



## CITY OF PALO ALTO OFFICE OF THE CITY AUDITOR

June 1, 2015

The Honorable City Council  
Palo Alto, California

### **Discussion of the City of Palo Alto 2014 Performance Report, National Citizen Survey™, and Citizen Centric Report**

The Office of the City Auditor presents the 13th annual performance report for the City of Palo Alto covering the fiscal year ending June 30, 2014 (FY 2014), the annual National Citizen Survey™, and the Citizen Centric Report.

The performance report is designed to provide information to the City Council, management, and the public to increase accountability and the transparency of City government. It contains summary information on spending, staffing, workload, and performance results for fiscal years 2005 through 2014. Chapter 1 provides citywide spending and staffing information, Chapter 2 provides citywide information based on themes and subthemes, and Chapter 3 provides information on a department-by-department basis. The departments provided us with data specific to their departments, and we collected financial and staffing data from various city documents and the Office of Management and Budget in the Department of Administrative Services and benchmarking data from various external sources.

The National Citizen Survey™ is a collaborative effort between the National Research Center, Inc., (NRC) and the International City/County Management Association. The NRC uses a statistically valid survey methodology to gather resident opinions across a range of community issues, including the quality of the community and services provided by the local government. The report includes trends over time, comparisons by geographic subgroups, responses to an open-ended question in the survey, and details about the survey methodology.

The Citizen Centric Report is a four-page summary of highlights in the performance report, financial data, and an overview of our City's economic outlook.

Respectfully submitted,

Harriet Richardson  
City Auditor

**ATTACHMENTS:**

- Attachment A - 2014 Performance Report (PDF)
- Attachment B - 2014 National Citizen Survey™ (PDF)
- Attachment C - 2014 Citizen Centric Report (PDF)

Department Head: Harriet Richardson, City Auditor





# 2014

## CITY OF PALO ALTO PERFORMANCE REPORT

### MISSION

The government of the City of Palo Alto exists to promote and sustain a superior quality of life in Palo Alto. In partnership with our community, our goal is to deliver cost-effective services in a personal, responsive, and innovative manner.

### VALUES

#### *Quality*

Superior delivery of services

#### *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

## INTRODUCTION

This is the 13th annual performance report for the City of Palo Alto. It is designed to provide information to the City Council, management, and the public to increase accountability and the transparency of City government.

The report contains summary information on spending, staffing, workload, and performance results for fiscal years 2005 through 2014 and is divided into three chapters:

- Chapter 1 is the Background and includes citywide spending and staffing information.

- Chapter 2 provides citywide information based on themes and subthemes as shown in the table to the right. The information is presented primarily in graphs that show trends over the ten-year period, but also includes “by the numbers” sections that mostly represent workload measures. This chapter also includes some comparisons to other jurisdictions.

The graphs in this chapter should be read in conjunction

with the data tables in Chapter 3, which provide additional details in footnotes.

- Chapter 3 provides information on a department-by-department basis and is presented in a table format.

This format differs from prior years’ performance reports, which presented information only on a department-by-department basis. The new format allows users to understand the performance of cross-departmental programs or initiatives, while continuing to present information regarding the performance of individual departments. We included results from the National Citizens Survey™ in prior years’ reports, but generally opted to omit it this year to streamline this report and because the survey results are presented in full in a separate report and are also available on the City’s Open Data platform, available at <http://data.cityofpaloalto.org/home/>.

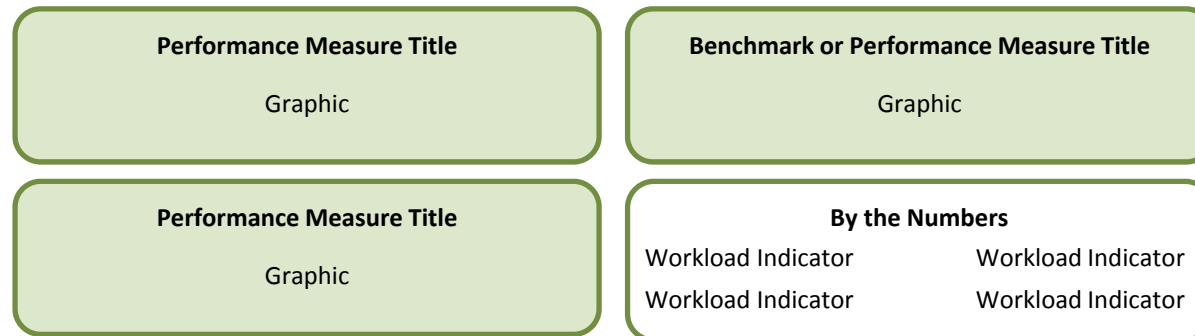
## SCOPE AND METHODOLOGY

The report provides information on various aspects of city performance, and to the extent possible, includes data for fiscal years 2005 through 2014. The departments provided us with data specific to their departments. We collected financial and staffing data from various city documents and the Office of Management and Budget in the Department of Administrative Services and benchmarking data from various external sources. The departments reviewed the data for accuracy after we formatted it into the report.

The data presented in this report are good indicators of changes in performance over time. Although we reviewed the data for reasonableness and consistency with prior years’ data, we did not verify the accuracy of all data in the report, nor did we formally evaluate or audit each program or activity to verify the accuracy of the data. Prior-year data may sometimes differ from that in previous performance reports due to corrections or changes in the data-collection methodology reported by departments or external agencies; those instances are footnoted.

Chapter 2 Themes and Subthemes		
<u>Stewardship</u>	<u>Public Service</u>	<u>Community</u>
<ul style="list-style-type: none"> <li>• Financial Responsibility</li> <li>• Environmental Sustainability</li> <li>• Neighborhood Preservation</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency Services</li> <li>• Utility Services</li> <li>• Internal City Services</li> </ul>	<ul style="list-style-type: none"> <li>• Safety, Health, and Well Being</li> <li>• Mobility</li> <li>• Density and Development</li> <li>• Community Involvement</li> </ul>

We limited the number of performance measures, benchmarking data, and workload indicators in Chapter 2 of this report to those where the information was available and meaningful in the context of the City's and departments' goals, objectives, and initiatives. Although we try to use benchmarking data only from sources that provide guidance on the methodology for collecting and reporting information, we cannot provide assurance that these benchmarks always provide a true "apples-to-apples" comparison. We also developed a standard layout for the chapter:



Although some data in the report could potentially be categorized into more than one theme or subtheme, we presented it in the theme and subtheme that we felt was the best fit.

We did not adjust financial data in the report for inflation. The San Francisco Area Consumer Price Index for All Urban Consumers represents the inflation factor that would be used for such adjustments. The table to the right shows the index for the ten-year period included in this report.

### A YEAR OF TRANSITION

This year's performance report represents a transition year, both in format and in content. We have traditionally kept the same performance measures in the report from year to year. However, during our effort to streamline the report, we learned that departments do not actually use many of the measures in the report to manage their performance, and we recognized that many of the graphs in previous reports were workload indicators rather than true performance measures. Although some of those workload indicators may be retained in future reports for accountability and transparency, we will be moving in the future toward including performance measures that are more closely linked to the City's and each department's overall goals and objectives, specific initiatives and work plans, and Council priorities.

### ACKNOWLEDGEMENTS

We would like to thank each department for their contributions to this report and the City Manager and his staff for their assistance in supporting our efforts to make this report a tool that can be used to manage performance.

Consumer Price Index – All Urban Consumers San Francisco – Oakland – San Jose, CA (as of June of each year)	
Date	Index
2005	201.2
2006	209.1
2007	216.1
2008	225.2
2009	225.7
2010	228.1
2011	233.6
2012	239.8
2013	245.9
2014	253.3
Percent change from 2013	+3.0%
Percent change from 2005	+25.9%

Source: U.S. Department of Labor, Bureau of Labor Statistics

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# Citywide Spending and Staffing

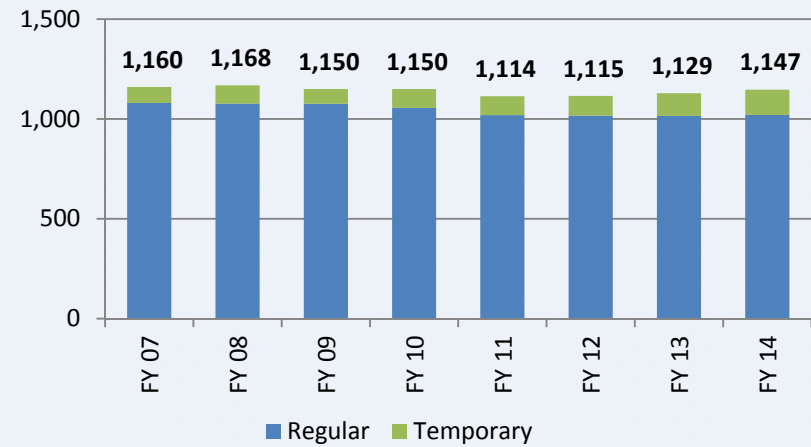
## Organizational Chart

Palo Alto residents elect nine members to the City Council. Council Members serve staggered four-year terms. The Council appoints a number of boards and commissions, and each January, the Council elects a new Mayor and Vice-Mayor.

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.

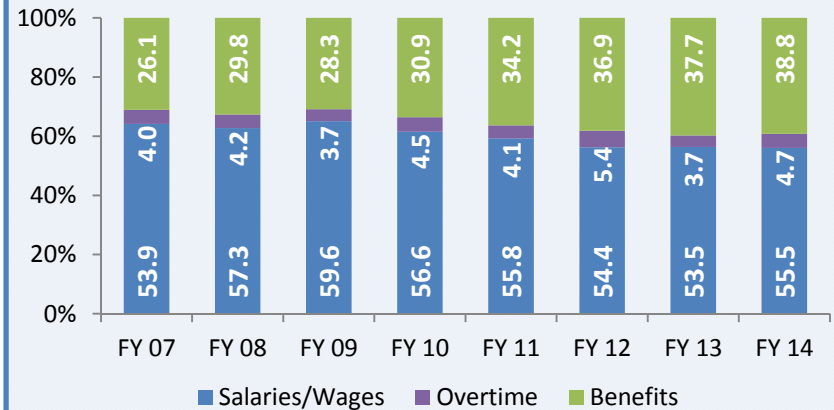


## Authorized Staffing



Source: Administrative Services Department

## General Fund Employee Costs (in millions)

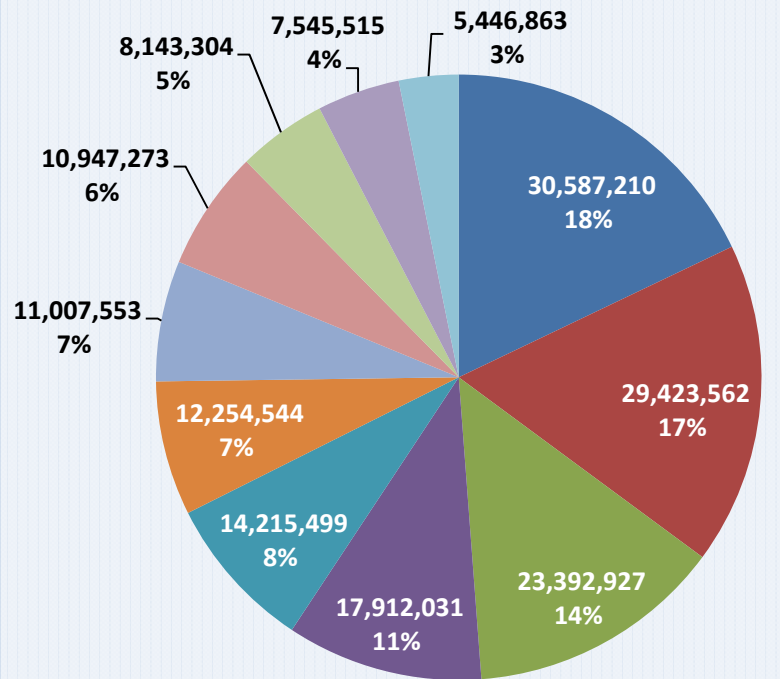


Source: Administrative Services Department



# Citywide Spending and Staffing

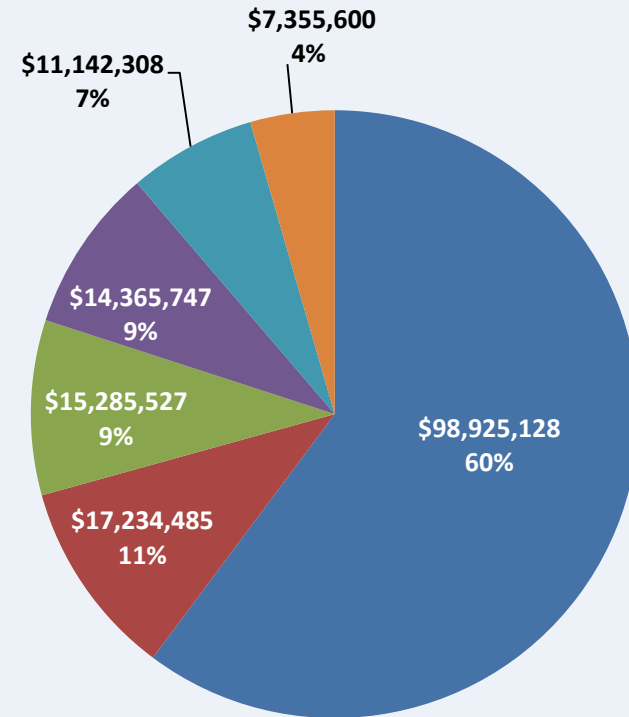
Source of FY 2014 General Fund Revenues



- Property Taxes
- Charges for Services
- Rental Income
- Utility Users Tax
- Documentary Transfer Tax
- All Other Revenues
- Sales Taxes
- Operating Transfers-In
- Transient Occupancy Tax
- Charges to Other Funds
- Permits and Licenses

Source: Administrative Services Department

Use of FY 2014 General Fund Dollars (shown on a budgetary basis)

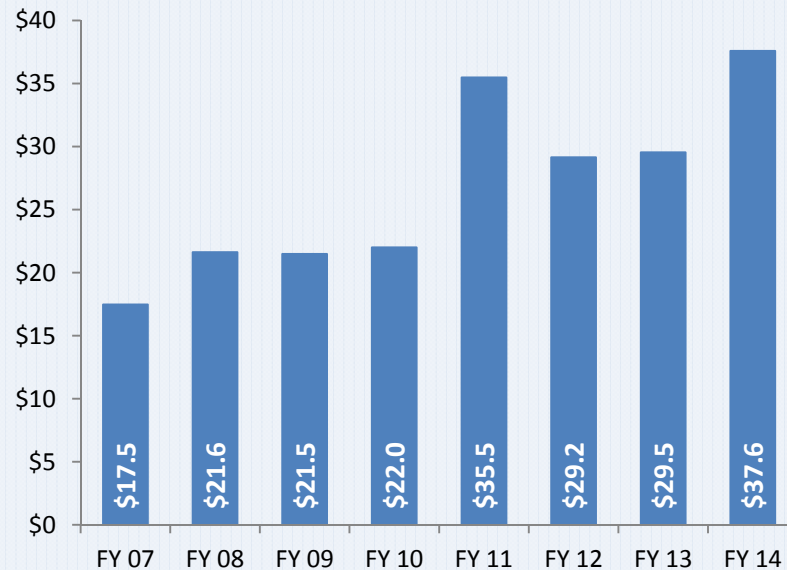


- Salary & Benefits
- Allocated Charges
- General Expense
- Transfer to Infrastructure
- Contract Services
- All Other Expenses

Source: Administrative Services Department

## Citywide Spending and Staffing

**Capital Outlay – Governmental Funds  
(in millions)**

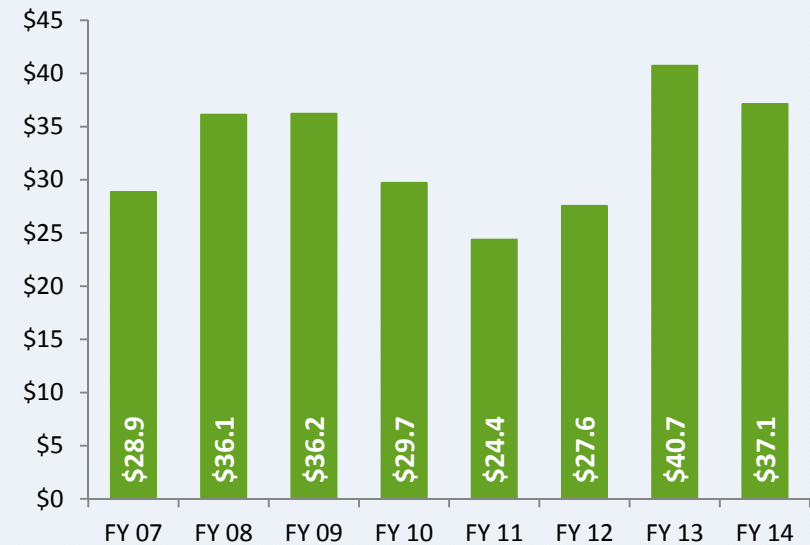


**5 General Fund Projects With  
Highest Actual Costs in FY 2014  
(Totaling \$25.5 million)**

- Main Library New Construction
- Street Maintenance
- Mitchell Park Library
- Vehicle Replacement
- Sidewalk Repairs

Source: Administrative Services Department

**Capital Expenditures – Enterprise Funds  
(in millions)**



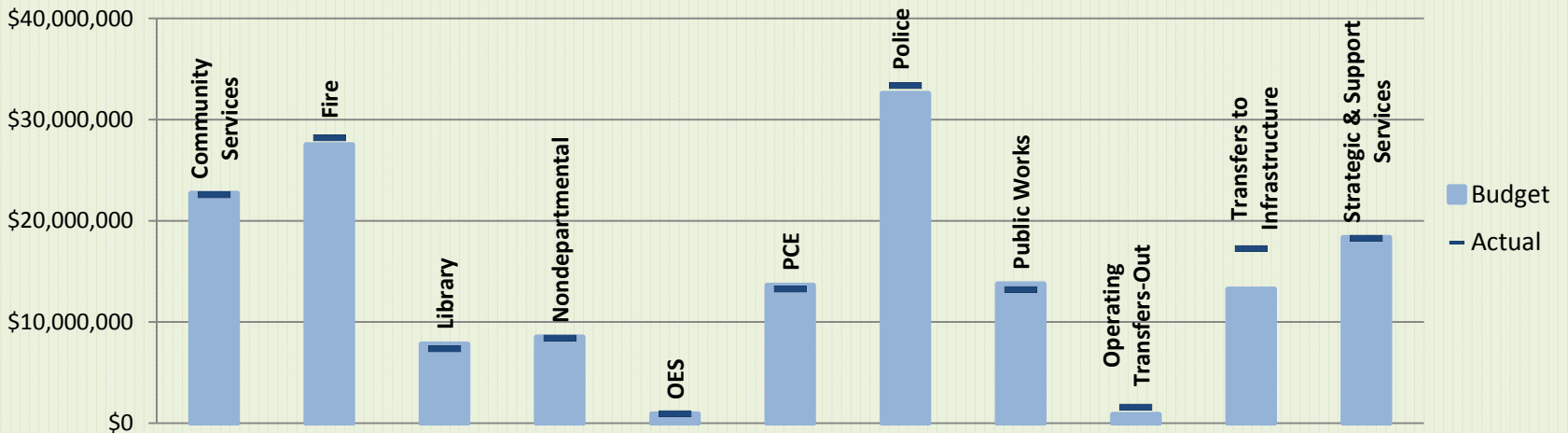
**5 Enterprise Fund Projects With  
Highest Actual Costs in FY 2014  
(Totaling \$22.4 million)**

- Gas Main Replacements Projects
- Emergency Water Supply
- Wastewater Collection Rehabilitations/Augmentations
- Electric Customer Connections
- Wastewater Treatment Plant Equipment Replacement

Source: Administrative Services Department

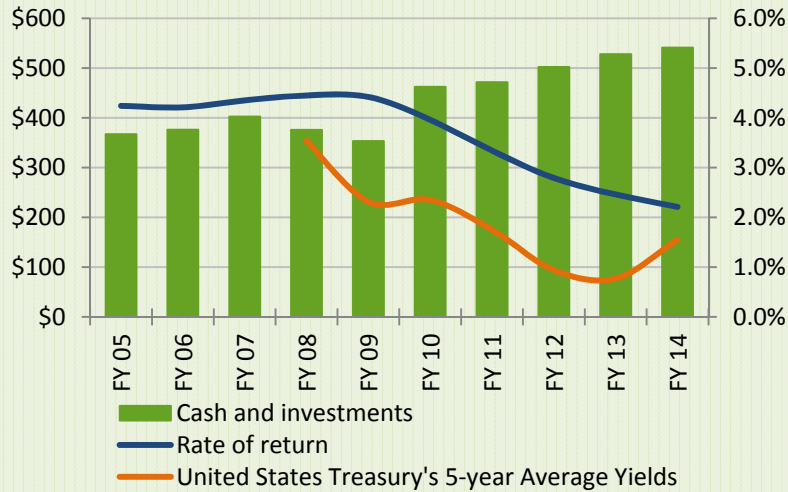
# Financial Responsibility

**Citywide Operating Expenditures Budget to Actual by Department**



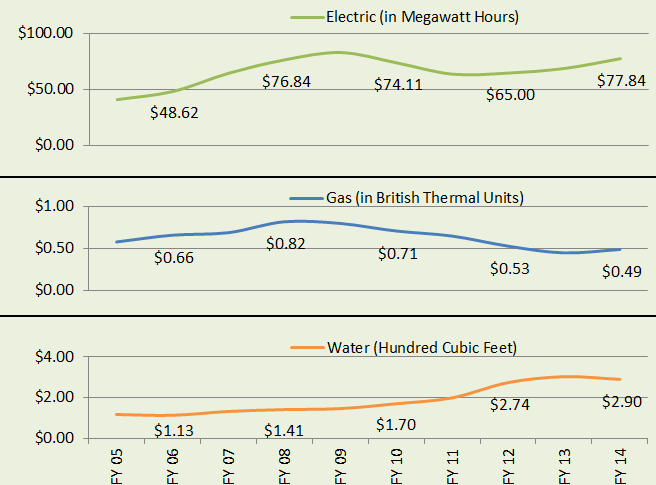
Source: Office of Management and Budget

**Cash and Investments and Rate of Return**

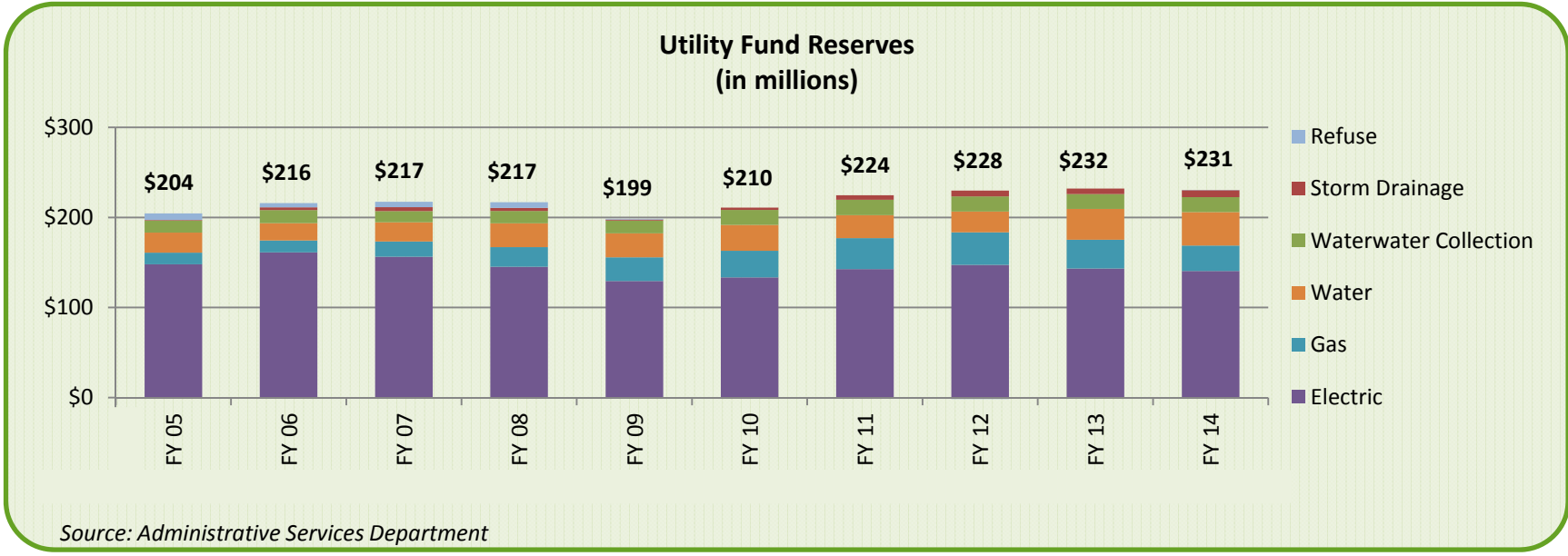
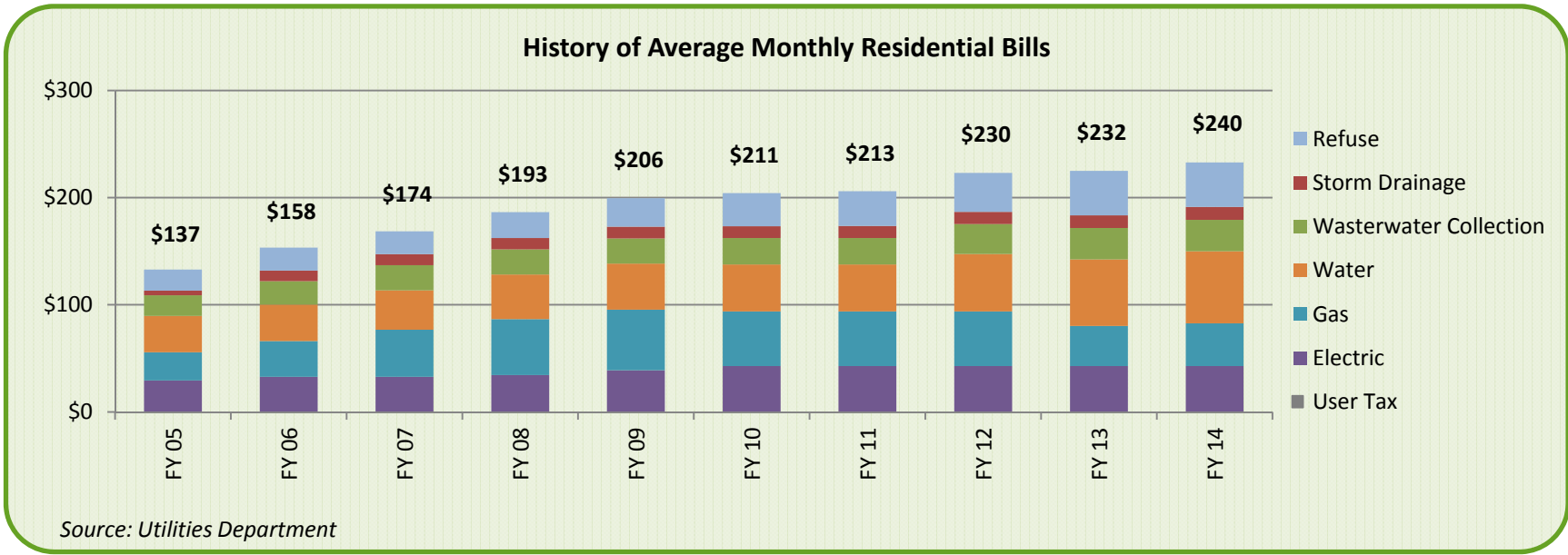


Source: Administrative Services Department

**Utility Average Purchase Costs (per unit)**

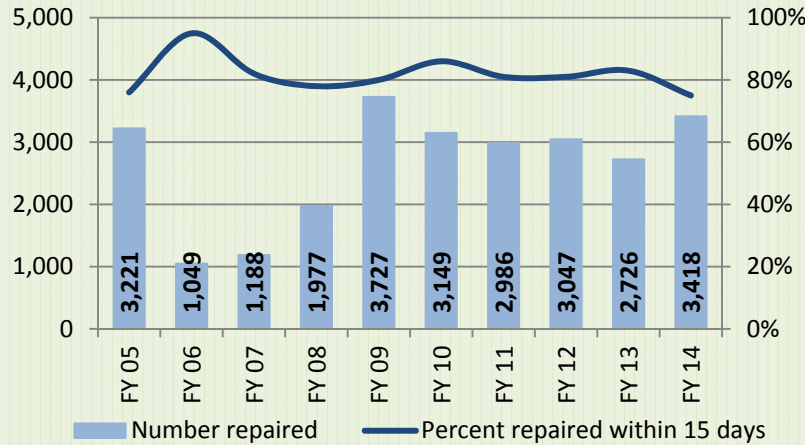


Source: Utilities Department



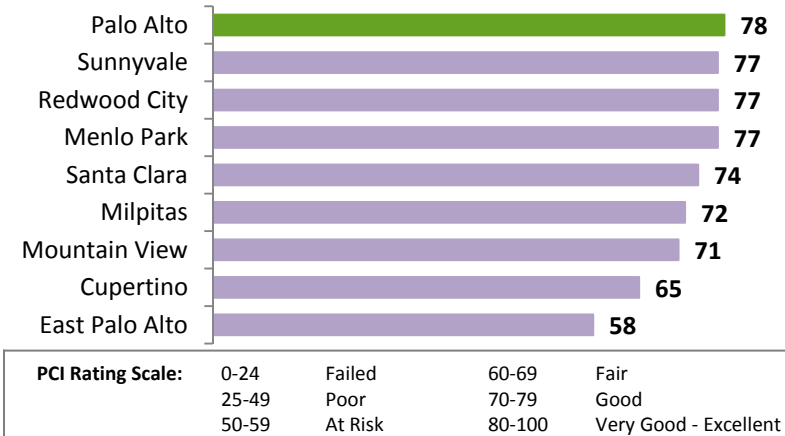
# Neighborhood Preservation

## Number of Potholes Repaired and Percentage Repaired Within 15 Days of Notification



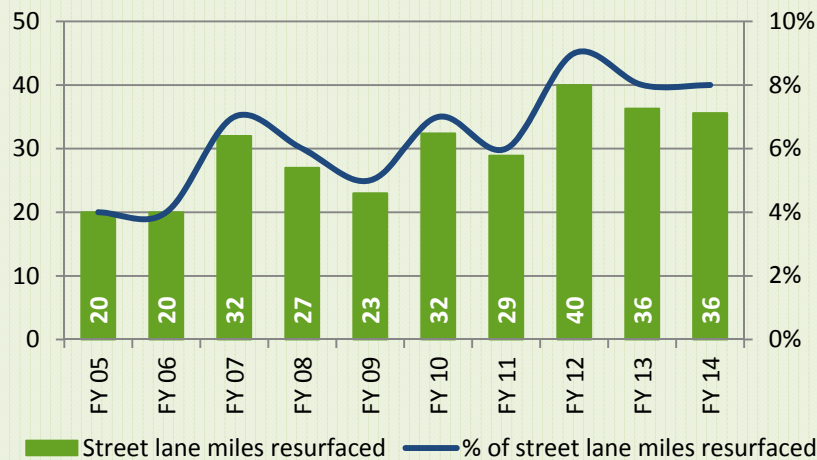
Source: Public Works Department

## Metropolitan Transportation Commission (MTC) CY 2014 Pavement Condition Index (PCI) Ratings



Source: MTC – Pavement Condition of Bay Area Jurisdictions CY 2014

## Street Lane Miles Resurfaced



Source: Public Works Department

## By the Numbers

**8%**

Percent of the City's total 471 lane miles resurfaced in FY 2014, similar to FY 2013 and increased by 4% from FY 2005

**2,613**

Number of signs repaired or replaced, which increased 7% from FY 2013 and increased 61% from FY 2005

**55%**

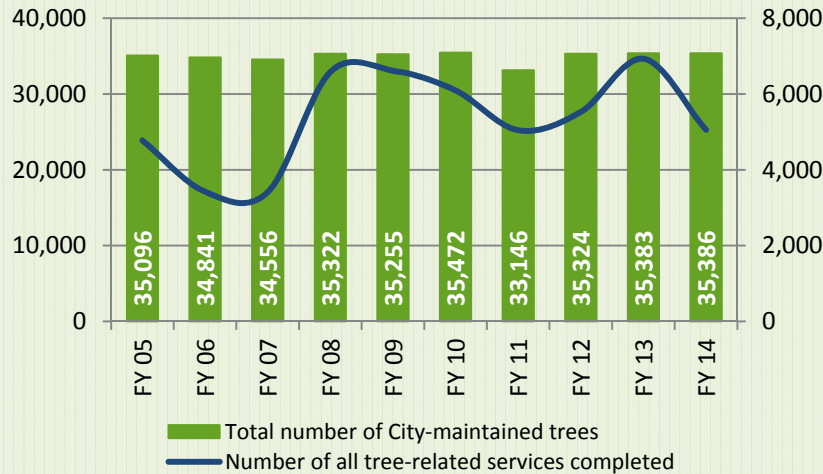
Citizen Survey: Street repair rated as "excellent" or "good" in FY 2014, compared to 47% in FY 2013 and benchmarked as comparable to other jurisdictions

**78**

2014 Pavement Condition Index score rated as "good" in maintaining local street and road networks, based on a scale of 0 to 100

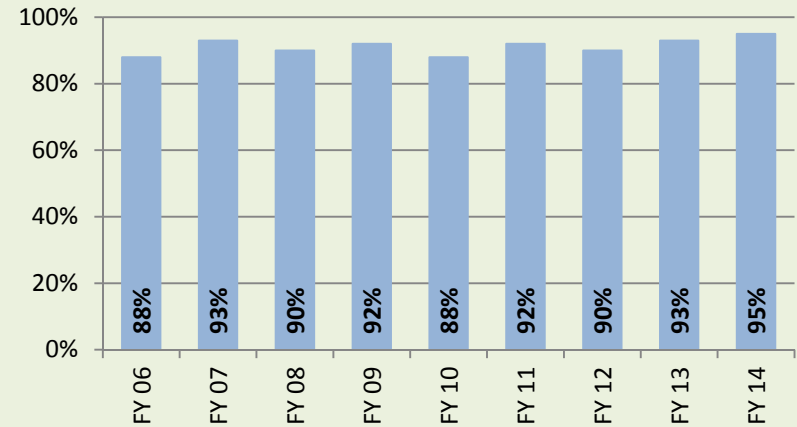
# Neighborhood Preservation

## Trees Maintained and Serviced



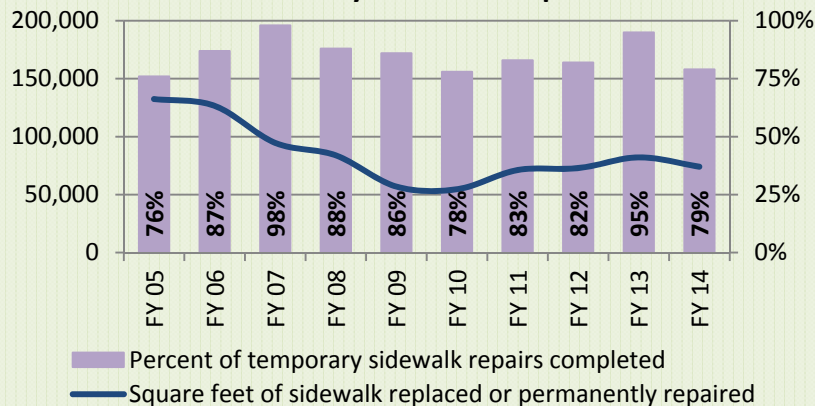
Source: Public Works Department

## Percent of All Sweeping Routes Completed (Residential and Commercial)



Source: Public Works Department

## Sidewalk Replaced or Permanently Repaired and Percentage of Temporary Sidewalk Repairs Completed Within 15 Days of Initial Inspection



