENCHMARKS

	Comparison to benchmark
Ridden a local bus within Palo Alto	More

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

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	63%	61%	58%	59%	NA	NA	NA	NA	NA
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	9%	9%	8%	6%	NA	NA	NA	NA	NA
Bus, rail, subway or other public transportation	3%	3%	7%	5%	NA	NA	NA	NA	NA
Walk	6%	5%	7%	4%	NA	NA	NA	NA	NA
Bicycle	11%	13%	9%	16%	NA	NA	NA	NA	NA
Work at home	9%	9%	10%	9%	NA	NA	NA	NA	NA
Other	0%	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 14% 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 average ratings in comparison jurisdictions, but had improved over time.

FIGURE 15: RATINGS OF HOUSING IN COMMUNITY BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Availability of affordable quality housing	14%	15%	17%	12%	10%	11%	8%	7%	6%
Variety of housing options	37%	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 36% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

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

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Housing costs 30% or more of income	36%	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)	Similar

Land Use and Zoning

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

The overall quality of new development in the City of Palo Alto was rated as "excellent" or "good" by 57% of respondents. The overall appearance of Palo Alto was rated as "excellent" or "good" by 89% of respondents and was much higher than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Palo Alto, 2% thought they were a "major" problem. The services of code enforcement and animal control were rated above the benchmark, the service of land use, planning and zoning was rated similar to benchmark. Ratings showed a varied pattern when compared to past years.

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

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Overall quality of new development in Palo Alto	57%	53%	55%	57%	57%	62%	56%	NA	NA
Overall appearance of Palo Alto	89%	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	Similar
Overall appearance of Palo Alto	Much above

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FIGURE 21: RATINGS OF POPULATION GROWTH BY YEAR

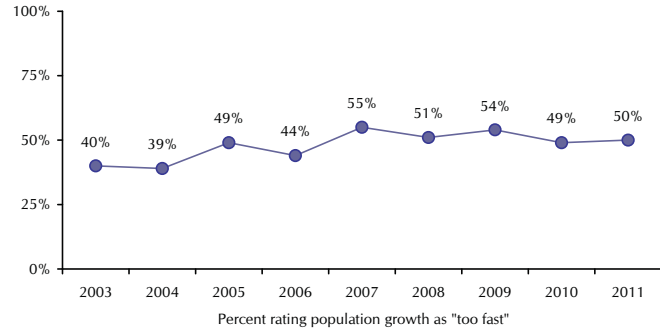


FIGURE 22: POPULATION GROWTH BENCHMARKS

	Comparison to benchmark
Population growth seen as too fast	Much more

FIGURE 23: RATINGS OF NUISANCE PROBLEMS BY YEAR

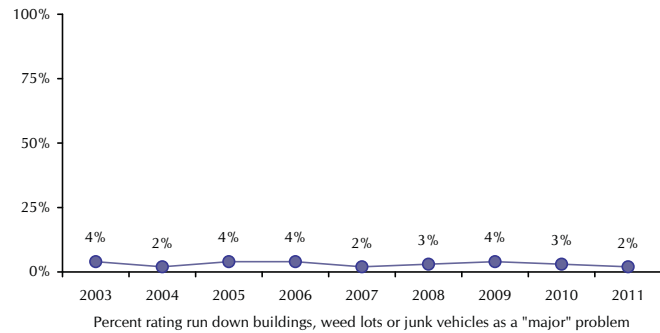


FIGURE 24: NUISANCE PROBLEMS BENCHMARKS

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

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

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Land use, planning and zoning	45%	49%	47%	47%	49%	50%	46%	48%	41%
Code enforcement (weeds, abandoned buildings, etc.)	56%	53%	50%	59%	59%	61%	56%	59%	55%
Animal control	72%	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	Similar
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 the overall quality of business and service establishments in Palo Alto. Receiving the lowest rating was employment opportunities. Ratings had varied when compared to past survey years, though the rating for employment opportunities had increased since 2003.

FIGURE 27: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Employment opportunities	56%	52%	51%	61%	61%	59%	45%	43%	33%
Shopping opportunities	71%	70%	70%	71%	79%	80%	75%	NA	NA
Palo Alto as a place to work	89%	87%	87%	90%	90%	84%	81%	NA	NA
Overall quality of business and service establishments in Palo Alto	74%	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 jobs growth and retail growth on a scale from "much too slow" to "much too fast." When asked about the rate of jobs growth in Palo Alto, 64% responded that it was "too slow," while 35% reported retail growth as "too slow." Fewer residents in Palo Alto compared to other jurisdictions believed that retail growth was too slow and fewer residents believed that jobs growth was too slow.

FIGURE 29: RATINGS OF RETAIL AND JOBS GROWTH BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Retail growth seen as too slow	35%	31%	34%	28%	29%	26%	25%	21%	18%
Jobs growth seen as too slow	64%	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	Less
Jobs growth seen as too slow	Much less

FIGURE 31: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

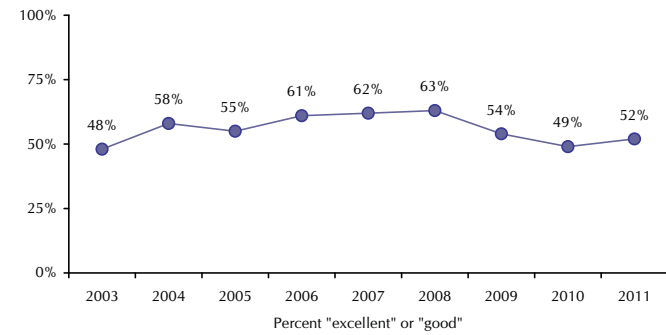


FIGURE 32: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Above

Residents were asked to reflect on their economic prospects in the near term. Twelve 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 much less than comparison jurisdictions.

FIGURE 33: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

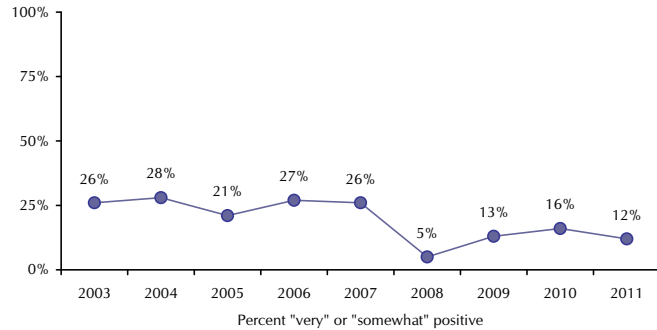


FIGURE 34: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Much below

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% of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 84% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety.

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

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Safety in your neighborhood during the day	98%	96%	95%	95%	98%	94%	98%	98%	97%
Safety in your neighborhood after dark	83%	83%	78%	78%	85%	79%	84%	82%	83%
Safety in Palo Alto's downtown area during the day	91%	94%	91%	96%	94%	91%	96%	94%	95%
Safety in Palo Alto's downtown area after dark	65%	70%	65%	65%	74%	69%	69%	76%	71%
Safety from violent crime (e.g., rape, assault, robbery)	85%	85%	82%	85%	86%	75%	87%	84%	84%
Safety from property crimes (e.g., burglary, theft)	71%	75%	66%	74%	75%	62%	76%	71%	73%
Safety from environmental hazards	84%	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	Above
In Palo Alto's downtown area during the day	Above
In Palo Alto's downtown area after dark	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, 71% had reported it to police. Compared to other jurisdictions fewer Palo Alto residents had been victims of crime in the 12 months preceding the survey and fewer Palo Alto residents had reported their most recent crime victimization to the police.

FIGURE 37: CRIME VICTIMIZATION AND REPORTING BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
During the past 12 months, were you or anyone in your household the victim of any crime?	9%	9%	11%	10%	9%	12%	10%	11%	13%
If yes, was this crime (these crimes) reported to the police?	71%	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 less

Residents rated seven City public safety services; of these, three were rated above the benchmark comparison and four were rated similar to the benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings, while traffic enforcement and emergency preparedness received the lowest ratings. Most were rated similar when compared to previous years.

FIGURE 39: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

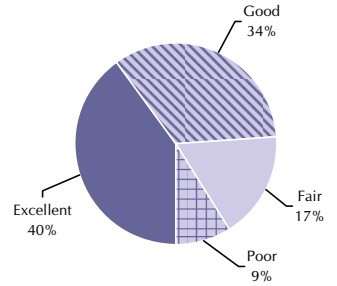
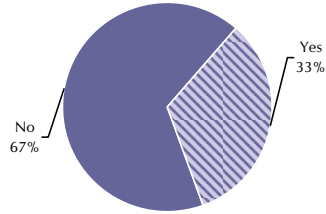
	2011	2010	2009	2008	2007	2006	2005	2004	2003
Police services	88%	87%	84%	84%	91%	87%	87%	90%	89%
Fire services	92%	93%	95%	96%	98%	95%	94%	97%	96%
Ambulance or emergency medical services	93%	94%	91%	95%	94%	94%	95%	95%	95%
Crime prevention	81%	79%	73%	74%	83%	77%	86%	86%	NA
Fire prevention and education	76%	79%	80%	87%	86%	84%	82%	85%	NA
Traffic enforcement	61%	64%	61%	64%	72%	63%	63%	64%	64%
Emergency preparedness (services that prepare the community for natural disasters or other emergency services)	64%	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	Similar
Ambulance or emergency medical services	Above
Crime prevention	Much above
Fire prevention and education	Similar
Traffic enforcement	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Similar

FIGURE 41: CONTACT WITH POLICE DEPARTMENT

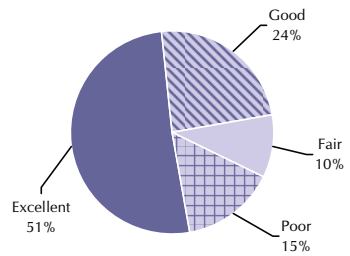
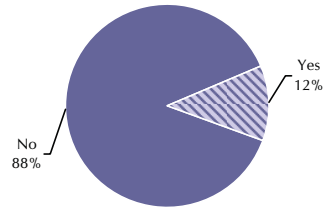
Have you had any in-person or phone contact with an employee of the City of Palo Alto Police Department within the last 12 months?



What was your overall impression of your most recent contact with the City of Palo Alto Police Department?

FIGURE 42: CONTACT WITH FIRE DEPARTMENT

Have you had any in-person or phone contact with an employee of the City of Palo Alto Fire Department within the last 12 months?



What was your overall impression of your most recent contact with the City of Palo Alto Fire Department?

FIGURE 43: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	Comparison to benchmark
Had contact with the City of Palo Alto Police Department	Much less
Overall impression of most recent contact with the City of Palo Alto Police Department	Similar
Had contact with the City of Palo Alto Fire Department	Similar
Overall impression of most recent contact with the City of Palo Alto Fire Department	Much below

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. The cleanliness of Palo Alto received the highest rating, and it was much above the benchmark. Ratings were stable over time.

FIGURE 44: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Cleanliness of Palo Alto	88%	85%	85%	88%	NA	NA	NA	NA	NA
Quality of overall natural environment in Palo Alto	84%	84%	84%	85%	NA	NA	NA	NA	NA
Preservation of natural areas such as open space, farmlands and greenbelts	76%	78%	82%	78%	NA	NA	NA	NA	NA
Air quality	77%	77%	73%	75%	79%	80%	NA	NA	NA
Percent "excellent" or "good"									

FIGURE 45: COMMUNITY ENVIRONMENT BENCHMARKS

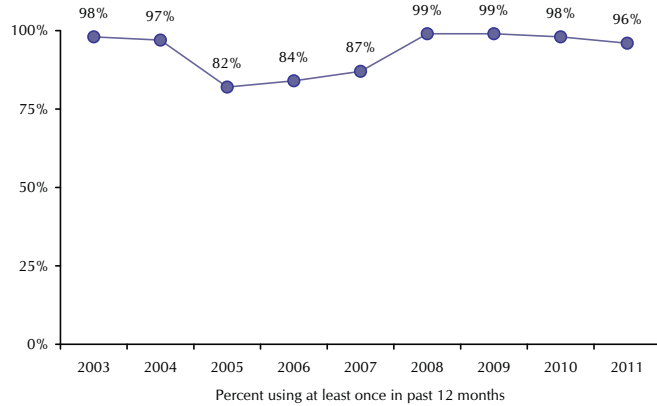
	Comparison to benchmark
Cleanliness of Palo Alto	Much above
Quality of overall natural environment in Palo Alto	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	Much above
Air quality	Above

Resident recycling was much greater than recycling reported in comparison communities. The rate of recycling had varied over the past eight years, but was similar to the most recent survey data.

Of the five utility services rated by those completing the questionnaire, all were much higher than the benchmark comparison.

FIGURE 46: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR

FIGURE 48: RATINGS OF UTILITY SERVICES BY YEAR



	2011	2010	2009	2008	2007	2006	2005	2004	2003
Sewer services	84%	82%	81%	81%	83%	83%	82%	80%	84%
Drinking water	86%	84%	81%	87%	79%	80%	80%	74%	82%
Storm drainage	74%	74%	73%	70%	59%	61%	60%	57%	65%
Recycling collection	91%	90%	90%	90%	93%	92%	91%	90%	90%
Garbage collection	89%	88%	89%	92%	91%	92%	92%	91%	94%
Percent "excellent" or "good"									

FIGURE 47: FREQUENCY OF RECYCLING BENCHMARKS

FIGURE 49: UTILITY SERVICES BENCHMARKS

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

	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, recreation centers or facilities were rated higher than the benchmark. Parks and recreation ratings have generally remained stable 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. Rates of use were similar to past survey years.

FIGURE 50: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

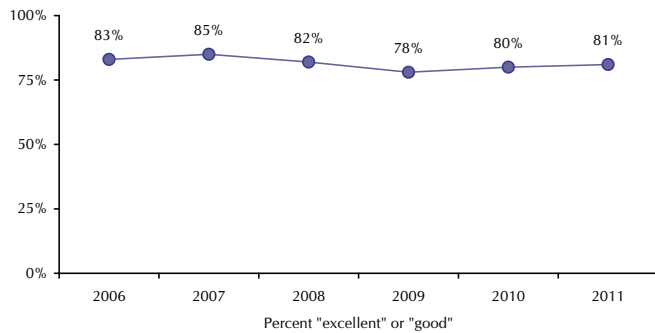


FIGURE 51: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Recreation opportunities	Much above

FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Used Palo Alto recreation and community centers or facilities, including the Art Center, Children's Theater, and Junior Museum and Zoo	60%	60%	63%	68%	67%	63%	62%	60%	53%
Participated in a recreation program or activity	53%	50%	49%	56%	53%	54%	52%	50%	49%
Visited a neighborhood park or City park	91%	94%	94%	93%	92%	93%	93%	91%	92%
Percent using at least once in last 12 months									

FIGURE 53: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Palo Alto recreation and community centers or facilities, including the Art Center, Children's Theater, and Junior Museum and Zoo	More
Participated in a recreation program or activity	More
Visited a neighborhood park or City park	More

FIGURE 54: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
City parks	94%	90%	92%	89%	91%	87%	92%	91%	90%
Recreation programs or classes	81%	82%	85%	87%	90%	85%	87%	85%	83%
Recreation centers or facilities	75%	81%	80%	77%	82%	81%	78%	84%	77%
Percent "excellent" or "good"									

FIGURE 55: PARKS AND RECREATION SERVICES BENCHMARKS

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

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like 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 73% of respondents. Educational opportunities were rated as “excellent” or “good” by 90% of respondents. Compared to the benchmark data, educational opportunities and cultural activities were much above the average ratings.

About 74% 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 similar to comparison jurisdictions.

FIGURE 56: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Opportunities to attend cultural activities	73%	74%	74%	79%	81%	85%	77%	83%	NA
Educational opportunities	90%	90%	91%	93%	94%	93%	NA	NA	NA
Percent "excellent" or "good"									

FIGURE 57: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

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

FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Used Palo Alto public libraries or their services	74%	76%	82%	74%	79%	76%	79%	77%	80%
Percent using at least once in last 12 months									

FIGURE 59: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

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

FIGURE 60: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Public schools	92%	NA	NA	NA	NA	NA	NA	NA	NA
Public library services	83%	82%	78%	75%	81%	78%	80%	81%	81%
Percent "excellent" or "good"									

FIGURE 61: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Much above
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, high quality affordable food and preventive health care services. The availability of preventive health services was rated most positively for the City of Palo Alto.

Among Palo Alto residents, 59% rated affordable quality health care as "excellent" or "good." Those ratings were much above the ratings of comparison communities.

FIGURE 62: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Availability of affordable quality health care	59%	62%	63%	57%	56%	57%	NA	NA	NA
Availability of affordable quality food	66%	NA	NA	64%	NA	NA	NA	NA	NA
Availability of preventive health services	72%	67%	67%	70%	NA	NA	NA	NA	NA
Percent "excellent" or "good"									

FIGURE 63: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of affordable quality health care	Much above
Availability of affordable quality food	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." Most 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 but was much higher than the benchmark. This rating had increased from 2010 to 2011.

FIGURE 64: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Sense of community	75%	71%	71%	70%	70%	66%	68%	69%	70%
Openness and acceptance of the community towards people of diverse backgrounds	78%	79%	78%	77%	79%	75%	72%	73%	73%
Availability of affordable quality child care	35%	25%	32%	28%	26%	35%	26%	25%	25%
Palo Alto as a place to raise children	93%	93%	91%	94%	92%	92%	92%	93%	90%
Palo Alto as a place to retire	68%	65%	64%	67%	61%	68%	60%	63%	62%
Percent "excellent" or "good"									

FIGURE 65: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	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	Much above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 51% to 80% with ratings of “excellent” or “good.” All were above the benchmark comparison. The rating for services to low-income people had improved since 2004, and the rating for services to youth also showed an upward trend over time.

FIGURE 66: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Services to seniors	80%	79%	82%	81%	79%	84%	78%	82%	77%
Services to youth	78%	70%	75%	73%	73%	70%	68%	68%	66%
Services to low-income people	51%	49%	59%	46%	46%	54%	45%	37%	NA
Percent "excellent" or "good"									

FIGURE 67: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

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

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.

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

FIGURE 68: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Opportunities to volunteer	80%	81%	83%	86%	NA	NA	NA	NA	NA
Opportunities to participate in community matters	71%	76%	76%	75%	NA	NA	NA	NA	NA
Percent "excellent" or "good"									

FIGURE 69: 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, watched a meeting of local elected officials, 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. Rates of participation were mostly similar compared to other communities, though those who had watched a local meeting on cable television, the internet or other media, and those who had helped a friend or neighbor showed lower rates of community engagement.

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

FIGURE 70: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR¹

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Attended a meeting of local elected officials or other local public meeting	27%	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	27%	28%	28%	26%	26%	31%	29%	27%	28%
Volunteered your time to some group or activity in Palo Alto	45%	51%	56%	51%	52%	53%	52%	52%	49%
Participated in a club or civic group in Palo Alto	31%	31%	33%	34%	NA	NA	NA	NA	NA
Provided help to a friend or neighbor	90%	92%	93%	93%	NA	NA	NA	NA	NA
Percent participating at least once in the last 12 months									

FIGURE 72: REPORTED VOTING BEHAVIOR BY YEAR²

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Registered to vote	87%	90%	90%	89%	79%	77%	80%	83%	78%
Voted in the last general election	87%	86%	87%	87%	76%	70%	79%	78%	72%
Percent "yes"									

FIGURE 73: VOTING BEHAVIOR BENCHMARKS

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

FIGURE 71: 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	Similar
Participated in a club or civic group in Palo Alto	Similar
Provided help to a friend or neighbor	Less

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.

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, 76% reported they had done so at least once. Public information services were rated favorably compared to benchmark data. This rating had varied over the past eight years.

FIGURE 74: USE OF INFORMATION SOURCES BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	76%	79%	75%	78%	62%	54%	52%	NA	NA
Percent using at least once in last 12 months									

FIGURE 75: USE OF INFORMATION SOURCES BENCHMARKS

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

FIGURE 76: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Public information services	67%	67%	68%	76%	73%	72%	74%	77%	72%
Percent "excellent" or "good"									

FIGURE 77: 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 76% of respondents, were much above the benchmark and was similar when compared to past survey years.

FIGURE 78: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Opportunities to participate in social events and activities	76%	74%	80%	80%	NA	NA	NA	NA	NA
Percent "excellent" or "good"									

FIGURE 79: 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. About half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was about the same as the amount of contact reported in other communities.

FIGURE 80: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

	2011	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)?	49%	42%	48%	40%	NA	NA	NA	NA	NA
Percent "at least several times per week"									

FIGURE 81: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

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

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 above the benchmark and one was similar to the benchmark.

FIGURE 82: PUBLIC TRUST RATINGS BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
The value of services for the taxes paid to Palo Alto*	66%	62%	58%	64%	67%	74%	70%	74%	69%
The overall direction that Palo Alto is taking*	55%	57%	53%	63%	57%	62%	54%	63%	54%
The job Palo Alto government does at welcoming citizen involvement*	57%	57%	56%	57%	68%	73%	59%	70%	65%
Overall image or reputation of Palo Alto	92%	90%	92%	92%	93%	91%	NA	NA	NA

Percent "excellent" or "good"

* For jurisdictions that have conducted The NCS prior to 2008, the 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 since 2008, 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.

FIGURE 83: 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	Above
Overall image or reputation of Palo Alto	Much above

On average, residents of the City of Palo Alto gave the highest evaluations to their own local government and the lowest average rating to the State Government. The overall quality of services delivered by the City of Palo Alto was rated as "excellent" or "good" by 83% of survey participants. The City of Palo Alto's rating was much above the benchmark when compared to other communities. Ratings of overall City services have remained stable over the last eight years.

FIGURE 84: RATING OVERALL QUALITY OF SERVICES PROVIDED BY THE CITY OF PALO ALTO BY YEAR

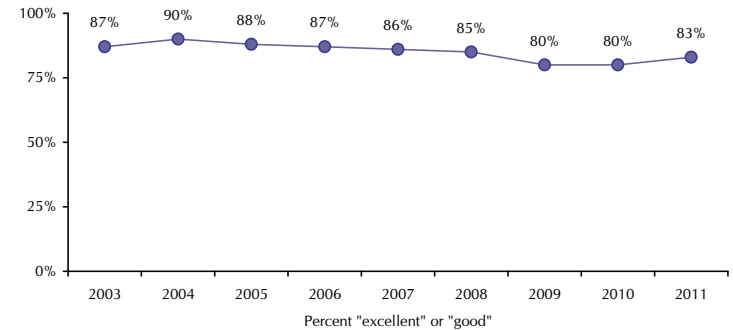


FIGURE 85: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Services provided by City of Palo Alto	83%	80%	80%	85%	86%	87%	88%	90%	87%
Services provided by the Federal Government	41%	43%	41%	33%	33%	33%	32%	38%	32%
Services provided by the State Government	26%	27%	23%	34%	44%	38%	32%	35%	31%
Services provided by Santa Clara County Government	45%	48%	42%	54%	NA	NA	NA	NA	NA

Percent "excellent" or "good"

FIGURE 86: 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	Similar
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, over the phone or via email in the last 12 months; the 43% who reported that they had been in contact (a percent that is much lower than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated favorably; 76% of respondents rated their overall impression as "excellent" or "good." Employees' ratings were similar to the benchmark and were similar to past survey years.

FIGURE 87: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

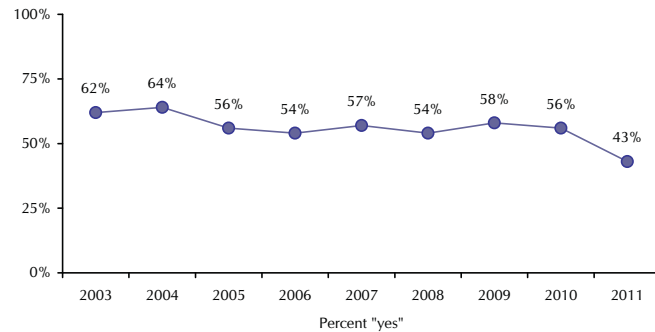


FIGURE 88: CONTACT WITH CITY EMPLOYEES BENCHMARKS

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

FIGURE 89: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

	2011	2010	2009	2008	2007	2006	2005	2004	2003
Knowledge	80%	81%	84%	75%	85%	83%	84%	85%	85%
Responsiveness	78%	75%	78%	73%	80%	78%	77%	83%	74%
Courtesy	82%	82%	84%	78%	84%	83%	83%	84%	83%
Overall impression	76%	77%	79%	73%	79%	79%	79%	84%	78%
Percent "excellent" or "good"									

FIGURE 90: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

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

FROM DATA TO ACTION

RESIDENT PRIORITIES

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

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (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 library services
- Police services
- Public schools
- Preservation of natural areas
- Traffic signal timing
- City parks

CITY OF PALO ALTO ACTION CHART™

The 2011 City of Palo Alto Action Chart™ on the following page combines three dimensions of performance:

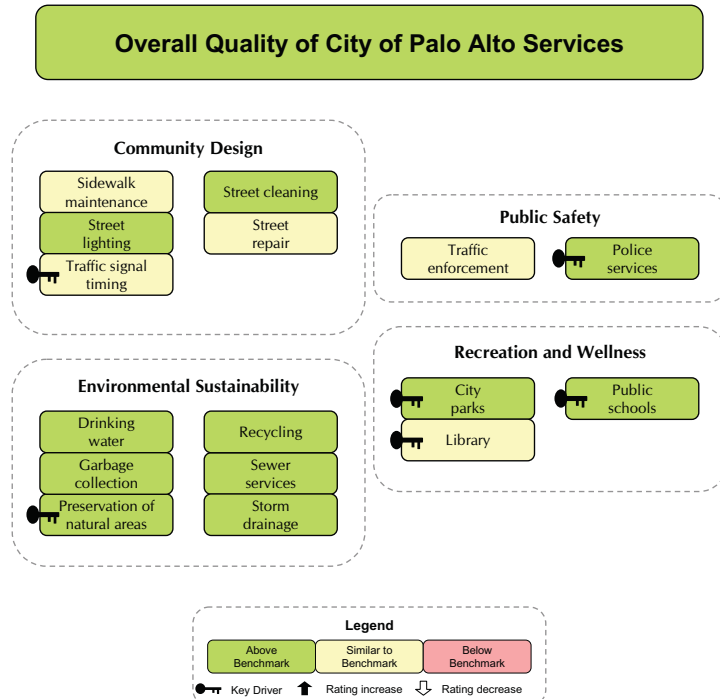
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. 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.

Sixteen services were included in the KDA for the City of Palo Alto. Of these, 11 were above the benchmark and five 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 public library services and traffic signal timing, as these key drivers 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 91: 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 keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

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 "o") 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 92: KEY DRIVERS COMPARED

Service	City of Palo Alto Key Drivers	National Key Drivers	Core Services
• Police services	✓	✓	✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
Si◦ dewalk maintenance			
Traffic signal timing	✓		
Garbage collection			✓
◦ Recycling			
Storm drainage			✓
Drinking water			✓
Sewer services			✓
City parks	✓		
Public library	✓		
• Public schools	✓	✓	
Preservation of natural areas	✓		

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

CUSTOM QUESTIONS

“Don’t know” responses have been removed from the following questions.