Source: Public Works Department

## By the Numbers

**148**

Number of trees planted, including trees planted by Canopy volunteers who annually plant, care for, and survey Palo Alto's city trees

**37%**

Percent of trees trimmed to clear power lines, an 11% increase from FY 2005 and targeted at 25%

**80%**

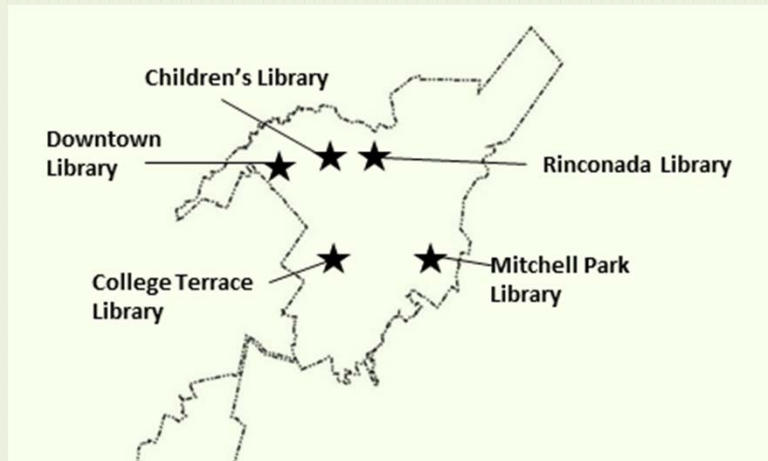
Citizen Survey: Street cleaning rated as "excellent" or "good" in FY 2014, compared to 76% in FY 2013 and benchmarked as higher than other jurisdictions

**62%**

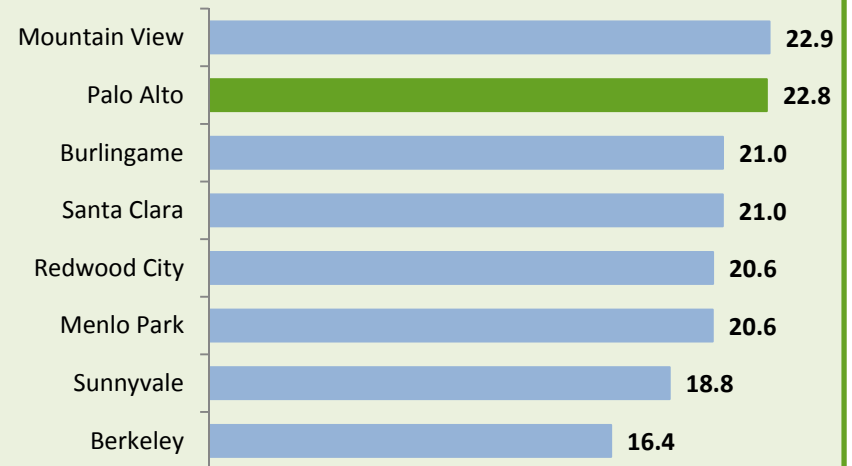
Citizen Survey: Sidewalk maintenance rated as "excellent" or "good" in FY 2014, compared to 56% in FY 2013 and benchmarked as comparable to other jurisdictions

# Neighborhood Preservation

Map of Library Branch Locations



Comparison of Library Checkouts Per Capita



Source: California Public Library Statistics 2012-2013

Library Visits and Checkouts



Source: Library Department

By the Numbers

**46,950**  
Number of cardholders, which decreased 8% from FY 2013 and decreased 10% from FY 2005

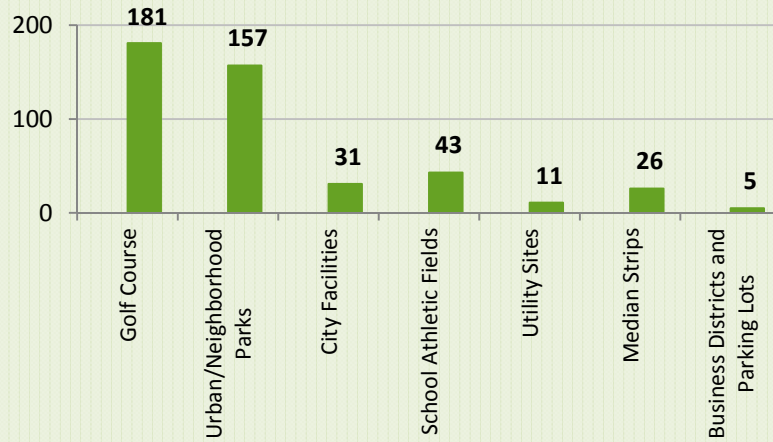
**11,277**  
Total library hours open annually, which ranged from 8,855 to 11,822, with negligible overall change since FY 2005

**58%**  
Percent of Palo Alto residents who are cardholders, which decreased 3% from FY 2013 and decreased 2% from FY 2005

**1,027**  
Meeting room reservations made, which decreased 16% from FY 2013 but increased 21% from FY 2012

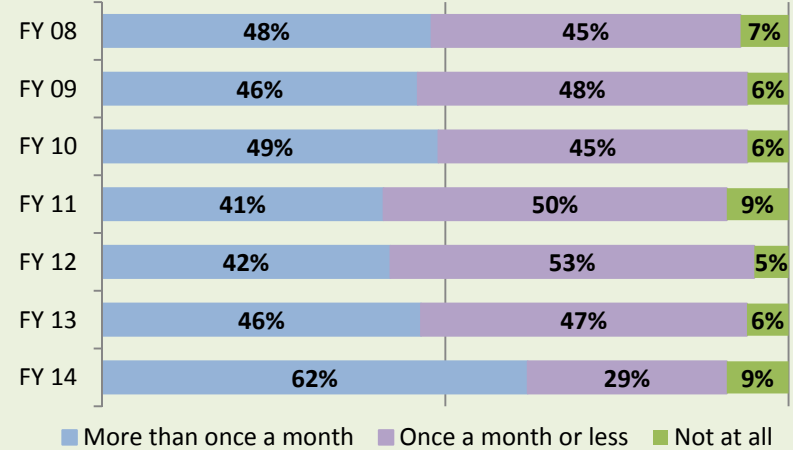
# Neighborhood Preservation

**Community Services: Parks/Land Maintained (Acres)**



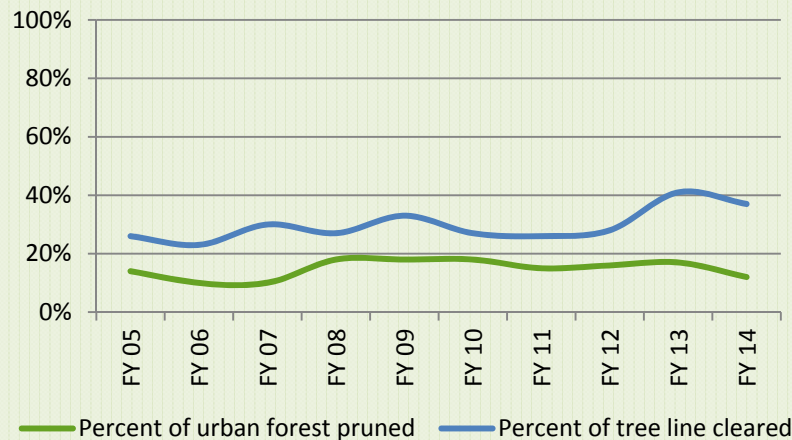
Source: Community Services Department

**Citizen Survey: Visited a Neighborhood Park or City Park**



Source: 2014 National Citizen Survey™

**Urban Forest: Percent Pruned and Tree Line Cleared**



Source: Public Works Department

**By the Numbers**

**63,206**

Number of native plants in restoration projects, which increased 35% from FY 2013 and increased 409% from FY 2005

**292**

Participants in community garden program, which remained the same from FY 2013 and increased 20% from FY 2005

**148**

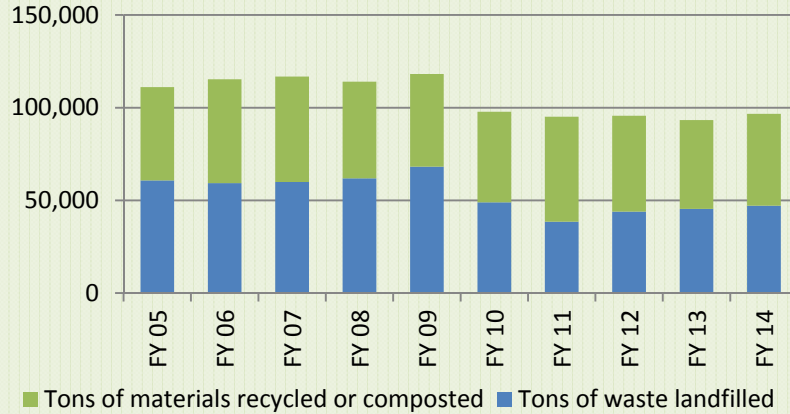
Number of trees planted, which decreased 40% from FY 2013 and decreased 10% from FY 2005

**198,814**

Visitors at Foothills Park, which decreased 3% from FY 2013 and increased 64% from FY 2005

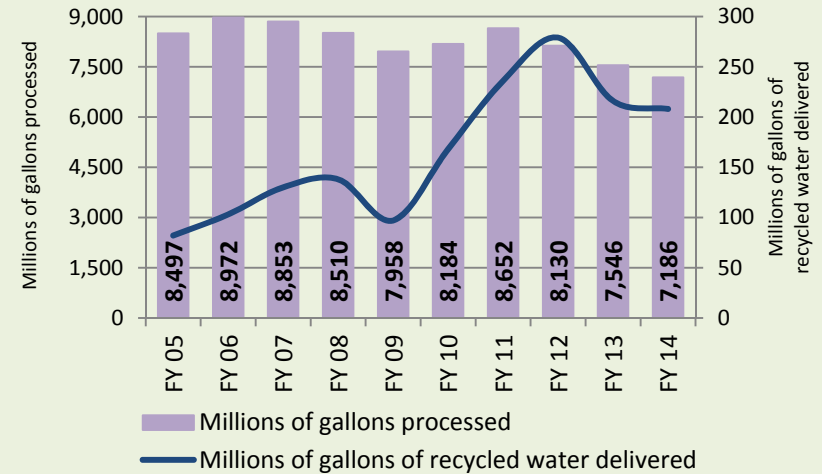


**Tons of Waste Landfilled and Tons of Materials Recycled or Composted (excluding self-hauled)**



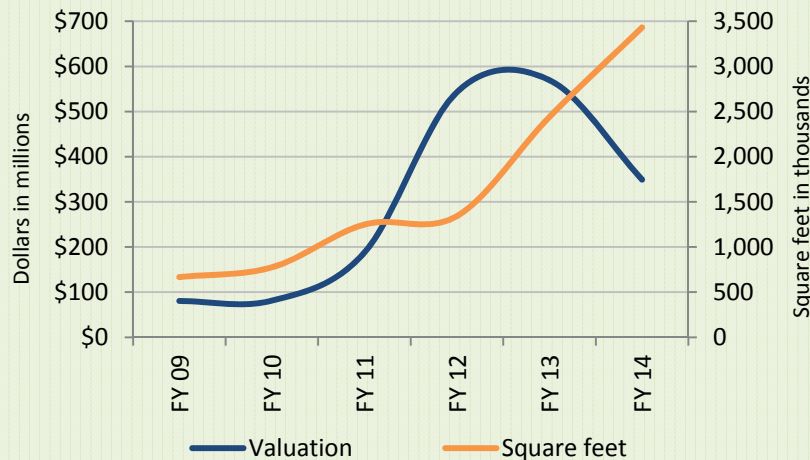
Sources: Public Works Department, California Department of Resources Recycling and Recovery (CalRecycle)

**Total Water Processed and Recycled**



Source: Public Works Department

**Green Building with Mandatory Regulations**



Source: Development Services Department

**By the Numbers**

**49,594**

Tons of materials recycled or composted (i.e., do not end up in a landfill), increased 3% from FY 2013 and decreased 1% from FY 2005

**3,141,510**

Green Building energy savings per year in Kilo British Thermal Units, which increased 63% from FY 2013

**4,878**

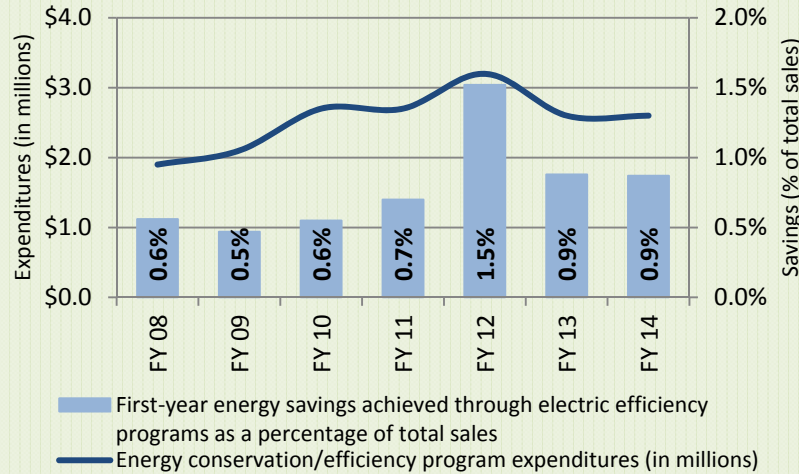
Number of households participating in the Household Hazardous Waste program, which increased 11% from FY 2013 and increased 14% from FY 2005

**26%**

Percent of commercial accounts with compostable service, which increased 11% from FY 2013

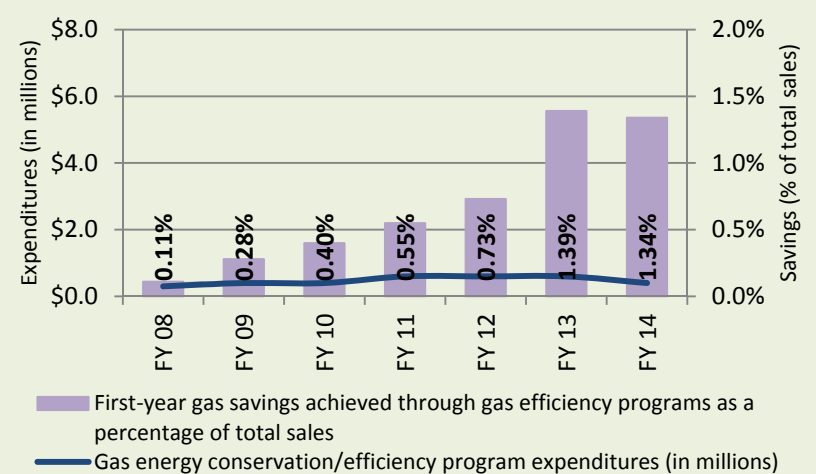
# Environmental Sustainability

## Electric Efficiency Program Expenditures and Savings



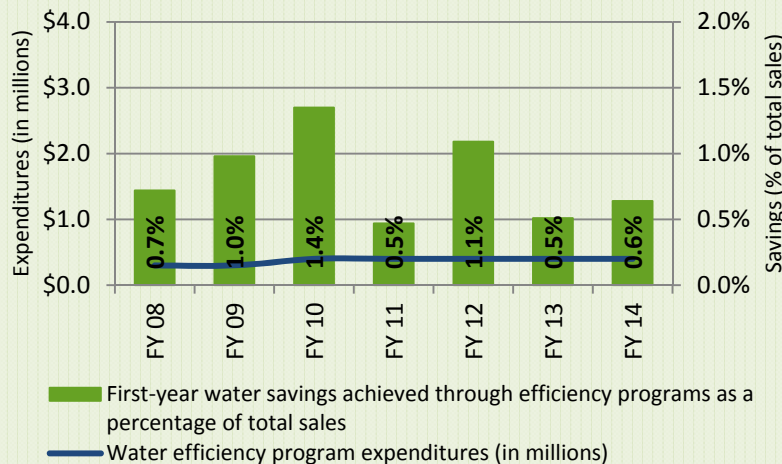
Source: Utilities Department

## Gas Energy Efficiency Program Expenditures Savings



Source: Utilities Department

## Water Conservation Expenditures and Savings



Source: Utilities Department

## By the Numbers

**21%**  
Percent of qualifying renewable electricity, including biomass, biogas, geothermal, small hydro facilities, solar, and wind, which increased 16% from FY 2005

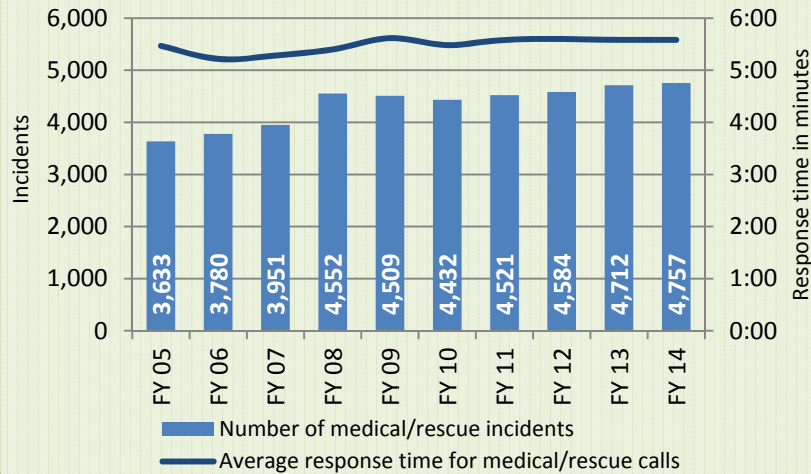
**153**  
Average residential gas usage in therms per capita, which decreased by 6% from FY 2013 and decreased 23% from FY 2005

**0**  
Metric tons of electric supply carbon dioxide emissions in FY 2014; the carbon neutral plan effectively eliminated all greenhouse gas emissions from the City's electric supply

**37**  
Average residential water usage in hundred cubic feet per capita, which decreased 2% from FY 2013 and decreased 14% from FY 2005

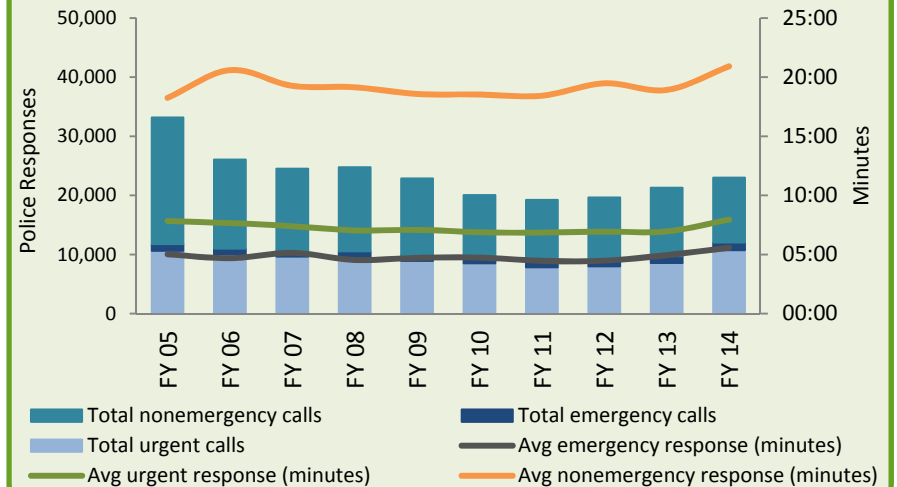
# Responsiveness – Public Safety Services

**Fire: Number of Medical/Rescue Incidents to Response Time**



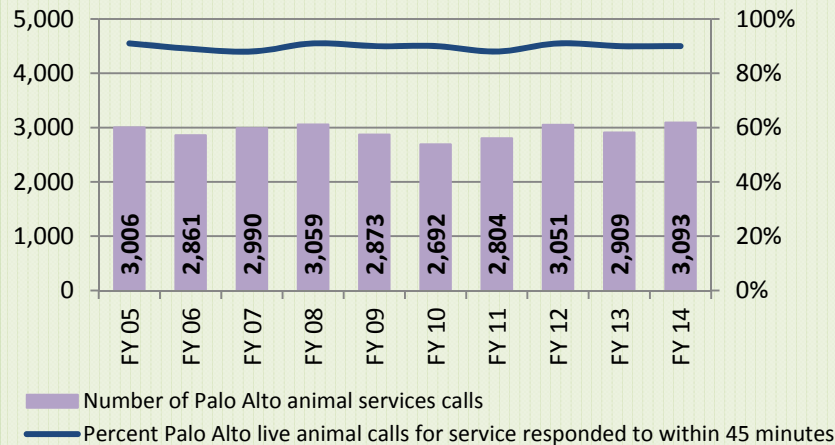
Source: Police Department

**Police: Calls for Service and Response Time**



Source: Police Department

**Animal Services: Number of Palo Alto live calls responded to Within 45 minutes**



Source: Police Department

**By the Numbers**

**73**

Number of hazardous materials incidents, which decreased 8% from FY 2013 and increased 284% from FY 2005

**90%**

Police Department nonemergency calls responded to within 45 minutes, which decreased 2% from FY 2013 and decreased 6% from FY 2005

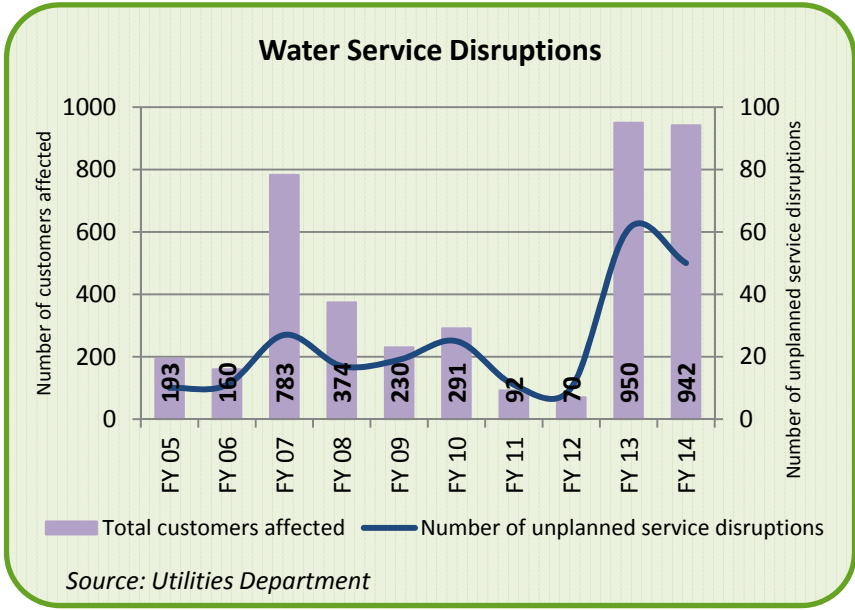
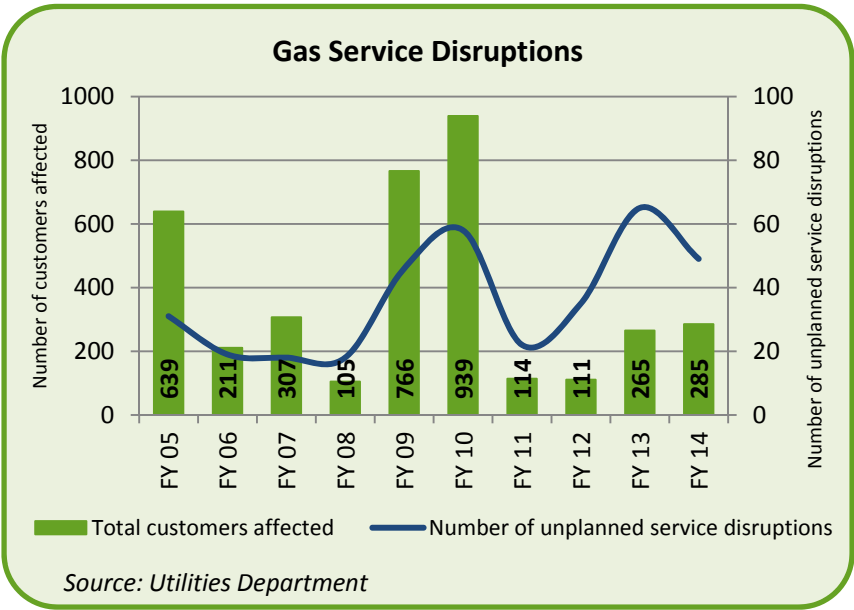
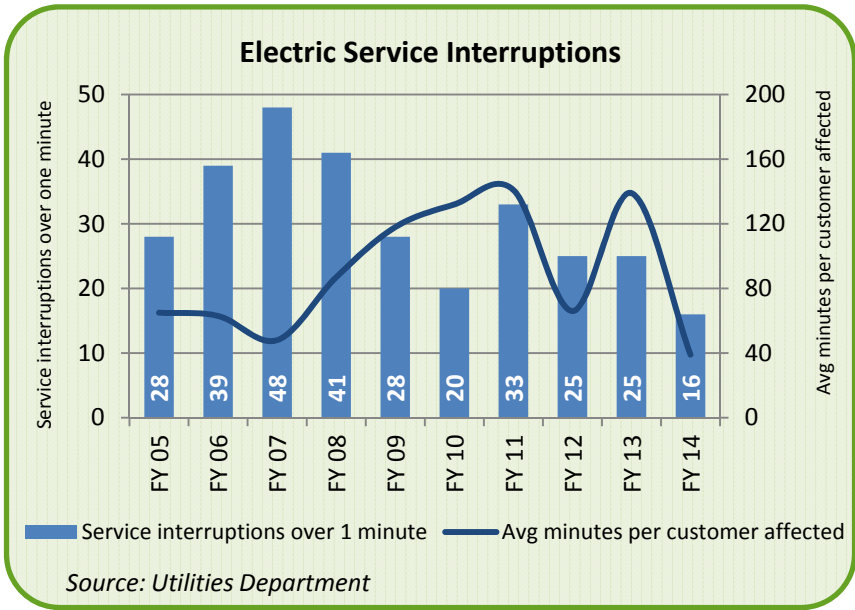
**77%**

Percent emergency calls dispatched within 60 seconds, which decreased 14% from FY 2013

**93%**

Percent of code enforcement cases resolved within 120 days, which increased 3% from FY 2013 and increased 2% from FY 2005

Responsiveness – Utility Services

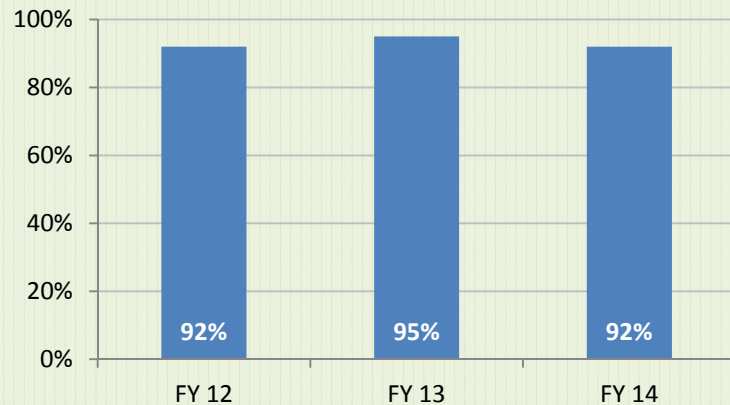


### By the Numbers

<p><b>72,967</b></p> <p>Total number of electric, gas, and water customer accounts</p> <p>Electric – 29,338</p> <p>Gas – 23,592</p> <p>Water – 20,037</p>	<p><b>39</b></p> <p>Average power outage duration in minutes per customer affected in FY 2014, which decreased 72% from FY 2013</p>
<p><b>402</b></p> <p>Number of gas leaks found, 102 ground leaks and 300 meter leaks, which increased 12% and 8% respectively from FY 2013</p>	<p><b>233</b></p> <p>Number of miles of water mains within the City, of which 0.3 miles were replaced in FY 2014</p>

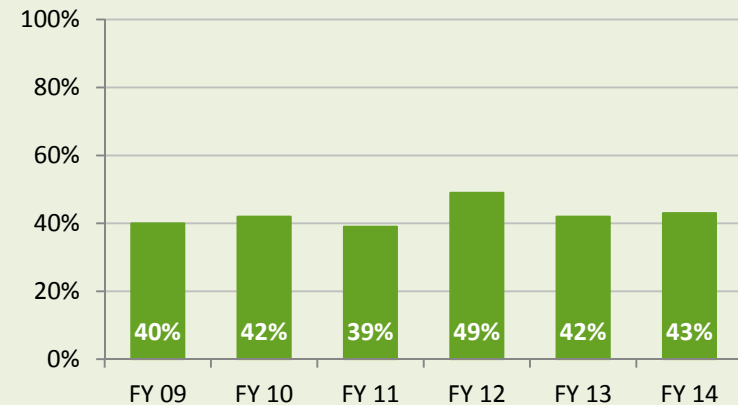
# Responsiveness – Internal City Services

**City Attorney:  
Percent of Claims Resolved Within 45 Days of Filing**



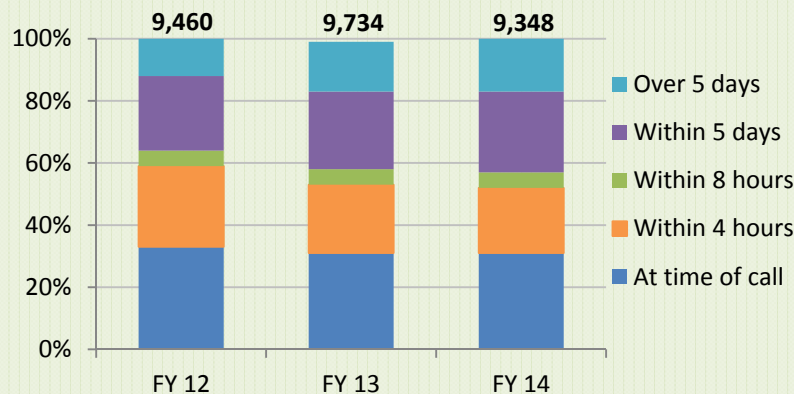
Source: Office of the City Attorney

**City Auditor:  
Percent of Open Recommendations Implemented Over the Last 5 Years**



Source: Office of the City Auditor

**Information Technology:  
Percent of Service Desk Requests Resolved**



Source: Information Technology Department

**By the Numbers**

**78**

Number of claims handled by the Office of the City Attorney in FY 2014, which decreased 21% from FY 2013

**2,047**

Number of purchasing documents processed and \$136.6 million in goods and services purchased

**1,783**

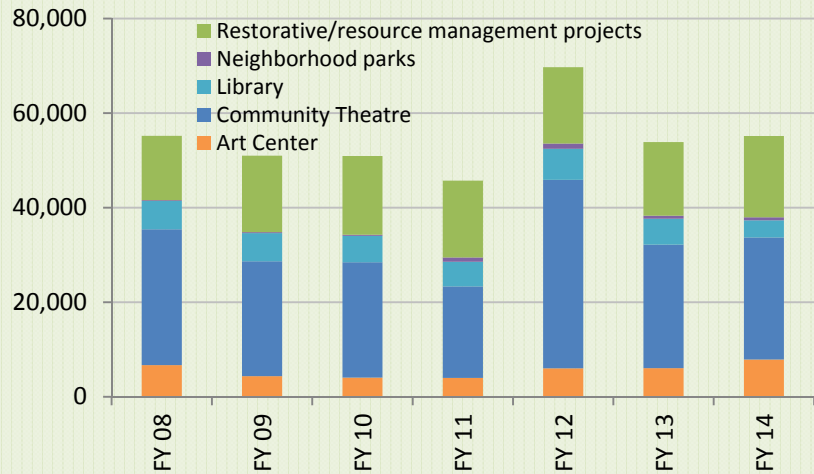
Workers' Compensation days lost to work-related illness or injury in FY 2014, which decreased 2% from FY 2013

**28%**

Percent of information technology security incidents remediated within one day in FY 2014, which decreased 22% from FY 2013

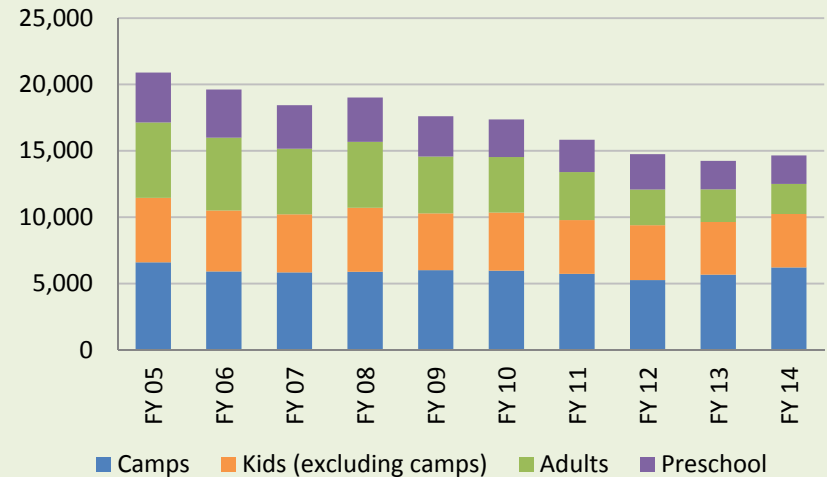
# Community Involvement and Enrichment

## Community Services and Library Volunteer Hours



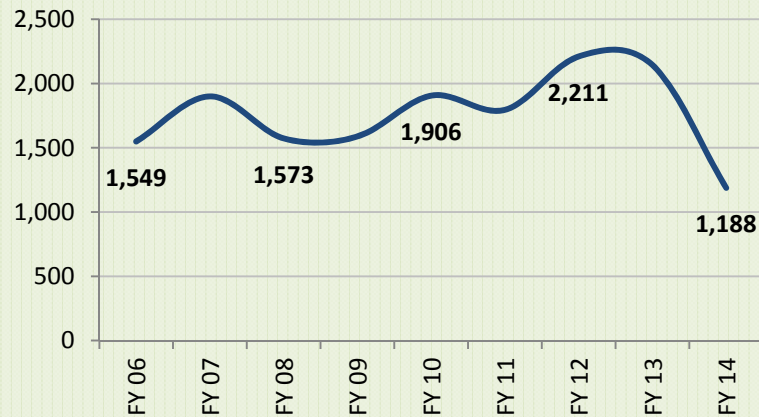
Sources: Community Services and Library Departments

## Community Services: Total Enrollment in Classes/Camps



Source: Community Services Department

## Number of Participants in Teen Programs



Source: Library Department

## By the Numbers

**173,905**

Number of titles in library collection, which increased 10% from FY 2013 and increased 6% from FY 2005

**2**

Average business days for new library materials to be available for customer use, which improved 50% from FY 2013 and improved 78% from FY 2010

**801**

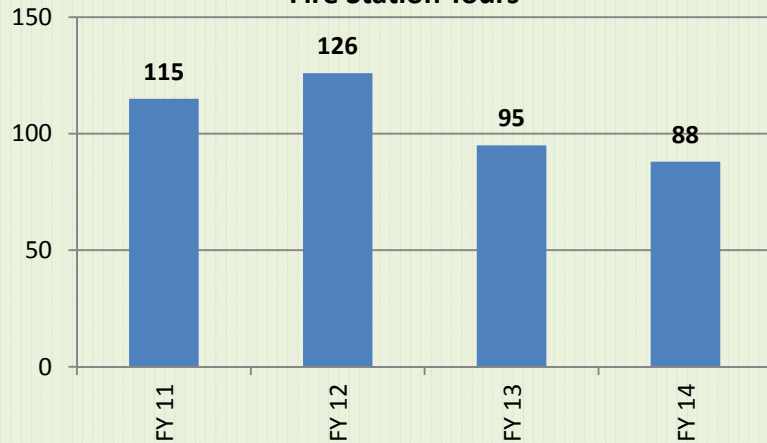
Number of library programs offered, which increased 8% from FY 2013 and increased 54% from FY 2005