Custom Question 1					
Please rate the City of Palo Alto on each of the following:	Excellent	Good	Fair	Poor	Total
Preservation of wildlife and native plants	30%	54%	13%	4%	100%
Water and energy preservation	27%	55%	13%	4%	100%
City’s composting process and pickup services	35%	46%	12%	7%	100%
Downtown shopping, dining and entertainment experience	25%	50%	18%	6%	100%
Infrastructure Investment (e.g., buildings, streets)	13%	42%	31%	14%	100%
Promoting business growth and economic development	11%	38%	35%	16%	100%

Custom Question 2	
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%

Custom Question 3					
If yes, how would you rate each of the following?	Excellent	Good	Fair	Poor	Total
Inspection timeliness	15%	24%	37%	24%	100%
Overall customer service	5%	32%	29%	34%	100%
Ease of the planning approval process	2%	30%	33%	35%	100%
Ease of the overall application process	4%	27%	28%	41%	100%
Time required to review and issue the permit(s)	6%	17%	22%	54%	100%

Custom Question 4					
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.)	41%	40%	11%	7%	100%
Further economic development efforts to increase sales tax revenue	34%	36%	18%	12%	100%
Further reduction of City services and programs	10%	32%	34%	25%	100%

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Custom Question 5	
How prepared, if at all, are you and your household to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?	Percent of respondents
Somewhat prepared	61%
Not at all prepared	21%
Fully prepared	18%
Total	100%

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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	57%	38%	4%	1%
Your neighborhood as a place to live	50%	40%	8%	2%	100%
Palo Alto as a place to raise children	53%	40%	6%	2%	100%
Palo Alto as a place to work	50%	40%	9%	2%	100%
Palo Alto as a place to retire	36%	33%	19%	13%	100%
The overall quality of life in Palo Alto	46%	47%	6%	2%	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	17%	58%	20%	5%
Openness and acceptance of the community towards people of diverse backgrounds	30%	48%	18%	4%	100%
Overall appearance of Palo Alto	34%	56%	8%	2%	100%
Cleanliness of Palo Alto	36%	53%	10%	1%	100%
Overall quality of new development in Palo Alto	15%	42%	30%	13%	100%
Variety of housing options	10%	28%	43%	20%	100%
Overall quality of business and service establishments in Palo Alto	21%	53%	21%	5%	100%
Shopping opportunities	28%	43%	22%	7%	100%
Opportunities to attend cultural activities	31%	42%	22%	5%	100%
Recreational opportunities	32%	49%	17%	3%	100%
Employment opportunities	19%	37%	31%	13%	100%
Educational opportunities	55%	35%	8%	2%	100%
Opportunities to participate in social events and activities	28%	48%	21%	4%	100%
Opportunities to volunteer	38%	42%	19%	2%	100%
Opportunities to participate in community matters	28%	43%	26%	4%	100%
Ease of car travel in Palo Alto	17%	46%	29%	8%	100%
Ease of bus travel in Palo Alto	10%	27%	36%	27%	100%
Ease of rail travel in Palo Alto	19%	46%	24%	12%	100%
Ease of bicycle travel in Palo Alto	31%	46%	20%	3%	100%
Ease of walking in Palo Alto	35%	48%	15%	2%	100%
Availability of paths and walking trails	25%	50%	22%	3%	100%
Traffic flow on major streets	6%	33%	43%	17%	100%
Amount of public parking	11%	43%	33%	13%	100%

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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	5%	8%	34%	53%	100%
Availability of affordable quality child care	9%	26%	34%	31%	100%
Availability of affordable quality health care	21%	38%	28%	13%	100%
Availability of affordable quality food	24%	42%	25%	9%	100%
Availability of preventive health services	25%	47%	20%	7%	100%
Air quality	19%	58%	18%	5%	100%
Quality of overall natural environment in Palo Alto	29%	55%	15%	1%	100%
Overall image or reputation of Palo Alto	54%	38%	7%	2%	100%
Opportunities to learn about City services through social networking Web sites such as Twitter or Facebook	23%	40%	26%	11%	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%	47%	34%	17%	100%
Retail growth (stores, restaurants, etc.)	7%	28%	53%	8%	3%	100%
Jobs growth	15%	49%	30%	4%	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	26%
Minor problem	53%
Moderate problem	19%
Major problem	2%
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)	43%	42%	9%	5%	1%	100%
Property crimes (e.g., burglary, theft)	23%	49%	15%	11%	2%	100%
Environmental hazards, including toxic waste	41%	43%	10%	5%	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	77%	21%	1%	1%	0%	100%
In your neighborhood after dark	34%	49%	8%	9%	1%	100%
In Palo Alto's downtown area during the day	65%	27%	6%	2%	0%	100%
In Palo Alto's downtown area after dark	24%	41%	17%	14%	3%	100%

Question 7: Contact with Police Department		
Have you had any in-person or phone contact with an employee of the City of Palo Alto Police Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City of Palo Alto Police Department within the last 12 months?	67%	33%

Question 8: Ratings of Contact with Police Department				
What was your overall impression of your most recent contact with the City of Palo Alto Police Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Palo Alto Police Department?	40%	34%	17%	9%

Question 9: 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 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	29%
Yes	71%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palo Alto?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Palo Alto public libraries or their services	26%	22%	22%	14%	16%	100%
Used Palo Alto recreation and community centers or facilities, including the Art Center, Children's Theater, and Junior Museum and Zoo	40%	27%	21%	6%	6%	100%
Participated in a recreation program or activity	47%	28%	18%	3%	4%	100%
Visited a neighborhood park or City park	9%	18%	32%	17%	24%	100%
Ridden a local bus within Palo Alto	72%	13%	8%	3%	3%	100%
Attended a meeting of local elected officials or other local public meeting	73%	19%	7%	1%	0%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	73%	18%	7%	1%	0%	100%
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	24%	24%	37%	11%	5%	100%
Recycled used paper, cans or bottles from your home	4%	2%	5%	7%	82%	100%
Volunteered your time to some group or activity in Palo Alto	55%	15%	16%	5%	9%	100%
Participated in a club or civic group in Palo Alto	69%	12%	9%	5%	6%	100%
Provided help to a friend or neighbor	10%	24%	36%	18%	11%	100%
Used the City's Web site to conduct business or pay bills	65%	11%	13%	6%	5%	100%
Read a Palo Alto Newspaper	7%	10%	21%	14%	48%	100%

Question 12: 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	21%
Several times a week	29%
Several times a month	22%
Less than several times a month	28%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Palo Alto:	Excellent	Good	Fair	Poor	Total
Police services	37%	51%	9%	3%	100%
Fire services	45%	47%	6%	2%	100%
Ambulance or emergency medical services	46%	47%	6%	1%	100%
Crime prevention	20%	60%	17%	2%	100%
Fire prevention and education	25%	51%	19%	5%	100%
Traffic enforcement	11%	50%	31%	7%	100%
Street repair	7%	33%	38%	22%	100%
Street cleaning	21%	58%	17%	4%	100%
Street lighting	11%	54%	27%	7%	100%
Sidewalk maintenance	10%	41%	35%	14%	100%
Traffic signal timing	7%	45%	33%	15%	100%
Bus or transit services	9%	37%	34%	21%	100%
Garbage collection	41%	49%	9%	2%	100%
Recycling collection	46%	45%	7%	2%	100%
Storm drainage	22%	52%	20%	6%	100%
Drinking water	45%	41%	10%	4%	100%
Sewer services	28%	56%	14%	2%	100%
City parks	47%	48%	5%	1%	100%
Recreation programs or classes	32%	49%	16%	3%	100%
Recreation centers or facilities	26%	49%	21%	4%	100%
Land use, planning and zoning	9%	37%	32%	22%	100%
Code enforcement (weeds, abandoned buildings, etc.)	11%	44%	31%	13%	100%
Animal control	25%	47%	22%	6%	100%
Economic development	12%	40%	32%	16%	100%
Services to seniors	25%	55%	14%	6%	100%
Services to youth	27%	51%	16%	6%	100%
Services to low-income people	15%	36%	31%	18%	100%
Public library services	37%	47%	12%	4%	100%
Public information services	22%	45%	27%	5%	100%
Public schools	59%	32%	7%	2%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	14%	50%	24%	12%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	31%	45%	19%	5%	100%
Neighborhood branch libraries	36%	45%	13%	6%	100%
Variety of library materials	31%	41%	19%	8%	100%
Your neighborhood park	46%	43%	11%	1%	100%
Street tree maintenance	23%	47%	20%	10%	100%

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Question 13: Service Quality					
Please rate the quality of each of the following services in Palo Alto:	Excellent	Good	Fair	Poor	Total
Electric utility	29%	56%	11%	4%	100%
Gas utility	28%	54%	14%	4%	100%
City's Web site	17%	50%	24%	9%	100%
Art programs and theater	28%	53%	17%	2%	100%

Question 14: 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	28%	55%	14%	3%	100%
The Federal Government	5%	36%	42%	17%	100%
The State Government	4%	22%	52%	22%	100%
Santa Clara County Government	7%	39%	46%	8%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Palo Alto to someone who asks	60%	31%	5%	3%	100%
Remain in Palo Alto for the next five years	64%	23%	6%	7%	100%

Question 16: 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	2%
Somewhat positive	10%
Neutral	44%
Somewhat negative	40%
Very negative	5%
Total	100%

Question 17: Contact with Fire Department		
Have you had any in-person or phone contact with an employee of the City of Palo Alto Fire Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City of Palo Alto Fire Department within the last 12 months?	88%	12%

Question 18: Ratings of Contact with Fire Department				
What was your overall impression of your most recent contact with the City of Palo Alto Fire Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City of Palo Alto Fire Department?	51%	24%	10%	15%

Question 19: Contact with City Employees	
Have you had any in-person, phone or email 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	57%
Yes	43%
Total	100%

Question 20: 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	39%	42%	14%	5%	100%
Responsiveness	40%	39%	11%	11%	100%
Courtesy	42%	40%	12%	6%	100%
Overall impression	37%	39%	15%	9%	100%

Question 21: 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%	51%	22%	12%	100%
The overall direction that Palo Alto is taking	7%	48%	29%	16%	100%
The job Palo Alto government does at welcoming citizen involvement	10%	46%	29%	14%	100%

Question 18a: Custom Question 1					
Please rate the City of Palo Alto on each of the following:	Excellent	Good	Fair	Poor	Total
Preservation of wildlife and native plants	30%	54%	13%	4%	100%
Water and energy preservation	27%	55%	13%	4%	100%
City's composting process and pickup services	35%	46%	12%	7%	100%
Infrastructure Investment (e.g., buildings, streets)	13%	42%	31%	14%	100%
Downtown shopping, dining and entertainment experience	25%	50%	18%	6%	100%
Promoting business growth and economic development	11%	38%	35%	16%	100%

Question 18b: Custom Question 2	
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 18c: Custom Question 3					
If yes, how would you rate each of the following?	Excellent	Good	Fair	Poor	Total
Ease of the planning approval process	2%	30%	33%	35%	100%
Time required to review and issue the permit(s)	6%	17%	22%	54%	100%
Inspection timeliness	15%	24%	37%	24%	100%
Overall customer service	5%	32%	29%	34%	100%
Ease of the overall application process	4%	27%	28%	41%	100%

Question 18d: Custom Question 4					
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.)	41%	40%	11%	7%
Further reduction of City services and programs	10%	32%	34%	25%	100%
Further economic development efforts to increase sales tax revenue	34%	36%	18%	12%	100%

Question 18e: Custom Question 5	
How prepared, if at all, are you and your household to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?	Percent of respondents
Fully prepared	18%
Somewhat prepared	61%
Not at all prepared	21%
Total	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	36%
Yes, full-time	51%
Yes, part-time	13%
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	63%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	9%
Bus, rail, subway or other public transportation	3%
Walk	6%
Bicycle	11%
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	15%
2 to 5 years	21%
6 to 10 years	14%
11 to 20 years	16%
More than 20 years	34%
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	58%
House attached to one or more houses (e.g., a duplex or townhome)	7%
Building with two or more apartments or condominiums	31%
Mobile home	0%
Other	4%
Total	100%

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

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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	5%
\$300 to \$599 per month	7%
\$600 to \$999 per month	7%
\$1,000 to \$1,499 per month	13%
\$1,500 to \$2,499 per month	26%
\$2,500 or more per month	43%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	67%
Yes	33%
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	68%
Yes	32%
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	9%
\$50,000 to \$99,999	23%
\$100,000 to \$149,000	22%
\$150,000 or more	38%
Total	100%

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Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	97%
Yes, I consider myself to be Spanish, Hispanic or Latino	3%
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	26%
Black or African American	2%
White	70%
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	3%
25 to 34 years	17%
35 to 44 years	16%
45 to 54 years	24%
55 to 64 years	13%
65 to 74 years	11%
75 years or older	16%
Total	100%

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

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	12%
Yes	80%
Ineligible to vote	9%
Total	100%

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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	76%
Ineligible to vote	12%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	6%
Yes	94%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	26%
Yes	74%
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	30%
Land line	49%
Both	21%
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	56%	240	38%	160	4%	18	1%	6	1%	3	100%
Your neighborhood as a place to live	49%	209	40%	168	8%	32	2%	8	1%	5	100%	424
Palo Alto as a place to raise children	46%	192	34%	145	5%	20	2%	6	13%	56	100%	420
Palo Alto as a place to work	40%	167	31%	133	7%	29	2%	7	20%	86	100%	421
Palo Alto as a place to retire	28%	120	26%	109	15%	64	10%	42	21%	88	100%	422
The overall quality of life in Palo Alto	45%	191	46%	196	6%	26	2%	7	1%	3	100%	423

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	16%	68	55%	227	19%	79	5%	20	4%	18	100%
Openness and acceptance of the community towards people of diverse backgrounds	29%	121	45%	191	17%	72	4%	16	5%	21	100%	420
Overall appearance of Palo Alto	33%	139	55%	231	8%	34	2%	10	1%	5	100%	420
Cleanliness of Palo Alto	35%	148	52%	219	10%	43	1%	6	0%	2	100%	417
Overall quality of new development in Palo Alto	13%	55	36%	151	26%	109	11%	46	13%	55	100%	415
Variety of housing options	9%	36	25%	105	39%	162	18%	75	9%	36	100%	414
Overall quality of business and service establishments in Palo Alto	20%	86	51%	215	20%	85	5%	19	4%	17	100%	422
Shopping opportunities	28%	119	42%	181	22%	92	7%	29	1%	5	100%	426
Opportunities to attend cultural activities	30%	126	40%	167	21%	90	5%	20	5%	20	100%	424
Recreational opportunities	31%	129	47%	197	16%	67	3%	11	4%	16	100%	421
Employment opportunities	13%	55	27%	110	22%	92	10%	39	28%	116	100%	413
Educational opportunities	51%	212	32%	135	7%	31	2%	7	8%	33	100%	418

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Opportunities to participate in social events and activities	25%	103	43%	181	18%	77	3%	13	10%	44	100%
Opportunities to volunteer	30%	124	32%	136	15%	61	1%	6	22%	92	100%	418
Opportunities to participate in community matters	23%	96	35%	146	21%	88	3%	13	18%	73	100%	416
Ease of car travel in Palo Alto	16%	68	44%	187	28%	120	8%	34	3%	12	100%	421
Ease of bus travel in Palo Alto	7%	27	17%	72	23%	96	17%	72	36%	151	100%	418
Ease of rail travel in Palo Alto	16%	66	39%	162	21%	85	10%	42	14%	58	100%	412
Ease of bicycle travel in Palo Alto	27%	113	40%	166	17%	72	3%	12	13%	55	100%	419
Ease of walking in Palo Alto	35%	145	47%	196	15%	61	2%	9	2%	8	100%	419
Availability of paths and walking trails	22%	93	46%	189	20%	83	3%	12	9%	37	100%	414
Traffic flow on major streets	6%	27	32%	136	42%	177	17%	71	3%	11	100%	421
Amount of public parking	11%	44	41%	168	31%	128	13%	53	4%	17	100%	409
Availability of affordable quality housing	4%	19	7%	28	28%	116	44%	182	17%	72	100%	417
Availability of affordable quality child care	4%	17	12%	48	16%	65	14%	58	54%	223	100%	411
Availability of affordable quality health care	17%	69	31%	127	22%	92	10%	43	20%	83	100%	415
Availability of affordable quality food	23%	96	40%	172	24%	102	9%	37	4%	17	100%	424
Availability of preventive health services	18%	76	34%	144	15%	61	5%	23	27%	114	100%	417
Air quality	19%	78	55%	232	17%	74	5%	20	4%	17	100%	421
Quality of overall natural environment in Palo Alto	28%	118	54%	228	15%	61	1%	5	2%	7	100%	420
Overall image or reputation of Palo Alto	52%	212	37%	150	7%	27	2%	7	2%	9	100%	404
Opportunities to learn about City services through social networking Web sites such as Twitter or Facebook	9%	37	16%	66	10%	42	4%	18	60%	249	100%	414