**37,971**

Library program attendance, which decreased 6% from FY 2013 and increased 22% from FY 2005

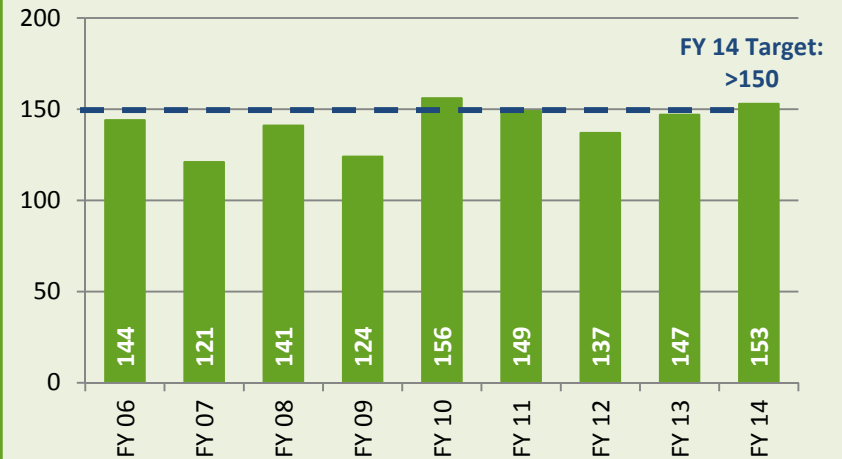
# Community Involvement and Enrichment

**Fire: Safety Presentations, Including Demonstrations and Fire Station Tours**



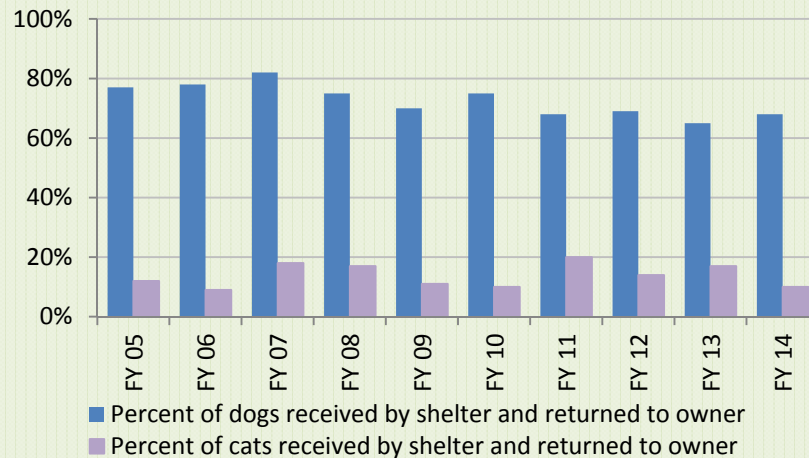
Source: Fire Department

**Police: Citizen Commendations Received**



Source: Police Department

**Animal Services: Percent of Cats and Dogs Recovered and Returned to Owner**



Source: Police Department

**By the Numbers**

**2,480**

Police Department number of animals handled, which decreased 7% from FY 2013 and decreased 29% from FY 2005

**184**

Office of Emergency Services presentations, training sessions, and exercises, which increased 261% from FY 2013

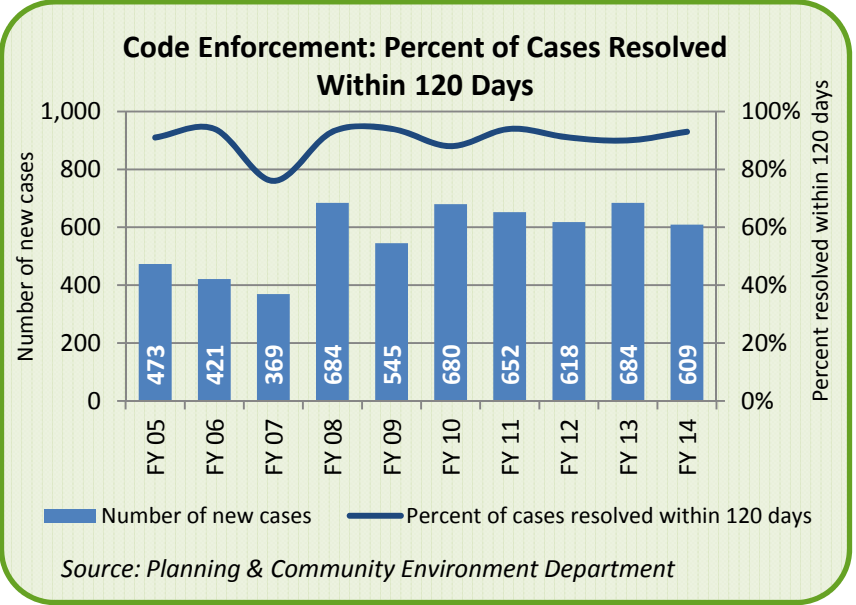
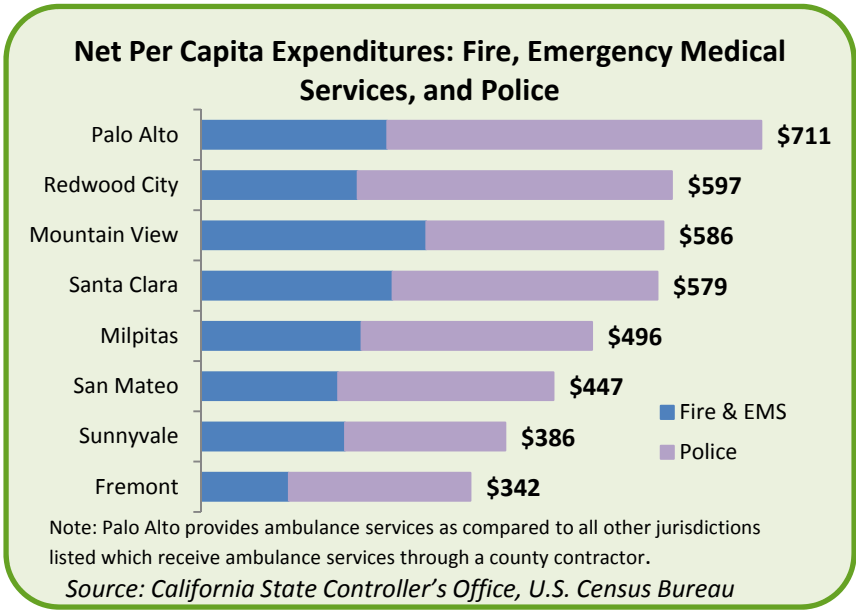
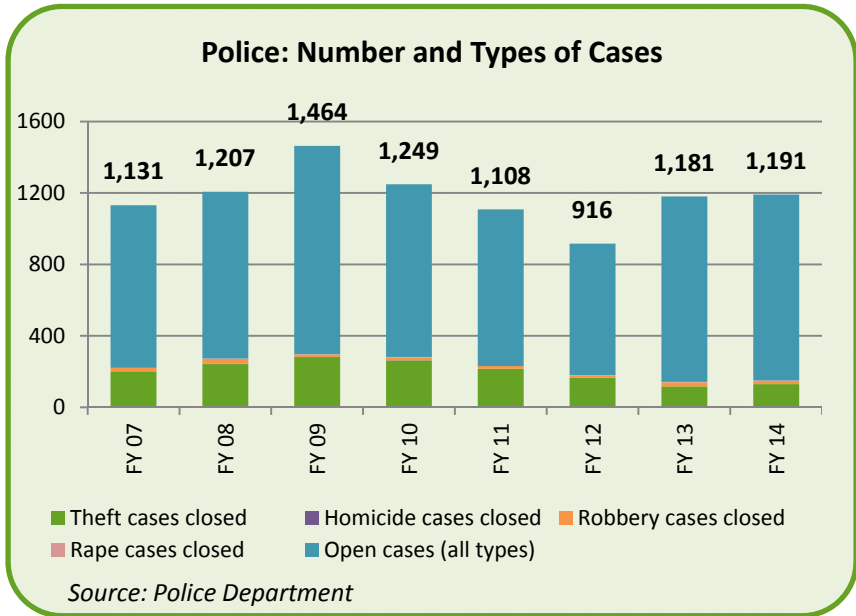
**26**

Office of Emergency Services emergency operations center activations/deployments, which decreased 46% from FY 2013

**8**

Police Department average number of officers on patrol, which has remained constant from FY 2005

# Safety, Health, and Well-Being



### By the Numbers

**88**

Fire safety presentations, including demonstrations and fire station tours, which decreased 7% from FY 2013

**34%**

Fire Department percent of permitted hazardous materials facilities inspected, which increased 5% from FY 2013 and decreased 14% from FY 2005

**62**

Reported crimes per 1,000 residents, which increased 3% from FY 2013 and decreased 19% from FY 2005

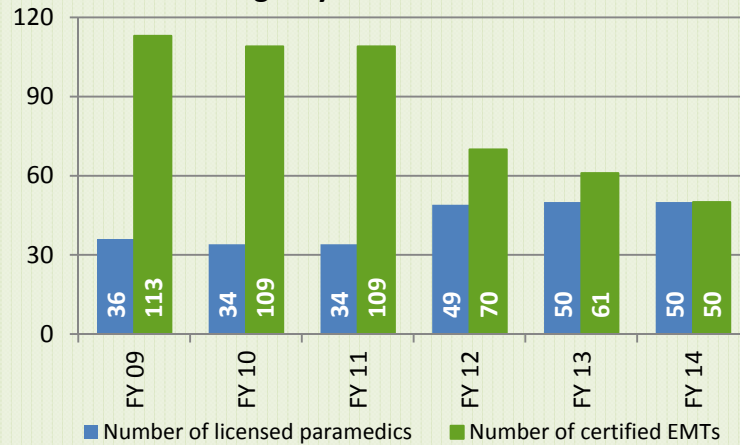
**1,741**

Number of fire inspections completed, which decreased 16% from FY 2013 and increased 17% from FY 2005



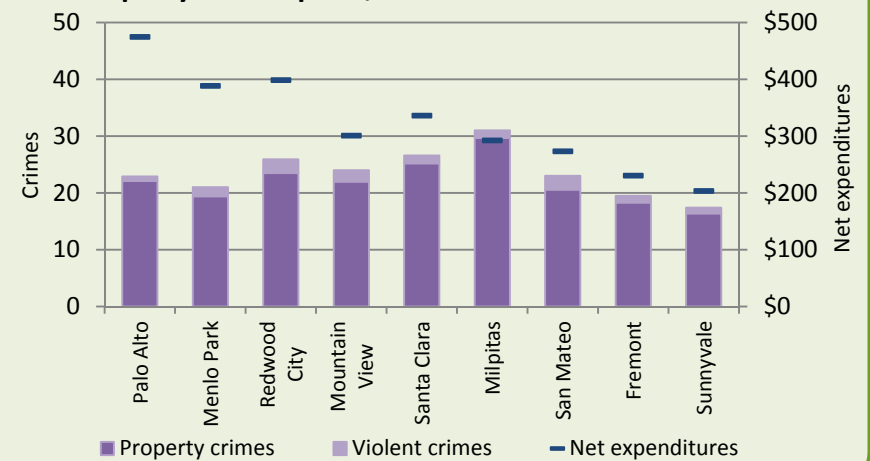
# Safety, Health, and Well-Being

**Fire: Number of Licensed Paramedics & Certified Emergency Medical Technicians**



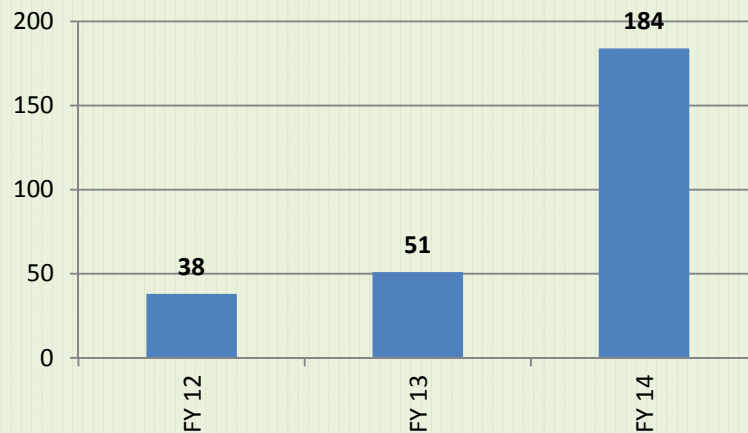
Source: Fire Department

**Police Benchmark: Expenditures Per Capita and Violent and Property Crimes per 1,000 Residents in Calendar Year**



Source: California State Controller & FBI Uniform Crime Reporting Program

**Office of Emergency Services: Presentations, Training Sessions, and Exercises**



Source: Office of Emergency Services

**By the Numbers**

**424**

Traffic collisions with injury, which increased 3% from FY 2013 and decreased 4% from FY 2005

**315**

Fire Department average training hours per firefighter, which remained the same as FY 2013 and increased 1% from FY 2005

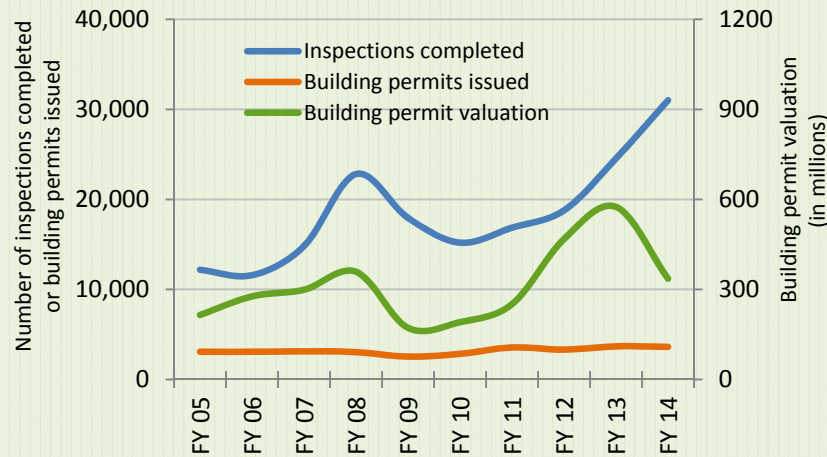
**63%**

Percent of fires confined to the room or area of origin, which increased 19% from FY 2013 and decreased 10% from FY 2005

**4,757**

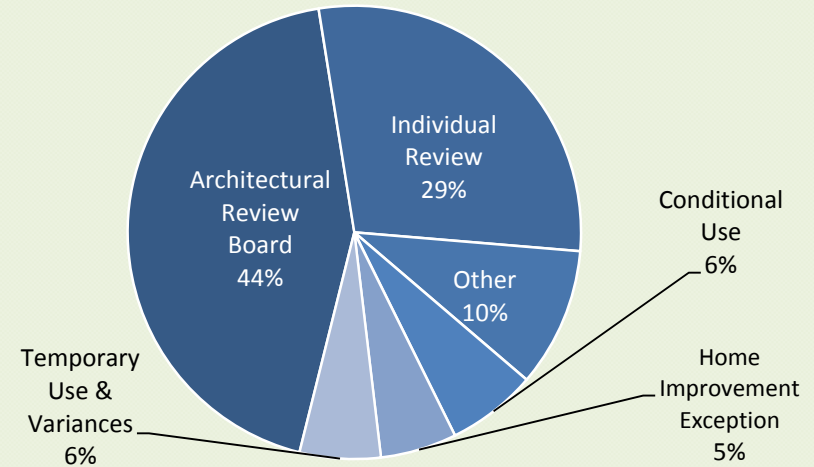
Number of medical/rescue incidents, which increased 1% from FY 2013 and increased 31% from FY 2005

**Inspections, Building Permits Issued and Valuation**



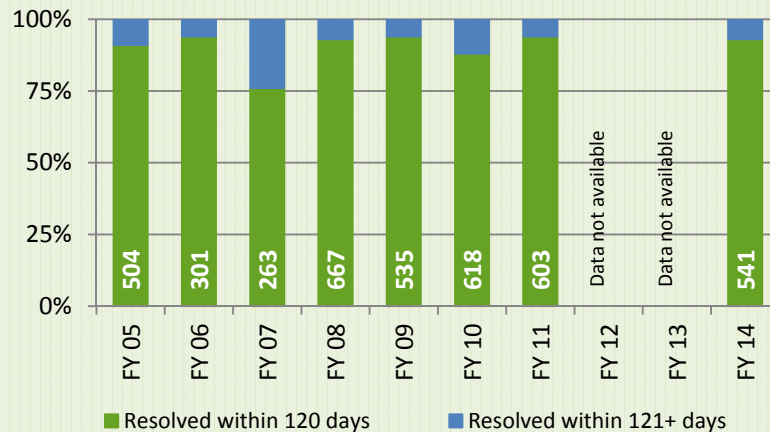
Source: Development Services Department

**Completed Planning Applications in FY 2014**



Source: Planning & Community Environment Department

**Number of Code Enforcement Cases Closed and Resolved Within 120 Days**



Source: Planning & Community Environment Department

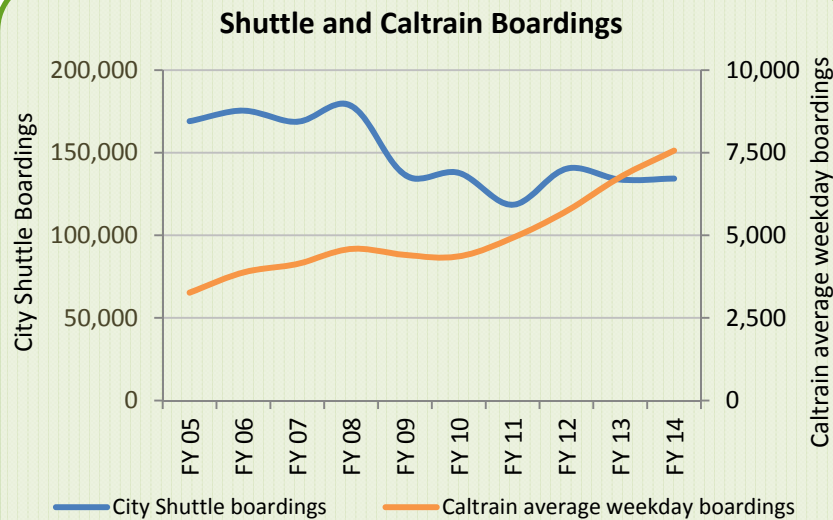
**By the Numbers**

**27**  
Average number of days to issue 3,624 building permits, which decreased 31% from FY 2013 and 71% from FY 2005

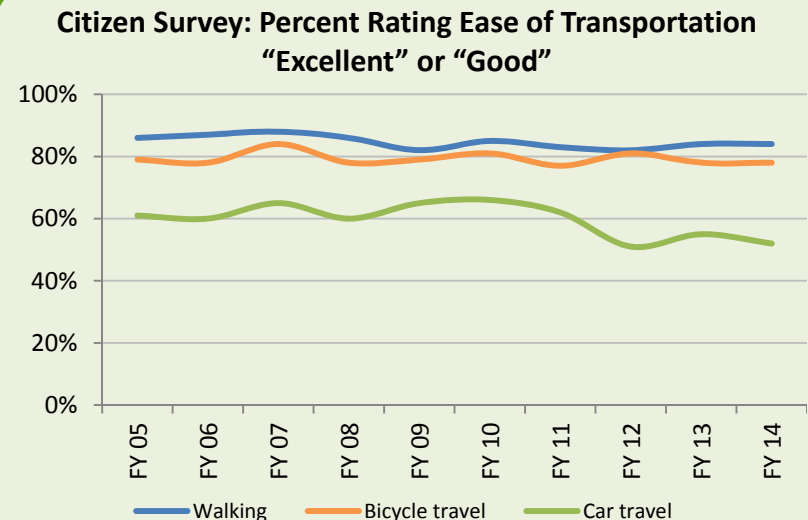
**550**  
Number of permits routed to all departments with on-time reviews, which increased 17% from FY 2013

**557**  
Number of permits approved over the counter, which decreased 7% from FY 2013

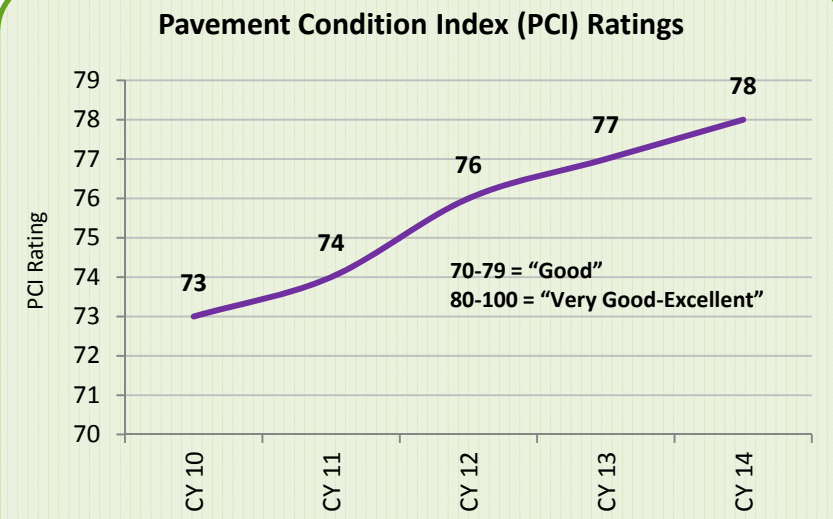
**31,002**  
Number of inspections completed, which increased 26% from FY 2013 and 154% from FY 2005



Source: Planning & Community Environment Department and Caltrain



Source: 2014 National Citizen Survey™



Source: Metropolitan Transportation Commission

### By the Numbers

<p><b>134,362</b></p> <p>Number of shuttle boardings, which decreased 21% from FY 2005</p>	<p><b>\$1.49</b></p> <p>City's cost per shuttle boarding, which decreased 1% from FY 2013 and 22% from FY 2005</p>
<p><b>7,564</b></p> <p>Caltrain average weekday boardings, which increased 12% from FY 2013 and 132% from FY 2005</p>	<p><b>114</b></p> <p>Average number of employees in the City commute program, which increased 15% from FY 2013 and decreased 3% from FY 2005</p>

**Mission:** The government of the City of Palo Alto exists to promote and sustain a superior quality of life in Palo Alto. In partnership with our community, our goal is to deliver cost-effective services in a personal, responsive, and innovative manner.

## OVERALL OPERATING EXPENDITURES

General Fund (in millions)												
	Community Services	Fire <sup>1</sup>	Office of Emergency Services <sup>1</sup>	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services <sup>2</sup>	Nondepartmental <sup>3</sup>	Operating transfers out <sup>4</sup>	Total	Enterprise funds (in millions)
FY 07	\$20.1	\$21.6	-	\$5.9	\$9.5	\$25.9	\$12.4	\$15.8	\$8.5	\$12.7	\$132.4	\$190.3
FY 08	\$21.2	\$24.0	-	\$6.8	\$9.7	\$29.4	\$12.9	\$17.4	\$7.4	\$12.9	\$141.8	\$215.8
FY 09	\$21.1	\$23.4	-	\$6.2	\$9.9	\$28.2	\$12.9	\$16.4	\$6.8	\$15.8	\$140.8	\$229.0
FY 10	\$20.5	\$27.7	-	\$6.4	\$9.4	\$28.8	\$12.5	\$18.1	\$8.7	\$14.6	\$146.9	\$218.6
FY 11	\$20.1	\$28.7	-	\$6.5	\$9.6	\$31.0	\$13.1	\$15.9	\$7.9	\$11.0	\$143.7	\$214.0
FY 12	\$20.9	\$28.8	\$0.6	\$7.1	\$10.3	\$33.6	\$13.2	\$17.8	\$7.7	\$22.1	\$162.1	\$219.6
FY 13	\$21.5	\$27.3	\$0.8	\$6.9	\$12.0	\$32.2	\$13.1	\$17.4	\$7.8	\$25.1	\$164.1	\$220.5
<b>FY 14</b>	<b>\$22.6</b>	<b>\$28.2</b>	<b>\$0.9</b>	<b>\$7.3</b>	<b>\$13.3</b>	<b>\$33.3</b>	<b>\$13.2</b>	<b>\$18.3</b>	<b>\$8.4</b>	<b>\$18.8</b>	<b>\$164.3</b>	<b>\$226.5</b>
Change from:												
Last year	+5%	+3%	+23%	+6%	+10%	+4%	+1%	+5%	+8%	-25%	0%	+3%
FY 07	+12%	+31%	-	+25%	+40%	+29%	+6%	+16%	-1%	+48%	+24%	+19%

<sup>1</sup> Office of Emergency Services (OES) was established as a separate department in FY 2012. FY 2012 data for the Fire Department was restated to remove OES figures.

<sup>2</sup> Includes Offices of Council-Appointed Officers, Administrative Services Department, People Strategy and Operations Department, and City Council.

<sup>3</sup> Includes revenue and expenditure appropriations not related to a specific department or function that typically benefit the City as a whole (e.g., Cubberley lease payments to Palo Alto Unified School District). May also include estimated provisions or placeholders for certain revenues and expenditures that can be one time or ongoing.

<sup>4</sup> Funds transferred to the Capital Projects, Debt Service, and Technology Internal Service Funds annually.

## OPERATING EXPENDITURES PER CAPITA

General Fund (in millions)												
	Community Services	Fire <sup>1</sup>	Office of Emergency Services <sup>1</sup>	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services <sup>2</sup>	Nondepartmental <sup>3</sup>	Operating transfers out <sup>4</sup>	Total	Enterprise funds (in millions)
FY 07	\$328	\$287	-	\$95	\$155	\$422	\$203	\$257	\$138	\$208	\$2,092	\$3,100
FY 08	\$342	\$316	-	\$110	\$155	\$473	\$208	\$279	\$119	\$208	\$2,210	\$3,471
FY 09	\$333	\$303	-	\$98	\$156	\$445	\$203	\$258	\$108	\$249	\$2,152	\$3,607
FY 10	\$318	\$355	-	\$99	\$145	\$448	\$195	\$282	\$136	\$227	\$2,206	\$3,397
FY 11	\$309	\$365	-	\$100	\$147	\$478	\$202	\$244	\$122	\$170	\$2,138	\$3,300
FY 12	\$319	\$364	\$8	\$108	\$158	\$514	\$202	\$271	\$118	\$338	\$2,399	\$3,355
FY 13	\$324	\$340	\$9	\$104	\$181	\$485	\$198	\$263	\$117	\$378	\$2,400	\$3,322
<b>FY 14</b>	<b>\$342</b>	<b>\$353</b>	<b>\$12</b>	<b>\$111</b>	<b>\$201</b>	<b>\$505</b>	<b>\$200</b>	<b>\$277</b>	<b>\$127</b>	<b>\$285</b>	<b>\$2,412</b>	<b>\$3,430</b>
Change from:												
Last year	+5%	+4%	+24%	+7%	+11%	+4%	+1%	+5%	+8%	-25%	+1%	+3%
FY 07	+4%	+23%	-	+17%	+30%	+20%	-1%	+8%	-8%	+37%	+15%	+11%

<sup>1</sup> Adjusted for the expanded service area (Palo Alto and Stanford). Office of Emergency Services (OES) was established as a separate department in FY 2012. FY 2012 data for the Fire Department was restated to remove OES figures.

<sup>2</sup> Includes Offices of Council-Appointed Officers, Administrative Services Department, People Strategy and Operations Department, and City Council.

<sup>3</sup> Includes revenue and expenditure appropriations not related to a specific department or function that typically benefit the City as a whole (e.g., Cubberley lease payments to Palo Alto Unified School District). May also include estimated provisions or placeholders for certain revenues and expenditures that can be one time or ongoing.

<sup>4</sup> Funds transferred annually to the Capital Projects, Debt Service, and Technology Internal Service Funds.

## AUTHORIZED STAFFING

	Authorized Staffing (FTE <sup>1</sup> ) – General Fund									Authorized Staffing (FTE <sup>1</sup> ) – Other Funds						
	Community Services	Fire	Office of Emergency Services	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services <sup>2</sup>	Subtotal	Refuse	Storm Drainage	Wastewater Treatment	Electric, Gas, Water, Wastewater Collection, and Fiber Optics	Other <sup>3</sup>	Subtotal	Total
FY 07	148	128	-	57	55	168	68	100	724	35	10	69	243	78	435	1,160
FY 08	147	128	-	56	54	169	71	108	733	35	10	69	244	78	436	1,168
FY 09	146	128	-	57	54	170	71	102	727	35	10	70	235	74	423	1,150
FY 10	146	127	-	55	50	167	65	95	705	38	10	70	252	77	446	1,151
FY 11	124	125	-	52	47	161	60	89	657	38	10	70	263	76	457	1,114
FY 12	123	125	2	54	46	161	57	87	655	38	9	71	263	78	459	1,114
FY 13	126	120	3	58	53	157	59	90	667	26	10	71	269	85	462	1,129
<b>FY 14</b>	<b>134</b>	<b>121</b>	<b>3</b>	<b>57</b>	<b>54</b>	<b>158</b>	<b>60</b>	<b>87</b>	<b>674</b>	<b>22</b>	<b>11</b>	<b>70</b>	<b>272</b>	<b>99</b>	<b>473</b>	<b>1,147</b>
Change from:																
Last year	+6%	0%	0%	-3%	+1%	+1%	+2%	-3%	+1%	-17%	+10%	-1%	+1%	+15%	+2%	+2%
FY 07	-10%	-5%	-	-1%	-2%	-6%	-12%	-13%	-7%	-37%	+11%	+2%	+12%	+26%	+9%	-1%

<sup>1</sup> Includes authorized temporary and hourly positions and allocated departmental administration.

<sup>2</sup> Includes Offices of Council-Appointed Officers, Administrative Services Department, and People Strategy and Operations Department.

<sup>3</sup> Includes the Technology and other Internal Service Funds, Airport Fund, Capital Projects Fund, and Special Revenue Funds.

	Authorized Staffing (FTE) - Citywide				General Fund Employee Costs					
	Regular	Temporary	TOTAL	Per 1,000 residents	Salaries and wages <sup>1</sup> (in millions)	Overtime (in millions)	Employee benefits (in millions)	TOTAL (in millions)	Employee benefits rate <sup>2</sup>	As a percent of total General Fund expenditures
FY 07	1,080	80	1,160	18.9	\$53.9	\$4.0	\$26.1	\$84.0	48%	63%
FY 08	1,077	91	1,168	18.8	\$57.3	\$4.2	\$29.8	\$91.3	52%	64%
FY 09	1,076	74	1,150	18.1	\$59.6	\$3.7	\$28.3	\$91.6	48%	65%
FY 10	1,055	95	1,150	17.9	\$56.6	\$4.5	\$30.9	\$92.1	55%	63%
FY 11	1,019	95	1,114	17.2	\$55.8	\$4.1	\$34.2	\$94.2	61%	66%
FY 12	1,017	98	1,115	17.0	\$54.4	\$5.4	\$36.9	\$96.7	68%	60%
FY 13	1,015	114	1,129	17.0	\$53.5	\$3.7	\$37.7	\$94.9	71%	58%
<b>FY 14</b>	<b>1,020</b>	<b>127</b>	<b>1,147</b>	<b>17.4</b>	<b>\$55.5</b>	<b>\$4.7</b>	<b>\$38.8</b>	<b>\$98.9</b>	<b>70%</b>	<b>60%</b>
Change from:										
Last year	0%	+11%	+2%	+2%	+4%	+24%	+3%	+4%	-1%	+2%
FY 07	-6%	+58%	-1%	-8%	+3%	+15%	+49%	+18%	+22%	-3%

<sup>1</sup> Does not include overtime.

<sup>2</sup> "Employee benefits rate" is General Fund employee benefits as a percent of General Fund salaries and wages, excluding overtime.

## CAPITAL SPENDING

	Governmental Funds (in millions)				Enterprise Funds (in millions)		
	Infrastructure reserves	Net general capital assets	Capital outlay	Depreciation	Net capital assets	Capital expenditures	Depreciation
FY 07	\$15.8	\$335.7	\$17.5	\$11.0	\$383.8	\$28.9	\$12.7
FY 08	\$17.9	\$351.9	\$21.6	\$11.2	\$416.6	\$36.1	\$12.7
FY 09	\$7.0	\$364.3	\$21.5	\$9.6	\$426.1	\$36.2	\$13.6
FY 10	\$8.6	\$376.0	\$22.0	\$14.4	\$450.3	\$29.7	\$15.3
FY 11	\$3.2	\$393.4	\$35.5	\$14.4	\$465.7	\$24.4	\$15.9
FY 12	\$12.1	\$413.2	\$29.2	\$16.4	\$490.0	\$27.6	\$16.7
FY 13	\$17.5	\$428.9	\$29.5	\$15.9	\$522.3	\$40.7	\$17.6
<b>FY 14</b>	<b>\$3.4</b>	<b>\$452.6</b>	<b>\$37.6</b>	<b>\$13.8</b>	<b>\$545.5</b>	<b>\$37.1</b>	<b>\$17.5</b>
Change from:							
Last year	-81%	+6%	+27%	-14%	+4%	-9%	-1%
FY 07	-79%	+35%	+115%	+26%	+42%	+29%	+37%

**Mission:** To engage individuals and families in creating a strong and healthy community through parks, recreation, social services, arts, and sciences.

## DEPARTMENTWIDE

	Operating Expenditures (in millions) <sup>1</sup>					CSD expenditures per capita	Total revenues <sup>3</sup> (in millions)	Authorized Staffing (FTE)			
	Administration and Human Services	Arts and Sciences	Open Space, Parks, and Golf	Recreation Services	Total <sup>2</sup>			Total	Temporary	Temporary as a percent of total	Per 1,000 residents
FY 05	-	-	-	-	\$19.1	\$315	\$6.5	158.0	58.8	37%	2.6
FY 06	-	\$4.0	-	-	\$19.5	\$318	\$6.9	146.2	47.9	33%	2.4
FY 07	-	\$3.9	-	-	\$20.1	\$328	\$7.1	148.2	48.9	33%	2.4
FY 08	-	\$4.1	-	-	\$21.2	\$342	\$7.4	146.7	49.4	34%	2.4
FY 09	\$3.9	\$4.6	\$6.5	\$6.3	\$21.2	\$333	\$7.1	145.9	49.4	34%	2.3
FY 10	\$4.2	\$4.6	\$5.8	\$5.8	\$20.5	\$319	\$7.3	146.4	52.1	36%	2.3
FY 11	\$4.2	\$4.5	\$5.7	\$5.7	\$20.1	\$310	\$7.2	123.8	49.3	40%	1.9
FY 12	\$2.9	\$4.6	\$8.2	\$5.2	\$20.9	\$319	\$6.8	123.5	48.7	39%	1.9
FY 13	\$3.1	\$4.5	\$8.7	\$5.1	\$21.6	\$325	\$7.3	125.5	51.8	41%	1.9
<b>FY 14</b>	<b>\$3.5</b>	<b>\$4.9</b>	<b>\$9.0</b>	<b>\$5.1</b>	<b>\$22.5</b>	<b>\$341</b>	<b>\$6.9</b>	<b>133.5</b>	<b>59.2</b>	<b>44%</b>	<b>2.0</b>
Change from:											
Last year	+12%	+8%	+3%	0%	+5%	+5%	-5%	+6%	+14%	+3%	+7%
FY 05	-	-	-	-	+18%	+8%	+7%	-15%	+1%	+7%	-22%

<sup>1</sup> Comparable numbers for some years were not available in the City's Operating Budgets due to reorganizations.

<sup>2</sup> The amount reflects total operating expenditures for the department, including the expenditures of all operating divisions.

<sup>3</sup> 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.

## DEPARTMENTWIDE CLASSES

	Total number of classes/camps offered <sup>1</sup>					Total enrollment <sup>1</sup>					Percent of class registrations online (Target: 55%)	Percent of class registrants who are nonresidents
	Camp sessions	Kids (excluding camps)	Adults	Preschool	Total	Camps	Kids (excluding camps)	Adults	Preschool	Total (Target: 14,300)		
FY 05	156	276	362	171	965	6,601	4,862	5,676	3,764	20,903	40%	16%
FY 06	153	235	294	160	842	5,906	4,604	5,485	3,628	19,623	41%	15%
FY 07	145	206	318	137	806	5,843	4,376	4,936	3,278	18,433	42%	13%
FY 08	151	253	327	143	874	5,883	4,824	4,974	3,337	19,018	43%	15%
FY 09	160	315	349	161	985	6,010	4,272	4,288	3,038	17,608	45%	13%
FY 10	162	308	325	153	948	5,974	4,373	4,190	2,829	17,366	55%	14%
FY 11	163	290	283	142	878	5,730	4,052	3,618	2,435	15,835	52%	14%
FY 12	155	279	203	148	785	5,259	4,136	2,688	2,667	14,750	51%	12%
FY 13	152	235	258	139	784	5,670	3,962	2,461	2,155	14,248	54%	12%
<b>FY 14</b>	<b>170</b>	<b>301</b>	<b>202</b>	<b>143</b>	<b>816</b>	<b>6,210</b>	<b>4,028</b>	<b>2,274</b>	<b>2,135</b>	<b>14,647</b>	<b>55%</b>	<b>14%</b>
Change from:												
Last year	+12%	+28%	-22%	+3%	+4%	+10%	+2%	-8%	-1%	+3%	+1%	+2%
FY 05	+9%	+9%	-44%	-16%	-15%	-6%	-17%	-60%	-43%	-30%	+15%	-2%

<sup>1</sup> Types of classes offered include arts, sports, nature and outdoors, and recreation. The department attributes the decline in enrollment in certain classes to increased competition from private camp providers and reduced household spending on adult classes.

## ARTS AND SCIENCES DIVISION – PERFORMING ARTS

	Community Theatre		Children's Theatre			
	Number of performances	Attendance at performances	Enrollment in music & dance classes <sup>1</sup>	Attendance at performances	Participants in performances & programs	Enrollment in theatre classes, camps, and workshop <sup>2</sup>
FY 05	172	50,111	1,424	22,734	1,592	581
FY 06	183	55,204	1,416	22,788	1,670	597
FY 07	171	45,571	1,195	23,117	1,845	472
FY 08	166	45,676	982	19,811	1,107	407
FY 09	159	46,609	964	14,786	534	334
FY 10	174	44,221	980	24,983	555	1,436
FY 11	175	44,014	847	27,345	1,334	1,475
FY 12	175	45,635	941	27,907	1,087	1,987
FY 13	184	45,966	1,131	25,675	1,220	1,824
<b>FY 14</b>	<b>108</b>	<b>41,858</b>	<b>2,037</b>	<b>31,337</b>	<b>1,360</b>	<b>2,148</b>
Change from:						
Last year	-41%	-9%	+80%	+22%	+11%	+18%
FY 05	-37%	-16%	+43%	+38%	-15%	+270%

<sup>1</sup> One program started offering classes on a drop-in basis in FY 2013. The enrollment for this program was calculated by dividing the number of drop-in participants by eight, which is a typical number of classes offered per registration. The department attributes the increase to an expansion of classes taught at schools.

<sup>2</sup> The department attributes the increase to a shift in emphasis from performance to education to promote a philosophy of life-long skills.

## ARTS AND SCIENCES DIVISION - MUSEUMS

	Art Center <sup>1</sup>					Public Art	Junior Museum & Zoo		Science Interpretation	
	Exhibition visitors <sup>2</sup>	Total attendance (users)	Enrollment in art classes, camps, and workshops (adults and children)	Outside funding for visual arts programs	Attendance at Project LOOK! and outreach	Number of new public art installations <NEW>	Enrollment in Junior Museum classes and camps	Estimated number of children participating in school outreach programs	Number of Arastradero, Baylands, & Foothill outreach classes for school-age children	Enrollment in open space interpretive classes
FY 05	19,307	76,264	3,559	\$275,909	6,722	5	1,934	3,388	48	1,188
FY 06	19,448	73,305	4,137	\$284,838	6,191	4	1,832	2,414	48	1,280
FY 07	16,191	70,387	3,956	\$345,822	6,855	1	1,805	2,532	63	1,226
FY 08	17,198	69,255	3,913	\$398,052	6,900	2	2,089	2,722	85	2,689
FY 09	15,830	58,194	3,712	\$264,580	8,353	2	2,054	3,300	178	2,615
FY 10	17,244	60,375	3,304	\$219,000	8,618	0	2,433	6,971	208	3,978
FY 11	13,471	51,373	2,334	\$164,624	6,773	2	1,889	6,614	156	3,857
FY 12	29,717	62,055	905	\$193,000	14,238	4	2,575	9,701	131	3,970
FY 13	9,865	72,148	2,222	\$206,998	10,472	2	2,363	10,689	136	3,575
<b>FY 14</b>	<b>9,463</b>	<b>82,799</b>	<b>2,802</b>	<b>\$156,079</b>	<b>8,873</b>	<b>6</b>	<b>1,935</b>	<b>10,696</b>	<b>112</b>	<b>3,044</b>
Change from:										
Last year	-4%	+15%	+26%	-25%	-15%	+200%	-18%	0%	-18%	-15%
FY 05	-51%	+9%	-21%	-43%	+32%	+20%	0%	+216%	+133%	+156%

<sup>1</sup> The Art Center closed to the public for renovation from May 2011 through October 2012, which accounts for some of the decreases in FY 2011 and FY 2012. Some of the increases in FY 2012 are due to "On the Road" installations and outreach programs in the community.

<sup>2</sup> Exhibition visitors include estimated On the Road art installation visitors.



## OPEN SPACE, PARKS, AND GOLF DIVISION – OPEN SPACE AND GOLF

	Open Space			Golf				
	Visitors at Foothills Park	Volunteer hours for restorative/resource management projects <sup>1</sup>	Number of native plants in restoration projects <sup>2</sup>	Number of rounds of golf	Golf Course revenue (in millions)	Golf Course operating expenditures (in millions)	Golf course debt service (in millions)	Net revenue/ (cost)
FY 05	121,574	15,847	12,418	78,410	\$2.9	\$2.4	\$0.6	(\$72,031)
FY 06	127,457	10,738	15,516	76,000	\$3.0	\$2.3	\$0.6	\$148,154
FY 07	140,437	11,380	14,023	76,241	\$3.1	\$2.5	\$0.6	\$43,015
FY 08	135,001	13,572	13,893	74,630	\$3.2	\$2.2	\$0.7	(\$23,487)
FY 09	135,110	16,169	11,934	72,170	\$3.0	\$2.4	\$0.7	(\$326,010)
FY 10	149,298	16,655	11,303	69,791	\$3.0	\$2.3	\$0.6	\$76,146
FY 11	181,911	16,235	27,655	67,381	\$2.8	\$2.0	\$0.7	\$166,017
FY 12	171,413	16,142	23,737	65,653	\$2.7	\$1.9	\$0.6	\$271,503
FY 13	205,507	15,551	46,933	60,153	\$2.5	\$2.1	\$0.4	(\$18,179)
<b>FY 14</b>	<b>198,814</b>	<b>17,196</b>	<b>63,206</b>	<b>46,527</b>	<b>\$1.8</b>	<b>\$1.9</b>	<b>\$0.4</b>	<b>(\$579,000)</b>
Change from:								
Last year	-3%	+11%	+35% <sup>2</sup>	-23% <sup>3</sup>	-30% <sup>3</sup>	-10%	0%	-
FY 05	+64%	+9%	+409% <sup>2</sup>	-41%	-39%	-20%	-29%	-

<sup>1</sup> Includes activities through collaborative partnerships with nonprofit groups such as Save the Bay, and community service hours by court-referred volunteers.

<sup>2</sup> The increase is due to completion of a new greenhouse at the Baylands that has significantly boosted plant propagation.

<sup>3</sup> The department attributes the decrease to a general decline in golf play throughout the United States and a pending reconfiguration project.

## OPEN SPACE, PARKS, AND GOLF DIVISION – PARKS AND LANDSCAPE MAINTENANCE

	Maintenance Expenditures					Total hours of athletic field usage	Number of permits issued for special events	Volunteer hours for neighborhood parks	Participants in community gardening program
	Parks and landscape maintenance (in millions)	Athletic fields in City parks (in millions)	Athletic fields on school district sites <sup>1</sup> (in millions)	Total (in millions)	Per acre				
FY 05	\$2.7	\$0.6	\$0.5	\$3.8	\$14,572	65,748	14	60	244
FY 06	\$2.5	\$0.6	\$0.6	\$3.7	\$14,302	65,791	16	150	223
FY 07	\$2.7	\$0.6	\$0.7	\$3.9	\$15,042	70,769	22	150	231
FY 08	\$2.9	\$0.6	\$0.7	\$4.2	\$15,931	63,212	22	180	233
FY 09	\$3.0	\$0.7	\$0.7	\$4.4	\$16,940	45,762	35	212	238
FY 10	\$3.0	\$0.5	\$0.6	\$4.1	\$15,413	41,705	12	260	238
FY 11	\$3.2	\$0.4	\$0.5	\$4.1	\$15,286	42,687	25	927	260
FY 12	\$3.5	\$0.4	\$0.6	\$4.5	\$16,425	44,226	27	1,120	292
FY 13	\$3.8	\$0.4	\$0.6	\$4.8	\$17,563	N/A <sup>2</sup>	47	637	292
<b>FY 14</b>	<b>\$4.0</b>	<b>\$0.4</b>	<b>\$0.6</b>	<b>\$5.0</b>	<b>\$18,244</b>	<b>N/A<sup>2</sup></b>	<b>36</b>	<b>638</b>	<b>292</b>
Change from:									
Last year	+5%	-1%	+3%	+4%	+4%	-	-23%	0%	0%
FY 05	+46%	-27%	+15%	+30%	+25%	-	+157%	+963%	+20%

<sup>1</sup> Palo Alto Unified School District partially reimburses the City for maintenance costs for the school district sites.

<sup>2</sup> According to the department, this measure was not accurately tracked during FY 2013 or FY 2014.

## RECREATION SERVICES DIVISION

	Enrollment in Recreational Classes <sup>1</sup>							Enrollment in recreational summer camps <sup>1</sup>	Cubberley Community Center			
	Dance	Recreation	Aquatics	Middle school sports	Therapeutics	Private tennis lessons	Total		Hours rented	Hourly rental revenue (in millions)	Number of lease holders <sup>3</sup>	Lease revenue (in millions)
FY 05	1,531	5,055	223	1,242	216	259	8,526	6,601	38,624	\$0.8	35	\$1.3
FY 06	1,326	5,681	199	1,247	175	234	8,862	5,906	38,407	\$0.9	38	\$1.3
FY 07	1,195	5,304	225	1,391	228	274	8,617	5,843	36,489	\$0.8	39	\$1.4
FY 08	1,129	4,712	182	1,396	203	346	7,968	5,883	32,288	\$0.9	39	\$1.5
FY 09	1,075	3,750	266	1,393	153	444	7,081	6,010	34,874	\$1.0	37	\$1.4
FY 10	972	3,726	259	1,309	180	460	6,906	5,974	35,268	\$0.9	41	\$1.6
FY 11	889	3,613	228	1,310	178	362	6,580	5,730	30,878	\$0.9	48	\$1.6
FY 12	886	3,532	196	1,455	135	240	6,444	5,259	29,282	\$0.8	33	\$1.6
FY 13	1,000	2,776	167	1,479	167	339	5,928	5,670	29,207	\$0.9	33	\$1.6
<b>FY 14</b>	<b>1,130</b>	<b>2,449</b>	<b>196</b>	<b>1,443</b>	<b>112</b>	<b>457</b>	<b>5,787</b>	<b>6,210</b>	<b>28,086</b>	<b>\$0.8</b>	<b>32</b>	<b>\$1.7</b>
Change from:												
Last year	+13%	-12% <sup>2</sup>	+17%	-2%	-33%	+35%	-2%	+10%	-4%	-7%	-3%	+6%
FY 05	-26%	-52%	-12%	+16%	-48%	+76%	-32%	-6%	-27%	+3%	-9%	+31%

<sup>1</sup> These enrollment figures are also included in the total stated in the Departmentwide Classes table.

<sup>2</sup> The department attributes the decreases to the temporary closure of the Mitchell Park Community Center, increased fees, and an increased supply of recreation services by other organizations.

<sup>3</sup> The department reports that the maximum number of lease holders is 33 and that applicable records could not be located to determine the methodology used to report the number prior to FY 2012.

**Mission:** To provide citizens, business owners, developers, and applicants reliable and predictable expectations in the review, permitting, and inspection of development projects that meet the municipal and building code requirements to safeguard the health, safety, property, and public welfare while working collaboratively with other departments in the City.

### BUILDING

	Number of permits routed to all departments with on-time reviews	Number of permits approved over the counter	Number of building permits issued	Average days			Number of inspections completed	Valuation of construction for issued permits (in millions)	Building permit revenue (in millions)
				First response to plan checks	Issuance of building permits (Target: 30)	Permit issuance to final inspection for projects up to \$500,000 (Target: 120)			
FY 05	-	-	3,081	24	94	-	12,186	\$215.0	\$3.2
FY 06	-	-	3,081	28	98	-	11,585	\$277.0	\$4.4
FY 07	-	-	3,136	27	102	-	14,822	\$298.7	\$4.6
FY 08	292	-	3,046	23	80	-	22,820	\$358.9	\$4.2
FY 09	230	394	2,543	31	63	123	17,945	\$172.1	\$3.6
FY 10	218	326	2,847	30	44	162	15,194	\$191.2	\$4.0
FY 11	371	532	3,559	35	47	109	16,858	\$251.1	\$5.6
FY 12	345	644	3,320	22	38	127	18,778	\$467.9	\$6.8
FY 13	470	602	3,682	24	39 <sup>1</sup>	121	24,548	\$574.7	\$10.1
<b>FY 14</b>	<b>550</b>	<b>557</b>	<b>3,624</b>	<b>23</b>	<b>27</b>	<b>139</b>	<b>31,002</b>	<b>\$336.1</b>	<b>\$9.3</b>
Change from:									
Last year	+17%	-7%	-2%	-4%	-31%	+15%	+26%	-42%	-8%
FY 05	-	-	+18%	-4%	-71%	-	+154%	+56%	+191%

<sup>1</sup> Prior year correction by the Department.

### GREEN BUILDING<sup>1</sup>

	Green Building permit applications processed	Green Building with mandatory regulations		Construction debris for completed projects <sup>2</sup> (in tons)			Energy savings per year <sup>3</sup> (in kBtu)
		Valuation	Square feet	Salvaged	Recycled	Disposed to landfill	
FY 09	341	\$80,412,694	666,500	67	3,503	575	-
FY 10	556	\$81,238,249	774,482	69	9,050	1,393	-
FY 11	961	\$187,725,366	1,249,748	13,004	34,590	4,020	-
FY 12	887	\$543,237,137	1,342,448	23,617	45,478	5,015	-
FY 13	1,037	\$569,451,035	2,441,575	9,408	44,221	3,955	1,922,532
<b>FY 14</b>	<b>0<sup>4</sup></b>	<b>\$349,128,085</b>	<b>3,432,025</b>	<b>7,186</b>	<b>38,381</b>	<b>5,421</b>	<b>3,141,510</b>
Change from:							
Last year	-100%	-39%	+41%	-24%	-13%	+37%	+63%
FY 09	-100%	+334%	+415%	+10,626%	+996%	+843%	-

<sup>1</sup> The Green Building Program was established in FY 2009, and prior year data is not available.

<sup>2</sup> For projects requiring either a demolition permit or a building permit with a valuation over \$25,000. The Department reports that due to staffing turnover and reorganization, the data may not be complete. Variances may also be due, in part, to a few large projects and a lower minimum reporting requirement for green building projects.

<sup>3</sup> Reported in Kilo British Thermal Units. According to the Department, data prior to FY 2013 is either unavailable or inaccurate due to insufficient tracking resulting from staffing changes.

<sup>4</sup> Green Building permit applications were no longer processed separately; they became part of the regular plan check process in FY 2014.

**Mission:** To provide innovative technology solutions that support City departments in delivering quality services to the community.

### DEPARTMENTWIDE<sup>1</sup>

	Operating Expenditures (in millions)					Total	Revenue (in millions)	Authorized staffing (FTE)	Number of workstations	IT expenditures per workstation
	Information Technology Project Services	IT Operations	Enterprise Systems	Office of the Chief Information Officer	Technology Capital Improvement Program <sup>2</sup>					
FY 12	\$2.5	\$3.0	\$1.8	\$1.5	\$0.8	\$9.6	\$13.4	34.2	1,100	\$4,658
FY 13	\$1.7	\$3.8	\$1.9	\$2.5	\$3.4 <sup>3</sup>	\$13.3	\$17.5	36.3	1,118	\$4,548
<b>FY 14</b>	<b>\$1.1</b>	<b>\$4.6</b>	<b>\$2.6</b>	<b>\$4.0</b>	<b>\$2.0</b>	<b>\$14.3</b>	<b>\$13.1</b>	<b>34.2</b>	<b>1,286</b>	<b>\$4,491</b>
Change from:										
Last year	-38%	+20%	+38%	+59%	-40%	+7%	-25%	-6%	+15%	-1%
FY 12	-58%	+54%	+44%	+165%	+156%	+48%	-2%	0%	+17%	-4%

<sup>1</sup> The Information Technology (IT) Department was established in 2012. Data prior to FY 2012 is generally not available or applicable for comparison.

<sup>2</sup> Consistent with the City's operating budget, Capital Improvement Program (CIP) expenditures are included as operating expenditures for this department.

<sup>3</sup> The increase in FY 2013 is due to an increased number of projects, including the upgrade of the City's telephone system and the replacement of desktop computers with laptops.

	Number of service desk requests	Percent of service desk requests resolved: <sup>1</sup>					Percent of security incidents remediated within 1 day	City Staff Survey Percent rating IT services as "excellent" (Target: 90%)
		At time of call (Target: 44%)	Within 4 hours (Target: 12%)	Within 8 hours (Target 18%)	Within 5 days (Target: 13%)	Over 5 days (Target: 13%)		
FY 12	9,460	33%	26%	5%	24%	12%	-	95%
FY 13	9,734	31%	22%	5%	25%	16%	50%	87%
<b>FY 14</b>	<b>9,348</b>	<b>31%</b>	<b>21%</b>	<b>5%</b>	<b>26%</b>	<b>17%</b>	<b>28%<sup>2</sup></b>	<b>94%</b>
Change from:								
Last year	-4%	0%	-1%	0%	+1%	+1%	-22%	+7%
FY 12	-1%	-2%	-5%	0%	+2%	+5%	-	-1%

<sup>1</sup> Percentages reported in each category do not include service desk requests resolved in any other category.

<sup>2</sup> The Department implemented more security incident detection solutions, which resulted in an increase in recorded security incidents and complexity of issues.

**Mission:** To enable people to explore library resources to enrich their lives with knowledge, information, and enjoyment.

## DEPARTMENTWIDE

	Operating Expenditures (in millions)				Library expenditures per capita	Authorized Staffing (FTE)			Number of residents per library FTE	Volunteer hours	Total hours open annually <sup>2</sup>	FTE per 1,000 hours open
	Administration	Collections and Technical Services	Public Services	Total		Regular	Temporary/hourly	TOTAL				
FY 05	\$0.6	\$2.0	\$2.5	\$5.1	\$84	44.0	11.7	55.7	1,090	7,537	11,268	4.9
FY 06	\$0.6	\$1.5	\$3.6	\$5.7	\$92	44.0	12.8	56.8	1,079	5,838	10,488	5.4
FY 07	\$0.5	\$1.5	\$3.9	\$5.9	\$95	44.3	12.6	56.9	1,079	5,865	9,386	6.1
FY 08	\$0.5	\$1.8	\$4.5	\$6.8	\$110	43.8	12.7	56.5	1,101	5,988	11,281	5.0
FY 09	\$0.4	\$1.8	\$4.0	\$6.2	\$98	43.8	13.4	57.2	1,110	5,953	11,822	4.8
FY 10	\$0.6	\$1.8	\$4.0	\$6.4	\$99	42.2	12.8	55.0	1,169	5,564	9,904	5.6
FY 11	\$1.0	\$1.6	\$3.9	\$6.5	\$100	41.3	10.4	51.7	1,255	5,209	8,855	5.8
FY 12	\$1.2	\$1.7	\$4.2	\$7.1	\$108	41.3	14.8	56.1	1,166	6,552	11,142	5.0
FY 13	\$1.0	\$1.8	\$4.1	\$6.9	\$104	41.8	16.7	58.5	1,135	5,514	11,327	5.2
<b>FY 14</b>	<b>\$0.9</b>	<b>\$2.3</b>	<b>\$4.1</b>	<b>\$7.3</b>	<b>\$111</b>	<b>41.8</b>	<b>14.7</b>	<b>56.5</b>	<b>1,168</b>	<b>3,607</b>	<b>11,277</b>	<b>5.0</b>
Change from:												
Last year	-9%	+30%	0%	+6%	+7%	0%	-12%	-3%	+3%	-35%	0%	-3%
FY 05	+39% <sup>1</sup>	+18%	+65%	+44%	+32%	-5%	+26%	+1%	+7%	-52%	0%	+1%

<sup>1</sup> The department attributes the increase to a change in methodology for allocating Information Technology charges beginning in FY 2011. Allocated charges for the entire Department are reflected in the Administration Division.

<sup>2</sup> The department attributes the fluctuation to facility closures for renovation and reopening.

## COLLECTION AND TECHNICAL SERVICES

	Number of items in collection					Checkouts					Average number of business days for new materials to be available for customer use (Target: 2.0)	
	Book volumes	Media items	eBook & eMusic items	TOTAL	Per capita	Total number of titles in collection	Total (Target: 1,480,000)	Per capita	Average per item (Target: 4.23)	Percent of first time checkouts completed on self-check machines (Target: 95%)		Number of items on hold
FY 05	236,575	27,928	-	264,511	4.36	164,280	1,282,888	21.1	4.85	-	125,883	-
FY 06	232,602	27,866	-	260,468	4.25	163,045	1,280,547	20.9	4.92	-	181,765	-
FY 07	240,098	30,657	-	270,755	4.41	167,008	1,414,509	23.0	5.22	88%	208,719	-
FY 08	241,323	33,087	4,993	279,403	4.49	174,683	1,542,116	24.8	5.52	89%	200,470	-
FY 09	246,554	35,506	11,675	293,735	4.63	185,718	1,633,955	25.7	5.56	90%	218,073	-
FY 10	247,273	37,567	13,827	298,667	4.64	189,828	1,624,785	25.2	5.44	90%	216,719	9.0
FY 11	254,392	40,461	19,248	314,101	4.84	193,070	1,476,648	22.8	4.70	91%	198,574	8.0
FY 12	251,476	41,017	13,667	306,361	4.68	187,359	1,559,932	23.8	5.09	88%	211,270	9.5 <sup>3</sup>
FY 13	215,416	41,440	20,893	277,749	4.19	157,594	1,512,975	22.8	5.45	87%	204,581	4.0
<b>FY 14</b>	<b>235,371</b>	<b>47,080</b>	<b>58,968</b>	<b>309,150</b>	<b>4.62</b>	<b>173,905</b>	<b>1,364,872</b>	<b>20.7</b>	<b>4.41</b>	<b>88%</b>	<b>197,444</b>	<b>2.0</b>
Change from:												
Last year	+9%	+14%	+182% <sup>1</sup>	+11%	+10%	+10%	-10% <sup>2</sup>	-9% <sup>2</sup>	-19% <sup>2</sup>	+1%	-3%	-50%
FY 05	-1%	+69%	-	+17%	+6%	+6%	+6%	-2%	-9%	-	+57%	-

<sup>1</sup> The department attributes the increase to two new services introduced – Axis 360 ebooks and Zinio online magazines.

<sup>2</sup> The department attributes the decrease to the Main Library closure.

<sup>3</sup> Estimate. According to the Department, this metric was not consistently monitored in FY 2012 due to staff transitions, including a new division head.

## PUBLIC SERVICES

	Total number of cardholders	Percent of Palo Alto residents who are cardholders	Library visits	Meeting room reservations (Target: 3,400)	Total number of reference questions	Total number of online database sessions	Number of internet sessions	Number of laptop checkouts	Programs <sup>1</sup>		
									Total offered	Total attendance	Number of participants in teen programs (Target: 2,500)
FY 05	52,001	60%	873,594	-	80,842	39,357	113,980	1,748	519	31,141	-
FY 06	55,909	62%	885,565	-	69,880	42,094	155,558	9,693	564	30,739	1,549
FY 07	53,099	58%	862,081	-	57,255	52,020	149,280	11,725	580	30,221	1,900
FY 08	53,740	63%	881,520	-	48,339	49,148	137,261	12,017	669	37,955	1,573
FY 09	54,878	63%	875,847	-	46,419	111,228 <sup>2</sup>	145,143	12,290	558	36,582	1,588
FY 10	51,969	61%	851,037	-	55,322	150,895 <sup>2</sup>	134,053	9,720	485	35,455	1,906
FY 11	53,246	64%	776,994	-	53,538	51,111	111,076	5,279	425	24,092	1,795
FY 12	60,283	69%	843,981	846	43,269	42,179	112,910	4,829	598	30,916	2,211
FY 13	51,007	61%	827,171	1,223	43,476	31,041	70,195	3,662	745	40,405	2,144
<b>FY 14</b>	<b>46,950</b>	<b>58%</b>	<b>678,181</b>	<b>1,027</b>	<b>34,060</b>	<b>35,872</b>	<b>114,520</b>	<b>1,672</b>	<b>801</b>	<b>37,971</b>	<b>1,188</b>
Change from:											
Last year	-8%	-3%	-18%	-16%	-22% <sup>3</sup>	+16%	+63%	-54% <sup>3</sup>	+8%	-6%	-45%
FY 05	-10%	-2%	-22%	-	-58% <sup>3</sup>	-9%	0%	-4%	+54%	+22%	-

<sup>1</sup> 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.

<sup>2</sup> The department attributes the increase to enhanced outreach activities targeting teachers and students to promote databases to schools.

<sup>3</sup> The department attributes the decrease to improvements in technology and greater access to the Internet with free WiFi, which is available at all the branches. More library customers are using their own laptop, tablet, and/or smartphone devices instead of library computers.

**Mission:** To provide the Council and community with creative guidance on, and effective implementation of, land use development, planning, transportation, housing, and environmental policies, and plans and programs that maintain and enhance the City as a safe, vital, and attractive community.

### DEPARTMENTWIDE

	Operating Expenditures (in millions)				Total	Expenditures per capita	Revenue (in millions)	Authorized staffing (FTE)
	Administration	Planning & Transportation	Building <sup>1</sup>	Economic Development <sup>2</sup>				
FY 05	\$0.7	\$5.6	\$2.9	-	\$9.1	\$150	\$4.2	61
FY 06	\$0.5	\$5.6	\$3.1	\$0.2	\$9.4	\$153	\$5.6	53
FY 07	\$0.7	\$5.2	\$3.4	\$0.2	\$9.5	\$155	\$6.6	55
FY 08	\$0.6	\$5.2	\$3.6	\$0.2	\$9.7	\$155	\$5.8	54
FY 09	\$0.2	\$5.7	\$3.5	\$0.4	\$9.9	\$156	\$5.1	54
FY 10	\$0.6	\$5.5	\$2.9	\$0.4	\$9.4	\$146	\$5.5	50
FY 11	\$0.9	\$5.1	\$3.3	\$0.3	\$9.6	\$147	\$7.5	47
FY 12	\$0.9	\$5.2	\$4.2	-	\$10.3	\$158	\$9.3	47
FY 13	\$1.1	\$5.8	\$5.2	-	\$12.0	\$182	\$12.6	53
<b>FY 14</b>	<b>\$1.1</b>	<b>\$6.4</b>	<b>\$5.8</b>	<b>-</b>	<b>\$13.3</b>	<b>\$201</b>	<b>\$11.4</b>	<b>54</b>
Change from:								
Last year	+4%	+9%	+12%	-	+10%	+11%	-10%	+1%
FY 05	+68%	+14%	+103%	-	+46%	+34%	+172%	-11%

<sup>1</sup> In FY 2014, Building was part of Development Services. During FY 2014, Development Services transitioned to its own department. FY 2014 information is shown here for consistency with the City's financial records.

<sup>2</sup> In FY 2012, Economic Development was moved to the City Manager's Office.

### CURRENT PLANNING & CODE ENFORCEMENT

	Planning applications received	Planning applications completed	Architectural Review Board applications completed	Average weeks to complete staff-level applications	Code Enforcement		
					Number of new cases	Number of reinspections	Percent of cases resolved within 120 days
FY 05	418	327	108	11.1	473	796	91%
FY 06	414	408	117	13.6	421	667	94%
FY 07	386	299	100	13.4	369	639	76%
FY 08	397	257	107	12.7	684	981	93%
FY 09	312	273	130	10.7	545	1,065	94%
FY 10	329	226	130	12.5	680	1,156	88%
FY 11	359	238	121	10.4	652	1,228	94%
FY 12	325	204	101	12.5	618	1,120	91%
FY 13	490	307	148	12.5	684	1,240	90%
<b>FY 14</b>	<b>487</b>	<b>310</b>	<b>170</b>	<b>14.9</b>	<b>609</b>	<b>1,398</b>	<b>93%</b>
Change from:							
Last year	-1%	+1%	+15%	+20%	-11%	+13%	+3%
FY 05	+17%	-5%	+57%	+34%	+29%	+76%	+2%

## ADVANCE PLANNING

	Number of residential units	Median price of a single family home in Palo Alto (in millions)	Estimated new jobs (job losses) resulting from projects approved during the year <sup>1</sup>	Number of new housing units approved	Cumulative number of below market rate (BMR) units
FY 05	27,522	\$1.34	(197)	81	322
FY 06	27,767	\$1.54	(345)	371	322
FY 07	27,763	\$1.52	0	517	381
FY 08	27,938	\$1.55	193	103	395
FY 09	28,291	\$1.40	(58)	36	395
FY 10	28,445	\$1.37	662	86	434
FY 11	28,257	\$1.52	2,144	47	434
FY 12	28,380	\$1.74	760	93	434
FY 13	28,457	\$1.99	142	2	434
<b>FY 14</b>	<b>28,546</b>	<b>\$2.04</b>	<b>(580)</b>	<b>311</b>	<b>449</b>
Change from:					
Last year	0%	+3%	-508%	+15,450%	+3%
FY 05	+4%	+53%	-194%	+284%	+39%

<sup>1</sup> Job losses are assumed when commercial uses are replaced with residential units.

## TRANSPORTATION

	Number of monitored intersections with an unacceptable level of service during evening peak <sup>1</sup>	City shuttle boardings	City's cost per shuttle boarding	Caltrain average weekday boardings <sup>4</sup>	Average number of employees participating in the City commute program <sup>5</sup>
FY 05	2 of 21	169,048	\$1.92	3,264	117
FY 06	2 of 21	175,471	\$1.91	3,876	104
FY 07	2 of 21	168,710	\$2.00	4,132	105
FY 08	2 of 21	178,505	\$1.97	4,589	114
FY 09	2 of 21	136,511	\$2.61	4,407	124
FY 10	1 of 8	137,825	\$2.65	4,359	113
FY 11	1 of 8	118,455	\$1.82	4,923	92
FY 12	0 of 8 <sup>2</sup>	140,321	\$1.46	5,730	93
FY 13	2 of 53	133,703	\$1.50	6,763	99
<b>FY 14</b>	<b>6 of 13<sup>3</sup></b>	<b>134,362</b>	<b>\$1.49</b>	<b>7,564</b>	<b>114</b>
Change from:					
Last year	-	0%	-1%	+12%	+15%
FY 05	-	-21%	-22%	+132%	-3%

<sup>1</sup> The City is required through its membership with the Valley Transportation Authority to monitor eight intersections biannually. Prior to FY 2010, the City monitored additional intersections when resources were available. In FY 2013, as part of the Comprehensive Plan Update, a larger scale analysis of 53 intersections was completed.

<sup>2</sup> FY 2012 data was collected and analyzed by the Valley Transportation Authority.

<sup>3</sup> The department provided this data from the draft Comprehensive Plan Existing Conditions Report, August 2014.

<sup>4</sup> Prior-year data has been updated based on annual counts revised by Caltrain.

<sup>5</sup> Includes participants in the Caltrain Go Pass pilot program, which began in April 2014.



**Mission:** To serve and safeguard the community from the impacts of fires, medical emergencies, environmental emergencies, and natural disasters by providing the highest level of service through action, innovation, and investing in education, training, and prevention. We will actively participate in our community, serving as role models who preserve and enhance the quality of life. We will effectively and efficiently utilize all of the necessary resources at our command to provide a product deemed outstanding by our citizens. Pride, the pursuit of excellence, and commitment to public service is of paramount importance.

## DEPARTMENTWIDE

	Operating Expenditures (millions)						Authorized Staffing						
	Administration	Emergency response	Environmental and fire safety	Training and personnel management	Records and information	Total	Resident population of area served <sup>1</sup>	Expenditures per resident served	Revenue (in millions)	Resident population served per fire station <sup>1,4</sup>	Total (FTE)	Per 1,000 residents served	Overtime as a percent of regular salaries
FY 05	\$0.8	\$13.9	\$1.8	\$1.7	\$0.8	\$19.1	74,038	\$257	\$8.9	12,461	128.8	1.74	23%
FY 06	\$1.3	\$14.1	\$2.0	\$1.9	\$0.9	\$20.2	75,069	\$269	\$9.4	12,569	126.5	1.68	18%
FY 07	\$1.6	\$15.0	\$2.0	\$2.0	\$0.9	\$21.6	75,194	\$287	\$9.9	12,532	127.5	1.70	21%
FY 08	\$1.6	\$16.7	\$2.4	\$2.3	\$1.0	\$24.0	75,982	\$316	\$9.7	12,664	128.1	1.69	18%
FY 09	\$0.4	\$17.4	\$2.3	\$2.3	\$1.0	\$23.4	77,305	\$303	\$11.0	12,884	127.7	1.65	16%
FY 10	\$2.3	\$19.3	\$2.5	\$2.6	\$1.0	\$27.7	78,161	\$355	\$10.6	13,027	126.5	1.62	26%
FY 11	\$1.6	\$20.8	\$2.6	\$2.7	\$1.0	\$28.7	78,662	\$365	\$12.0	13,110	125.1	1.59	21%
FY 12 <sup>2</sup>	\$1.7	\$20.9	\$2.4	\$2.8	\$1.0	\$28.8	79,252	\$364	\$13.7	13,209	125.2	1.58	37%
FY 13	\$1.9	\$22.5	\$1.7	\$0.8	\$0.3	\$27.3	80,127	\$340	\$12.4 <sup>3</sup>	13,355	120.3	1.50	19%
<b>FY 14</b>	<b>\$1.9</b>	<b>\$23.3</b>	<b>\$1.7</b>	<b>\$0.9</b>	<b>\$0.3</b>	<b>\$28.2</b>	<b>79,838</b>	<b>\$353</b>	<b>\$12.0<sup>3</sup></b>	<b>13,306</b>	<b>120.8</b>	<b>1.51</b>	<b>27%</b>
Change from:													
Last year	+2%	+3%	+2%	+9%	-2%	+3%	+0%	+4%	-3%	0%	0%	+1%	+8%
FY 05	+143%	+68%	-4%	-48%	-64%	+48%	+8%	+37%	+35%	+7%	-6%	-13%	+4%

<sup>1</sup> Based on number of residents in the Fire Department's expanded service area (Palo Alto and Stanford). The decrease in FY 2014 is due to a change in data source from the California Department of Finance to the City Manager's Official City Data Set based on the U.S. Census Bureau's American Community Survey.