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	0%	2	1%	4	32%	135	23%	95	11%	48	32%	131	100%
Retail growth (stores, restaurants, etc.)	5%	23	23%	96	43%	180	7%	28	3%	11	19%	81	100%	417
Jobs growth	8%	34	26%	108	16%	67	2%	9	0%	2	47%	194	100%	414

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	24%	99
Minor problem	49%	202
Moderate problem	18%	74
Major problem	2%	7
Don't know	7%	29
Total	100%	411

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)	42%	177	41%	173	9%	39	5%	22	1%	3	1%	6	100%
Property crimes (e.g., burglary, theft)	22%	94	48%	201	15%	63	11%	47	2%	8	1%	5	100%	419
Environmental hazards, including toxic waste	37%	156	39%	164	9%	39	4%	18	0%	2	9%	38	100%	417

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	77%	325	21%	87	1%	5	1%	6	0%	0	0%	1	100%
In your neighborhood after dark	34%	142	49%	205	8%	32	9%	36	1%	2	1%	4	100%	421
In Palo Alto's downtown area during the day	62%	261	26%	108	6%	26	2%	8	0%	1	4%	17	100%	422
In Palo Alto's downtown area after dark	22%	93	38%	158	16%	66	13%	55	3%	13	8%	35	100%	421

Question 7: Contact with Police Department													
Have you had any in-person or phone contact with an employee of the City of Palo Alto Police Department within the last 12 months?						No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City of Palo Alto Police Department within the last 12 months?						66%	277	32%	134	2%	8	100%	420

Question 8: Ratings of Contact with Police Department													
What was your overall impression of your most recent contact with the City of Palo Alto Police Department?	Excellent		Good		Fair		Poor		Don't know		Total		
	What was your overall impression of your most recent contact with the City of Palo Alto Police Department?	40%	52	34%	45	17%	22	9%	12	0%	0	100%	132

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	91%	381
Yes	9%	38
Don't know	0%	1
Total	100%	420

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	29%	11
Yes	71%	27
Don't know	0%	0
Total	100%	38

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palo Alto?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Palo Alto public libraries or their services	26%	109	22%	90	22%	91	14%	59	16%	69	100%	417
Used Palo Alto recreation and community centers or facilities, including the Art Center, Children's Theater, and Junior Museum and Zoo	40%	164	27%	113	21%	88	6%	26	6%	24	100%	415
Participated in a recreation program or activity	47%	190	28%	113	18%	72	3%	14	4%	18	100%	407
Visited a neighborhood park or City park	9%	36	18%	75	32%	133	17%	73	24%	100	100%	417
Ridden a local bus within Palo Alto	72%	301	13%	57	8%	36	3%	13	3%	13	100%	419
Attended a meeting of local elected officials or other local public meeting	73%	304	19%	79	7%	29	1%	5	0%	1	100%	418
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	73%	306	18%	76	7%	30	1%	6	0%	1	100%	419

Question 11: 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	
	Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	24%	99	24%	101	37%	154	11%	44	5%	19	100%
Recycled used paper, cans or bottles from your home	4%	15	2%	7	5%	23	7%	31	82%	338	100%	414
Volunteered your time to some group or activity in Palo Alto	55%	225	15%	60	16%	64	5%	20	9%	38	100%	407
Participated in a club or civic group in Palo Alto	69%	286	12%	50	9%	35	5%	20	6%	24	100%	416
Provided help to a friend or neighbor	10%	41	24%	100	36%	150	18%	74	11%	47	100%	412
Used the City's Web site to conduct business or pay bills	65%	271	11%	48	13%	53	6%	25	5%	22	100%	419
Read a Palo Alto Newspaper	7%	31	10%	42	21%	89	14%	57	48%	202	100%	422

Question 12: 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	21%	87
Several times a week	29%	118
Several times a month	22%	93
Less than several times a month	28%	117
Total	100%	414

Question 13: Service Quality												
Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
	Police services	29%	119	40%	166	7%	28	3%	11	22%	92	100%
Fire services	28%	117	29%	121	4%	16	1%	4	38%	157	100%	416
Ambulance or emergency medical services	25%	104	25%	105	3%	13	1%	3	46%	191	100%	416
Crime prevention	12%	50	36%	147	10%	42	1%	5	41%	165	100%	408
Fire prevention and education	12%	50	25%	102	9%	38	2%	9	51%	207	100%	406

Question 13: Service Quality												
Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
	Traffic enforcement	9%	38	41%	169	26%	105	6%	24	18%	72	100%
Street repair	6%	27	32%	130	35%	146	21%	86	6%	24	100%	413
Street cleaning	20%	85	56%	236	16%	68	4%	17	3%	12	100%	417
Street lighting	11%	45	53%	223	27%	112	7%	30	2%	7	100%	418
Sidewalk maintenance	9%	38	39%	163	33%	136	13%	56	5%	20	100%	413
Traffic signal timing	7%	28	43%	179	31%	128	14%	59	5%	21	100%	415
Bus or transit services	5%	19	19%	80	18%	74	11%	45	47%	193	100%	410
Garbage collection	39%	162	46%	192	8%	35	2%	7	5%	20	100%	416
Recycling collection	44%	183	43%	176	6%	26	2%	9	5%	21	100%	415
Storm drainage	17%	71	42%	172	16%	66	5%	20	20%	82	100%	410
Drinking water	43%	176	39%	161	10%	40	3%	14	6%	24	100%	415
Sewer services	23%	95	46%	187	12%	48	1%	6	18%	72	100%	408
City parks	45%	186	46%	192	4%	18	1%	4	4%	16	100%	416
Recreation programs or classes	20%	83	31%	130	10%	42	2%	8	36%	151	100%	415
Recreation centers or facilities	18%	75	34%	142	15%	62	3%	11	30%	122	100%	411
Land use, planning and zoning	6%	23	25%	100	22%	87	15%	60	33%	133	100%	404
Code enforcement (weeds, abandoned buildings, etc.)	7%	28	27%	110	19%	76	8%	33	39%	158	100%	405
Animal control	15%	63	28%	116	13%	54	4%	15	39%	161	100%	409
Economic development	7%	28	24%	97	19%	77	10%	39	41%	165	100%	406
Services to seniors	12%	49	26%	109	7%	28	3%	12	52%	213	100%	411
Services to youth	15%	61	28%	115	9%	36	4%	14	45%	182	100%	407
Services to low-income people	5%	21	13%	52	11%	45	6%	26	65%	264	100%	408
Public library services	31%	126	39%	160	10%	41	4%	15	17%	70	100%	412
Public information services	15%	61	31%	125	19%	76	4%	15	32%	128	100%	405
Public schools	46%	187	25%	102	5%	22	1%	5	23%	93	100%	409
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	8%	34	30%	122	14%	59	7%	28	40%	166	100%	410

Question 13: Service Quality												
Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
	Preservation of natural areas such as open space, farmlands and greenbelts	25%	101	36%	146	15%	61	4%	16	21%	86	100%
Neighborhood branch libraries	28%	117	36%	147	10%	42	5%	20	21%	89	100%	415
Variety of library materials	24%	97	31%	128	15%	60	6%	26	24%	97	100%	408
Your neighborhood park	43%	177	40%	165	10%	41	1%	4	6%	27	100%	414
Street tree maintenance	22%	91	45%	185	19%	78	10%	39	4%	17	100%	409
Electric utility	27%	113	52%	214	10%	43	4%	15	7%	30	100%	414
Gas utility	24%	100	47%	194	12%	49	4%	16	13%	55	100%	414
City's Web site	12%	51	37%	151	17%	71	7%	28	27%	110	100%	411
Art programs and theater	18%	76	35%	144	11%	46	1%	6	34%	141	100%	413

Question 14: 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	26%	107	51%	213	13%	52	3%	13	8%	31	100%
The Federal Government	4%	17	27%	113	32%	131	13%	53	24%	100	100%	413
The State Government	3%	12	17%	70	40%	166	17%	71	23%	94	100%	414
Santa Clara County Government	5%	19	26%	105	31%	127	6%	23	33%	135	100%	409

Question 15: 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	59%	248	31%	129	5%	22	3%	14	2%	6	100%
Remain in Palo Alto for the next five years	62%	258	23%	95	6%	24	7%	29	3%	13	100%	420

Question 16: 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	2%	8
Somewhat positive	10%	40
Neutral	44%	184
Somewhat negative	40%	166
Very negative	5%	20
Total	100%	417

Question 17: Contact with Fire Department								
Have you had any in-person or phone contact with an employee of the City of Palo Alto Fire Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City of Palo Alto Fire Department within the last 12 months?	87%	365	12%	52	1%	5	100%	422

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the City of Palo Alto Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City of Palo Alto Fire Department?	51%	26	24%	12	10%	5	15%	8	0%	0	100%	52

Question 19: Contact with City Employees		
Have you had any in-person, phone or email 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	57%	241
Yes	43%	178
Total	100%	419

Question 20: 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	37%	64	39%	69	13%	24	5%	9	6%	10	100%
Responsiveness	39%	69	38%	67	11%	19	11%	19	1%	2	100%	177
Courtesy	42%	74	40%	71	12%	21	6%	10	1%	2	100%	177
Overall impression	37%	66	39%	69	15%	26	9%	17	0%	0	100%	178

Question 21: Government Performance												
Please rate the following categories of Palo Alto government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Palo Alto	13%	53	42%	174	18%	75	10%	42	18%	73	100%
The overall direction that Palo Alto is taking	6%	24	41%	169	25%	103	13%	55	16%	65	100%	415
The job Palo Alto government does at welcoming citizen involvement	7%	30	32%	134	21%	85	10%	41	30%	124	100%	413

Question 18a: Custom Question 1												
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%	97	42%	175	10%	41	3%	12	22%	92	100%
Water and energy preservation	24%	101	50%	207	12%	49	4%	16	11%	45	100%	418
City's composting process and pickup services	30%	123	38%	159	10%	42	6%	26	16%	65	100%	415
Infrastructure Investment (e.g., buildings, streets)	11%	46	36%	146	26%	106	12%	48	16%	65	100%	411
Downtown shopping, dining and entertainment experience	24%	101	48%	200	17%	72	6%	25	4%	18	100%	416
Promoting business growth and economic development	7%	30	25%	101	22%	92	10%	42	36%	148	100%	413

Question 18b: Custom Question 2		
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%	34
No	91%	373
Don't know	1%	4
Total	100%	411

Question 18c: Custom Question 3												
If yes, how would you rate each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
Ease of the planning approval process	2%	1	27%	11	30%	12	31%	12	10%	4	100%	40
Time required to review and issue the permit(s)	6%	2	16%	6	21%	8	51%	19	7%	3	100%	38
Inspection timeliness	13%	5	22%	9	34%	13	22%	8	8%	3	100%	38
Overall customer service	4%	2	30%	11	27%	11	32%	12	7%	3	100%	38
Ease of the overall application process	3%	1	26%	10	27%	10	39%	15	4%	2	100%	37

Question 18d: Custom Question 4												
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.)	33%	133	32%	129	9%	36	6%	23	20%	80	100%
Further reduction of City services and programs	8%	33	27%	109	29%	117	21%	86	15%	60	100%	404
Further economic development efforts to increase sales tax revenue	28%	114	30%	120	14%	58	10%	39	18%	72	100%	402

Question 18e: Custom Question 5		
How prepared, if at all, are you and your household to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?	Percent of respondents	Count
Fully prepared	18%	75
Somewhat prepared	60%	250
Not at all prepared	20%	84
Don't know	2%	7
Total	100%	416

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	36%	152
Yes, full-time	51%	214
Yes, part-time	13%	53
Total	100%	419

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	63%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	9%
Bus, rail, subway or other public transportation	3%
Walk	6%
Bicycle	11%
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	15%	66
2 to 5 years	21%	89
6 to 10 years	14%	61
11 to 20 years	16%	68
More than 20 years	34%	143
Total	100%	426

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	58%	247
House attached to one or more houses (e.g., a duplex or townhome)	7%	31
Building with two or more apartments or condominiums	31%	129
Mobile home	0%	0
Other	4%	15
Total	100%	423

Question D5: Housing Tenure (Rent/Own)		
Is this house, apartment or mobile home...	Percent of respondents	Count
Rented for cash or occupied without cash payment	43%	176
Owned by you or someone in this house with a mortgage or free and clear	57%	231
Total	100%	407

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	5%	20
\$300 to \$599 per month	7%	29
\$600 to \$999 per month	7%	28
\$1,000 to \$1,499 per month	13%	53
\$1,500 to \$2,499 per month	26%	106
\$2,500 or more per month	43%	176
Total	100%	412

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	67%	281
Yes	33%	140
Total	100%	421

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	68%	289
Yes	32%	136
Total	100%	425

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%	32
\$25,000 to \$49,999	9%	35
\$50,000 to \$99,999	23%	91
\$100,000 to \$149,000	22%	87
\$150,000 or more	38%	150
Total	100%	394

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	97%	408
Yes, I consider myself to be Spanish, Hispanic or Latino	3%	12
Total	100%	419

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%	2
Asian, Asian Indian or Pacific Islander	26%	106
Black or African American	2%	7
White	70%	292
Other	4%	17
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	3%	11
25 to 34 years	17%	71
35 to 44 years	16%	68
45 to 54 years	24%	102
55 to 64 years	13%	57
65 to 74 years	11%	45
75 years or older	16%	68
Total	100%	420

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	223
Male	47%	196
Total	100%	419

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	11%	48
Yes	78%	332
Ineligible to vote	9%	37
Don't know	2%	8
Total	100%	424

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%	49
Yes	76%	322
Ineligible to vote	12%	51
Don't know	0%	2
Total	100%	424

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	6%	24
Yes	94%	399
Total	100%	423

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	26%	112
Yes	74%	311
Total	100%	423

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

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

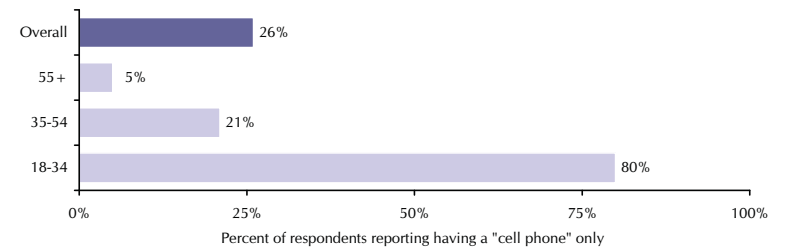
FIGURE 93: LOCATION OF SURVEY RECIPIENTS



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

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.³ Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Palo Alto has an overall “cord cutter” population similar to the nationwide 2010 estimates.