<sup>2</sup> Office of Emergency Services (OES) was established as a separate department in FY 2012. FY 2012 data was restated to remove OES figures.

<sup>3</sup> The department attributes the decline to lower contract revenues from Stanford University.

<sup>4</sup> Calculation is based on six fire stations, and does not include Station 8 (Foothills Park, operated during the summer months when fire danger is high).

## CALLS FOR SERVICE

	Calls for service							Average response time <sup>2</sup> (minutes)		Percent of calls responded promptly <sup>2</sup>			
	Fire	Medical/ rescue	False alarms	Service calls	Hazardous condition	Other <sup>1</sup>	TOTAL	Average number of calls per day	Fire calls (Target: 6:00)	Medical/rescue calls (Target: 6:00)	Fire emergencies within 8 minutes (Target: 90%)	Emergency medical requests within 8 minutes (Target: 90%)	Paramedic calls within 12 minutes <sup>3</sup> (Target: 90%)
FY 05	224	3,633	1,300	358	211	688	6,414	18	5:09	5:28	91%	95%	98%
FY 06	211	3,780	1,184	399	203	1,120	6,897	19	5:28	5:13	91%	94%	99%
FY 07	221	3,951	1,276	362	199	1,227	7,236	20	5:48	5:17	87%	92%	97%
FY 08	192	4,552	1,119	401	169	1,290	7,723	21	6:48	5:24	79%	93%	99%
FY 09	239	4,509	1,065	328	165	1,243	7,549	21	6:39	5:37	78%	91%	99%
FY 10	182	4,432	1,013	444	151	1,246	7,468	20	7:05	5:29	90%	93%	99%
FY 11	165	4,521	1,005	406	182	1,276	7,555	21	6:23	5:35	83%	91%	99%
FY 12	186	4,584	1,095	466	216	1,249	7,796	21	7:00	5:36	81%	91%	99%
FY 13	150	4,712	1,091	440	194	1,317	7,904	22	6:31	5:35	82%	91%	99%
<b>FY 14</b>	<b>150</b>	<b>4,757</b>	<b>1,044</b>	<b>396</b>	<b>207</b>	<b>1,275</b>	<b>7,829</b>	<b>21</b>	<b>6:01</b>	<b>5:42</b>	<b>86%</b>	<b>90%</b>	<b>98%</b>
Change from:													
Last year	0%	+1%	-4%	-10%	+7%	-3%	-1%	-1%	-8%	+2%	+4%	-1%	-1%
FY 05	-33%	+31%	-20%	+11%	-2%	+85%	+22%	+22%	+17%	+4%	-5%	-5%	0%

<sup>1</sup> "Other" calls include alarm testing, station tours, training incidents, cancelled calls, and good intent calls (i.e., a person genuinely believes there is an actual emergency when it is not an emergency).

<sup>2</sup> Response time is from receipt of 911 call to arrival on scene; does not include cancelled enroute, not-completed incidents, or mutual-aid calls.

<sup>3</sup> Includes non-City ambulance responses.

## SUPPRESSION, FIRE SAFETY, AND EMERGENCY MEDICAL SERVICES

	Suppression and Fire Safety							Emergency Medical Services		
	Fire incidents	Percent of fires confined to the room or area of origin <sup>1</sup> (Target: 90%)	Number of residential structure fires	Number of fire deaths	Fire response vehicles <sup>2</sup>	Fire safety presentations, including demonstrations and fire station tours	Average training hours per firefighter	Medical/rescue incidents	Number of ambulance transports	Ambulance revenue (in millions)
FY 05	224	73%	58	0	25	-	312	3,633	2,744	\$1.5
FY 06	211	63%	62	1	25	-	288	3,780	2,296	\$1.7
FY 07	221	70%	68	2	25	-	235	3,951	2,527	\$1.9
FY 08	192	79%	43	0	25	-	246	4,552	3,236	\$2.0
FY 09	239	63%	20	0	25	-	223	4,509	3,331	\$2.1
FY 10	182	56%	11	0	29	-	213	4,432	2,991	\$2.2
FY 11	165	38%	14	0	30	115	287	4,521	3,005	\$2.3
FY 12	186	50%	16	0	29	126	313	4,584	3,220	\$2.8
FY 13	150	44%	18	0	27	95	315	4,712	3,523	\$3.0
<b>FY 14</b>	<b>150</b>	<b>63%</b>	<b>15</b>	<b>2</b>	<b>27</b>	<b>88</b>	<b>315</b>	<b>4,757</b>	<b>3,648</b>	<b>\$2.9</b>
Change from:										
Last year	0%	+19%	-17%	-	0%	-7%	0%	+1%	+4%	-2%
FY 05	-33%	-10%	-74%	-	+8%	-	+1%	+31%	+33%	+100%

<sup>1</sup> Includes fires in other jurisdictions responded to as part of the City's aid agreements. The department indicated that these figures will be restated in the future to exclude fires in other communities to more accurately measure progress toward its target of 90%, which is for Palo Alto fires only. The 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.

<sup>2</sup> Includes ambulances, fire apparatus, hazardous materials, and mutual-aid vehicles.

## HAZARDOUS MATERIALS AND INSPECTIONS

	Hazardous Materials				Number of fire inspections (Target: 850)	Number of plan reviews <sup>3</sup>
	Incidents <sup>1</sup>	Permitted facilities	Permitted facilities inspected <sup>2</sup>	Percent of permitted hazardous materials facilities inspected <sup>2</sup>		
FY 05	19	503	241	48%	1,488	982
FY 06	45	497	243	49%	899	983
FY 07	39	501	268	53%	1,021	928
FY 08	45	503	406	81%	1,277	906
FY 09	40	509	286	56%	1,028	841
FY 10	26	510	126	25%	1,526	851
FY 11	66	484	237	49%	1,807	1,169
FY 12	82	485	40	8%	1,654	1,336
FY 13	79	455	133	29%	2,069	1,396
<b>FY 14</b>	<b>73</b>	<b>393</b>	<b>132</b>	<b>34%</b>	<b>1,741</b>	<b>1,319</b>
Change from:						
Last year	-8%	-14%	-1%	+5%	-16%	-6%
FY 05	+284%	-22%	-45%	-14%	+17%	+34%

<sup>1</sup> Involve flammable gas or liquid, chemical release or spill, or chemical release reaction or toxic condition. Also known as CBRNE (Chemical, Biological, Radiological, Nuclear, and Explosives).

<sup>2</sup> The method for calculating the number of inspections was changed in FY 2010 to avoid over counting. Prior-year numbers are higher than they would be under the revised method. The department attributes the FY 2012 decrease to temporary staffing shortages.

<sup>3</sup> Does not include over-the-counter building permit reviews.

**Mission:** To prevent, prepare for and mitigate, respond to, and recover from all hazards.

### DEPARTMENTWIDE<sup>1</sup>

	Operating expenditures (in millions)	Revenues (in millions)	Authorized staffing (FTE)	Presentations, training sessions, and exercises (Target: 50)	Emergency Operations Center activations/ deployments <sup>2</sup>	Grant contributions received
FY 12	\$0.60	\$0.16	4.0	38	27	\$139,300
FY 13	\$0.75	\$0.14	3.5	51	48	\$24,530
<b>FY 14</b>	<b>\$0.93</b>	<b>\$0.09</b>	<b>3.5</b>	<b>184</b>	<b>26</b>	<b>\$13,986</b>
Change from:						
Last year	+23%	-33%	0%	+261%	-46%	-43%
FY 12	+56%	-41%	-13%	+384%	-4%	-90%

<sup>1</sup> The Office of Emergency Services (OES) was expanded and reorganized in 2011. Data prior to FY 2012 is generally not available or applicable. In FY 2012 and FY 2013, the City classified OES under the Fire Department for budget purposes.

<sup>2</sup> Includes unplanned (emergency) and planned events involving the Emergency Operations Center, Mobile Emergency Operations Center, and Incident Command Post activations and deployments (e.g., December 2012 flood, Stanford football games, VIP/dignitary visits).

**Mission:** To proudly serve and protect the public with respect and integrity.

## DEPARTMENTWIDE

	Operating Expenditures (in millions)									Expenditures per resident	Revenue (in millions)
	Administration	Field Services	Technical Services	Investigations and Crime Prevention	Traffic Services	Parking Services	Police Personnel Services	Animal Services	Total		
FY 05	\$0.9	\$9.4	\$4.6	\$3.1	\$1.5	\$1.0	\$0.7	\$1.4	\$22.5	\$371	\$4.5
FY 06	\$0.8	\$10.5	\$5.2	\$3.0	\$1.4	\$1.1	\$0.9	\$1.4	\$24.4	\$398	\$4.8
FY 07	\$0.6	\$11.1	\$6.1	\$3.1	\$1.7	\$1.0	\$1.0	\$1.5	\$25.9	\$422	\$5.0
FY 08	\$0.5	\$13.7	\$6.6	\$3.3	\$1.7	\$0.8	\$1.1	\$1.7	\$29.4	\$473	\$5.0
FY 09	\$0.4	\$13.6	\$5.0	\$3.7	\$1.8	\$1.1	\$1.0	\$1.7	\$28.2	\$445	\$4.6
FY 10	\$0.1	\$13.1	\$6.6	\$3.4	\$2.0	\$1.1	\$1.0	\$1.7	\$28.8	\$448	\$4.9
FY 11	\$0.2	\$14.4	\$6.8	\$3.5	\$2.2	\$1.1	\$1.1	\$1.7	\$31.0	\$478	\$4.4
FY 12	\$0.8	\$14.9	\$7.7	\$3.7	\$2.5	\$1.2	\$1.1	\$1.8	\$33.6	\$514	\$4.3
FY 13	\$0.6	\$15.0	\$7.5	\$3.5	\$1.5	\$1.2	\$1.2	\$1.7	\$32.2	\$485	\$4.8
<b>FY 14</b>	<b>\$0.6</b>	<b>\$16.0</b>	<b>\$7.1</b>	<b>\$3.3</b>	<b>\$2.5</b>	<b>\$1.1</b>	<b>\$1.4</b>	<b>\$1.3</b>	<b>\$33.3</b>	<b>\$505</b>	<b>\$3.7</b>
Change from:											
Last year	+17%	+7%	-6%	-8%	+65%	-10%	+18%	-22%	+4%	+4%	-23%
FY 05	-24%	+71%	+54%	+6%	+71%	+6%	+84%	-5%	+48%	+36%	-19%

## STAFFING, EQUIPMENT, AND TRAINING

	Authorized Staffing (FTE)							Training hours per officer <sup>2</sup> (Target: 145)	Overtime as a percent of regular salaries	Citizen commendations received (Target: >150)	Citizen complaints filed (sustained)
	Total	Per 1,000 residents	Number of police officers	Police officers per 1,000 residents	Average number of officers on patrol <sup>1</sup>	Number of patrol vehicles	Number of motorcycles				
FY 05	173.4	2.9	93	1.53	8	30	10	137	12%	-	-
FY 06	168.8	2.8	93	1.52	8	30	9	153	13%	144	7 (0)
FY 07	168.1	2.7	93	1.52	8	30	9	142	16%	121	11 (1)
FY 08	168.5	2.7	93	1.50	8	30	9	135	17%	141	20 (1)
FY 09	169.5	2.7	93	1.46	8	30	9	141	14%	124	14 (3)
FY 10	166.8	2.6	92	1.43	8	30	9	168	12%	156	11 (3)
FY 11	161.1	2.5	91	1.40	8	30	9	123	12%	149	7 (0)
FY 12	160.8	2.5	91	1.39	8	30	9	178	13%	137	1 (0)
FY 13	157.2	2.4	91	1.37	8	30	9	134	14%	147	3 (2)
<b>FY 14</b>	<b>158.1</b>	<b>2.4</b>	<b>92</b>	<b>1.39</b>	<b>8</b>	<b>30</b>	<b>9</b>	<b>177</b>	<b>14%</b>	<b>153</b>	<b>4 (2)</b>
Change from:											
Last year	+1%	+1%	+1%	+2%	0%	0%	0%	+32%	0%	+4%	+33%
FY 05	-9%	-16%	-1%	-9%	0%	0%	-10%	+30%	+2%	-	-

<sup>1</sup> Does not include traffic motor officers.

<sup>2</sup> Does not include the academy.

## CALLS FOR SERVICE

	Police Department Total <sup>1</sup> (Target: 55,000)	False alarms	Percent emergency calls dispatched within 60 seconds	Average response time (minutes)			Percent of calls responded promptly		
				Emergency calls (Target: 5:00)	Urgent calls (Target: 8:00)	Nonemergency calls (Target: 45:00)	Emergency calls within 6 minutes (Target: 90%)	Urgent calls within 10 minutes (Target: 90%)	Nonemergency calls within 45 minutes
FY 05	51,305	2,385	94%	5:01	7:50	18:15	71%	78%	96%
FY 06	56,211	2,419	88%	4:41	7:39	20:36	78%	78%	95%
FY 07	60,079	2,610	96%	5:08	7:24	19:16	73%	79%	91%
FY 08	58,742	2,539	96%	4:32	7:02	19:09	81%	80%	92%
FY 09	53,275	2,501	94%	4:43	7:05	18:35	81%	82%	92%
FY 10	55,860	2,491	95%	4:44	6:53	18:32	78%	83%	92%
FY 11	52,159	2,254	93%	4:28	6:51	18:26	78%	83%	92%
FY 12	51,086	2,263	92%	4:28	6:56	19:29	78%	83%	91%
FY 13	54,628	2,601	91%	4:57	6:57	18:55	75%	83%	92%
<b>FY 14</b>	<b>58,559</b>	<b>2,450</b>	<b>77%</b>	<b>5:34<sup>1</sup></b>	<b>7:57<sup>1</sup></b>	<b>20:55<sup>2</sup></b>	<b>72%</b>	<b>77%</b>	<b>90%</b>
Change from:									
Last year	+7%	-6%	-14%	+12%	+14%	+11%	-3%	-6%	-2%
FY 05	+14%	+3%	-17%	+11%	+1%	+15%	+1%	-1%	-6%

<sup>1</sup> Includes self-initiated calls.

<sup>2</sup> The department attributes the increase to a methodology change from a call being "received" after the information was entered in the old Computer-Aided Dispatch (CAD) system to when a dispatcher begins entering the information into the new system.

## CRIME

	Reported crimes				Arrests		Number of cases/percent of cases cleared or closed for part I crimes <sup>1,5</sup>			
	Part I <sup>1</sup> (Target: <2,000)	Part II <sup>2</sup>	Per 1,000 residents	Per officer <sup>3</sup>	Total <sup>4</sup>	Juvenile	Homicide	Rape	Robbery	Theft
FY 05	2,466	2,214	77	50	2,134	256	-	-	-	-
FY 06	2,520	2,643	84	56	2,530	241	-	-	-	-
FY 07	1,855	2,815	76	50	3,059	244	0/(N/A)	2/(50%)	37/(51%)	1,092/(18%)
FY 08	1,843	2,750	74	49	3,253	257	2/(100%)	3/(67%)	41/(66%)	1,161/(21%)
FY 09	1,880	2,235	65	44	2,612	230	1/(100%)	7/(29%)	42/(31%)	1,414/(20%)
FY 10	1,595	2,257	60	42	2,451	222	1/(100%)	9/(33%)	30/(53%)	1,209/(22%)
FY 11	1,424	2,208	56	40	2,288	197	0/(N/A)	3/(0%)	42/(36%)	1,063/(20%)
FY 12	1,277	2,295	55	39	2,212	170	0/(N/A)	4/(50%)	19/(68%)	893/(19%)
FY 13	1,592	2,399	60	44	2,274	115	0/(N/A)	3/(67%)	35/(66%)	1,143/(10%)
<b>FY 14</b>	<b>1,540</b>	<b>2,557</b>	<b>62</b>	<b>45</b>	<b>2,589</b>	<b>116</b>	<b>0/(N/A)</b>	<b>4/(75%)</b>	<b>27/(63%)</b>	<b>1,160/(11%)</b>
Change from:										
Last year	-3%	+7%	+3%	+2%	+14%	+1%	-	-	-	-
FY 05	-38%	+15%	-19%	-12%	+21%	-55%	-	-	-	-

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

<sup>2</sup> Part II crimes include simple assaults or attempted assaults where a weapon is not used or where serious injuries did not occur.

<sup>3</sup> Based on authorized sworn staffing.

<sup>4</sup> Total arrests do not include being drunk in public where suspects are taken to a sobering station, or traffic warrant arrests.

<sup>5</sup> Clearance rates (percentages) include cases resolved with or without arrests as of June 2014, but may not reconcile with Department of Justice figures due to differing definitions and timing differences.

## TRAFFIC AND PARKING CONTROL

	Traffic collisions					Citations issued			
	Total	Per 1,000 residents	With injury (Target: <375) (percent of total)	Bicycle/pedestrian	Alcohol related	DUI Arrests	Traffic stops	Traffic	Parking
FY 05	1,419	23	407 (29%)	97	32	111	8,822	5,671	52,235
FY 06	1,287	21	396 (31%)	113	43	247	11,827	7,687	56,502
FY 07	1,257	20	291 (23%)	103	31	257	15,563	6,232	57,222
FY 08	1,122	18	324 (29%)	84	42	343	19,177	6,326	50,706
FY 09	1,040	16	371 (36%)	108	37	192	14,152	5,766	49,996
FY 10	1,006	16	368 (37%)	81	29	181	13,344	7,520	42,591
FY 11	1,061	16	429 (40%)	127	38	140	12,534	7,077	40,426
FY 12	1,032	16	379 (37%)	123	42	164	10,651	7,505	41,875
FY 13	1,126	17	411 (37%)	127	43	144	12,306	8,842	43,877
<b>FY 14</b>	<b>1,129</b>	<b>17</b>	<b>424 (38%)</b>	<b>139</b>	<b>47</b>	<b>206</b>	<b>16,006</b>	<b>12,244</b>	<b>36,551</b>
Change from:									
Last year	0%	+1%	+3%	+9%	+9%	+43%	+30%	+38%	-17%
FY 05	-20%	-27%	+4%	+43%	+47%	+86%	+81%	+116%	-30%

## ANIMAL SERVICES

	Animal service calls				Number of animals handled	Percent of dogs received by shelter and returned to owner	Percent of cats received by shelter and returned to owner
	Revenue (in millions)	Palo Alto	Regional <sup>1</sup>	Percent of Palo Alto live calls responded to within 45 minutes (Target: 93%)			
FY 05	\$0.9	3,006	1,604	91%	3,514	77%	12%
FY 06	\$0.9	2,861	1,944	89%	3,839	78%	9%
FY 07	\$1.0	2,990	1,773	88%	3,578	82%	18%
FY 08	\$1.2	3,059	1,666	91%	3,532	75%	17%
FY 09	\$1.0	2,873	1,690	90%	3,422	70%	11%
FY 10	\$1.4	2,692	1,602	90%	3,147	75%	10%
FY 11	\$1.0	2,804	1,814	88%	3,323	68%	20%
FY 12	\$1.0	3,051	1,793	91%	3,379	69%	14%
FY 13	\$1.3	2,909	1,057 <sup>2</sup>	90%	2,675	65%	17%
<b>FY 14</b>	<b>\$0.4</b>	<b>3,093</b>	<b>695</b>	<b>91%</b>	<b>2,480</b>	<b>68%</b>	<b>10%</b>
Change from:							
Last year	-66%	+6%	-34%	+1%	-7%	+3%	-7%
FY 05	-54%	+3%	-57%	0%	-29%	-9%	-2%

<sup>1</sup> Includes calls from the City of Los Altos and Los Altos Hills.

<sup>2</sup> The decline beginning in FY 2013 is due to the City of Mountain View terminating its contract with Palo Alto Animal Services in November 2012.

**Mission:** To provide efficient, cost effective, and environmentally sensitive operations for construction, maintenance, and management of Palo Alto streets, sidewalks, parking lots, facilities, and parks; ensure continuous operation of our Regional Water Quality Control Plant, City fleet, and storm drain system; provide maintenance, replacement and utility line clearing services for the City's urban forest; provide efficient and cost effective garbage collection; to promote reuse and recycling to minimize waste; and to ensure timely support to other City departments and the private development community in the area of engineering services.

### PUBLIC SERVICES – STREETS, SIDEWALKS, AND FACILITIES

	Operating Expenditures (in millions)		Streets			Sidewalks	Facilities		
	Streets	City facilities	Number of potholes repaired	Percent of potholes repaired within 15 days of notification	Number of signs repaired or replaced	Percent of temporary repairs completed within 15 days of initial inspection	Total square feet of facilities maintained	Maintenance cost per square foot	Custodial cost per square foot
FY 05	\$2.0	\$4.3	3,221	76%	1,620 <sup>1</sup>	76%	1,402,225	\$3.19	\$1.12
FY 06	\$1.9	\$4.6	1,049	95%	1,754	87%	1,402,225	\$1.52	\$1.18
FY 07	\$2.2	\$4.8	1,188	82%	1,475	98%	1,613,392	\$1.38	\$1.04
FY 08	\$2.2	\$5.1	1,977	78%	1,289	88%	1,616,171	\$1.52	\$1.12
FY 09	\$2.3	\$5.7	3,727	80%	1,292	86%	1,616,171	\$1.62	\$1.19
FY 10	\$2.3	\$5.5	3,149	86%	2,250	78%	1,617,101	\$1.75	\$1.18
FY 11	\$2.4	\$5.6	2,986	81%	1,780	83%	1,617,101	\$1.70	\$1.16
FY 12	\$2.5	\$5.5	3,047	81%	2,439	82%	1,608,137	\$1.74	\$1.14
FY 13	\$2.7	\$5.4	2,726	83%	2,450	95%	1,608,119	\$1.88	\$1.08
<b>FY 14</b>	<b>\$2.6</b>	<b>\$5.1</b>	<b>3,418</b>	<b>75%</b> <sup>2</sup>	<b>2,613</b>	<b>79%</b> <sup>2</sup>	<b>1,611,432</b>	<b>\$1.89</b>	<b>\$1.08</b>
Change from:									
Last year	-1%	-6%	+25%	-8%	+7%	-16%	0%	+1%	0%
FY 05	+29%	+19%	+6%	-1%	+61%	+3%	+15%	-41%	-4%

<sup>1</sup> Estimated.

<sup>2</sup> The Department repaired all potholes and made temporary repairs in the vicinity, so it took longer than 15 days to complete the repairs.

### PUBLIC SERVICES – TREES

	Operating expenditures (in millions)	Authorized staffing <sup>1</sup> (FTE)	Total number of City-maintained trees <sup>2</sup>	Number of trees planted <sup>3</sup> (Target: 250)	Number of all tree-related services completed <sup>4</sup> (Target: 6,000)	Percent of urban forest pruned	Percent of total tree line cleared (Target: 25%)	Number of tree-related electrical service disruptions
FY 05	\$1.8	14.0	35,096	164	4,775	14%	26%	5
FY 06	\$2.0	14.0	34,841	263	3,422	10%	23%	13
FY 07	\$2.2	14.0	34,556	164	3,409	10%	30%	15
FY 08	\$2.3	14.0	35,322	188	6,579	18%	27%	9
FY 09	\$2.1	14.0	35,255	250	6,618	18%	33%	5
FY 10	\$2.3	14.0	35,472	201	6,094	18%	27%	4
FY 11	\$2.6	14.0	33,146	150	5,045	15%	26%	8
FY 12	\$2.4	12.9	35,324	143	5,527	16%	28%	4
FY 13	\$2.3	13.3	35,383	245	6,931	17%	41%	3
<b>FY 14</b>	<b>\$2.6</b>	<b>13.3</b>	<b>35,386</b>	<b>148</b>	<b>5,055</b>	<b>12%</b>	<b>37%</b>	<b>7</b>
Change from:								
Last year	+14%	0%	0%	-40%	-27%	-5%	-4%	+133%
FY 05	+45%	-5%	+1%	-10%	+6%	-2%	+11%	+40%

<sup>1</sup> For the General Fund only.

<sup>2</sup> FY 2011 was the first year since 1989 that the trees were officially counted; numbers prior to FY 2011 were estimated.

<sup>3</sup> Includes trees planted by Canopy volunteers.

<sup>4</sup> Excludes trees trimmed to clear power lines.



## ENGINEERING SERVICES

	Operating expenditures (in millions)	Authorized staffing (FTE)	Number of private development permits issued <sup>1</sup>		Lane miles resurfaced	Percent of lane miles resurfaced	Square feet of sidewalk replaced or permanently repaired <sup>2</sup>	Number of ADA <sup>3</sup> ramps installed
			Total (Target: 250)	Per FTE (Target: 77)				
FY 05	\$1.8	14.0	276	92	20.0	4%	132,430	46
FY 06	\$1.9	15.0	284	95	20.0	4%	126,574	66
FY 07	\$2.0	14.0	215	83	32.0	7%	94,620	70
FY 08	\$2.1	14.6	338	112	27.0	6%	83,827	27
FY 09	\$2.2	14.6	304	101	23.0	5%	56,909	21
FY 10	\$1.6	10.0	321	107	32.4	7%	54,602	22
FY 11	\$1.5	9.2	375	125	28.9	6%	71,174	23
FY 12	\$1.6	9.2	411	103	40.0	9%	72,787	45
FY 13	\$1.4	9.7	454	114	36.3	8%	82,118	56
<b>FY 14</b>	<b>\$1.7</b>	<b>10.4</b>	<b>412</b>	<b>103</b>	<b>35.6</b>	<b>8%</b>	<b>74,051</b>	<b>42</b>
Change from:								
Last year	+20%	+8%	-9%	-9%	-2%	0%	-10%	-25%
FY 05	-7%	-25%	+49%	+12%	+78%	+4%	-44%	-9%

<sup>1</sup> Includes permits for street work, encroachment, and certificate of compliance.

<sup>2</sup> Includes both in-house and contracted work.

<sup>3</sup> Americans with Disabilities Act (ADA) requires that accessibility to sidewalks of buildings and facilities be provided to individuals with disabilities.

	Capital Expenditures <sup>1</sup> – General Fund (in millions)				Capital Expenditures <sup>1</sup> – Enterprise Funds (in millions)			Capital Authorized Staffing (FTE) <sup>2</sup>			
	Streets (Target: \$3.8)	Sidewalks	Parks	Facilities (Target: \$16.9)	Storm Drainage	Wastewater Treatment	Refuse	Streets	Sidewalks	Parks	Structures
FY 05	\$3.3	\$1.9	\$1.5	\$7.0	\$0.01	\$1.5	\$0.3	-	-	-	-
FY 06	\$2.4	\$2.5	\$1.5	\$6.1	\$0.33	\$2.2	\$0.1	1.4	7.4	2.0	8.4
FY 07	\$5.2	\$2.5	\$0.9	\$7.2	\$1.46	\$1.8	\$0.0	1.4	7.4	2.0	8.4
FY 08	\$3.5	\$2.2	\$2.7	\$8.3	\$3.65	\$10.9	\$0.0	1.4	7.4	2.0	8.4
FY 09	\$4.5	\$2.1	\$1.9	\$10.8	\$5.41	\$9.2	\$0.7	1.4	7.1	2.0	9.2
FY 10	\$4.0	\$1.9	\$3.3	\$10.1	\$1.07	\$6.0	\$0.2	2.9	7.1	2.7	11.4
FY 11	\$5.5	\$1.9	\$1.4	\$25.5	\$1.10	\$3.1	\$0.2	3.0	6.9	1.6	10.0
FY 12	\$4.0	\$2.0	\$1.2	\$21.5	\$1.92	\$1.5	\$0.7	3.0	7.0	1.6	10.4
FY 13	\$8.4	\$2.2	\$1.7	\$15.2	\$2.62	\$2.9	\$0.5	3.0	7.4	1.6	12.0
<b>FY 14</b>	<b>\$7.5</b>	<b>\$2.6</b>	<b>\$2.2</b>	<b>\$21.7</b>	<b>\$1.44</b>	<b>\$2.7</b>	<b>\$1.7</b>	<b>3.2</b>	<b>7.1</b>	<b>3.7</b>	<b>11.3</b>
Change from:											
Last year	-12%	+20%	+29%	+43%	-45%	-8%	+237%	+4%	-3%	+131%	-5%
FY 05	+126%	+39%	+49%	+209%	+10,329%	+75%	+447%	-	-	-	-

<sup>1</sup> Capital expenditures include direct labor, materials, supplies, and contractual services; overhead is not included.

<sup>2</sup> Budgeted number; actual FTEs at year-end may differ.

## STORM DRAINAGE

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	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 <sup>2</sup>	Percent of industrial/commercial sites in compliance with storm water regulations (Target: 80%)
FY 05	\$3.0	\$2.7	\$0.6	\$4.25	9.9	316,024	50	89%
FY 06	\$5.7	\$2.9	\$3.1	\$10.00	9.5	128,643	24	83%
FY 07	\$5.3	\$4.3	\$4.5	\$10.20	9.5	287,957	4	71%
FY 08	\$5.9	\$7.1	\$3.3	\$10.55	9.5	157,337	80	65%
FY 09	\$5.8	\$7.5	\$1.2	\$10.95	9.5	107,223	44	70%
FY 10	\$5.8	\$3.9	\$2.7	\$10.95	9.5	86,174	119	81%
FY 11	\$6.3	\$3.5	\$5.0	\$11.23	9.5	129,590	45	81%
FY 12	\$6.1	\$4.3	\$6.5	\$11.40	9.5	157,398	18	89%
FY 13	\$6.2	\$5.9	\$6.2	\$11.73	9.6	159,202	32	87%
<b>FY 14</b>	<b>\$6.4</b>	<b>\$4.2</b>	<b>\$7.8<sup>3</sup></b>	<b>\$11.99</b>	<b>10.6</b>	<b>173,185</b>	<b>35</b>	<b>79%</b>
Change from:								
Last year	+2%	-29%	+26%	+2%	+10%	+9%	+9%	-8%
FY 05	+115%	+57%	+1,263%	+182%	+7%	-45%	-30%	-10%

<sup>1</sup> Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.

<sup>2</sup> Estimated.

<sup>3</sup> Includes \$1.6 million of rate stabilization reserve.

## WASTEWATER TREATMENT AND ENVIRONMENTAL COMPLIANCE

	Wastewater Treatment Fund				Regional Water Quality Control Plant			Watershed Protection			
	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Percent of operating expenditures reimbursed by other jurisdictions	Reserves (in millions)	Authorized staffing (FTE)	Millions of gallons processed <sup>2</sup> (Target: 8,200)	Fish toxicity test – percent survival (Target: 100%)	Authorized staffing (FTE)	Inspections of industrial/commercial sites <sup>3</sup>	Percent of wastewater treatment discharge tests in compliance (Target: 99%)	Percent of customers using reusable bags at grocery stores
FY 05	\$17.0	\$15.6	63%	\$12.6	54.4	8,497	100%	14.3	191	99.38%	-
FY 06	\$19.5	\$18.1	63%	\$13.6	54.8	8,972	100%	13.7	192	99.40%	-
FY 07	\$17.7	\$20.4	64%	\$13.8	54.8	8,853	100%	13.9	114	99.40%	-
FY 08	\$23.9	\$31.3	64%	\$11.1	54.8	8,510	100%	13.9	111	99.25%	9%
FY 09	\$29.1	\$39.3	63%	\$12.9	54.3	7,958	100%	13.7	250	98.90%	19%
FY 10	\$17.6	\$22.4	62%	\$11.8	54.3	8,184	100%	13.7	300	98.82%	21%
FY 11	\$20.9	\$20.5	61%	\$15.8	55.5	8,652	100%	13.7	295	99.00%	22%
FY 12	\$22.8	\$19.8	60%	\$18.0	55.0	8,130	100%	14.6	300	99.27%	21%
FY 13	\$21.9	\$20.8	63%	\$18.9	55.5	7,546	100%	14.6	362	99.80%	24%
<b>FY 14</b>	<b>\$18.8</b>	<b>\$21.2</b>	<b>61%</b>	<b>\$14.7<sup>4</sup></b>	<b>55.6</b>	<b>7,186</b>	<b>100%</b>	<b>13.8</b>	<b>443</b>	<b>99.70%</b>	<b>40%</b>
Change from:											
Last year	-14%	+2%	-2%	-22%	0%	-5%	0%	-6%	+22%	-0.10%	+16%
FY 05	+11%	-36%	-2%	+17%	+2%	-15%	0%	-4%	+132%	+0.32%	-

<sup>1</sup> Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.

<sup>2</sup> Includes gallons processed for all cities served by Palo Alto's Regional Water Quality Control Plant.

<sup>3</sup> Prior to 2009, only automotive sites were reported. Beginning in 2009, inspections reported include industrial, automotive, and food service facilities.

<sup>4</sup> Includes \$5.5 million of rate stabilization reserve.

**REFUSE/ZERO WASTE**

	Operating Revenues (in millions)	Operating Expenditures <sup>1</sup> (in millions)	Reserves	Monthly Residential Bill (32 gallon container)	Authorized Staffing (FTE)	Total tons of waste landfilled <sup>2</sup>	Percent of all sweeping routes completed (residential and commercial)
FY 05	\$24.0	\$25.3	\$7.2	\$19.80	32.1	60,777	-
FY 06	\$25.2	\$27.7	\$4.7	\$21.38	35.0	59,276	88%
FY 07	\$26.3	\$25.1	\$5.9	\$21.38	34.7	59,938	93%
FY 08	\$29.8	\$29.4	\$6.3	\$24.16	34.9	61,866	90%
FY 09	\$30.0	\$35.5	\$0.8	\$26.58	35.3	68,228	92%
FY 10	\$29.2	\$31.4	(\$1.4)	\$31.00	38.0	48,955	88%
FY 11	\$31.6	\$31.0	(\$0.7)	\$32.40	38.0	38,524	92%
FY 12	\$31.6	\$32.4	(\$1.6)	\$36.33	37.6	43,947	90%
FY 13	\$31.5	\$29.7	(\$0.2)	\$41.54	26.5	45,411	93%
<b>FY 14</b>	<b>\$30.8</b>	<b>\$30.1</b>	<b>\$0.4<sup>3</sup></b>	<b>\$41.54</b>	<b>22.0</b>	<b>47,088</b>	<b>95%</b>
Change from:							
Last year	-2%	+1%	-	0%	-17%	+4%	+2%
FY 05	+28%	+19%	-95%	+110%	-32%	-23%	-

<sup>1</sup> Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.

<sup>2</sup> Reflects all waste landfilled in the previous calendar year, as reported by the California Department of Resources Recycling and Recovery (CalRecycle).

<sup>3</sup> Includes -\$1.6 million of rate stabilization reserve.

	Tons of materials recycled or composted <sup>1</sup>	Household Hazardous Waste (HHW) participation – number of households (Target: 4,430) <NEW>	Percent of households with mini-can garbage service (20 gallon cart) (Target: 33%)	Commercial accounts with compostable service <sup>2</sup> (Target: 36%) <NEW>
FY 05	50,311	4,284	-	-
FY 06	56,013	4,425	-	-
FY 07	56,837	4,789	-	-
FY 08	52,196	4,714	-	-
FY 09	49,911	4,817	-	-
FY 10	48,811	4,710	21%	21%
FY 11	56,586	4,876	25%	14% <sup>3</sup>
FY 12	51,725	4,355	29%	13%
FY 13	47,941	4,409	32%	15%
<b>FY 14</b>	<b>49,594</b>	<b>4,878</b>	<b>33%</b>	<b>26%<sup>3</sup></b>
Change from:				
Last year	+3%	+11%	+1%	+11%
FY 05	-1%	+14%	-	-

<sup>1</sup> Tons of materials recycled or composted do not include self-hauled materials by residents or businesses.

<sup>2</sup> The new compostable service began in July 2009. The Department reports that the FY 2011 decrease was due to customers stopping their service after too much garbage was found in compostable containers and the FY 2014 increase is mainly due to more outreach by GreenWaste and more accounts enrolling in the program.

## CITY VEHICLES AND EQUIPMENT

	Expenditures				Authorized staffing (FTE)	Current value of vehicle and equipment (in millions)	Number of alternative fuel vehicles (Target: 67)	Percent of nonemergency vehicles using alternative fuels or technologies (Target: 26%)
	Operating revenues (in millions)	Operating expenditures (in millions)	Replacements and additions (in millions)	Operations and maintenance (in millions)				
FY 05	\$5.6	\$5.2	\$2.0	\$3.0	16.0	\$10.9	73	16%
FY 06	\$5.8	\$6.6	\$2.9	\$3.2	16.0	\$11.9	74	19%
FY 07	\$6.4	\$7.0	\$1.4	\$3.3	16.0	\$11.9	79	20%
FY 08	\$6.8	\$6.9	\$1.1	\$3.8	16.3	\$10.8	80	25%
FY 09	\$8.8	\$14.8	\$8.7	\$4.3	16.2	\$10.0	75	25%
FY 10	\$7.8	\$7.5	\$0.8	\$4.0	16.0	\$11.2	74	24%
FY 11	\$8.1	\$6.8	\$1.5	\$3.1	16.6	\$10.8	63	24%
FY 12	\$8.1	\$8.7	\$1.6	\$3.5	17.0	\$10.0	60	25%
FY 13	\$8.0	\$8.0	\$1.6	\$4.2	18.2	\$9.0	57	23%
<b>FY 14</b>	<b>\$7.8</b>	<b>\$7.5</b>	<b>\$2.8</b>	<b>\$4.7</b>	<b>18.2</b>	<b>\$8.5</b>	<b>61</b>	<b>25%</b>
Change from:								
Last year	-3%	-6%	+75%	+10%	0%	-6%	+7%	+2%
FY 05	+39%	+46%	+39%	+57%	+14%	-22%	-16%	+9%

	Light-duty vehicles				Percent of scheduled preventive maintenance performed within five business days of original schedule
	Total miles traveled	Median mileage	Median age	Maintenance cost per vehicle <sup>1</sup>	
FY 05	1,731,910	38,897	6.5	\$1,790	96%
FY 06	1,674,427	41,153	6.8	\$1,781	95%
FY 07	1,849,600	41,920	6.8	\$1,886	86%
FY 08	1,650,743	42,573	7.4	\$1,620	74%
FY 09	1,615,771	44,784	8.0	\$2,123	94%
FY 10	1,474,747	47,040	8.7	\$1,836	93%
FY 11	1,447,816	47,252	8.8	\$2,279	98%
FY 12	1,503,063	50,345	9.7	\$2,168	98%
FY 13	1,382,375	52,488	9.7	\$2,177	97%
<b>FY 14</b>	<b>1,409,342</b>	<b>57,721</b>	<b>10.7</b>	<b>\$2,733</b>	<b>92%</b>
Change from:					
Last year	+2%	+10%	+10%	+26%	-5%
FY 05	-19%	+48%	+64%	+53%	-4%

<sup>1</sup> Does not include fuel or accident repairs; includes maintenance costs for 30 police patrol cars.

**Mission:** To provide safe, reliable, environmentally sustainable, and cost-effective services.

## ELECTRIC

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Capital expenditures <sup>2</sup> (in millions)	General Fund transfers (in millions)	Electric Fund reserves (in millions)	Authorized staffing (FTE)	Electricity purchases (in millions)	Average purchase cost (per megawatt hour)	Energy Conservation/ Efficiency Program expenditures (in millions)	Average monthly residential bill <sup>3</sup>
FY 05	\$95.0	\$105.3	\$7.3	\$8.2	\$148.0	117.5	\$41.0	\$41.28	-	\$29.36
FY 06	\$122.4	\$109.1	\$7.2	\$8.7	\$161.3	118.8	\$55.6	\$48.62	\$1.5	\$32.73
FY 07	\$108.7	\$118.0	\$10.5	\$8.8	\$156.4	114.0	\$62.5	\$64.97	\$1.5	\$32.73
FY 08	\$112.6	\$130.6	\$10.2	\$9.4	\$145.3	111.0	\$71.1	\$76.84	\$1.9	\$34.38
FY 09	\$129.9	\$139.7	\$5.5	\$9.7	\$129.4	107.0	\$82.3	\$83.34	\$2.1	\$38.87
FY 10	\$130.7	\$126.4	\$7.5	\$11.5	\$133.4	109.0	\$68.7	\$74.11	\$2.7	\$42.76
FY 11	\$125.9	\$116.5	\$7.3	\$11.2	\$142.7	107.0	\$61.2	\$64.01	\$2.7	\$42.76
FY 12	\$123.1	\$118.3	\$6.4	\$11.6	\$147.3	108.9	\$58.7	\$65.00	\$3.2	\$42.76
FY 13	\$125.3	\$124.5	\$10.4	\$11.8	\$143.3	109.6	\$61.3	\$69.15	\$2.6	\$42.76
<b>FY 14</b>	<b>\$126.1</b>	<b>\$128.8</b>	<b>\$7.7</b>	<b>\$11.2</b>	<b>\$140.5</b>	<b>112.9</b>	<b>\$68.8</b>	<b>\$77.84</b>	<b>\$2.6</b>	<b>\$42.76</b>
Change from:										
Last year	+1%	+3%	-26%	-5%	-2%	+3%	+12%	+13%	0%	0%
FY 05	+33%	+22%	+6%	+36%	-5%	-4%	+68%	+89%	-	+46%

<sup>1</sup> Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.

<sup>2</sup> Capital expenditures include direct labor, materials, supplies, and contractual services.

<sup>3</sup> Electric comparisons based on recent residential median data: 365 kilowatt-hour (kWh)/month in summer (May-October), 453 kWh/month in winter (November-April). Prior years were restated to more accurately reflect a monthly utility bill. Does not include 5 percent utility users tax.

	Number of customer accounts	Electric consumption (in MWH <sup>1</sup> )			Percent power content							
		Residential	Commercial and other	Average residential usage per capita	Renewable large hydro facilities	Qualifying renewables <sup>2</sup>	Electric savings achieved annually through efficiency programs (% of total sales)	Percent customers enrolled in Palo Alto Green	Electric service interruptions over 1 minute in duration	Average outage duration per customer affected (Target: <60 minutes)	Circuit miles undergrounded during the year	Electric Supply CO <sub>2</sub> <sup>4</sup> (in metric tons)
FY 05	28,556	161,440	797,132	2.62	58%	5%	-	2%	28	65	2.0	-
FY 06	28,653	161,202	804,908	2.58	61%	8%	-	15%	39	63	1.0	-
FY 07	28,684	162,405	815,721	2.65	84%	10%	-	19%	48	48	1.0	156,000
FY 08	29,024	162,680	814,695	2.62	53%	14%	0.56%	20%	41	87	1.2	177,000
FY 09	28,527	159,899	835,784	2.52	47%	19%	0.47%	20%	28	118	0.0	173,000
FY 10	29,430	163,098	801,990	2.53	34%	17%	0.55%	22%	20	132	0.0	150,000
FY 11	29,708	160,318	786,201	2.47	45%	20%	0.70%	21%	33	141	1.2	71,000
FY 12	29,545	160,604	781,960	2.45	65%	20%	1.52%	20%	25	67	1.2	80,000
FY 13	29,299	156,411	790,430	2.36	42%	21%	0.88%	18%	25	139	1.2	57,000
<b>FY 14</b>	<b>29,338</b>	<b>153,190</b>	<b>797,594</b>	<b>2.29</b>	<b>40%</b>	<b>21%</b>	<b>0.87%</b>	<b>-<sup>3</sup></b>	<b>16</b>	<b>39</b>	<b>0.0</b>	<b>0<sup>4</sup></b>
Change from:												
Last year	0%	-2%	+1%	-2%	-2%	0%	-0.01%	-18%	-36%	-72%	-100%	-100%
FY 05	+3%	-5%	0%	-11%	-18%	+16%	-	-2%	-43%	-40%	-100%	-

<sup>1</sup> Megawatt hours.

<sup>2</sup> Includes biomass, biogas, geothermal, small hydro facilities (not large hydro), solar, and wind. The City Council established a target of 33% renewable power by 2015.

<sup>3</sup> The residential Palo Alto Green program has been terminated because the City adopted a carbon neutral plan in March 2013.

<sup>4</sup> In FY 2014, the carbon neutral plan effectively eliminated all greenhouse gas emissions from the City's electric supply.

## GAS

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Capital expenditures <sup>2</sup> (in millions)	General Fund transfers (in millions)	Gas Fund reserves (in millions)	Authorized staffing (FTE)	Gas purchases (in millions)	Average purchase cost (per therm)	Average monthly residential bill <sup>3</sup>
FY 05	\$31.8	\$39.0	\$5.3	\$2.8	\$12.9	47.4	\$18.8	0.58	\$26.30
FY 06	\$37.2	\$36.3	\$3.3	\$2.9	\$13.2	47.3	\$21.4	0.66	\$33.43
FY 07	\$42.9	\$40.0	\$3.6	\$3.0	\$16.9	47.9	\$22.3	0.69	\$44.00
FY 08	\$50.4	\$46.2	\$4.4	\$3.2	\$21.8	46.4	\$27.2	0.82	\$52.20
FY 09	\$49.5	\$44.4	\$4.5	\$3.3	\$26.4	48.4	\$25.1	0.80	\$56.60
FY 10	\$46.8	\$43.0	\$5.1	\$5.4	\$29.6	49.0	\$22.5	0.71	\$51.03
FY 11	\$50.4	\$45.7	\$2.0	\$5.3	\$34.4	54.3	\$21.5	0.65	\$51.03
FY 12	\$50.9	\$48.7	\$5.1	\$6.0	\$36.2	52.3	\$16.2	0.53	\$51.03
FY 13	\$35.6	\$38.1	\$5.0	\$6.0	\$32.0	53.3	\$13.5	0.45	\$37.50
<b>FY 14</b>	<b>\$36.6</b>	<b>\$39.9</b>	<b>\$9.4</b>	<b>\$5.8</b>	<b>\$28.3</b>	<b>53.4</b>	<b>\$14.3</b>	<b>0.49</b>	<b>\$39.89</b>
Change from:									
Last year	+3%	+5%	+89%	-3%	-12%	0%	+6%	+9%	+6%
FY 05	+15%	+2%	+80%	+109%	+120%	+13%	-24%	-15%	+52%

<sup>1</sup> Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.

<sup>2</sup> Capital expenditures include direct labor, materials, supplies, and contractual services.

<sup>3</sup> Gas comparisons based on recent residential median data: 18 therms/month in summer (April-October), 54 therms/month in winter (November-March). Commodity prices switched to market rate in FY 2013. Prior years were restated to more accurately reflect a monthly utility bill. Does not include 5 percent utility users tax.

	Number of customer accounts	Gas consumption (in therms)			Natural gas savings achieved annually through efficiency programs (% of total sales)	Unplanned service outages		Number of leaks found	
		Residential	Commercial and other	Average residential usage per capita		Number	Total customers affected	Ground leaks	Meter leaks
FY 05	23,301	12,299,158	19,765,077	200	-	31	639	-	-
FY 06	23,353	11,745,883	19,766,876	188	-	19	211	119	88
FY 07	23,357	11,759,842	19,581,761	192	-	18	307	56	85
FY 08	23,502	11,969,151	20,216,975	193	0.11%	18	105	239	108
FY 09	23,090	11,003,088	19,579,877	173	0.28%	46	766	210	265
FY 10	23,724	11,394,712	19,350,424	177	0.40%	58	939	196	355
FY 11	23,816	11,476,609	19,436,897	177	0.55%	22	114	124	166
FY 12	23,915	11,522,999	18,460,195	176	0.73%	35	111	95	257
FY 13	23,659	10,834,793	18,066,040	163	1.40%	65	265	91	279
<b>FY 14</b>	<b>23,592</b>	<b>10,253,776</b>	<b>17,862,866</b>	<b>153</b>	<b>1.34%</b>	<b>49</b>	<b>285</b>	<b>102</b>	<b>300</b>
Change from:									
Last year	0%	-5%	-1%	-6%	-0.05%	-25%	+8%	+12%	+8%
FY 05	+1%	-17%	-10%	-23%	-	+58%	-55%	-	-

## WATER

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Capital expenditures <sup>2</sup> (in millions)	General Fund transfers (in millions)	Water Fund reserves (in millions)	Authorized staffing (FTE)	Water purchases (in millions)	Average purchase costs (per 100 CCF <sup>3</sup> )	Average monthly residential bill <sup>4</sup>	Total water in CCF sold (in millions)
FY 05	\$21.8	\$23.2	\$4.6	\$2.4	\$22.2	40.6	\$6.7	\$1.17	\$34.00	5.3
FY 06	\$21.6	\$24.1	\$4.7	\$2.4	\$19.2	40.8	\$6.5	\$1.13	\$34.00	5.2
FY 07	\$26.3	\$24.1	\$3.9	\$2.5	\$21.3	44.7	\$7.8	\$1.32	\$36.82	5.5
FY 08	\$29.3	\$24.9	\$3.4	\$2.6	\$26.4	46.2	\$8.4	\$1.41	\$41.66	5.5
FY 09	\$29.5	\$28.9	\$4.9	\$2.7	\$26.6	47.7	\$8.4	\$1.46	\$42.97	5.4
FY 10	\$28.8	\$30.5	\$7.1	\$0.1	\$28.7	46.8	\$9.1	\$1.70	\$43.89	5.0
FY 11	\$28.4	\$31.8	\$7.6	\$0.0	\$25.5	46.9	\$10.7	\$1.99	\$43.89	5.0
FY 12	\$33.8	\$41.6	\$9.7	\$0.0	\$23.1	46.4	\$14.9	\$2.74	\$53.62	5.1
FY 13	\$40.5	\$47.7	\$15.3	\$0.0	\$34.2	49.0	\$16.6	\$3.03	\$62.16	5.1
<b>FY 14</b>	<b>\$42.8</b>	<b>\$38.4</b>	<b>\$9.8</b>	<b>\$0.0</b>	<b>\$37.1</b>	<b>48.2</b>	<b>\$15.7</b>	<b>\$2.90</b>	<b>\$67.35</b>	<b>5.0</b>
Change from:										
Last year	+6%	-19%	-36%	0%	+9%	-2%	-5%	-4%	+8%	-1%
FY 05	+96%	+66%	+111%	-100%	+68%	+19%	+134%	+148%	+98%	-5%

<sup>1</sup> Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.

<sup>2</sup> Capital expenditures include direct labor, materials, supplies, and contractual services.

<sup>3</sup> CCF = hundred cubic feet.

<sup>4</sup> Water comparisons based on recent residential median data: 9 CCF/month. Prior years were restated to more accurately reflect a monthly utility bill. Does not include 5 percent utility users tax.

	Number of customer accounts	Water consumption (in CCF <sup>1</sup> )			Water savings achieved through efficiency programs (% of total sales)	Unplanned service outages			Water quality compliance with all required CA Department of Health and Environmental Protection Agency testing
		Residential	Commercial and other <sup>2</sup>	Average residential usage per capita		Number	Total customers affected	Percent of miles of water mains replaced	
FY 05	19,605	2,686,507	2,644,817	44	-	10	193	1%	100%
FY 06	19,645	2,647,758	2,561,145	42	-	11	160	0%	100%
FY 07	19,726	2,807,477	2,673,126	46	-	27	783	1%	100%
FY 08	19,942	2,746,980	2,779,664	44	0.72%	17	374	1%	100%
FY 09	19,422	2,566,962	2,828,163	40	0.98%	19	230	1%	100%
FY 10	20,134	2,415,467	2,539,818	38	1.35%	25	291	2%	100%
FY 11	20,248	2,442,415	2,550,043	38	0.47%	11	92	3%	100%
FY 12	20,317	2,513,595	2,549,409	38	1.09%	10	70	0%	100%
FY 13	20,043	2,521,930	2,575,499	38	0.53%	61	950	2%	100%
<b>FY 14</b>	<b>20,037</b>	<b>2,496,549</b>	<b>2,549,766</b>	<b>37</b>	<b>0.64%</b>	<b>50</b>	<b>942</b>	<b>0%</b>	<b>100%</b>
Change from:									
Last year	0%	-1%	-1%	-2%	+0.13%	-18%	-1%	-2%	0%
FY 05	+2%	-7%	-4%	-14%	-	+400%	+388%	-1%	0%

<sup>1</sup> CCF = hundred cubic feet.

<sup>2</sup> Includes commercial, industrial research, and City facilities.

## WASTEWATER COLLECTION

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Capital expenditures <sup>2</sup> (in millions)	Wastewater Collection Fund reserves (in millions)	Authorized staffing (FTE)	Average monthly residential bill <sup>3</sup>	Number of customer accounts	Percent miles of mains cleaned/ treated	Percent miles of sewer lines replaced	Number of sewage overflows	Percent sewage spills and line blockage responses within 2 hours
FY 05	\$12.5	\$12.6	\$3.8	\$13.5	24.5	\$19.25	21,763	-	-	-	99%
FY 06	\$14.1	\$13.2	\$2.4	\$14.5	23.1	\$21.85	21,784	44%	0%	310	99%
FY 07	\$15.7	\$19.1	\$7.7	\$12.4	25.4	\$23.48	21,789	69%	3%	152	99%
FY 08	\$16.6	\$15.7	\$3.6	\$13.8	28.0	\$23.48	21,970	40%	1%	164	99%
FY 09	\$15.5	\$15.0	\$2.9	\$14.1	25.5	\$23.48	22,210	44%	1%	277	100%
FY 10	\$15.9	\$13.4	\$2.8	\$16.6	26.1	\$24.65	22,231	66%	2%	348	100%
FY 11	\$16.1	\$15.5	\$2.6	\$17.1	28.5	\$24.65	22,320	75%	2%	332	100%
FY 12	\$15.8	\$16.8	\$1.7	\$16.8	29.7	\$27.91	22,421	63%	0%	131	100%
FY 13	\$17.6	\$17.4	\$3.6	\$16.4	30.0	\$29.31	22,152	65%	2%	129	100%
<b>FY 14</b>	<b>\$17.0</b>	<b>\$16.7</b>	<b>\$3.9</b>	<b>\$16.6</b>	<b>30.2</b>	<b>\$29.31</b>	<b>22,105</b>	<b>54%</b>	<b>3%</b>	<b>105</b>	<b>100%</b>
Change from:											
Last year	-3%	-4%	+8%	+2%	+1%	0%	0%	-11%	+1%	-19%	0%
FY 05	+36%	+32%	+3%	+23%	+23%	+52%	+2%	-	-	-	+1%

<sup>1</sup> Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.

<sup>2</sup> Capital expenditures include direct labor, materials, supplies, and contractual services.

<sup>3</sup> Wastewater comparisons are for a residential dwelling unit. Rates are not metered.

## FIBER OPTICS

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Capital expenditures <sup>2</sup> (in millions)	Fiber Optics Fund reserves (in millions)	Authorized staffing (FTE)	Number of customer accounts	Number of service connections	Backbone fiber miles
FY 05	-	-	\$0.0	-	5.4	39	116	30.6
FY 06	-	-	\$0.0	-	4.9	42	139	40.6
FY 07	\$2.3	\$1.3	\$0.0	-	3.1	49	161	40.6
FY 08	\$3.4	\$1.1	\$0.0	\$5.0	0.7	41	173	40.6
FY 09	\$3.8	\$1.5	\$0.0	\$6.4	6.0	47	178	40.6
FY 10	\$3.6	\$1.4	\$0.1	\$10.2	5.5	47	196	40.6
FY 11	\$3.7	\$1.9	\$0.4	\$11.9	7.7	59	189	40.6
FY 12	\$4.1	\$1.8	\$0.6	\$14.3	7.4	59	199	40.6
FY 13	\$4.7	\$1.5	\$0.4	\$17.0	7.3	72	205	40.6
<b>FY 14</b>	<b>\$4.9</b>	<b>\$2.0</b>	<b>\$0.5</b>	<b>\$19.9</b>	<b>7.2</b>	<b>75</b>	<b>230</b>	<b>40.6</b>
Change from:								
Last year	+3%	+33%	+20%	+17%	-2%	+4%	+12%	0%
FY 05	-	-	-	-	+33%	+92%	+98%	+33%

<sup>1</sup> Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.

<sup>2</sup> Capital expenditures include direct labor, materials, supplies, and contractual services.



**Missions:**

**City Manager:** To lead the City in providing exemplary service and creating partnerships with citizens in an ever-changing environment, in response to City Council priorities.

**City Attorney:** To serve Palo Alto and its policy makers by providing legal representation of the highest quality.

**City Auditor:** To promote honest, efficient, effective, and fully accountable city government.

**City Clerk:** To provide excellent service to the public, City staff, and the City Council through personal assistance and the use of information technologies; to provide timely and accessible service in response to all inquiries and requests for public information and records; to provide resources through web pages to enable the public to research public information independently. Administration of elections, records management, and the legislative process are all key processes handled by the department.

**OFFICES OF COUNCIL-APPOINTED OFFICERS**

	General Fund Operating Expenditures (in millions)				General Fund Authorized Staffing (FTE)			
	City Manager's Office <sup>1</sup>	City Attorney's Office	City Clerk's Office	City Auditor's Office	City Manager's Office <sup>1</sup>	City Attorney's Office	City Clerk's Office	City Auditor's Office
FY 05	\$1.7	\$2.6	\$0.8	\$0.8	11.1	14.1	6.2	4.4
FY 06	\$1.3	\$2.6	\$1.0	\$0.9	8.8	12.3	6.1	4.1
FY 07	\$1.7	\$2.5	\$0.9	\$0.9	8.9	11.6	7.3	4.1
FY 08	\$2.3	\$2.7	\$1.3	\$0.9	12.9	11.6	8.3	4.3
FY 09	\$2.0	\$2.5	\$1.1	\$0.8	11.8	11.6	7.4	4.3
FY 10	\$2.3	\$2.6	\$1.5	\$1.0	11.0	11.6	7.2	4.3
FY 11	\$2.3	\$2.3	\$1.2	\$1.0	9.9	10.1	7.2	4.8
FY 12	\$2.5	\$2.8	\$1.5	\$0.9	11.1	9.0	7.2	4.3
FY 13	\$2.5	\$2.4	\$1.3	\$1.0	10.1	9.0	7.2	4.5
<b>FY 14</b>	<b>\$2.9</b>	<b>\$2.6</b>	<b>\$1.1</b>	<b>\$1.0</b>	<b>9.6</b>	<b>9.0</b>	<b>6.2</b>	<b>4.5</b>
Change from:								
Last year	+15%	+6%	-14%	+3%	-5%	0%	-14%	0%
FY 05	+66%	-2%	+40%	+28%	-14%	-36%	0%	+3%

<sup>1</sup> Includes figures for the Office of Sustainability, which was established as a separate office in FY 2014 and is no longer classified under the City Manager's Office for budget purposes.

	City Attorney			City Auditor			
	Number of claims handled	Percent of claims resolved within 45 days of filing (Target: 95%)	Percent of survey respondents agreeing or strongly agreeing the training provided is useful and relevant (Target: 92%) <NEW>	Number of major work products issued <sup>2</sup> <NEW>	Number of major work products issued <sup>2</sup> per audit staff <NEW>	Percent of open audit recommendations implemented over the last five years (Target: 75%) <NEW>	Sales and use tax revenue recoveries <sup>3</sup>
FY 05	144	-	-	4	2.0	-	\$232,895
FY 06	107	-	-	5	2.5	-	\$917,597
FY 07	149	-	-	4	2.0	-	\$78,770
FY 08	160	-	-	7	3.5	-	\$149,810
FY 09	126	-	-	3	1.5	40%	\$84,762
FY 10	144	-	-	5	2.5	42%	\$259,560
FY 11	130	-	-	3	1.0	39%	\$95,625
FY 12	112	92%	92%	5	1.7	49%	\$160,488
FY 13	99	95%	- <sup>1</sup>	5	1.4	42%	\$151,153
<b>FY 14</b>	<b>78</b>	<b>92%</b>	<b>100%</b>	<b>4</b>	<b>1.3</b>	<b>43%</b>	<b>\$168,916</b>
Change from:							
Last year	-21%	-3%	-	-20%	-7%	+1%	+12%
FY 05	-46%	-	-	0%	-33%	-	-27%

<sup>1</sup> No training was provided in FY 2013.

<sup>2</sup> Includes audits, the annual Performance Report, and the annual National Citizen Survey™.

<sup>3</sup> Includes other nonrecurring revenues from transient occupancy tax, alternative fuel tax credit, and/or unclaimed property in fiscal years 2005 through 2007 and fiscal years 2010 through 2013.

**Mission:** To provide proactive administrative support to City departments and decision makers, and to safeguard and facilitate the optimal use of City resources.

### ADMINISTRATIVE SERVICES DEPARTMENT

	General Fund					Number of accounts payable checks issued	Average days purchase requisitions are in queue <sup>1</sup>	Value of goods and services purchased (in millions)	Number of purchasing documents processed	Procurement Card <sup>2</sup>		Total lease payments received (in millions) <NEW>
	Operating expenditures (in millions)	Authorized staffing (FTE)	Budget stabilization reserve (in millions)	Cash and investments (in millions)	Rate of return on investments (Target: 2.25%)					Number of transactions	Total value (in millions) <NEW>	
FY 05	\$6.7	57.1	\$24.5	\$367.3	4.24%	16,813	-	\$70.2	3,268	8,261	-	-
FY 06	\$6.6	51.1	\$26.3	\$376.2	4.21%	15,069	-	\$61.3	2,847	10,517	-	-
FY 07	\$7.0	52.9	\$27.5	\$402.6	4.35%	14,802	-	\$107.5	2,692	10,310	-	-
FY 08	\$7.3	53.5	\$26.1	\$375.7	4.45%	14,480	-	\$117.2	2,549	11,350	-	-
FY 09	\$7.0	50.6	\$24.7	\$353.4	4.42%	14,436	-	\$132.0	2,577	12,665	-	-
FY 10	\$7.9	44.2	\$27.4	\$462.4	3.96%	12,609	-	\$112.5	2,314	12,089	-	-
FY 11	\$6.3	40.2	\$31.4	\$471.6	3.34%	13,680	-	\$149.8	2,322	13,547	-	-
FY 12	\$7.0	41.3	\$28.1	\$502.3	2.59%	10,966	-	\$137.0	2,232	15,256	-	-
FY 13	\$7.0	42.5	\$30.4	\$527.9	2.46%	10,466	38	\$152.5	1,945	18,985	-	\$3.4
<b>FY 14</b>	<b>\$7.1</b>	<b>41.5</b>	<b>\$35.1</b>	<b>\$541.2</b>	<b>2.21%</b>	<b>10,270</b>	<b>30</b>	<b>\$136.6</b>	<b>2,047</b>	<b>17,885</b>	<b>\$6.2</b>	<b>\$3.4</b>
Change from:												
Last year	+1%	-2%	+16%	+3%	0%	-2%	-21%	-10%	+5%	-6%	-	0%
FY 05	+6%	-27%	+43%	+47%	-2%	-39%	-	+95%	-37%	+116%	-	-

<sup>1</sup> The estimated average number of days purchase requisitions remain in queue after the initiating department releases them. The Administrative Services Department started tracking this measure in May 2013. The time to convert purchase requisitions to purchase orders may vary significantly depending on procurement requirements and complexity.

<sup>2</sup> The department's goal is to increase procurement card expenditures to \$7 million per year to take advantage of the revenue the City receives through rebate.

**Mission:** To recruit, develop, and retain a diverse, well-qualified and professional workforce that reflects the high standards of the community we serve, and to lead City departments in positive employee relations, talent management, succession planning, and employee engagement.

### PEOPLE STRATEGY AND OPERATIONS DEPARTMENT

	General Fund		Turnover of employees within first year <sup>1</sup> (Target: 4%)	Workers' Compensation				
	Operating expenditures (in millions)	Authorized staffing (FTE)		Estimated cost incurred <sup>2</sup> (in thousands)	Claims Paid <sup>2</sup> (in thousands)	Estimated costs outstanding <sup>2</sup> (in thousands)	Number of claims filed with days away from work <sup>3</sup>	Days lost to work-related illness or injury <sup>4</sup>
FY 05	\$2.5	15.1	0%	\$2,128	\$1,705	\$423	74	-
FY 06	\$2.5	15.4	3%	\$2,994	\$2,579	\$415	80	-
FY 07	\$2.6	15.6	7%	\$2,129	\$1,923	\$206	76	2,242
FY 08	\$2.7	17.2	9%	\$2,698	\$2,421	\$278	75	1,561
FY 09	\$2.7	16.0	8%	\$2,539	\$2,014	\$525	73	1,407
FY 10	\$2.7	16.3	6%	\$2,531	\$2,109	\$421	71	1,506
FY 11	\$2.6	16.3	8%	\$1,655	\$1,150	\$505	45	1,372
FY 12	\$2.7	16.5	10%	\$2,865	\$1,463	\$1,402	55	1,236
FY 13	\$2.9	16.6	8%	\$3,032	\$1,334	\$1,698	40	1,815
<b>FY 14</b>	<b>\$3.1</b>	<b>16.7</b>	<b>9%</b>	<b>\$1,617</b>	<b>\$659</b>	<b>\$959</b>	<b>45</b>	<b>1,783</b>
Change from:								
Last year	+10%	+1%	+1%	-47%	-51%	-44%	+13%	-2%
FY 05	+27%	+11%	+9%	-24%	-61%	+127%	-39%	-

<sup>1</sup> In FY 2013, the City's probation period was extended from six months to one year.

<sup>2</sup> Estimates of claim costs incurred during each fiscal year, and associated costs paid and outstanding as of June 30, 2014. Costs are expected to increase as claims develop. Prior-year costs were updated to reflect current costs as of June 30, 2014.

<sup>3</sup> Restated to reflect the number of claims filed during each fiscal year that resulted in days away from work as of June 30, 2014. Numbers may increase as claims develop.

<sup>4</sup> Based on calendar days. Federal requirements limit each claim to 180 days.



CITY OF  
**PALO  
ALTO**

# The National Citizen Survey™

January 23, 2015



## Office of the City Auditor

**Harriet Richardson**, City Auditor

**Houman Boussina**, Senior Performance Auditor

**Deniz Tunc**, Administrative Assistant

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# Office of the City Auditor

January 23, 2015

## Executive Summary: The National Citizen Survey™

The Honorable City Council  
Palo Alto, California

This report presents the results of the 12<sup>th</sup> annual National Citizen Survey™ (NCS™) for the City of Palo Alto. The National Research Center and the International City/County Management Association (ICMA) conduct the statistically valid NCS™ to gather resident opinions across a range of community issues, including the quality of the community and related services, as well as residents' engagement level within their community. The Office of the City Auditor contracts with the National Research Center to conduct the NCS™.

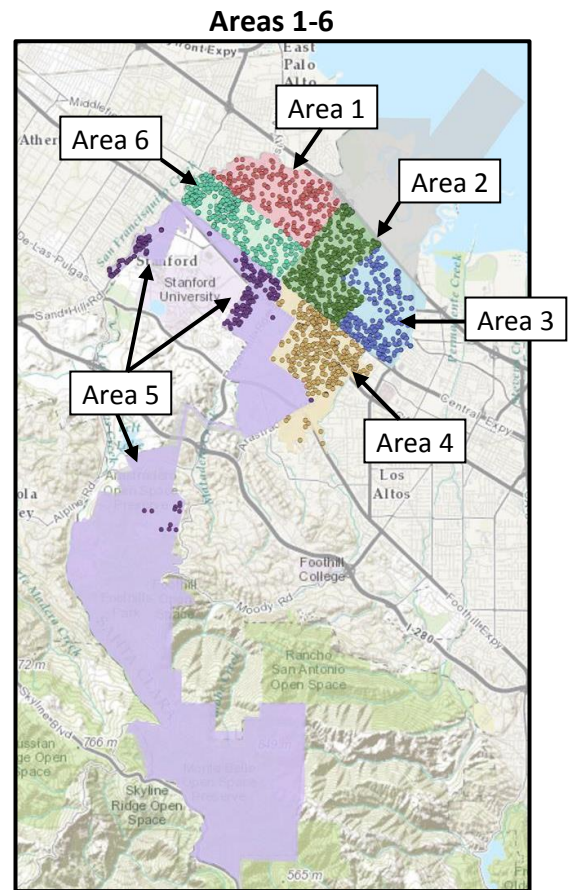
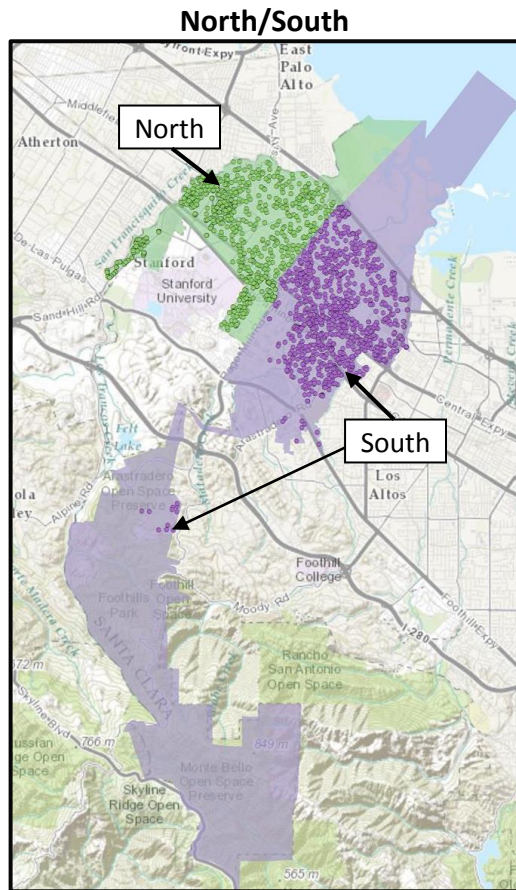
### BACKGROUND

From 2003 through 2013, the National Research Center mailed surveys to 1,200 residents within the City of Palo Alto. In an attempt to increase the number of responses received in 2014, we expanded the number of surveys distributed from 1,200 to 3,000. We also requested that the National Research Center distribute the surveys within six geographic areas of the City. The larger sample size allowed us to maintain statistical reliability within each of the six geographic areas, as well as in the north and south areas of the City. The larger number of surveys distributed also resulted in a higher number of surveys returned; however, the 27 percent response rate was the same as it was in 2012 but slightly lower than it was in 2013 (29 percent). Although the percentage of respondents has held fairly steady, the higher number of surveys improved the margin of error for the overall response rate from plus or minus five percentage points for the 2013 survey to plus or minus three percentage points for the 2014 survey.

The following table shows the number of surveys distributed and the number of responses received within each area. The response rate is based on the number of eligible surveys, after accounting for surveys returned to the National Research Center as undeliverable. The maps below the table show the neighborhoods in the north and south areas and in Areas 1-6, and the dots on the maps represent households that received a survey. Two responses that were returned had been altered so the area could not be determined; the results of those two responses are included in the overall summary of results.