FIGURE 94: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN PALO ALTO



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning August 1, 2011. The first mailing 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 the following five 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 five percentage points around any given percent reported for the entire sample (427 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 survey, including the non-response of residents with opinions different from survey responders.

³ <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

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 2010 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 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 racial and/or 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, CA Citizen Survey Weighting Table			
Characteristic	Population Norm ⁴	Unweighted Data	Weighted Data
Housing			
Rent home	44%	34%	43%
Own home	56%	66%	57%
Detached unit	60%	58%	59%
Attached unit	40%	42%	41%
Race and Ethnicity			
White	68%	75%	68%
Not white	32%	25%	32%
Not Hispanic	94%	98%	97%
Hispanic	6%	2%	3%
Sex and Age			
Female	52%	56%	53%
Male	48%	44%	47%
18-34 years of age	22%	11%	19%
35-54 years of age	40%	33%	40%
55+ years of age	38%	56%	40%
Females 18-34	10%	7%	9%
Females 35-54	21%	17%	21%
Females 55+	21%	32%	23%
Males 18-34	11%	4%	10%
Males 35-54	20%	16%	19%
Males 55+	17%	24%	17%

⁴ Source: 2010 Census

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.

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APPENDIX C: SURVEY MATERIALS

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

The City of Palo Alto 2011 Citizen Survey

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

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

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

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

	Excellent	Good	Fair	Poor	Don't know
Sense of community	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Overall appearance of Palo Alto	1	2	3	4	5
Cleanliness of Palo Alto	1	2	3	4	5
Overall quality of new development in Palo Alto	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Palo Alto	1	2	3	4	5
Shopping opportunities	1	2	3	4	5
Opportunities to attend cultural activities	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to volunteer	1	2	3	4	5
Opportunities to participate in community matters	1	2	3	4	5
Ease of car travel in Palo Alto	1	2	3	4	5
Ease of bus travel in Palo Alto	1	2	3	4	5
Ease of rail travel in Palo Alto	1	2	3	4	5
Ease of bicycle travel in Palo Alto	1	2	3	4	5
Ease of walking in Palo Alto	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventive health services	1	2	3	4	5
Air quality	1	2	3	4	5
Quality of overall natural environment in Palo Alto	1	2	3	4	5
Overall image or reputation of Palo Alto	1	2	3	4	5
Opportunities to learn about City services through social networking Web sites such as Twitter or Facebook	1	2	3	4	5

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

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



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

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

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

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

6. Please rate how safe or unsafe you feel:

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

7. Have you had any in-person or phone contact with an employee of the City of Palo Alto Police Department within the last 12 months?

- No → Go to Question 9 Yes → Go to Question 8 Don't know → Go to Question 9

8. What was your overall impression of your most recent contact with the City of Palo Alto Police Department?

- Excellent Good Fair Poor Don't know

9. During the past 12 months, were you or anyone in your household the victim of any crime?

- No → Go to Question 11 Yes → Go to Question 10 Don't know → Go to Question 11

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

- No Yes Don't know

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

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Palo Alto public libraries or their services	1	2	3	4	5
Used Palo Alto recreation and community centers or facilities, including the Art Center, Children's Theater, and Junior Museum and Zoo	1	2	3	4	5
Participated in a recreation program or activity	1	2	3	4	5
Visited a neighborhood park or City park	1	2	3	4	5
Ridden a local bus within Palo Alto	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	1	2	3	4	5
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	1	2	3	4	5
Recycled used paper, cans or bottles from your home	1	2	3	4	5
Volunteered your time to some group or activity in Palo Alto	1	2	3	4	5
Participated in a club or civic group in Palo Alto	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5
Used the City's Web site to conduct business or pay bills	1	2	3	4	5
Read a Palo Alto Newspaper	1	2	3	4	5

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

- Just about every day
 Several times a week
 Several times a month
 Less than several times a month

The City of Palo Alto 2011 Citizen Survey

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

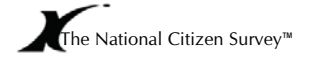
	Excellent	Good	Fair	Poor	Don't know
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting	1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

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

	Excellent	Good	Fair	Poor	Don't know
The City of Palo Alto	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Santa Clara County Government	1	2	3	4	5

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

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



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

- Very positive Somewhat positive Neutral Somewhat negative Very negative

17. Have you had any in-person or phone contact with an employee of the City of Palo Alto Fire Department within the last 12 months?

- No → Go to Question 19 Yes → Go to Question 18 Don't know → Go to Question 19

18. What was your overall impression of your most recent contact with the City of Palo Alto Fire Department?

- Excellent Good Fair Poor Don't know

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

- No → Go to Question 21 Yes → Go to Question 20

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

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

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

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

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

a. Please rate the City of Palo Alto on each of the following:

	Excellent	Good	Fair	Poor	Don't know
Preservation of wildlife and native plants	1	2	3	4	5
Water and energy preservation	1	2	3	4	5
City's composting process and pickup services	1	2	3	4	5
Infrastructure Investment (e.g., buildings, streets)	1	2	3	4	5
Downtown shopping, dining and entertainment experience	1	2	3	4	5
Promoting business growth and economic development	1	2	3	4	5

b. In the past 12 months, did you or anyone from your household apply for a permit(s) from the City's Development Center?

- Yes (Go to Question 22c) No (Go to Question 22d) Don't know (Go to Question 22d)

c. If yes, how would you rate each of the following?

	Excellent	Good	Fair	Poor	Don't know
Ease of the planning approval process	1	2	3	4	5
Time required to review and issue the permit(s)	1	2	3	4	5
Inspection timeliness	1	2	3	4	5
Overall customer service	1	2	3	4	5
Ease of the overall application process	1	2	3	4	5

d. 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
Pursuing new revenue sources for specific projects (e.g. capital projects, roads, recreation, etc.)	1	2	3	4	5
Further reduction of City services and programs	1	2	3	4	5
Further economic development efforts to increase sales tax revenue	1	2	3	4	5

e. How prepared, if at all, are you and your household to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?

- Fully prepared Somewhat prepared Not at all prepared Don't know

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

D1. Are you currently employed for pay?

- No → Go to Question D3
 Yes, full time → Go to Question D2
 Yes, part time → Go to Question D2

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

- Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself days
 Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults days
 Bus, rail, subway or other public transportation days
 Walk days
 Bicycle days
 Work at home days
 Other days

D3. How many years have you lived in Palo Alto?

- Less than 2 years 11-20 years
 2-5 years More than 20 years
 6-10 years

D4. Which best describes the building you live in?

- One family house detached from any other houses
 House attached to one or more houses (e.g., a duplex or townhome)
 Building with two or more apartments or condominiums
 Mobile home
 Other

D5. Is this house, apartment or mobile home...

- Rented for cash or occupied without cash payment?
 Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?

- Less than \$300 per month
 \$300 to \$599 per month
 \$600 to \$999 per month
 \$1,000 to \$1,499 per month
 \$1,500 to \$2,499 per month
 \$2,500 or more per month

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

- No Yes

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

- No Yes

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

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

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
 Yes Don't know

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

- No Ineligible to vote
 Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?

- Cell Land line Both

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to:
 National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



CITY OF PALO ALTO, CA
2011

Benchmark Report

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

The National Citizen Survey™

**UNDERSTANDING THE BENCHMARK
COMPARISONS**

COMPARISON DATA

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

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

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast ¹	16%
West ²	21%
North Central West ³	11%
North Central East ⁴	13%
South Central ⁵	7%
South ⁶	26%
Northeast West ⁷	2%
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

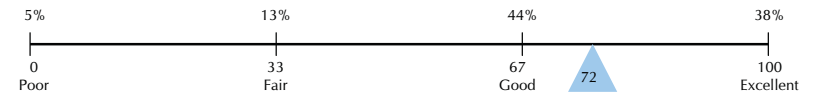
Although responses to many of the evaluative questions were made on a four point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around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

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

Example of Converting Responses to the 100-point Scale

How do you rate the community as a place to live?						
Response option	Total with “don’t know”	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

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



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	34	327	90%	Much above
Your neighborhood as place to live	79	28	244	89%	Much above
Palo Alto as a place to live	83	35	285	88%	Much above
Recommend living in Palo Alto to someone who asks	83	39	156	75%	Much above
Remain in Palo Alto for the next five years	81	52	156	67%	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	57	93	231	60%	Above
Ease of bus travel in Palo Alto	40	115	169	32%	Below
Ease of rail travel in Palo Alto	57	17	45	64%	Much above
Ease of bicycle travel in Palo Alto	68	14	228	94%	Much above
Ease of walking in Palo Alto	72	24	232	90%	Much above
Availability of paths and walking trails	65	35	152	77%	Much above
Traffic flow on major streets	43	105	191	45%	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	28	47	144	68%	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	63	129	146	12%	Much less

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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	42	196	323	39%	Similar
Street cleaning	65	38	239	84%	Much above
Street lighting	56	97	250	61%	Above
Sidewalk maintenance	49	126	218	42%	Similar
Traffic signal timing	48	88	191	54%	Similar
Bus or transit services	45	130	183	29%	Much below
Amount of public parking	51	61	173	65%	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	232	246	6%	Much below
Variety of housing options	42	124	144	14%	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)	36	84	152	45%	Similar

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	53	108	214	50%	Similar
Overall appearance of Palo Alto	73	31	260	88%	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	50	72	207	66%	Much 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	2	189	208	9%	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	44	119	241	51%	Similar
Code enforcement (weeds, abandoned buildings, etc.)	51	89	283	69%	Much above
Animal control	64	27	250	90%	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	54	10	237	96%	Much above
Shopping opportunities	64	40	234	83%	Much above
Palo Alto as a place to work	79	2	253	100%	Much above
Overall quality of business and service establishments in Palo Alto	64	31	142	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	49	77	229	67%	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	35	111	206	46%	Less
Jobs growth seen as too slow	64	164	209	22%	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	11	167	201	17%	Much below

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	93	44	259	83%	Much above
In your neighborhood after dark	77	86	256	67%	Above
In Palo Alto's downtown area during the day	88	93	229	60%	Above
In Palo Alto's downtown area after dark	67	110	237	54%	Above
Violent crime (e.g., rape, assault, robbery)	80	79	235	67%	Much above
Property crimes (e.g., burglary, theft)	70	74	235	69%	Much above
Environmental hazards, including toxic waste	80	53	153	66%	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	157	206	24%	Less
Reported crimes	71	159	205	23%	Much less

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	60	312	81%	Much above
Fire services	79	112	262	57%	Similar
Ambulance or emergency medical services	79	67	262	75%	Above
Crime prevention	67	58	261	78%	Much above
Fire prevention and education	66	114	214	47%	Similar
Traffic enforcement	55	165	277	41%	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	56	85	165	49%	Similar

Contact with Police and Fire Departments Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Had contact with the City of Palo Alto Police Department	32	32	39	18%	Much less
Overall impression of most recent contact with the City of Palo Alto Police Department	68	22	50	57%	Similar
Had contact with the City of Palo Alto Fire Department	12	19	31	40%	Similar
Overall impression of most recent contact with the City of Palo Alto Fire Department	70	34	36	6%	Much below

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	74	27	153	83%	Much above
Quality of overall natural environment in Palo Alto	70	38	151	75%	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	67	14	151	91%	Much above
Air quality	64	84	188	56%	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	96	14	193	93%	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	70	30	231	87%	Much above
Drinking water	76	6	230	98%	Much above
Storm drainage	63	38	267	86%	Much above
Recycling collection	78	16	253	94%	Much above
Garbage collection	76	36	271	87%	Much above

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Community Recreational Opportunities Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Recreation opportunities	70	37	242	85%	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 and community centers or facilities, including the Art Center, Children's Theater, and Junior	60	56	168	67%	More
Participated in a recreation program or activity	53	54	197	73%	More
Visited a neighborhood park or City park	91	44	203	79%	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	80	22	251	92%	Much above
Recreation programs or classes	70	62	263	77%	Much above
Recreation centers or facilities	66	73	214	66%	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	24	243	90%	Much above
Educational opportunities	81	5	202	98%	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	74	75	180	59%	Similar

Cultural and Educational Services Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Public schools	83	6	203	98%	Much above
Public library services	72	118	245	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	40	201	81%	Much above
Availability of affordable quality food	60	52	146	65%	Above
Availability of preventive health services	63	17	118	86%	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	245	71%	Above
Openness and acceptance of the community toward people of diverse backgrounds	68	22	221	90%	Much above
Availability of affordable quality child care	38	150	194	23%	Much below
Palo Alto as a place to raise kids	81	37	280	87%	Much above
Palo Alto as a place to retire	64	83	269	69%	Much 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	66	37	244	85%	Much above
Services to youth	66	25	225	89%	Much above
Services to low income people	49	63	198	69%	Above

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	65	26	145	83%	Much above
Opportunities to volunteer	72	25	147	84%	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	204	57%	Similar
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	27	142	163	13%	Much less
Volunteered your time to some group or activity in Palo Alto	45	102	205	50%	Similar
Participated in a club or civic group in Palo Alto	31	59	122	52%	Similar
Provided help to a friend or neighbor	90	117	121	3%	Less

Voter Behavior Benchmarks					
	Palo Alto average rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison to benchmark
Registered to vote	80	162	212	24%	Less
Voted in last general election	76	92	211	57%	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	76	9	143	94%	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	61	81	233	66%	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	67	20	146	87%	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	49	60	138	57%	Similar