### SURVEY RESPONSE DATA

Area	Number mailed	Undeliverable	Eligible	Returned	Response rate
Overall	3,000	104	2,896	796	27%
North	1,391	59	1,332	328	25%
South	1,609	45	1,564	466	30%
Area 1	207	8	199	75	38%
Area 2	494	14	480	137	29%
Area 3	414	3	411	141	34%
Area 4	679	28	651	181	28%
Area 5	670	33	637	126	20%
Area 6	536	18	518	134	26%
Unknown Area				2	



**Neighborhoods in North Palo Alto:** Crescent Park, Community Center, Duveneck/St. Francis, Triple El, Embarcadero Oaks, Leland Manor, Garland, Southgate, Evergreen Park, College Terrace, Downtown North, University South, Professorville, Old Palo Alto

**Neighborhoods in South Palo Alto:** Midtown, St. Claire Gardens, South of Midtown, Palo Verde, Adobe Meadow/Meadow Park, Charleston Gardens, The Greenhouse, Grendell, Greenmeadow, Walnut Grove, Fairmeadow, Ventura, Charleston Meadows, Monroe Park, Palo Alto Orchards, Barron Park, Green Acres, Greater Miranda, Esther Clark Park, Palo Alto Hills

**Neighborhoods in Area 1:** Crescent Park, Community Center, Duveneck/St. Francis, Triple El, Embarcadero Oaks, Leland Manor, Garland

**Neighborhoods in Area 2:** Midtown, St. Claire Gardens, South of Midtown

**Neighborhoods in Area 3:** Palo Verde, Adobe Meadow/Meadow Park, Charleston Gardens, The Greenhouse, Grendell, Greenmeadow, Walnut Grove, Fairmeadow

**Neighborhoods in Area 4:** Ventura, Charleston Meadows, Monroe Park, Palo Alto Orchards, Barron Park, Green Acres, Greater Miranda, Esther Clark Park

**Neighborhoods in Area 5:** Southgate, Evergreen Park, College Terrace, Palo Alto Hills

**Neighborhoods in Area 6:** Downtown North, University South, Professorville, Old Palo Alto

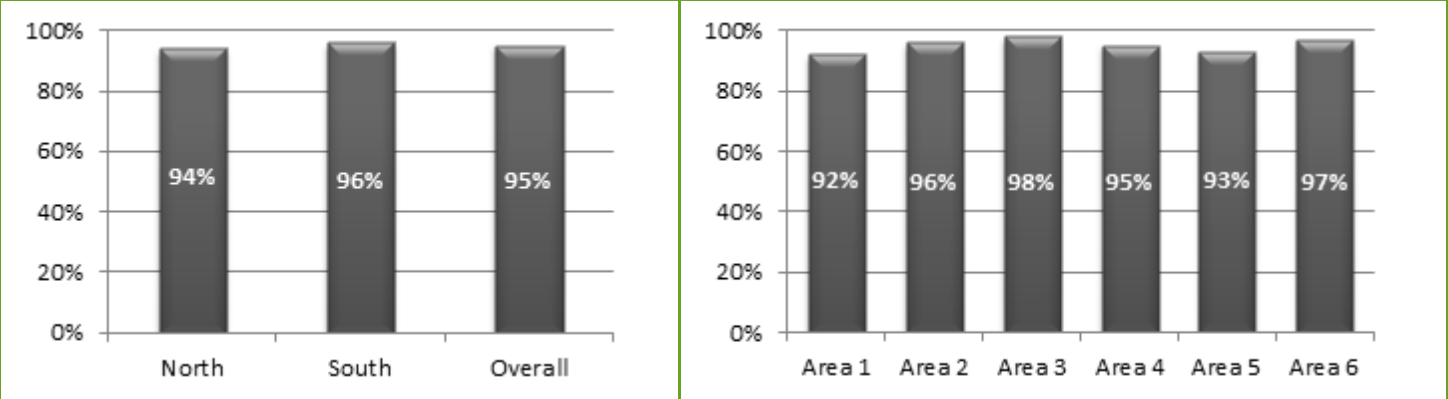
## REPORT HIGHLIGHTS

This section highlights the results of key quality of life questions asked in the survey. The full results of the survey are in Appendix A.



**Overall Results**

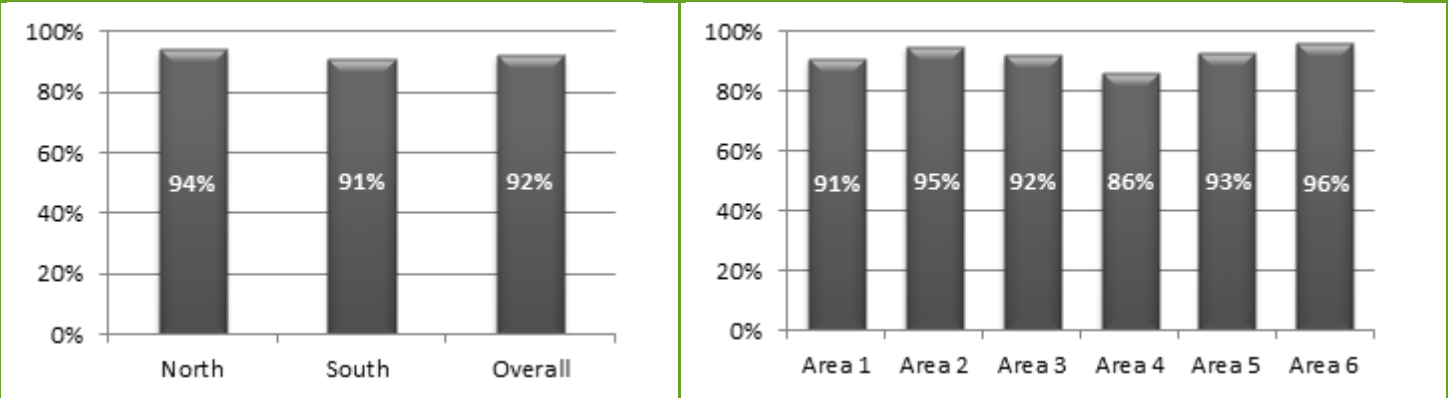
**Palo Alto as a place to live (percent who rated as excellent or good):**



10-year trend:

<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
<b>95%</b>	92%	95%	94%	95%	94%	95%	96%	94%	94%

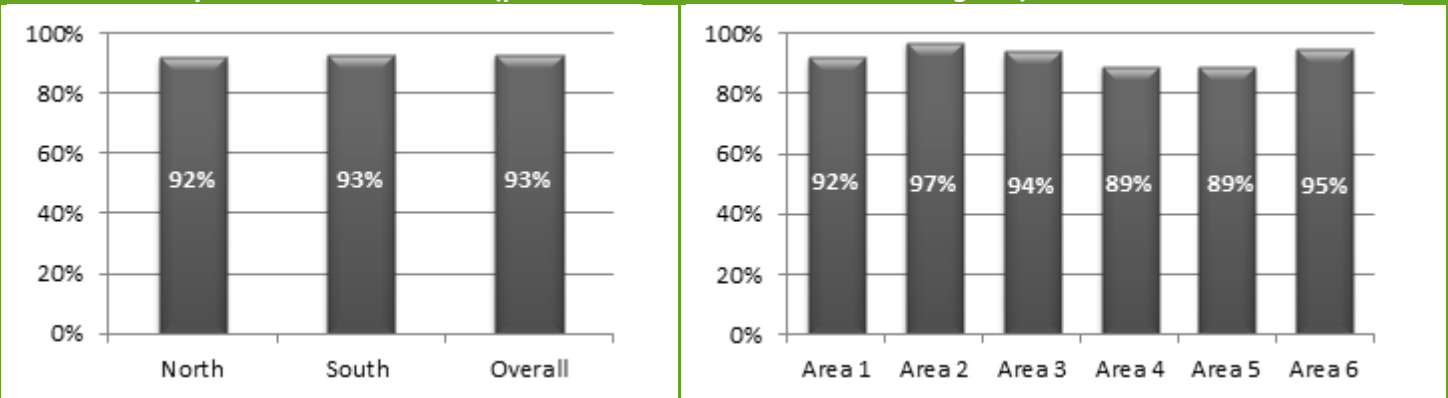
**Your neighborhood as a place to live (percent who rated as excellent or good):**



10-year trend:

<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
<b>92%</b>	91%	90%	90%	91%	90%	91%	91%	91%	90%

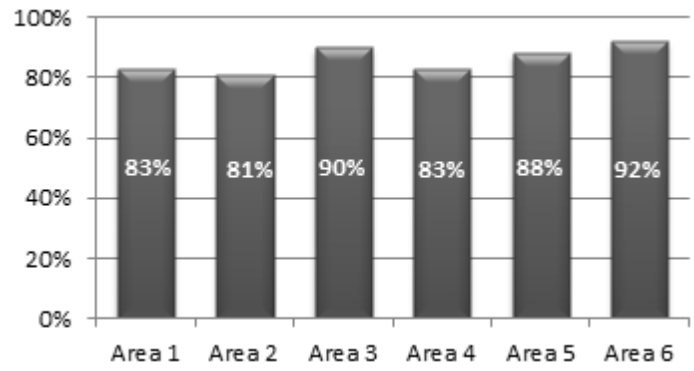
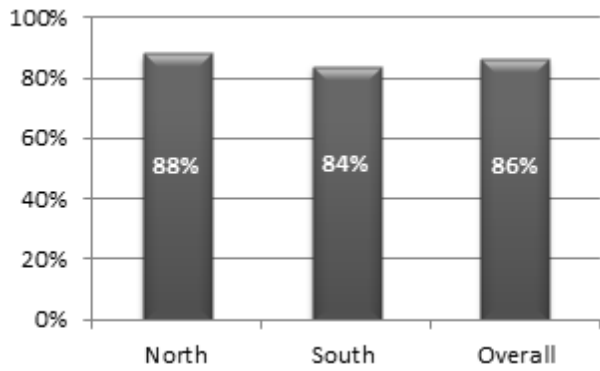
**Palo Alto as a place to raise children (percent who rated as excellent or good):**



10-year trend:

<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
<b>93%</b>	90%	92%	93%	93%	91%	94%	92%	92%	92%

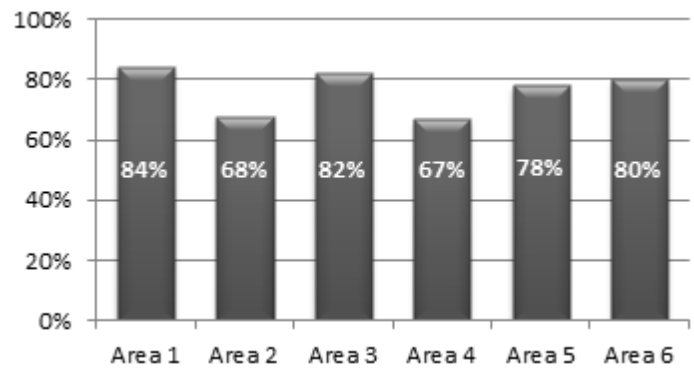
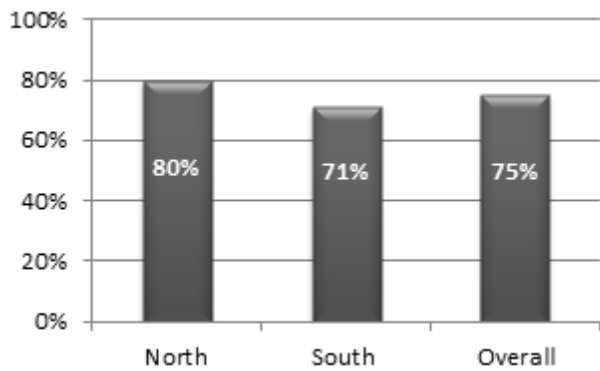
**Palo Alto as a place to work (percent who rated as excellent or good):**



10-year trend:

<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
<b>86%</b>	89%	88%	89%	87%	87%	90%	90%	84%	81%

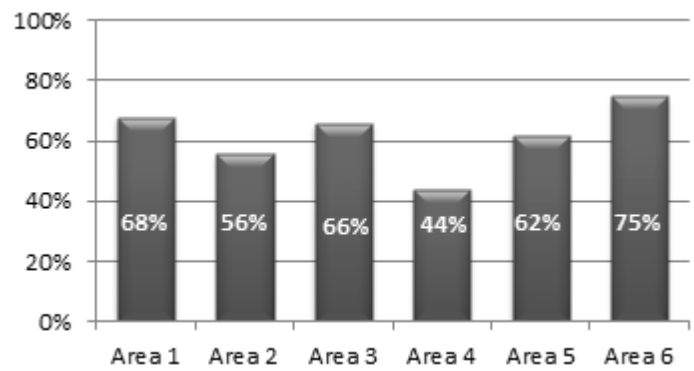
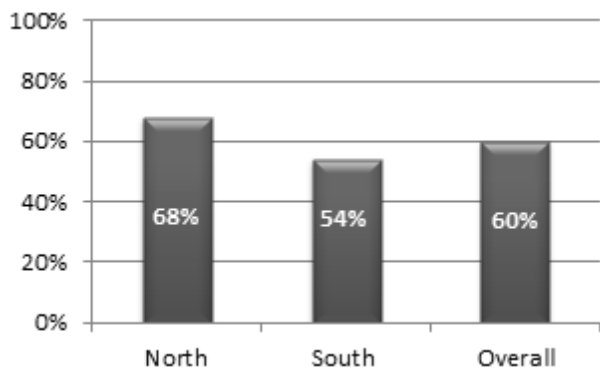
**Palo Alto as a place to visit (new question – percent who rated as excellent or good):**



10-year trend:

<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
<b>75%</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

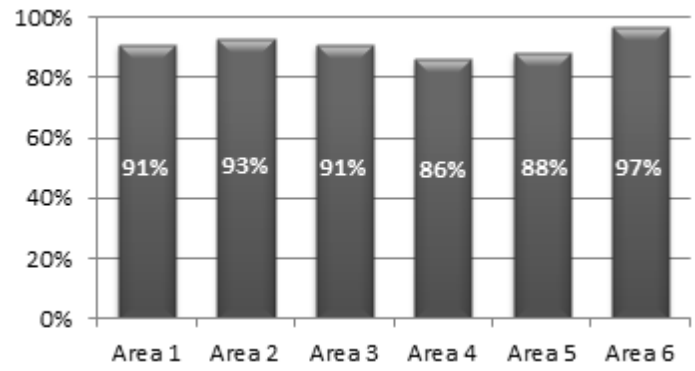
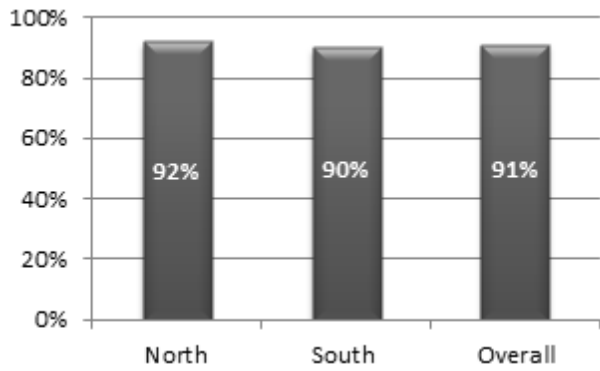
**Palo Alto as a place to retire (percent who rated as excellent or good):**



10-year trend:

<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
<b>60%</b>	56%	68%	68%	65%	64%	67%	61%	68%	60%

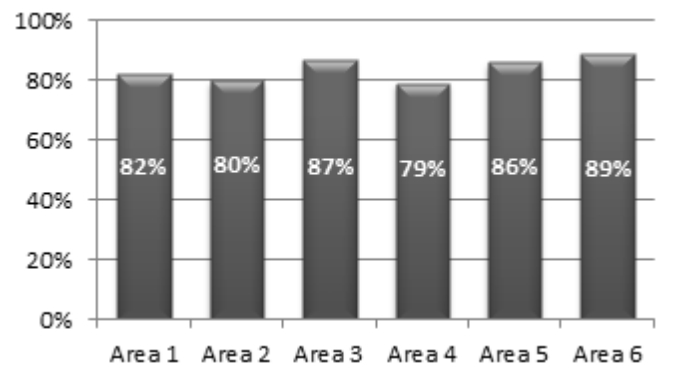
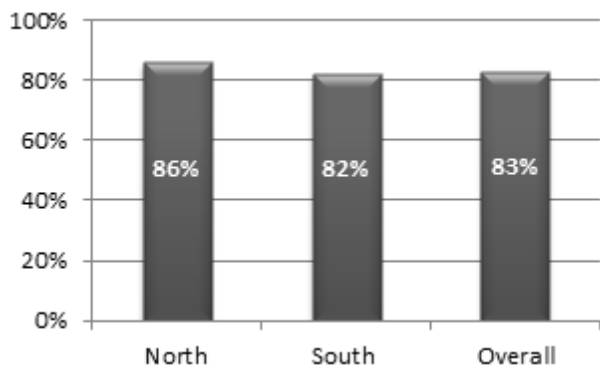
**Overall quality of life in Palo Alto (percent who rated as excellent or good):**



10-year trend:

<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
<b>91%</b>	91%	94%	92%	94%	93%	91%	94%	92%	90%

**The quality of services provided by the City of Palo Alto (percent who rated as excellent or good):**



10-year trend:

<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
<b>83%</b>	84%	88%	83%	80%	80%	85%	86%	87%	88%

The combined “excellent” and “good” responses improved in several areas by six or more percentage points, which is the point where the National Research Center considered the change to be significant:

Question	2013	2014
Community engagement	73%	79%
Land use, planning, and zoning	36%	43%
Economic development	61%	73%
Overall quality of new development	44%	51%
Overall quality of business and service establishments	71%	79%
Availability of affordable quality health care	62%	73%
Availability of preventive health services	73%	82%
Street repair	47%	55%
Street lighting	66%	74%
Bus or transit services	49%	57%
Garbage collection	85%	91%
Storm drainage	69%	80%
Shopping opportunities	73%	82%

In contrast, the combined “excellent” and “good” responses declined by six or more percentage points in only one area – Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) declined from 77 percent in 2013 to 70 percent in 2014.

### Comparative Results

There were statistically significant variances in the combined “excellent” and “good” responses between the north and south subgroups, as well as for the six area subgroups. It is important to recognize that while these variances exist, the survey did not ask why respondents answered the way they did. Thus, the only way to answer why the differing opinions exist among the various subgroups would be to do more in-depth questioning, such as through targeted focus groups. The tables below list the questions and percentage of “excellent” and “good” responses where the variances were significant and compare the responses for 2014 with those from 2013. The Benchmark Comparison column shows how Palo Alto residents’ opinions compared with perspectives over 500 communities for which the National Research Center gathers surveys data. These comparisons are shown as ↔ for comparable, ↑ for Palo Alto’s results being higher than the benchmark, and ↑↑ for Palo Alto’s results being much higher than the benchmark.

#### NORTH/SOUTH SUBGROUP – PERCENTAGE RATING “EXCELLENT”/“GOOD” OR “VERY”/“SOMEWHAT”

Survey Question	Overall 2013*	Overall 2014	Benchmark Comparison	North	South
Palo Alto as a place to retire	56%	60%	↔	68%	54%
Feeling of safety in your neighborhood after dark	72%	84%	↔	80%	86%
Ease of public parking	N/A	38%	↔	32%	42%
Ease of travel by car in Palo Alto	55%	52%	↔	45%	56%
Ease of walking in Palo Alto	84%	84%	↑	88%	82%
Availability of paths and walking trails	71%	74%	↔	81%	70%
Overall “built environment” of Palo Alto (including overall design, buildings, parks, and transportation systems)	N/A	67%	↔	73%	63%
Palo Alto as a place to visit	N/A	75%	↔	80%	71%
Shopping opportunities	73%	82%	↑	88%	77%
Vibrant downtown/commercial areas	N/A	77%	↑↑	81%	74%
Availability of affordable quality health care	62%	73%	↑	79%	69%
Availability of preventive health services	73%	82%	↑	87%	78%
Availability of affordable quality mental health care	N/A	63%	↑	70%	57%
Opportunities to participate in social events and activities	74%	71%	↔	77%	67%
Opportunities to volunteer	82%	83%	↔	87%	80%
Neighborliness of residents in Palo Alto	N/A	64%	↔	69%	61%
The job Palo Alto government does at welcoming citizen involvement	55%	54%	↔	61%	49%
Quality of storm drainage services	69%	80%	↑	75%	83%
Quality of code enforcement services (weeds, abandoned buildings, etc.)	57%	62%	↔	68%	58%
Importance of quality of overall natural environment in Palo Alto	83%	81%	↑	77%	84%
Overall economic health of Palo Alto	N/A	80%	↑↑	76%	83%

\*N/A means that the question was not in the 2013 survey.

**AREA SUBGROUPS – PERCENTAGE RATING “EXCELLENT”/“GOOD” OR “VERY”/“SOMEWHAT”**

Survey Question	Overall 2013*	Overall 2014	Benchmark Comparison	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
Overall quality of life in Palo Alto	91%	91%	↔	91%	93%	91%	86%	88%	97%
Your neighborhood as a place to live	91%	92%	↑	91%	95%	92%	86%	93%	96%
Palo Alto as a place to raise children	90%	93%	↑	92%	97%	94%	89%	89%	95%
Palo Alto as a place to retire	56%	60%	↔	68%	56%	66%	44%	62%	75%
Overall appearance of Palo Alto	85%	89%	↑	83%	94%	87%	86%	88%	94%
Overall feeling of safety in Palo Alto	N/A	92%	↑	84%	94%	94%	93%	96%	90%
Feeling of safety in your neighborhood after dark	72%	84%	↔	79%	89%	87%	83%	85%	77%
Availability of paths and walking trails	71%	74%	↔	77%	72%	74%	66%	81%	83%
Ease of walking in Palo Alto	84%	84%	↑	90%	90%	82%	75%	81%	93%
Ease of travel by public transportation in Palo Alto	N/A	36%	↔	22%	24%	36%	43%	39%	42%
Ease of travel by car in Palo Alto	55%	52%	↔	41%	57%	52%	58%	43%	49%
Quality of overall natural environment in Palo Alto	83%	88%	↑	88%	88%	96%	83%	86%	91%
Overall “built environment” of Palo Alto (including overall design, buildings, parks, and transportation systems)	N/A	67%	↔	66%	62%	66%	63%	73%	77%
Shopping opportunities	73%	82%	↑	85%	69%	80%	83%	87%	88%
Palo Alto as a place to visit	N/A	75%	↔	84%	68%	82%	67%	78%	80%
Availability of affordable quality mental health care	N/A	63%	↑	56%	55%	67%	52%	77%	73%
Availability of preventive health services	73%	82%	↑	83%	77%	80%	76%	91%	88%
Availability of affordable quality health care	62%	73%	↑	69%	65%	73%	69%	88%	79%
Opportunities to participate in social events and activities	74%	71%	↔	77%	72%	68%	62%	77%	77%
The value of services for the taxes paid to Palo Alto	66%	66%	↔	52%	60%	79%	57%	82%	75%
The overall direction that Palo Alto is taking	54%	50%	↔	37%	51%	49%	42%	61%	60%
The job Palo Alto government does at welcoming citizen involvement	55%	54%	↔	49%	52%	60%	38%	71%	64%
Overall confidence in Palo Alto government	N/A	52%	↔	35%	52%	54%	49%	64%	56%
Generally acting in the best interest of the community	N/A	54%	↔	40%	55%	56%	47%	64%	63%
Quality of Palo Alto government being honest	N/A	58%	↔	39%	54%	62%	54%	72%	65%
Treating all residents fairly	N/A	57%	↔	45%	55%	65%	47%	65%	68%
Street repair	47%	55%	↔	42%	59%	68%	42%	65%	56%
Street cleaning	76%	80%	↑	77%	85%	86%	73%	84%	79%
Street lighting	66%	74%	↔	73%	76%	82%	64%	78%	75%
Sidewalk maintenance	56%	62%	↔	43%	70%	66%	53%	72%	65%
Cable television	N/A	60%	↔	53%	60%	66%	49%	73%	61%
Public library services	85%	81%	↔	68%	81%	81%	79%	84%	90%
City-sponsored special events	N/A	75%	↔	74%	81%	81%	62%	80%	76%
Sense of community	67%	64%	↔	71%	66%	68%	54%	69%	65%

\*N/A means that the question was not in the 2013 survey.

## Custom Questions

In addition to the standard survey questions, we asked four custom questions:

- 1) **“If the City must identify areas for additional multifamily housing (condos or apartments) to meet state requirements, please indicate how much you agree or disagree with placing the additional multifamily housing in the following locations: Along El Camino Real, Along San Antonio Avenue, California Avenue area, Downtown Palo Alto, or East of Highway 101.”**

Although none of the areas received an overall high level of favorable responses, East of Highway 101 received the most overall favorable response rate, with 69 percent of respondents saying that they “strongly agree” or “somewhat agree,” followed by Along San Antonio Avenue, which received 68 percent favorable responses. However, only 51 percent of Area 3 respondents, which includes San Antonio Avenue, favored additional multifamily housing Along San Antonio Avenue.

- 2) **“Please indicate your level of support for future funding of the following transportation-related investments: bicycle/pedestrian improvements, Caltrain grade separation, electric vehicle infrastructure and incentives, incentives to encourage people to use transit instead of cars, parking garages (downtown and California Avenue), road widening and intersection improvements, shuttle service improvements.”**

Ninety-three percent of respondents supported bicycle/pedestrian improvements, while 84 percent supported shuttle service improvements and incentives to encourage people to use transit instead of cars, and 82 percent supported electric vehicle infrastructure/incentives and parking garages. Road widening/intersection improvements and Caltrain grade separation received less support, at 75 percent and 74 percent respectively.

- 3) **“Please rate the ease of vehicle travel through Palo Alto on Monday-Friday from early morning through rush hour, late morning through mid-afternoon, late afternoon through rush hour, evening through midnight, and midnight through early morning.”**

The only time frames that respondents rated high were midnight through early morning and evening through midnight, with overall ratings of 95 percent and 79 percent excellent or good, respectively. Respondents rated rush hour time frames extremely low, with only 25 percent of respondents rating early morning through rush hour as excellent or good and only 14 percent of respondents rating late afternoon through rush hour as excellent or good.

- 4) **“Please rate the availability of public parking in Palo Alto on Monday-Friday from early morning through rush hour, late morning through mid-afternoon, late afternoon through rush hour, evening through midnight, and midnight through early morning.”**

The only time frame that respondents rated high was midnight through early morning, with an overall 88 percent rating of excellent or good. The overall excellent/good ratings for late afternoon through rush hour, late morning through mid-afternoon, evening through midnight, and early morning through rush hour were 26 percent, 32 percent, 44 percent, and 65 percent, respectively.

We also asked one open-ended questions that allowed residents to write in a response:

“What one change could the City make that would make Palo Alto residents happier?”

We put the full text of all of the responses into the website, [www.wordle.net](http://www.wordle.net) to create a “word cloud.” The cloud gives greater prominence to words that appeared more frequently in residents’ responses to the question. Although residents may have used various words to represent the same topic, the word cloud

clearly indicates that housing is the issue of most concern to residents. The word "housing" appeared most often in combination with the word "affordable," which is another prominent word in the cloud. The second and third most important issues to residents were traffic and parking.



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Copies of the full report are available on the Office of the City Auditor website at:  
<http://www.cityofpaloalto.org/gov/depts/aud/reports/accomplishments.asp>

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**Appendix A**

# **The National Citizen Survey™**

## **Palo Alto, CA**

Report of Results

2014



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## Summary

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 research methods and directly comparable results across The NCS communities. The NCS captures residents' opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement). This report discusses trends over time, comparing the 2014 ratings for the City of Palo Alto to its previous survey results each year from 2003 to 2013. Additional reports and technical appendices are available under separate cover.

Trend data for Palo Alto 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.

Meaningful differences between survey years have been noted within the following tables as being "higher" or "lower" if the differences are greater than six percentage points between the 2013 and 2014 surveys, otherwise the comparison between 2013 and 2014 are noted as being "similar." When comparing results over time, small differences (those inside the margin of error of 6% for comparison to 2013) are more likely to be due to random variation (attributable to chance over real change), while larger differences (those greater than 6% compared to 2013) may be due to a real shift in resident perspective. However, it is often wise to continue to monitor results over a longer period of time to rule out random variation due to chance in the sampling process. Sometimes small changes in question wording can explain changes in results as well.

Additionally, benchmark comparisons for all survey years are presented for reference. Changes in the benchmark comparison over time can be impacted by various trends, including varying survey cycles for the individual communities that comprise the benchmarks, regional and national economic or other events, as well as emerging survey methodologies. NRC's database of comparative resident opinion is comprised of resident perspectives gathered in surveys from over 500 communities whose residents evaluated the same kinds of topics on The National Citizen Survey™. The surveys gathered for NRC's database include data from communities who have conducted The NCS as well as citizen surveys unaffiliated with NRC. The comparison evaluations are from the most recent survey completed in each community; 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 and the comparisons below are to jurisdictions who have conducted a survey within the last five years. Palo Alto's results are noted as being "higher" (↑) than the benchmark, "lower" (↓) than the benchmark or "similar" (↔) to the benchmark, meaning that the average rating given by Palo Alto residents is statistically similar to or different (greater or lesser) than the benchmark. More extreme differences are noted as "much higher" (↑↑) or "much lower" (↓↓). Where questions were not asked in previous years or benchmark ratings were not available, "NA" indicates that this information is "Not Applicable."

Overall, ratings in Palo Alto for 2014 generally remained stable. Of the 88 items for which comparisons were available, 63 items were rated similarly in 2013 and 2014, eight items showed a decrease in ratings and 17 showed an increase in ratings. Notable trends over time included the following:

- Ratings within Education and Enrichment showed the most variation. For example, fewer participants had used public libraries or participated in religious or spiritual activities, but more residents gave higher ratings to religious or spiritual events and activities.

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- Within Mobility, ratings for the services of street repair, street lighting and bus or transit services all increased.
- Fewer participants attended or watched public meetings.
- Participants gave higher ratings for a variety of Community Characteristics. Some of these characteristics included new development in Palo Alto, shopping opportunities, businesses and services, health care and preventive health care. Participants also gave higher ratings for a variety of governmental services such as garbage collection, storm drainage, land use, planning and zoning, economic development and public information.

# Trends Over Time

Please note that the tables include benchmark comparisons for all survey years. In previous survey years, a smaller margin of error (MOE) was used for comparisons to other communities versus a larger margin of error in 2014. To aid in interpreting the relative benchmark change from 2013 to 2014, an additional 2014 column has been included, with a smaller margin of error (analogous to 2013). All of the interpretation in the set of 2014 reports is based on the larger margin of error.

**Table 1: Community Characteristics General**

	Percent rating positively (excellent/good)													2014 rating compared to 2013	Comparison to benchmark												
	03	04	05	06	07	08	09	10	11	12	13	14	03		04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)	
Overall quality of life in Palo Alto	92%	93%	90%	92%	94%	91%	93%	94%	92%	94%	91%	91%	↔	↑	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↔	
Overall image or reputation of Palo Alto	NA	NA	NA	91%	93%	92%	92%	90%	92%	92%	90%	92%	↔	*	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	
Palo Alto as a place to live	95%	96%	94%	94%	96%	95%	94%	95%	94%	95%	92%	95%	↔	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	
Your neighborhood as a place to live	88%	91%	90%	91%	91%	91%	90%	91%	90%	90%	91%	92%	↔	↑↑	↑↑	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	
Palo Alto as a place to raise children	90%	93%	92%	92%	92%	94%	91%	93%	93%	92%	90%	93%	↔	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	
Palo Alto as a place to retire	62%	63%	60%	68%	61%	67%	64%	65%	68%	68%	56%	60%	↔	↔	↔	↔	↑	↑	↑↑	↑	↑	↑↑	↑	↔	↔	↔	
Overall appearance of Palo Alto	87%	86%	85%	85%	86%	89%	83%	83%	89%	89%	85%	89%	↔	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	

**Table 2: Community Characteristics by Facet**

		Percent rating positively (excellent/good, *very/somewhat safe)													2014 rating compared to 2013	Comparison to benchmark												
		03	04	05	06	07	08	09	10	11	12	13	14	03		04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)	
Safety	Overall feeling of safety in Palo Alto*	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	92%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑		
	In your neighborhood during the day*	97%	98%	98%	94%	98%	95%	95%	96%	98%	96%	97%	97%	↔	↑	↑	↑	↑	↑↑	↑↑	↑	↑↑	↑↑	↑	↑	↑↑	↔	
	In Palo Alto's downtown/commercial areas during the day*	95%	94%	96%	91%	94%	96%	91%	94%	91%	92%	93%	92%	↔	↑	↑	↑	↑↑	↑↑	↑↑	↑	↑↑	↑	↑	↑	↑	↔	

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		Percent rating positively (excellent/good, *very/somewhat safe)												2014 rating compared to 2013	Comparison to benchmark																	
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)					
Mobility	In your neighborhood after dark*	83%	82%	84%	79%	85%	78%	78%	83%	83%	82%	72%	84%	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↔	↑↑	↔	
	In Palo Alto's downtown/commercial areas after dark*	71%	76%	69%	69%	74%	65%	65%	70%	65%	71%	62%	68%	↔	↑	↑	↑	↑	↑	↑	↑	↑	↑↑	↑	↑↑	↔	↑↑	↔	↑↑	↔		
	Overall ease of getting to the places you usually have to visit	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	71%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔	↔	↔			
	Availability of paths and walking trails	NA	NA	NA	NA	NA	74%	75%	75%	75%	77%	71%	74%	↔	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↔	
	Ease of walking in Palo Alto	NA	NA	86%	87%	88%	86%	82%	85%	83%	82%	84%	84%	↔	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	
	Ease of travel by bicycle in Palo Alto	84%	80%	79%	78%	84%	78%	79%	81%	77%	81%	78%	78%	↔	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	
	Ease of travel by public transportation in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	36%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↓↓	↔	
	Ease of travel by car in Palo Alto	55%	52%	61%	60%	65%	60%	65%	66%	62%	51%	55%	52%	↔	↔	↔	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	↓	↓	↓↓	↔	↓↓	↔		
	Ease of public parking	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	38%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↓↓	↔		
	Traffic flow on major streets	36%	39%	41%	39%	45%	38%	46%	47%	40%	36%	34%	35%	↔	NA	NA	NA	NA	NA	↑↑	↑	↔	↔	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↔	
Natural Environment	Overall natural environment in Palo Alto	NA	NA	NA	NA	NA	85%	84%	84%	84%	88%	83%	88%	↔	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	
	Cleanliness of Palo Alto	NA	NA	NA	NA	NA	88%	85%	85%	88%	86%	84%	87%	↔	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	
	Air quality	NA	NA	NA	80%	79%	75%	73%	77%	77%	81%	81%	83%	↔	NA	NA	NA	↑↑	↑↑	↑↑	↑	↑↑	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↔	
Built Environment	Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	67%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑	↔		
	Overall quality of new development in Palo Alto	NA	NA	56%	62%	57%	57%	55%	53%	57%	56%	44%	51%	↑	NA	NA	↔	↔	↔	↔	↔	↔	↓	↔	↔	↓↓	↓↓	↓↓	↓↓	↔		
	Availability of affordable quality housing	6%	7%	8%	11%	10%	12%	17%	15%	14%	12%	13%	11%	↔	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓
	Variety of housing options	NA	NA	NA	NA	NA	34%	39%	37%	37%	29%	26%	27%	↔	NA	NA	NA	NA	NA	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	

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		Percent rating positively (excellent/good, *very/somewhat safe)												2014 rating compared to 2013	Comparison to benchmark												
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)
Economy	Public places where people want to spend time	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	81%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑
	Overall economic health of Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	88%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑↑
	Vibrant downtown/commercial areas	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	77%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑↑
	Overall quality of business and service establishments in Palo Alto	NA	NA	NA	NA	NA	77%	73%	75%	74%	79%	71%	79%	↑	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑	↑↑	↔
	Cost of living in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	11%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↓↓	↓↓
	Shopping opportunities	NA	NA	75%	80%	79%	71%	70%	70%	71%	69%	73%	82%	↑	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑
	Employment opportunities	33%	43%	45%	59%	61%	61%	51%	52%	56%	68%	68%	69%	↔	↔	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑
	Palo Alto as a place to visit	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	75%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔
Palo Alto as a place to work	NA	NA	81%	84%	90%	90%	87%	87%	89%	88%	89%	86%	↔	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	
Recreation and Wellness	Health and wellness opportunities in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	88%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑	
	Availability of affordable quality mental health care	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	63%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑	
	Availability of preventive health services	NA	NA	NA	NA	NA	70%	67%	67%	72%	76%	73%	82%	↑	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑
	Availability of affordable quality health care	NA	NA	NA	57%	56%	57%	63%	62%	59%	68%	62%	73%	↑	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	↑↑	↑
	Availability of affordable quality food	NA	NA	NA	62%	71%	64%	NA	NA	66%	68%	67%	65%	↔	NA	NA	NA	↔	↑↑	↑	NA	NA	↑	↑	↑	↑	↔
	Recreational opportunities	NA	NA	NA	83%	85%	82%	78%	80%	81%	81%	81%	77%	↔	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↔
	Fitness opportunities (including exercise classes and paths or trails, etc.)	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	78%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔