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	59	297	80%	Much above
The overall direction that Palo Alto is taking	49	140	256	45%	Similar
Job Palo Alto government does at welcoming citizen involvement	51	93	264	65%	Above
Overall image or reputation of Palo Alto	81	10	241	96%	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	69	55	320	83%	Much above
Services provided by the Federal Government	43	64	216	71%	Similar
Services provided by the State Government	36	187	217	14%	Much below
Services provided by Santa Clara County Government	48	78	133	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	43	208	235	12%	Much less

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	71	110	263	58%	Similar
Responsiveness	69	113	264	57%	Similar
Courteousness	73	80	220	64%	Similar
Overall impression	68	133	291	54%	Similar

JURISDICTIONS INCLUDED IN NATIONAL BENCHMARK COMPARISONS

Valdez, AK.....	4,036	Lodi, CA.....	56,999
Auburn, AL.....	42,987	Long Beach, CA.....	461,522
Gulf Shores, AL.....	5,044	Lynwood, CA.....	69,845
Tuskegee, AL.....	11,846	Menlo Park, CA.....	30,785
Vestavia Hills, AL.....	24,476	Mission Viejo, CA.....	93,102
Fayetteville, AR.....	58,047	Mountain View, CA.....	70,708
Little Rock, AR.....	183,133	Newport Beach, CA.....	70,032
Avondale, AZ.....	35,883	Palm Springs, CA.....	42,807
Casa Grande, AZ.....	25,224	Poway, CA.....	48,044
Chandler, AZ.....	176,581	Rancho Cordova, CA.....	55,060
Cococino County, AZ.....	116,320	Richmond, CA.....	99,216
Dewey-Humboldt, AZ.....	6,295	San Diego, CA.....	1,223,400
Flagstaff, AZ.....	52,894	San Francisco, CA.....	776,733
Florence, AZ.....	17,054	San Jose, CA.....	894,943
Gilbert, AZ.....	109,697	San Luis Obispo County, CA.....	247,900
Goodyear, AZ.....	18,911	San Mateo, CA.....	92,482
Green Valley, AZ.....	17,283	San Rafael, CA.....	56,063
Kingman, AZ.....	20,069	Santa Monica, CA.....	84,084
Marana, AZ.....	13,556	South Lake Tahoe, CA.....	23,609
Maricopa County, AZ.....	3,072,149	Stockton, CA.....	243,771
Mesa, AZ.....	396,375	Sunnyvale, CA.....	131,760
Peoria, AZ.....	108,364	Temecula, CA.....	57,716
Phoenix, AZ.....	1,321,045	Thousand Oaks, CA.....	117,005
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
Apple Valley, CA.....	54,239	Thunder Bay, Canada.....	109,016
Benicia, CA.....	26,865	Victoria, Canada.....	78,057
Brea, CA.....	35,410	Whitehorse, Canada.....	19,058
Brisbane, CA.....	3,597	Winnipeg, Canada.....	619,544
Burlingame, CA.....	28,158	Yellowknife, Canada.....	16,541
Carlsbad, CA.....	78,247	Adams County, CO.....	363,857
Chula Vista, CA.....	173,556	Arapahoe County, CO.....	487,967
Concord, CA.....	121,780	Archuleta County, CO.....	9,898
Coronado, CA.....	24,100	Arvada, CO.....	102,153
Cupertino, CA.....	50,546	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	Centennial, CO.....	103,000
La Mesa, CA.....	54,749	Clear Creek County, CO.....	9,322
Laguna Beach, CA.....	23,727	Colorado Springs, CO.....	360,890
Livermore, CA.....	73,345	Commerce City, CO.....	20,991

City of Palo Alto | 2011

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Craig, CO.....9,189	Brevard County, FL.....476,230
Crested Butte, CO.....1,529	Cape Coral, FL.....102,286
Denver, CO.....554,636	Charlotte County, FL.....141,627
Douglas County, CO.....175,766	Clearwater, FL.....108,787
Durango, CO.....13,922	Collier County, FL.....251,377
Eagle County, CO.....41,659	Cooper City, FL.....27,939
Edgewater, CO.....5,445	Coral Springs, FL.....117,549
El Paso County, CO.....516,929	Dania Beach, FL.....20,061
Englewood, CO.....31,727	Daytona Beach, FL.....64,112
Estes Park, CO.....5,413	Delray Beach, FL.....60,020
Fort Collins, CO.....118,652	Destin, FL.....11,119
Frisco, CO.....2,443	Escambia County, FL.....294,410
Fruita, CO.....6,478	Eustis, FL.....15,106
Georgetown, CO.....1,088	Gainesville, FL.....95,447
Gilpin County, CO.....4,757	Hillsborough County, FL.....998,948
Golden, CO.....17,159	Jupiter, FL.....39,328
Grand County, CO.....12,442	Kissimmee, FL.....47,814
Greenwood Village, CO.....11,035	Lee County, FL.....454,918
Gunnison County, CO.....13,956	Martin County, FL.....126,731
Highlands Ranch, CO.....70,931	Miami Beach, FL.....87,933
Hot Sulphur Springs, CO.....521	North Palm Beach, FL.....12,064
Hudson, CO.....1,565	Oakland Park, FL.....30,966
Jackson County, CO.....1,577	Ocala, FL.....45,943
Jefferson County, CO.....527,056	Oldsmar, FL.....11,910
Lafayette, CO.....23,197	Oviedo, FL.....26,316
Lakewood, CO.....144,126	Palm Bay, FL.....79,413
Larimer County, CO.....251,494	Palm Beach County, FL.....1,131,184
Lone Tree, CO.....4,873	Palm Beach Gardens, FL.....35,058
Longmont, CO.....71,093	Palm Coast, FL.....32,732
Louisville, CO.....18,937	Panama City, FL.....36,417
Loveland, CO.....50,608	Pasco County, FL.....344,765
Mesa County, CO.....116,255	Pinellas County, FL.....921,482
Montrose, CO.....12,344	Pinellas Park, FL.....45,658
Northglenn, CO.....31,575	Port Orange, FL.....45,823
Park County, CO.....14,523	Port St. Lucie, FL.....88,769
Parker, CO.....23,558	Sanford, FL.....38,291
Pitkin County, CO.....14,872	Sarasota, FL.....52,715
Pueblo, CO.....102,121	Seminole, FL.....10,890
Salida, CO.....5,504	South Daytona, FL.....13,177
Steamboat Springs, CO.....9,815	St. Cloud, FL.....20,074
Sterling, CO.....11,360	Tallahassee, FL.....150,624
Summit County, CO.....23,548	Titusville, FL.....40,670
Teller County, CO.....20,555	Volusia County, FL.....443,343
Thornton, CO.....82,384	Walton County, FL.....40,601
Westminster, CO.....100,940	Winter Garden, FL.....14,351
Wheat Ridge, CO.....32,913	Winter Park, FL.....24,090
Windsor, CO.....9,896	Albany, GA.....76,939
Coventry, CT.....11,504	Alpharetta, GA.....34,854
Hartford, CT.....121,578	Cartersville, GA.....15,925
Windsor, CT.....28,237	Conyers, GA.....10,689
Dover, DE.....32,135	Decatur, GA.....18,147
Rehoboth Beach, DE.....1,495	McDonough, GA.....8,493
Belleair Beach, FL.....1,751	Milton, GA.....30,180

Peachtree City, GA.....31,580	Fishers, IN.....37,835
Roswell, GA.....79,334	Munster, IN.....21,511
Sandy Springs, GA.....85,781	Noblesville, IN.....28,590
Savannah, GA.....131,510	Abilene, KS.....6,543
Smyrna, GA.....40,999	Arkansas City, KS.....11,963
Snellville, GA.....15,351	Fairway, KS.....3,952
Suwanee, GA.....8,725	Garden City, KS.....28,451
Valdosta, GA.....43,724	Gardner, KS.....9,396
Honolulu, HI.....876,156	Johnson County, KS.....451,086
Ames, IA.....50,731	Lawrence, KS.....80,098
Ankeny, IA.....27,117	Merriam, KS.....11,008
Bettendorf, IA.....31,275	Mission, KS.....9,727
Cedar Falls, IA.....36,145	Olathe, KS.....92,962
Cedar Rapids, IA.....120,758	Overland Park, KS.....149,080
Davenport, IA.....98,359	Roeland Park, KS.....6,817
Des Moines, IA.....198,682	Salina, KS.....45,679
Indianola, IA.....12,998	Wichita, KS.....344,284
Muscataine, IA.....22,697	Bowling Green, KY.....49,296
Urbandale, IA.....29,072	Daviess County, KY.....91,545
West Des Moines, IA.....46,403	New Orleans, LA.....484,674
Boise, ID.....185,787	Andover, MA.....31,247
Jerome, ID.....7,780	Barnstable, MA.....47,821
Meridian, ID.....34,919	Bedford, MA.....12,595
Moscow, ID.....21,291	Burlington, MA.....22,876
Twin Falls, ID.....17,247	Cambridge, MA.....101,355
Concord, MA.....16,993	Concord, MA.....16,993
Needham, MA.....28,911	Needham, MA.....28,911
Shrewsbury, MA.....31,640	Shrewsbury, MA.....31,640
Worcester, MA.....172,648	Worcester, MA.....172,648
Baltimore, MD.....651,154	Baltimore, MD.....651,154
Baltimore County, MD.....754,292	Baltimore County, MD.....754,292
Dorchester County, MD.....30,674	Dorchester County, MD.....30,674
Gaithersburg, MD.....52,613	Gaithersburg, MD.....52,613
La Plata, MD.....6,551	La Plata, MD.....6,551
Montgomery County, MD.....873,341	Montgomery County, MD.....873,341
Ocean City, MD.....7,173	Ocean City, MD.....7,173
Prince George's County, MD.....801,515	Prince George's County, MD.....801,515
Rockville, MD.....47,388	Rockville, MD.....47,388
Takoma Park, MD.....17,299	Takoma Park, MD.....17,299
Saco, ME.....16,822	Saco, ME.....16,822
Scarborough, ME.....16,970	Scarborough, ME.....16,970
South Portland, ME.....23,324	South Portland, ME.....23,324
Ann Arbor, MI.....114,024	Ann Arbor, MI.....114,024
Battle Creek, MI.....53,364	Battle Creek, MI.....53,364
Delhi Township, MI.....22,569	Delhi Township, MI.....22,569
Escanaba, MI.....13,140	Escanaba, MI.....13,140
Farmington Hills, MI.....82,111	Farmington Hills, MI.....82,111
Flushing, MI.....8,348	Flushing, MI.....8,348
Gladstone, MI.....5,032	Gladstone, MI.....5,032
Howell, MI.....9,232	Howell, MI.....9,232
Jackson County, MI.....158,422	Jackson County, MI.....158,422
Kalamazoo, MI.....77,145	Kalamazoo, MI.....77,145
Kalamazoo County, MI.....238,603	Kalamazoo County, MI.....238,603

Meridian Charter Township, MI.....	38,987
Midland, MI	41,685
Novi, MI.....	47,386
Oakland Township, MI.....	13,071
Ottawa County, MI.....	238,314
Petoskey, MI.....	6,080
Port Huron, MI.....	32,338
Rochester, MI.....	10,467
Sault Sainte Marie, MI.....	16,542
South Haven, MI.....	5,021
Village of Howard City, MI.....	1,585
Whitewater Township, MI.....	2,467
Beltrami County, MN.....	39,650
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
Olmsted County, MN.....	124,277
Scott County, MN.....	89,498
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
Clayton, MO.....	12,825
Ellisville, MO.....	9,104
Harrisonville, MO.....	8,946
Jefferson City, MO.....	39,636
Joplin, MO.....	45,504
Lee's Summit, MO.....	70,700
Liberty, MO.....	26,232
Maryland Heights, MO.....	25,756
Maryville, MO.....	10,581
Platte City, MO.....	3,866
Raymore, MO.....	11,146
Richmond Heights, MO.....	9,602
Riverside, MO.....	2,979
Rolla, MO.....	13,637
Wentzville, MO.....	6,896
Starkville, MS.....	21,869
Billings, MT.....	89,847
Bozeman, MT.....	27,509
Missoula, MT.....	57,053
Asheville, NC.....	68,889
Cabarrus County, NC.....	131,063

Cary, NC.....	94,536
Charlotte, NC.....	540,828
Concord, NC.....	55,977
Davidson, NC.....	7,139
High Point, NC.....	85,839
Hillsborough, NC.....	5,446
Indian Trail, NC.....	11,905
Kannapolis, NC.....	36,910
Mecklenburg County, NC.....	695,454
Mooresville, NC.....	18,823
Wake Forest, NC.....	12,588
Wilmington, NC.....	90,400
Winston-Salem, NC.....	185,776
Wahpeton, ND.....	8,586
Cedar Creek, NE.....	396
Grand Island, NE.....	42,940
La Vista, NE.....	11,699
Brookline, NH.....	4,181
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
Los Alamos County, NM.....	18,343
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
Geneva, NY.....	13,617
New York City, NY.....	8,008,278
Ogdensburg, NY.....	12,364
Blue Ash, OH.....	12,513
Delaware, OH.....	25,243
Dublin, OH.....	31,392
Kettering, OH.....	57,502
Lebanon, OH.....	16,962
Orange Village, OH.....	3,236
Sandusky, OH.....	27,844
Springboro, OH.....	12,380
Sylvania Township, OH.....	44,253
Upper Arlington, OH.....	33,686
Broken Arrow, OK.....	74,839
Edmond, OK.....	68,315
Norman, OK.....	95,694
Oklahoma City, OK.....	506,132

Stillwater, OK.....	39,065
Tulsa, OK.....	393,049
Albany, OR.....	40,852
Ashland, OR.....	19,522
Bend, OR.....	52,029
Corvallis, OR.....	49,322
Eugene, OR.....	137,893
Forest Grove, OR.....	17,708
Hermiston, OR.....	13,154
Jackson County, OR.....	181,269
Keizer, OR.....	32,203
Lane County, OR.....	322,959
McMinnville, OR.....	26,499
Medford, OR.....	63,154
Multnomah County, OR.....	660,486
Portland, OR.....	529,121
Springfield, OR.....	52,864
Tualatin, OR.....	22,791
Borough of Ebensburg, PA.....	3,091
Cranberry Township, PA.....	23,625
Cumberland County, PA.....	213,674
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
Rock Hill, SC.....	49,765
Rapid City, SD.....	59,607
Sioux Falls, SD.....	123,975
Cookeville, TN.....	23,923
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.....	65,660
Colleyville, TX.....	19,636
Corpus Christi, TX.....	277,454
Dallas, TX.....	1,188,580
Denton, TX.....	80,537
Duncanville, TX.....	36,081
El Paso, TX.....	563,662
Flower Mound, TX.....	50,702
Fort Worth, TX.....	534,694
Georgetown, TX.....	28,339
Grand Prairie, TX.....	127,427
Houston, TX.....	1,953,631
Hurst, TX.....	36,273

Hutto, TX.....	1,250
Irving, TX.....	191,615
League City, TX.....	45,444
McAllen, TX.....	106,414
McKinney, TX.....	54,369
Pasadena, TX.....	141,674
Plano, TX.....	222,030
Round Rock, TX.....	61,136
Rowlett, TX.....	44,503
San Marcos, TX.....	34,733
Shenandoah, TX.....	1,503
Southlake, TX.....	21,519
Sugar Land, TX.....	63,328
Temple, TX.....	54,514
Tomball, TX.....	9,089
Westlake, TX.....	207
Farmington, UT.....	12,081
Provo, UT.....	105,166
Riverdale, UT.....	7,656
Salt Lake City, UT.....	181,746
Sandy City, UT.....	88,418
Saratoga Springs, UT.....	1,003
Springville, UT.....	20,424
Washington City, UT.....	8,186
Albemarle County, VA.....	79,236
Arlington County, VA.....	189,453
Blacksburg, VA.....	39,573
Botetourt County, VA.....	30,496
Chesapeake, VA.....	199,184
Chesterfield County, VA.....	259,903
Fredericksburg, VA.....	19,279
Hampton, VA.....	146,437
Hanover County, VA.....	86,320
Herndon, VA.....	21,655
Hopewell, VA.....	22,354
James City County, VA.....	48,102
Lexington, VA.....	6,867
Lynchburg, VA.....	65,269
Newport News, VA.....	180,150
Prince William County, VA.....	280,813
Purcellville, VA.....	3,584
Radford, VA.....	15,859
Roanoke, VA.....	94,911
Spotsylvania County, VA.....	90,395
Stafford County, VA.....	92,446
Virginia Beach, VA.....	425,257
Williamsburg, VA.....	11,998
York County, VA.....	56,297
Chittenden County, VT.....	146,571
Montpelier, VT.....	8,035
Airway Heights, WA.....	4,500
Auburn, WA.....	40,314
Bellevue, WA.....	109,569

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Bellingham, WA.....	67,171	West Richland, WA.....	8,385
Clark County, WA.....	345,238	Woodland, WA.....	3,780
Federal Way, WA.....	83,259	Columbus, WI.....	4,479
Gig Harbor, WA.....	6,465	De Pere, WI.....	20,559
Hoquiam, WA.....	9,097	Eau Claire, WI.....	61,704
Kirkland, WA.....	45,054	Madison, WI.....	208,054
Kitsap County, WA.....	231,969	Merrill, WI.....	10,146
Lynnwood, WA.....	33,847	Oshkosh, WI.....	62,916
Maple Valley, WA.....	14,209	Racine, WI.....	81,855
Mountlake Terrace, WA.....	20,362	Suamico, WI.....	8,686
Olympia, WA.....	42,514	Wausau, WI.....	38,426
Pasco, WA.....	32,066	Wind Point, WI.....	1,853
Redmond, WA.....	45,256	Morgantown, WV.....	26,809
Renton, WA.....	50,052	Cheyenne, WY.....	53,011
Snoqualmie, WA.....	1,631	Gillette, WY.....	19,646
Spokane Valley, WA.....	75,203	Laramie, WY.....	27,204
Tacoma, WA.....	193,556	Teton County, WY.....	18,251
Vancouver, WA.....	143,560		

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CITY OF PALO ALTO, CA
2011

Report of Geographic
Subgroup Comparisons

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C O N T E N T S

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 Understanding the Tables 2
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The National Citizen Survey™ by National Research Center, Inc.

The National Citizen Survey™

SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA).

The survey and its administration are standardized to assure high quality survey methods and 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.

The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. The City of Palo Alto staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries NRC used for sampling; and they provided the appropriate letterhead and signatures for mailings. City of Palo Alto staff also determined local interest in a variety of add-on options to The National Citizen Survey™ Basic Service.

UNDERSTANDING THE RESULTS

“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.

UNDERSTANDING THE TABLES

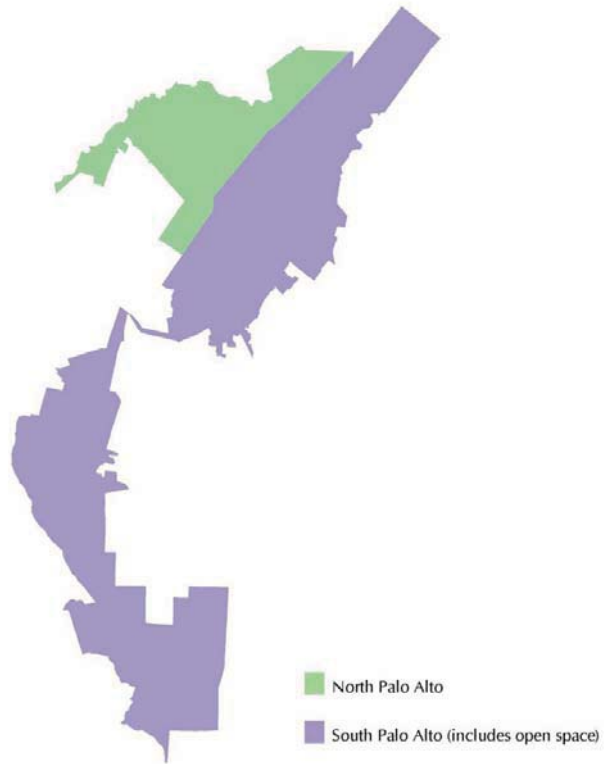
In this report, comparisons between geographic subgroups are shown. For most of the questions, we have shown only one number for each question. We have summarized responses to show only the proportion of respondents giving a certain answer; for example, the percent of respondents who rated the quality of life as “excellent” or “good”, or the percent of respondents who felt the rate of growth was “about right.”

ANOVA and chi-square tests of significance were applied to these comparisons of survey questions by geographic subgroups. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Where differences were statistically significant, they are marked in grey.

The 95 percent confidence level for this survey is generally no greater than plus or minus five percentage points around any given percent reported for the entire sample (427 completed surveys). For each area (North or South), the margin of error rises to approximately + or - 7% since sample sizes were approximately 212 for North Palo Alto and 215 for South Palo Alto.

City of Palo Alto | 2011

The National Citizen Survey™ Palo Alto, CA 2011 Geographic Comparison Areas



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

COMPARISONS

Cells shaded grey indicate statistically significant differences between subgroups.

Question 1: Quality of Life (Percent "excellent" or "good")			
Please rate each of the following aspects of quality of life in Palo Alto:	Area		
	North	South	Overall
Palo Alto as a place to live	93%	96%	94%
Your neighborhood as a place to live	92%	88%	90%
Palo Alto as a place to raise children	91%	94%	93%
Palo Alto as a place to work	87%	91%	89%
Palo Alto as a place to retire	73%	64%	68%
The overall quality of life in Palo Alto	92%	92%	92%

Question 2: Community Characteristics (Percent "excellent" or "good")			
Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Area		
	North	South	Overall
Sense of community	73%	77%	75%
Openness and acceptance of the community towards people of diverse backgrounds	75%	81%	78%
Overall appearance of Palo Alto	91%	88%	89%
Cleanliness of Palo Alto	89%	88%	88%
Overall quality of new development in Palo Alto	64%	51%	57%
Variety of housing options	37%	37%	37%
Overall quality of business and service establishments in Palo Alto	78%	71%	74%
Shopping opportunities	76%	67%	71%
Opportunities to attend cultural activities	72%	74%	73%
Recreational opportunities	79%	82%	81%
Employment opportunities	53%	58%	56%
Educational opportunities	91%	90%	90%
Opportunities to participate in social events and activities	75%	77%	76%
Opportunities to volunteer	80%	79%	80%
Opportunities to participate in community matters	71%	71%	71%
Ease of car travel in Palo Alto	62%	63%	62%

Question 2: Community Characteristics (Percent "excellent" or "good")			
Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Area		
	North	South	Overall
Ease of bus travel in Palo Alto	39%	35%	37%
Ease of rail travel in Palo Alto	68%	61%	64%
Ease of bicycle travel in Palo Alto	77%	77%	77%
Ease of walking in Palo Alto	89%	77%	83%
Availability of paths and walking trails	80%	70%	75%
Traffic flow on major streets	37%	42%	40%
Amount of public parking	55%	53%	54%
Availability of affordable quality housing	13%	14%	14%
Availability of affordable quality child care	32%	37%	35%
Availability of affordable quality health care	57%	62%	59%
Availability of affordable quality food	65%	67%	66%
Availability of preventive health services	68%	77%	72%
Air quality	77%	77%	77%
Quality of overall natural environment in Palo Alto	83%	85%	84%
Overall image or reputation of Palo Alto	90%	93%	92%
Opportunities to learn about City services through social networking Web sites such as Twitter or Facebook	71%	56%	63%

Question 3: Growth (Percent of respondents)			
Please rate the speed of growth in the following categories in Palo Alto over the past 2 years:	Area		
	North	South	Overall
Population growth too fast	47%	53%	50%
Retail growth too slow	29%	41%	35%
Job growth too slow	61%	68%	64%

Question 4: Code Enforcement (Percent a "major" problem)			
	Area		
	North	South	Overall
Run down buildings, weed lots or junk vehicle a major problem in Palo Alto	1%	3%	2%

Question 5: Community Safety (Percent "very" or "somewhat" safe)			
Please rate how safe or unsafe you feel from the following in Palo Alto:	Area		
	North	South	Overall
Violent crime (e.g., rape, assault, robbery)	83%	87%	85%
Property crimes (e.g., burglary, theft)	74%	69%	71%
Environmental hazards, including toxic waste	86%	83%	84%

Question 6: Personal Safety (Percent "very" or "somewhat" safe)			
Please rate how safe or unsafe you feel:	Area		
	North	South	Overall
In your neighborhood during the day	98%	97%	98%
In your neighborhood after dark	86%	81%	83%
In Palo Alto's downtown area during the day	92%	91%	91%
In Palo Alto's downtown area after dark	67%	63%	65%

Question 7: Contact with Police Department (Percent a "yes")			
	Area		
	North	South	Overall
Have you had any in-person or phone contact with an employee of the City of Palo Alto Police Department within the last 12 months?	31%	34%	33%

Question 8: Ratings of Contact with Police Department (Percent "excellent" or "good")			
	Area		
	North	South	Overall
What was your overall impression of your most recent contact with the City of Palo Alto Police Department?	77%	71%	74%

Questions 9 and 10: Crime Victimization and Reporting (Percent "yes")			
	Area		
	North	South	Overall
During the past 12 months, were you or anyone in your household the victim of any crime?	8%	11%	9%
If yes, was this crime (these crimes) reported to the police?	66%	75%	71%

Question 11: Resident Behaviors (Percent at least once in past 12 months)			
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?	Area		
	North	South	Overall
Used Palo Alto public libraries or their services	76%	72%	74%
Used Palo Alto recreation and community centers or facilities, including the Art Center, Children's Theater, and Junior Museum and Zoo	63%	58%	60%
Participated in a recreation program or activity	53%	53%	53%
Visited a neighborhood park or City park	92%	91%	91%
Ridden a local bus within Palo Alto	25%	31%	28%
Attended a meeting of local elected officials or other local public meeting	28%	27%	27%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	27%	27%	27%
Visited the City of Palo Alto Web site (at www.cityofpaloalto.org)	73%	80%	76%
Recycled used paper, cans or bottles from your home	96%	96%	96%
Volunteered your time to some group or activity in Palo Alto	47%	43%	45%
Participated in a club or civic group in Palo Alto	33%	30%	31%
Provided help to a friend or neighbor	90%	90%	90%
Used the City's Web site to conduct business or pay bills	34%	37%	35%
Read a Palo Alto Newspaper	91%	94%	93%

Question 12: Neighborliness (Percent at least several times a week)			
	Area		
	North	South	Overall
Visit with neighbors at least several times a week	53%	46%	49%

Question 13: Service Quality (Percent "excellent" or "good")			
Please rate the quality of each of the following services in Palo Alto:	Area		
	North	South	Overall
Police services	87%	88%	88%
Fire services	90%	94%	92%
Ambulance or emergency medical services	92%	93%	93%
Crime prevention	80%	82%	81%
Fire prevention and education	81%	72%	76%
Traffic enforcement	62%	61%	61%
Street repair	37%	44%	40%
Street cleaning	81%	77%	79%
Street lighting	70%	61%	65%
Sidewalk maintenance	47%	56%	51%
Traffic signal timing	50%	54%	52%
Bus or transit services	49%	43%	46%
Garbage collection	88%	91%	89%
Recycling collection	91%	91%	91%
Storm drainage	72%	76%	74%
Drinking water	85%	87%	86%
Sewer services	82%	86%	84%
City parks	94%	95%	94%
Recreation programs or classes	84%	78%	81%
Recreation centers or facilities	76%	74%	75%
Land use, planning and zoning	48%	43%	45%
Code enforcement (weeds, abandoned buildings, etc.)	57%	55%	56%
Animal control	72%	73%	72%
Economic development	59%	46%	52%

Question 13: Service Quality (Percent "excellent" or "good")			
Please rate the quality of each of the following services in Palo Alto:	Area		
	North	South	Overall
Services to seniors	80%	79%	80%
Services to youth	81%	75%	78%
Services to low-income people	54%	47%	51%
Public library services	84%	83%	83%
Public information services	72%	63%	67%
Public schools	90%	93%	92%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	62%	66%	64%
Preservation of natural areas such as open space, farmlands and greenbelts	74%	78%	76%
Neighborhood branch libraries	83%	79%	81%
Variety of library materials	73%	72%	72%
Your neighborhood park	86%	91%	88%
Street tree maintenance	70%	70%	70%
Electric utility	84%	86%	85%
Gas utility	83%	81%	82%
City's Web site	68%	66%	67%
Art programs and theater	77%	86%	81%

Question 14: Government Services Overall (Percent "excellent" or "good")			
Overall, how would you rate the quality of the services provided by each of the following?	Area		
	North	South	Overall
The City of Palo Alto	84%	82%	83%
The Federal Government	41%	42%	41%
The State Government	25%	27%	26%
Santa Clara County Government	44%	47%	45%

Question 15: Recommendation and Longevity (Percent "somewhat" or "very" likely)			
Please indicate how likely or unlikely you are to do each of the following:	Area		
	North	South	Overall
Recommend living in Palo Alto to someone who asks	91%	91%	91%
Remain in Palo Alto for the next five years	83%	91%	87%

Question 16: Impact of the Economy (Percent "somewhat" or "very" positive)			
	Area		
	North	South	Overall
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:	12%	11%	12%

Question 17: Contact with Fire Department (Percent a "yes")			
	Area		
	North	South	Overall
Have you had any in-person or phone contact with an employee of the City of Palo Alto Fire Department within the last 12 months?	13%	12%	12%

Question 18: Ratings of Contact with Fire Department (Percent "excellent" or "good")			
	Area		
	North	South	Overall
What was your overall impression of your most recent contact with the City of Palo Alto Fire Department?	73%	77%	75%

Question 19: Contact with City Employees (Percent "yes")			
	Area		
	North	South	Overall
Have you had any in-person, phone or email with an employee of the City of Palo Alto within the last 12 months (including police, receptionists, planners or any others)?	42%	43%	43%

Question 20: City Employees (Percent "excellent" or "good")			
What was your impression of the employee(s) of the City of Palo Alto in your most recent contact?	Area		
	North	South	Overall
Knowledge	81%	80%	80%
Responsiveness	77%	79%	78%
Courtesy	83%	82%	82%
Overall impression	78%	74%	76%

Question 21: Government Performance (Percent "excellent" or "good")			
Please rate the following categories of Palo Alto government performance:	Area		
	North	South	Overall
The value of services for the taxes paid to Palo Alto	64%	68%	66%
The overall direction that Palo Alto is taking	62%	49%	55%
The job Palo Alto government does at welcoming citizen involvement	60%	53%	57%

Question 22a: Custom Question 1 (Percent "excellent" or "good")			
Please rate the City of Palo Alto on each of the following:	Area		
	North	South	Overall
Preservation of wildlife and native plants	80%	87%	84%
Water and energy preservation	81%	84%	82%
City's composting process and pickup services	79%	83%	81%
Infrastructure Investment (e.g., buildings, streets)	57%	54%	56%
Downtown shopping, dining and entertainment experience	77%	74%	76%
Promoting business growth and economic development	54%	46%	50%

Question 22b: Custom Question 2 (Percent "yes")			
	Area		
	North	South	Overall
In the past 12 months, did you or anyone from your household apply for a permit(s) from the City's Development Center?	7%	9%	8%

Question 22c: Custom Question 3 (Percent "excellent" or "good")			
If yes, how would you rate each of the following?	Area		
	North	South	Overall
Ease of the planning approval process	37%	29%	32%
Time required to review and issue the permit(s)	26%	22%	23%
Inspection timeliness	36%	42%	39%
Overall customer service	41%	33%	37%
Ease of the overall application process	37%	27%	31%

Question 22d: Custom Question 4 (Percent "somewhat" or "strongly" support)			
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?	Area		
	North	South	Overall
Pursuing a new revenue source for specific projects (e.g. capital projects, roads, recreation, etc.)	80%	83%	81%
Further reduction of City services and programs	42%	41%	41%
Further economic development efforts to increase sales tax revenue	69%	73%	71%

Question 22e: Custom Question 5 (Percent "somewhat" or "fully prepared")			
	Area		
	North	South	Overall
How prepared, if at all, are you and your household to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?	82%	77%	79%

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**THIS REPORT IS INTENDED TO PROMOTE THE BEST POSSIBLE
MANAGEMENT OF PUBLIC RESOURCES**



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The City of Palo Alto, California

A Report to Our Citizens



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- Page 1** City Organization and Information
- Page 2** Progress in Fiscal Year 2011
- Page 3** Fiscal Year 2011 Revenues and Expenses
- Page 4** What's Next? City's Economic Outlook and Moving Forward

The City of Palo Alto's Values

- **Quality**— Superior delivery of service
- **Courtesy**— Providing service with respect and concern
- **Efficiency**— Productive, effective use of resources
- **Integrity**— Straight-forward, honest, and fair relations
- **Innovation**— Excellence in creative thought and implementation

City Organization and Information

Incorporated in 1894, the City of Palo Alto covers 26 square miles and is located in the heart of Silicon Valley. Palo Alto has over 64,400 residents and the daytime population is estimated at 110,000. Stanford University, adjacent to Palo Alto and one of the top-rated institutions of higher education in the nation, has produced much of the talent that founded successful high-tech companies in Palo Alto and Silicon Valley.

The City of Palo Alto provides a full range of municipal services, in addition to owning and operating its own utility system, including electricity, gas, water, wastewater treatment, refuse, storm drain, and fiber optics. The City also offers expanded service delivery including fire protection service for Palo Alto and Stanford. The Regional Water Quality Control Plant serves the cities of Palo Alto, Mountain View, Los Altos, Los Altos Hills, Stanford, and East Palo Alto.

City residents elect nine members to the City Council to serve staggered four-year terms. Each January, Council members elect a Mayor and Vice-Mayor. Since 1950, the City has operated under a Council-manager form of government.

Demographics Information	FY 2010	FY 2011
Population	64,352	64,403
Average travel time to work*	21 minutes	22 minutes
Median household income*	\$126,740	\$117,127
Average price of single family home	\$1,514,900	\$1,556,880
Number of authorized City staff	1,151	1,114

* Figures reflect American Community Survey data



How We Have Progressed

Progress in Fiscal Year 2011



City Council Top Priority Areas for 2011

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

What would you like to see reported on this page? Please let us know by contacting the Office of the City Auditor at City.Auditor@Cityofpaloalto.org or 650-329-2667.

Key Measures

Community Indicators

	2010	2011	Met Budget Benchmark Target in FY 2011	Comparison to Survey Benchmark
Public Safety				
Average response to fire calls within 8 minutes	90%	83%	No	
Residents feeling "very" or "somewhat" safe from violent crime	85%	85%		Much above
Police response to emergency calls within 6 minutes	78%	78%	No	
Quality of Life				
Residents rating Palo Alto's overall quality of life as "good" or "excellent"	94%	92%		Much above
Residents rating Palo Alto as a place to raise children as "good" or "excellent"	93%	93%		Much above

Top Priority Areas

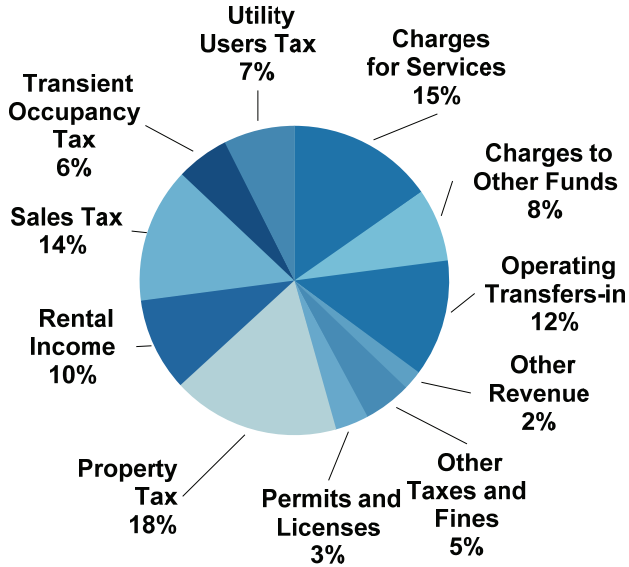
City Finances				
Net general fund cost per resident	\$1,645	\$1,575		
Percent of reserves maintained (Budget stabilization reserve)	19.7%	19.0%	Yes	
Percent rating economic development services "good" or "excellent"	49%	52%		Above
Land Use and Transportation				
Percent rating overall quality of new development in Palo Alto "good" or "excellent"	53%	57%		Similar
Percent rating overall appearance of Palo Alto "good" or "excellent"	83%	89%		Much above
Emergency Preparedness				
Percent rating emergency preparedness services "good" or "excellent"	59%	64%		Similar
Percent stating they are "somewhat" or "fully" prepared to sustain themselves for 72 hours in the event of a major disaster		79%		
Environmental Sustainability				
Residents rating quality of Palo Alto's overall natural environment as "good" or "excellent"	84%	84%		Much above
Percent rating preservation of natural areas "good" or "excellent"	78%	76%		Much above
Community Collaboration for Youth Well Being				
Percent rating services to youth "good" or "excellent"	70%	78%		Much above



The City's Finances

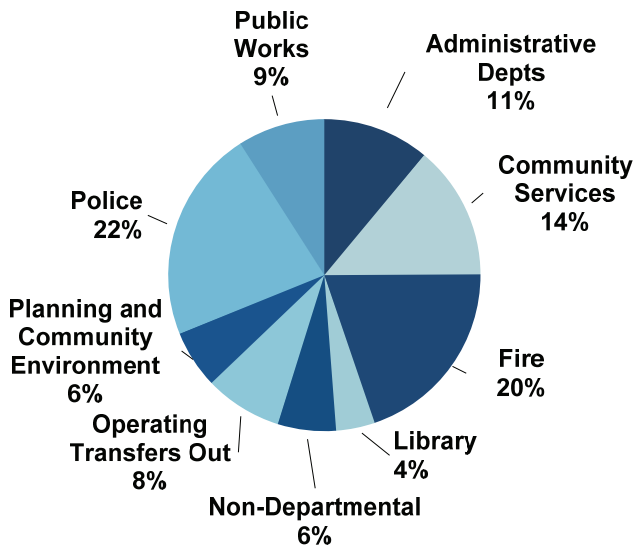
Revenues and Expenses

Primary Sources of General Fund Revenue



Revenues by Source	FY 2010 Actual Revenue	FY 2011 Actual Revenue
Sales Tax	\$18.0 million	\$20.7 million
Property Tax	\$26.0 million	\$25.7 million
Transient Occupancy Tax	\$6.9 million	\$8.1 million
Utility Users Tax	\$11.3 million	\$10.9 million
Other Taxes and Fines	\$5.8 million	\$7.3 million
Charges for Services	\$19.7 million	\$22.4 million
Permits and Licenses	\$4.6 million	\$5.1 million
Charges to Other Funds	\$11.0 million	\$11.2 million
Rental Income	\$14.4 million	\$14.3 million
Other Revenue	\$5.6 million	\$3.0 million
Operating Transfers-in	\$21.9 million	\$17.9 million
Encumbrance/reappropriation	\$5.9 million	\$4.0 million
Total Revenues:	\$151.1 million	\$150.6 million

Primary General Fund Expenses



Expenses by Use	FY 2010 Expense	FY 2011 Expense
Administrative Departments	\$18.1 million	\$15.8 million
Community Services	\$20.5 million	\$20.1 million
Fire	\$27.7 million	\$28.7 million
Library	\$6.4 million	\$6.5 million
Planning and Community Environment	\$9.4 million	\$9.3 million
Police	\$28.8 million	\$31.0 million
Public Works	\$12.5 million	\$13.1 million
Non-departmental	\$8.7 million	\$8.0 million
Operating Transfers for Capital Projects and Debt Service	\$14.5 million	\$11.0 million
Encumbrance	\$4.0 million	\$4.4 million
Total General Fund Expenses:	\$150.6 million¹	\$147.8 million¹

¹ Differences between operating expenditures reported in the Comprehensive Annual Financial Report and these figures are attributable to rounding.

Independent Audit

An independent audit of the City's financial statements resulted in a clean audit opinion.



City's Economic Outlook and Moving Forward

From the City Manager

City's Economic Outlook

2011 was another year of achievements and challenges. The improvements in the economy in Silicon Valley certainly surpass most other areas. Unfortunately the nature of the economy in Silicon Valley does not directly contribute to rising local government revenues that match the growth in the economy itself, due to the tax structure for local government in California. For built-out cities like Palo Alto, revenue growth is further limited. While sales tax, transient occupancy tax, and development fee revenues are stabilizing and steadily increasing, these revenues are offset by increases in health care and pension costs.

With a focus on permanent, ongoing solutions as much as possible, the City Council continued to institute long-term structural cost controls in FY 2011 and closed a General Fund budget gap of \$7.3 million. This followed a \$16.2 million budget gap the City Council balanced in FY 2010 and an \$8 million budget gap closed in FY 2009. A total of \$14.3 million in structural changes have been made during the last two fiscal years.

Moving Forward

The City Council reaffirmed its Council priorities for the year, and staff responded by advancing the priorities within the constraints of available resources. As public infrastructure is vital to the quality of life in any community, the City Council established an Infrastructure Blue Ribbon Commission (IBRC) that met for more than a year and recently delivered its final report on the unmet and deferred infrastructure needs of the City and potential funding solutions. During this next year, the City will wrestle with how to best fund priority infrastructure projects and development of a sustainable business model to eliminate the backlog of infrastructure investments and provide systematic maintenance into the future, as recommended in the IBRC Report.

FY 2012 and the years ahead will bring continuing fiscal challenges that will require a dramatic restructuring of how to provide city services, reshaping the organizational culture in City Hall and expanding engagement and partnership with citizens and businesses across Palo Alto. The process of change will be demanding but the results will ensure the continuance of a high quality of life in Palo Alto.



Byxbee Park— The City closed the landfill and opened 36 acres of Byxbee Park.

Continuing to Provide Valuable Services

Throughout several years of conducting surveys, residents have given the City of Palo Alto high ratings in a variety of areas. The 2011 survey results continue to show Palo Alto residents value the City's services and community amenities. The City is in above the top 10% of surveyed jurisdictions nationally in the following areas:

	National Ranking
Palo Alto as a place to work	100th Percentile
Public schools	98th Percentile
Educational opportunities	98th Percentile
Drinking water	98th Percentile
Overall image or reputation of Palo Alto	96th Percentile
Employment opportunities	96th Percentile
Ease of bicycling in Palo Alto	94th Percentile
Recycled used paper, cans or bottles from your home	93rd Percentile
City parks	92nd Percentile

About Citizen Centric Reporting

The Association of Government Accountants (AGA) developed guidance on producing Citizen Centric Reporting as a method to demonstrate accountability to residents and answer the question, "Are we better off today than we were last year?" Additional details can be found at the AGA website: www.agacgfm.org/citizen/.

We want to hear from you

Do you like this report? Do you believe it should include any other information?

Please let us know by contacting the Office of the City Auditor at City.Auditor@Cityofpaloalto.org or 650-329-2667.

The Office of the City Auditor is responsible for independently evaluating the City's programs, services, and departments. For 10 years our office has issued the City's annual performance report to supplement the City's financial reports and statements. If you are interested in viewing the City's complete annual performance report, please view the Service Efforts and Accomplishments Report for FY 2011 at: http://www.cityofpaloalto.org/depts/aud/service_efforts_and_accomplishments.asp.