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		Percent rating positively (excellent/good, *very/somewhat safe)												2014 rating compared to 2013	Comparison to benchmark												
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)
Education and Enrichment	Opportunities to participate in religious or spiritual events and activities	NA	NA	NA	NA	NA	82%	NA	NA	NA	84%	75%	86%	↑	NA	NA	NA	NA	NA	↑	NA	NA	NA	↑	↔	↑↑	↔
	Opportunities to attend cultural/arts/music activities	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	81%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑
	Adult education opportunities	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	89%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑
	K-12 education	NA	NA	NA	NA	NA	NA	NA	NA	92%	92%	94%	95%	↔	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑
	Availability of affordable quality child care/preschool	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	49%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔
Community Engagement	Opportunities to participate in social events and activities	NA	NA	NA	NA	NA	80%	80%	74%	76%	74%	74%	71%	↔	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↔	↔
	Neighborliness of residents in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	64%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔
	Openness and acceptance of the community toward people of diverse backgrounds	73%	73%	72%	75%	79%	77%	78%	79%	78%	80%	76%	76%	↔	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	↔
	Opportunities to participate in community matters	NA	NA	NA	NA	NA	75%	76%	76%	71%	NA	NA	75%	↔	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	NA	NA	↑↑	↔
	Opportunities to volunteer	NA	NA	NA	NA	NA	86%	83%	81%	80%	80%	82%	83%	↔	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↔

Table 3: Governance General

		Percent rating positively (excellent/good)												2014 rating compared to 2013	Comparison to benchmark												
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)
Services provided by Palo Alto		87%	90%	88%	87%	86%	85%	80%	80%	83%	88%	84%	83%	↔	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	↑↑	↔	
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)		78%	84%	79%	79%	79%	73%	79%	77%	76%	81%	79%	81%	↔	↑	↔	↑	↑↑	↑↑	↔	↑	↑	↔	↑	↑	↑	↔

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	Percent rating positively (excellent/good)												2014 rating compared to 2013	Comparison to benchmark												
	03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)
The value of services for taxes paid to Palo Alto	NA	NA	70%	74%	67%	64%	58%	62%	66%	67%	66%	66%	↔	NA	NA	↑↑	↑↑	↑↑	↑	↔	↑↑	↑↑	↑↑	↑	↑↑	↔
The overall direction that Palo Alto is taking	54%	63%	54%	62%	57%	63%	53%	57%	55%	59%	54%	50%	↔	↔	↑	↔	↑↑	↑	↔	↓	↔	↔	↔	↓	↓↓	↔
The job Palo Alto government does at welcoming citizen involvement	65%	70%	59%	73%	68%	57%	56%	57%	57%	58%	55%	54%	↔	↑	↑	↔	↑↑	↑↑	↓	↔	↑↑	↑	↑	↑	↔	↔
Overall confidence in Palo Alto government	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	52%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔
Generally acting in the best interest of the community	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	54%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔
Being honest	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	58%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔
Treating all residents fairly	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	57%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔
Services provided by the Federal Government	32%	38%	32%	33%	33%	33%	41%	43%	41%	50%	37%	48%	↑	↓	↔	↓	↓	↓	↓	↔	↑	↔	↑↑	↔	↑↑	↔

Table 4: Governance by Facet

		Percent rating positively (excellent/good)												2014 rating compared to 2013	Comparison to benchmark												
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)
Safety	Police services	89%	90%	87%	87%	91%	84%	84%	87%	88%	86%	86%	87%	↔	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	↑↑	↑↑	↑	↑	↑↑	↔
	Fire services	96%	97%	94%	95%	98%	96%	95%	93%	92%	96%	93%	95%	↔	↑	↑	↑↑	↑↑	↑↑	↑↑	↑	↑	↔	↑	↑	↑	↔
	Ambulance or emergency medical services	95%	95%	95%	94%	94%	95%	91%	94%	93%	96%	93%	97%	↔	↑	↑	↑↑	↑↑	↑↑	↑↑	↑	↑↑	↑	↑	↑	↑↑	↔
	Crime prevention	NA	86%	86%	77%	83%	74%	73%	79%	81%	74%	75%	80%	↔	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑	↑↑	↑↑	↑	↑	↑↑	↔
	Fire prevention and education	NA	85%	82%	84%	86%	87%	80%	79%	76%	80%	82%	85%	↔	NA	↔	↑	↑↑	↑↑	↑↑	↔	↑	↔	↔	↔	↑↑	↔
	Animal control	79%	79%	79%	78%	79%	78%	78%	76%	72%	78%	76%	80%	↔	↑↑	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑
	Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	NA	NA	NA	NA	NA	71%	62%	59%	64%	73%	77%	70%	↓	NA	NA	NA	NA	NA	↑↑	↑	↔	↔	↑	↑↑	↑↑	↔



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		Percent rating positively (excellent/good)												2014 rating compared to 2013	Comparison to benchmark													
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/- 2 points MOE)	14 (+/- 10 points MOE)	
Mobility	Traffic enforcement	64%	64%	63%	63%	72%	64%	61%	64%	61%	66%	64%	62%	↔	↔	↔	↔	↔	↑	↔	↔	↔	↔	↔	↔	↔	↔	↔
	Street repair	50%	47%	48%	47%	47%	47%	42%	43%	40%	42%	47%	55%	↑	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↑	↔	
	Street cleaning	75%	77%	74%	77%	77%	75%	73%	76%	79%	80%	76%	80%	↔	↑	↑	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	
	Street lighting	67%	65%	63%	66%	61%	64%	64%	68%	65%	68%	66%	74%	↑	↔	↔	↔	↑↑	↔	↑	↑	↑↑	↑	↑↑	↑	↑↑	↔	
	Sidewalk maintenance	50%	50%	51%	53%	57%	53%	53%	51%	51%	53%	56%	62%	↔	↔	↔	↔	↔	↑	↑	↔	↔	↔	↔	↔	↑↑	↔	
	Traffic signal timing	NA	57%	49%	55%	60%	56%	56%	56%	52%	47%	53%	53%	↔	NA	↑	↔	↑↑	↑↑	↑↑	↑	↑	↔	↔	↔	↔	↔	
	Bus or transit services	89%	NA	NA	58%	57%	49%	50%	45%	46%	58%	49%	57%	↑	↑↑	NA	NA	↑	↔	↔	↔	↓	↓↓	↔	↓	↔	↔	
Natural Environment	Garbage collection	94%	91%	92%	92%	91%	92%	89%	88%	89%	89%	85%	91%	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑	↔	↑↑	↔	
	Yard waste pick-up	88%	88%	91%	90%	93%	89%	NA	NA	NA	NA	90%	↔	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	NA	NA	NA	NA	NA	↑↑	↑		
	Drinking water	82%	74%	80%	80%	79%	87%	81%	84%	86%	83%	88%	89%	↔	↑	↔	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑		
	Preservation of natural areas such as open space, farmlands and greenbelts	NA	NA	NA	NA	NA	78%	82%	78%	76%	81%	79%	80%	↔	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑		
	Palo Alto open space	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	82%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑		
Built Environment	Storm drainage	65%	57%	60%	61%	59%	70%	73%	74%	74%	75%	69%	80%	↑	↑	↔	↑	↑↑	↑	↑↑	↑↑	↑↑	↑↑	↑	↑↑	↑		
	Sewer services	84%	80%	82%	83%	83%	81%	81%	82%	84%	82%	84%	89%	↔	↑	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑		
	Utility billing	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	84%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑		
	Land use, planning and zoning	41%	48%	46%	50%	49%	47%	47%	49%	45%	51%	36%	43%	↑	↔	↔	↔	↑↑	↑↑	↑	↔	↑	↔	↔	↓↓	↔		
	Code enforcement (weeds, abandoned buildings, etc.)	55%	59%	56%	61%	59%	59%	50%	53%	56%	61%	57%	62%	↔	↔	↑	↑	↑↑	↑↑	↑↑	↑	↑↑	↑↑	↑↑	↑	↑↑		
	Cable television	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	60%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔		
Economy	Economic development	48%	58%	55%	61%	62%	63%	54%	49%	52%	67%	61%	73%	↑	↔	↑	↑	↑↑	↑↑	↑↑	↑↑	↑	↑	↑↑	↑↑	↑		
Recreation and Wellness	City parks	90%	91%	92%	87%	91%	89%	92%	90%	94%	91%	93%	92%	↔	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↔		
	Recreation programs or classes	83%	85%	87%	85%	90%	87%	85%	82%	81%	87%	87%	87%	↔	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↔		
	Recreation centers or facilities	77%	84%	78%	81%	82%	77%	80%	81%	75%	85%	80%	84%	↔	↔	↑	↑	↑↑	↑↑	↑↑	↑↑	↑	↑↑	↑	↑↑	↔		
Education and Enrichment	City-sponsored special events	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	75%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔			
	Public library services	81%	81%	80%	78%	81%	75%	78%	82%	83%	88%	85%	81%	↔	↔	↔	↔	↔	↔	↓	↔	↔	↔	↑↑	↔	↔		

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		Percent rating positively (excellent/good)												2014 rating compared to 2013	Comparison to benchmark												
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)
Community Engagement	Public information services	72%	77%	74%	72%	73%	76%	68%	67%	67%	74%	73%	79%	↑	↑	↑	↑	↑↑	↑↑	↑↑	↑	↑	↑	↑	↑	↑↑	↔

Table 5: Participation General

		Percent rating positively (excellent/good, *very likely/somewhat likely, **yes)												2014 rating compared to 2013	Comparison to benchmark												
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)
Sense of community		70%	69%	68%	66%	70%	70%	71%	71%	75%	73%	67%	64%	↔	↑	↑	↑	↑	↑↑	↑	↑↑	↑↑	↑	↑	↔	↔	↔
Recommend living in Palo Alto to someone who asks*		NA	NA	NA	NA	NA	91%	90%	90%	91%	92%	89%	86%	↔	NA	NA	NA	NA	NA	↑↑	↑	↑↑	↑↑	↑↑	↔	↔	↔
Remain in Palo Alto for the next five years*		NA	NA	NA	NA	NA	85%	87%	83%	87%	87%	87%	83%	↔	NA	NA	NA	NA	NA	↑	↑	↑	↑	↑	↑	↔	↔
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information**		62%	64%	56%	54%	57%	54%	58%	56%	43%	44%	49%	50%	↔	NA	NA	NA	NA	NA	↓	↔	↔	↓↓	↓↓	↔	↑	↔

Table 6: Participation by Facet

		Percent rating positively (always/usually/sometimes, *at least once in the last 12 months, **yes, *** Housing costs LESS than 30% of income, ****Very positive/Somewhat positive, *****At least good)												2014 rating compared to 2013	Comparison to benchmark												
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)
Safety	Stocked supplies in preparation for an emergency**	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	46%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔
	Did NOT report a crime to the police in Palo Alto**	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	87%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑
	Was NOT the victim of a crime in Palo Alto**	87%	89%	90%	88%	91%	90%	89%	91%	91%	91%	94%	92%	↔	NA	NA	NA	NA	NA	↑	↑	↑	↑	↑	↑	↑↑	↔

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		Percent rating positively (always/usually/sometimes, *at least once in the last 12 months, **yes, *** Housing costs LESS than 30% of income, ****Very positive/Somewhat positive, *****At least good)												2014 rating compared to 2013	Comparison to benchmark													
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)	
Mobility	Used bus, rail or other public transportation instead of driving*	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	50%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑
	Carpooled with other adults or children instead of driving alone*	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	53%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔
	Walked or biked instead of driving*	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	85%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑↑
Natural Environment	Made efforts to conserve water**	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	96%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑
	Made efforts to make your home more energy efficient**	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	77%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔
	Recycle at home	98%	97%	98%	97%	97%	99%	99%	98%	96%	99%	98%	98%	↔	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑
Built Environment	Did NOT observe a code violation or other hazard in Palo Alto (weeds, abandoned buildings, etc.)**	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	70%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↑
	NOT under housing cost stress***	NA	NA	NA	NA	NA	69%	65%	66%	64%	71%	69%	70%	↔	NA	NA	NA	NA	NA	↑↑	↔	↑	↔	↑	↑	↑	↑	↔
Economy	Purchased goods or services from a business located in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	96%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔
	Economy will have positive impact on income****	25%	27%	20%	26%	25%	4%	12%	15%	11%	22%	32%	36%	↔	NA	NA	NA	NA	NA	↓↓	↓	↔	↓↓	↑	↑↑	↑↑	↑↑	↑
	Work in Palo Alto**	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	44%	*	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔

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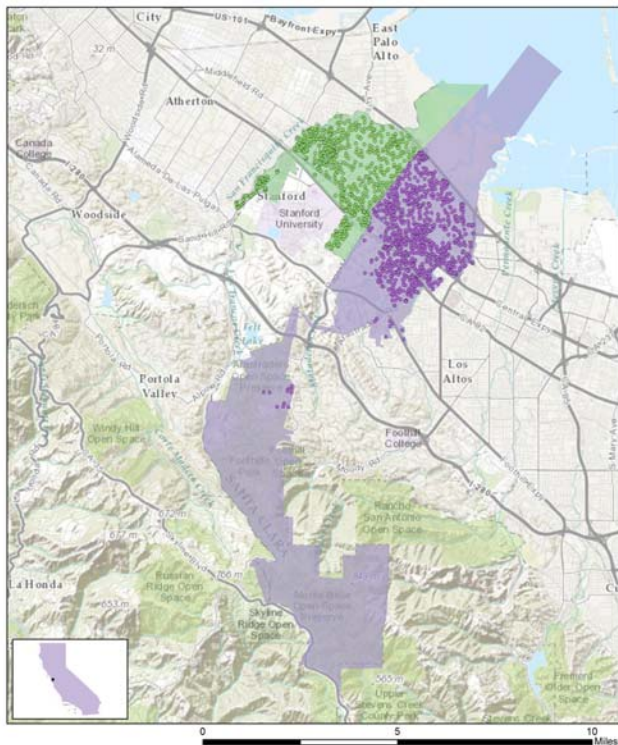
		Percent rating positively (always/usually/sometimes, *at least once in the last 12 months, **yes, *** Housing costs LESS than 30% of income, ****Very positive/Somewhat positive, *****At least good)												2014 rating compared to 2013	Comparison to benchmark												
		03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14	14 (+/-2 points MOE)
Recreation and Wellness	Used Palo Alto recreation centers or their services*	53%	60%	62%	63%	67%	68%	63%	60%	60%	65%	58%	63%	↔	NA	NA	NA	NA	NA	↑↑	↑↑	↑	↑	↑↑	↔	↑↑	↔
	Visited a neighborhood or City park*	92%	91%	93%	93%	92%	93%	94%	94%	91%	95%	94%	91%	↔	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↑	↑↑	↑↑	↑↑	↔
	Ate 5 portions of fruits and vegetables a day	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	91%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔
	Participated in moderate or vigorous physical activity	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	92%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔
	In very good to excellent health*****	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	76%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔
Education and Enrichment	Used Palo Alto public libraries or their services*	80%	77%	79%	76%	79%	74%	82%	76%	74%	77%	77%	68%	↓	NA	NA	NA	NA	NA	↔	↑↑	↑	↔	↑	↑	↔	↔
	Participated in religious or spiritual activities in Palo Alto*	NA	NA	NA	NA	NA	40%	NA	NA	NA	40%	NA	30%	↓	NA	NA	NA	NA	NA	↓↓	NA	NA	NA	↓↓	NA	↓↓	↓↓
	Attended a City-sponsored event*	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	50%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔
Community Engagement	Campaigned or advocated for an issue, cause or candidate**	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	27%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↑↑	↔	
	Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion**	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	17%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔

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	Percent rating positively (always/usually/sometimes, *at least once in the last 12 months, **yes, *** Housing costs LESS than 30% of income, ****Very positive/Somewhat positive, *****At least good)												2014 rating compared to 2013	Comparison to benchmark												
	03	04	05	06	07	08	09	10	11	12	13	14		03	04	05	06	07	08	09	10	11	12	13	14 (+/-2 points MOE)	14 (+/-10 points MOE)
Volunteered your time to some group/activity in Palo Alto*	49%	52%	52%	53%	52%	51%	56%	51%	45%	54%	50%	40%	↓	NA	NA	NA	NA	NA	↑↑	↑↑	↑↑	↔	↑↑	↑	↓	↔
Participated in a club*	NA	NA	NA	NA	NA	34%	33%	31%	31%	38%	29%	27%	↔	NA	NA	NA	NA	NA	↔	↔	↔	↔	↑↑	↔	↓	↔
Talked to or visited you're your immediate neighbors*	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	91%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔
Done a favor for a neighbor*	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	81%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↔	↔
Attended a local public meeting*	30%	28%	30%	27%	26%	26%	28%	27%	27%	25%	28%	22%	↓	NA	NA	NA	NA	NA	↔	↔	↔	↔	↔	↔	↔	↔
Watched (online or on television) a local public meeting*	28%	27%	29%	31%	26%	26%	28%	28%	27%	21%	24%	16%	↓	NA	NA	NA	NA	NA	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓
Read or watched local news (via television, paper, computer, etc.)	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	82%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↓↓	↔
Voted in local elections	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	74%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	↓	↔

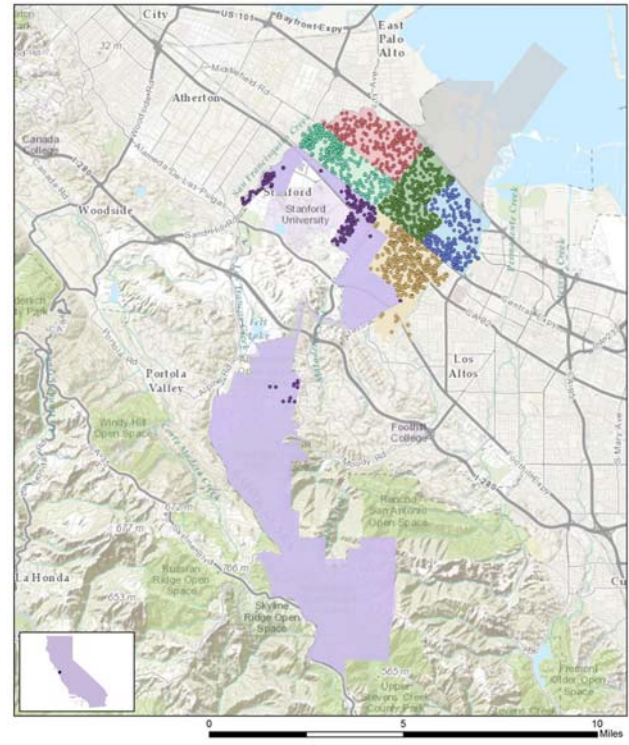
# Comparisons by Geographic Subgroups

This report discusses differences in opinion of survey respondents by North and South Palo Alto as well as within six areas of Palo Alto.



**Survey Recipients in Palo Alto, CA**  
 • In North Palo Alto  
 • In South Palo Alto

- Neighborhoods in North Palo Alto: Crescent Park, Community Center, Duveneck/St. Francis, Triple El, Embarcadero Oaks, Leland Manor, Garland, Southgate, Evergreen Park, College Terrace, Downtown North, University South, Professorville, Old Palo Alto
- Neighborhoods in South Palo Alto: Midtown, St. Claire Gardens, South of Midtown, Palo Verde, Adobe Meadow/Meadow Park, Charleston Gardens, The Greenhouse, Greendell, Greenmeadow, Walnut Grove, Fairmeadow, Ventura, Charleston Meadows, Monroe Park, Palo Alto Orchards, Barron Park, Green Acres, Greater Miranda, Esther Clark Park, Palo Alto Hills



**Survey Recipients in Palo Alto, CA**

- In Area 1 • In Area 3 • In Area 5
- In Area 2 • In Area 4 • In Area 6

- Neighborhoods in Area 1: Crescent Park, Community Center, Duveneck/St. Francis, Triple El, Embarcadero Oaks, Leland Manor, Garland
- Neighborhoods in Area 2: Midtown, St. Claire Gardens, South of Midtown
- Neighborhoods in Area 3: Palo Verde, Adobe Meadow/Meadow Park, Charleston Gardens, The Greenhouse, Greendell, Greenmeadow, Walnut Grove, Fairmeadow
- Neighborhoods in Area 4: Ventura, Charleston Meadows, Monroe Park, Palo Alto Orchards, Barron Park, Green Acres, Greater Miranda, Esther Clark Park
- Neighborhoods in Area 5: Southgate, Evergreen Park, College Terrace, Palo Alto Hills
- Neighborhoods in Area 6: Downtown North, University South, Professorville, Old Palo Alto

Responses in the following tables 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 attended a public meeting more than once a month. ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between Districts 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 have been shaded grey. Differences can represent just one area or multiple areas where differences were detected.

The margin of error for this report is generally no greater than plus or minus three percentage points around any given percent reported for the entire sample (796 completed surveys). For the North and South, the margin of error rises to approximately plus or minus five percentage points since the sample sizes for the North were 328 and for the South were 466. Further, for each of the six areas within Palo Alto, the margin of error rises to approximately plus or minus eleven percentage points since sample sizes were 75 for Area 1, 137 for Area 2, 141 for Area 3, 181 for Area 4, 126 for Area 5 and 134 for Area 6. The margin of error for the six areas within Palo

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Alto is based off the smallest number of returned surveys per area; thus margin of error was calculated using the number of returned surveys from Area 1 (75).

**Table 7: Response Rates by Area**

	Number mailed	Undeliverable	Eligible	Returned	Response rate
North	1391	59	1,332	328	25%
South	1609	45	1,564	466	30%
Area 1	207	8	199	75	38%
Area 2	494	14	480	137	29%
Area 3	414	3	411	141	34%
Area 4	679	28	651	181	28%
Area 5	670	33	637	126	20%
Area 6	536	18	518	134	26%
Unknown				2	
Overall	3,000	104	2,896	796	27%

Notable differences between the areas included the following:

- There were no differences in ratings for overall quality of life in the North and South, but in the six areas, Area 4 reported the lowest quality of life, while Area 6 reported the highest. Other general Community Characteristics (such as your neighborhood, Palo Alto as a place to raise children or retire and the overall appearance) also tended to receive lower ratings from Area 4.
- Residents overall ratings of safety varied across the six areas with Area 1 having the lowest levels of safety and Area 5 having the highest. Ratings for safety after dark in your neighborhood also varied across the North and South as well as the six areas. Fewer participants in the North stocked supplies for an emergency and Area 5 residents reported the fewest crimes.
- Within the facet of Mobility, variations were noted across all areas for Community Characteristics. Mobility services (such as street repair, street cleaning, street lighting and sidewalk maintenance) tended to be rated higher in Area 3. Where differences were noted, support for transportation related investments was highest in the South as well as in Area 3.
- The North as well as Area 5 gave the highest ratings for the availability of affordable quality health care, preventive health services and mental health care.
- General ratings for Participation as well as Governance saw differences across the six areas. Area 1 tended to give the lowest ratings for general Governance while Area 5 tended to give the highest ratings.

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Table 8: Community Characteristics - General

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
The overall quality of life in Palo Alto	92%	90%	91%	93%	91%	86%	88%	97%	91%
Overall image or reputation of Palo Alto	93%	91%	91%	93%	93%	88%	96%	93%	92%
Palo Alto as a place to live	94%	96%	92%	96%	98%	95%	93%	97%	95%
Your neighborhood as a place to live	94%	91%	91%	95%	92%	86%	93%	96%	92%
Palo Alto as a place to raise children	92%	93%	92%	97%	94%	89%	89%	95%	93%
Palo Alto as a place to retire	68%	54%	68%	56%	66%	44%	62%	75%	60%
Overall appearance of Palo Alto	89%	89%	83%	94%	87%	86%	88%	94%	89%

Table 9: Community Characteristics - Safety

Percent rating positively (excellent/good, *very/somewhat safe)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Overall feeling of safety in Palo Alto	91%	94%	84%	94%	94%	93%	96%	90%	92%
In your neighborhood during the day*	97%	97%	93%	98%	96%	96%	98%	98%	97%
In Palo Alto's downtown/commercial areas during the day*	92%	92%	89%	94%	91%	89%	93%	95%	92%
In your neighborhood after dark*	80%	86%	79%	89%	87%	83%	85%	77%	84%
In Palo Alto's downtown/commercial areas after dark*	69%	68%	66%	76%	64%	63%	68%	72%	68%

Table 10: Community Characteristics - Mobility

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Overall ease of getting to the places you usually have to visit	69%	72%	59%	75%	74%	70%	68%	76%	71%
Traffic flow on major streets	37%	34%	31%	35%	39%	31%	39%	38%	35%
Ease of public parking	32%	42%	29%	45%	36%	43%	34%	32%	38%
Ease of travel by car in Palo Alto	45%	56%	41%	57%	52%	58%	43%	49%	52%
Ease of travel by public transportation in Palo Alto	36%	36%	22%	24%	36%	43%	39%	42%	36%
Ease of travel by bicycle in Palo Alto	81%	76%	74%	77%	79%	73%	84%	83%	78%
Ease of walking in Palo Alto	88%	82%	90%	90%	82%	75%	81%	93%	84%
Availability of paths and walking trails	81%	70%	77%	72%	74%	66%	81%	83%	74%



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Table 11: Community Characteristics - Natural Environment

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Quality of overall natural environment in Palo Alto	88%	88%	88%	88%	96%	83%	86%	91%	88%
Air quality	84%	82%	73%	82%	83%	80%	86%	89%	83%
Cleanliness of Palo Alto	86%	87%	83%	90%	86%	84%	84%	91%	87%

Table 12: Community Characteristics - Built Environment

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	73%	63%	66%	62%	66%	63%	73%	77%	67%
Public places where people want to spend time	82%	80%	83%	82%	86%	74%	79%	86%	81%
Variety of housing options	30%	25%	33%	29%	31%	19%	29%	27%	27%
Availability of affordable quality housing	11%	11%	11%	9%	13%	11%	16%	6%	11%
Overall quality of new development in Palo Alto	54%	49%	45%	48%	49%	51%	62%	54%	51%

Table 13: Community Characteristics - Economy

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Overall economic health of Palo Alto	90%	87%	91%	85%	88%	89%	88%	92%	88%
Palo Alto as a place to work	88%	84%	83%	81%	90%	83%	88%	92%	86%
Palo Alto as a place to visit	80%	71%	84%	68%	82%	67%	78%	80%	75%
Employment opportunities	73%	66%	74%	66%	70%	64%	69%	78%	69%
Shopping opportunities	88%	77%	85%	69%	80%	83%	87%	88%	82%
Cost of living in Palo Alto	11%	12%	10%	9%	18%	10%	11%	11%	11%
Overall quality of business and service establishments in Palo Alto	82%	76%	81%	75%	83%	74%	81%	83%	79%
Vibrant downtown/commercial areas	81%	74%	81%	74%	75%	72%	77%	85%	77%

Table 14: Community Characteristics - Recreation and Wellness

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Health and wellness opportunities in Palo Alto	89%	87%	87%	89%	88%	86%	89%	90%	88%

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Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Fitness opportunities (including exercise classes and paths or trails, etc.)	80%	78%	75%	78%	78%	77%	89%	77%	78%
Recreational opportunities	80%	76%	79%	74%	82%	74%	83%	79%	77%
Availability of affordable quality food	65%	64%	64%	66%	69%	59%	64%	68%	65%
Availability of affordable quality health care	79%	69%	69%	65%	73%	69%	88%	79%	73%
Availability of preventive health services	87%	78%	83%	77%	80%	76%	91%	88%	82%
Availability of affordable quality mental health care	70%	57%	56%	55%	67%	52%	77%	73%	63%

Table 15: Community Characteristics - Education and Enrichment

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Overall opportunities for education and enrichment	98%	95%	97%	93%	95%	96%	98%	98%	96%
Availability of affordable quality child care/preschool	51%	48%	53%	53%	57%	38%	43%	55%	49%
K-12 education	95%	95%	99%	92%	94%	97%	94%	94%	95%
Adult educational opportunities	92%	87%	86%	91%	87%	84%	97%	91%	89%
Opportunities to attend cultural/arts/music activities	83%	80%	83%	84%	80%	75%	81%	86%	81%
Opportunities to participate in religious or spiritual events and activities	88%	84%	91%	87%	85%	81%	89%	87%	86%

Table 16: Community Characteristics - Community Engagement

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Opportunities to participate in social events and activities	77%	67%	77%	72%	68%	62%	77%	77%	71%
Opportunities to volunteer	87%	80%	87%	84%	79%	77%	85%	88%	83%
Opportunities to participate in community matters	79%	73%	75%	77%	72%	68%	75%	86%	75%
Openness and acceptance of the community toward people of diverse backgrounds	77%	75%	78%	77%	77%	70%	76%	78%	76%
Neighborliness of residents in Palo Alto	69%	61%	66%	59%	66%	59%	74%	65%	64%
Openness and acceptance of the community toward lesbian, gay, bisexual and transgender people	90%	84%	85%	90%	86%	77%	93%	92%	87%
Opportunities to learn about City services through social media websites such as Twitter and Facebook	78%	70%	73%	68%	69%	72%	81%	79%	73%

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Table 17: Governance - General

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
The City of Palo Alto	86%	82%	82%	80%	87%	79%	86%	89%	83%
The value of services for the taxes paid to Palo Alto	71%	64%	52%	60%	79%	57%	82%	75%	66%
The overall direction that Palo Alto is taking	54%	47%	37%	51%	49%	42%	61%	60%	50%
The job Palo Alto government does at welcoming citizen involvement	61%	49%	49%	52%	60%	38%	71%	64%	54%
Overall confidence in Palo Alto government	53%	52%	35%	52%	54%	49%	64%	56%	52%
Generally acting in the best interest of the community	57%	52%	40%	55%	56%	47%	64%	63%	54%
Being honest	60%	57%	39%	54%	62%	54%	72%	65%	58%
Treating all residents fairly	61%	55%	45%	55%	65%	47%	65%	68%	57%
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	84%	79%	82%	82%	84%	72%	84%	86%	81%
The Federal Government	46%	49%	29%	42%	62%	47%	55%	49%	48%

Table 18: Governance - Safety

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Police services	89%	86%	83%	89%	88%	81%	90%	93%	87%
Fire services	95%	95%	95%	93%	97%	95%	96%	96%	95%
Ambulance or emergency medical services	96%	97%	94%	96%	98%	96%	97%	98%	97%
Crime prevention	77%	82%	68%	86%	83%	78%	85%	79%	80%
Fire prevention and education	86%	83%	81%	79%	85%	84%	89%	91%	85%
Animal control	80%	79%	77%	81%	80%	77%	78%	85%	80%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	66%	72%	65%	72%	70%	72%	68%	70%	70%

Table 19: Governance - Mobility

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Traffic enforcement	59%	64%	58%	66%	70%	58%	66%	57%	62%

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Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Street repair	55%	55%	42%	59%	68%	42%	65%	56%	55%
Street cleaning	80%	81%	77%	85%	86%	73%	84%	79%	80%
Street lighting	75%	73%	73%	76%	82%	64%	78%	75%	74%
Sidewalk maintenance	61%	62%	43%	70%	66%	53%	72%	65%	62%
Traffic signal timing	51%	55%	50%	53%	62%	50%	49%	55%	53%
Bus or transit services	60%	55%	41%	50%	60%	56%	63%	67%	57%

Table 20: Governance - Natural Environment

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Garbage collection	91%	92%	93%	92%	92%	90%	91%	91%	91%
Yard waste pick-up	89%	90%	91%	90%	94%	87%	88%	91%	90%
Drinking water	90%	89%	88%	89%	90%	87%	95%	87%	89%
Preservation of natural areas such as open space, farmlands and greenbelts	79%	80%	81%	78%	84%	79%	73%	84%	80%
Palo Alto open space	84%	80%	86%	78%	85%	78%	77%	90%	82%

Table 21: Governance - Built Environment

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Storm drainage	75%	83%	70%	85%	81%	80%	76%	81%	80%
Sewer services	89%	89%	85%	89%	93%	86%	91%	91%	89%
Utility billing	83%	85%	80%	83%	89%	84%	81%	87%	84%
Land use, planning and zoning	46%	42%	46%	45%	46%	35%	56%	40%	43%
Code enforcement (weeds, abandoned buildings, etc.)	68%	58%	58%	56%	67%	54%	72%	72%	62%
Cable television	62%	59%	53%	60%	66%	49%	73%	61%	60%

Table 22: Governance - Economy

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Economic development	76%	70%	74%	64%	78%	70%	77%	77%	73%

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Table 23: Governance - Recreation and Wellness

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
City parks	91%	93%	93%	91%	92%	93%	87%	94%	92%
Recreation programs or classes	89%	86%	88%	87%	88%	82%	88%	92%	87%
Recreation centers or facilities	86%	83%	84%	82%	84%	81%	88%	88%	84%

Table 24: Governance - Education and Enrichment

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Public library services	82%	81%	68%	81%	81%	79%	84%	90%	81%
City-sponsored special events	76%	74%	74%	81%	81%	62%	80%	76%	75%

Table 25: Governance - Community Engagement

Percent rating positively (excellent/good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Public information services	80%	79%	68%	83%	78%	75%	84%	86%	79%

Table 26: Participation General

Percent rating positively (excellent/good, *very likely/somewhat likely, **yes)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Sense of community	68%	62%	71%	66%	68%	54%	69%	65%	64%
Recommend living in Palo Alto to someone who asks*	88%	85%	82%	89%	91%	79%	87%	93%	86%
Remain in Palo Alto for the next five years*	81%	85%	94%	84%	94%	81%	72%	80%	83%
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information**	46%	53%	63%	57%	54%	51%	33%	48%	50%

Table 27: Participation - Safety

Percent rating positively (yes)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Was NOT the victim of a crime	93%	92%	89%	92%	94%	89%	98%	91%	92%
Did NOT report a crime	87%	86%	82%	91%	87%	80%	95%	86%	87%
Stocked supplies in preparation for an emergency	40%	49%	42%	56%	48%	44%	42%	39%	46%

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Table 28: Participation - Mobility

Percent rating positively (more than once a month)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Walked or biked instead of driving	86%	83%	78%	88%	80%	82%	82%	94%	85%
Carpooled with other adults or children instead of driving alone	54%	52%	65%	59%	48%	50%	41%	60%	53%
Used bus, rail or other public transportation instead of driving	56%	47%	34%	37%	48%	54%	63%	60%	50%

Table 29: Participation - Natural Environment

Percent rating positively (always/sometimes, *yes)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Recycle at home	98%	99%	99%	99%	98%	98%	98%	97%	98%
Made efforts to make your home more energy efficient*	79%	77%	87%	77%	86%	70%	76%	78%	77%
Made efforts to conserve water*	95%	97%	96%	99%	96%	96%	93%	97%	96%

Table 30: Participation - Built Environment

Percent rating positively (yes)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
NOT under housing cost stress	66%	72%	82%	74%	77%	68%	53%	70%	70%
Did NOT observe a code violation	73%	69%	73%	65%	74%	68%	70%	77%	70%

Table 31: Participation - Economy

Percent rating positively (always/sometimes, *yes, **Somewhat/very positive)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Purchase goods or services from a business located in Palo Alto	97%	95%	98%	95%	97%	94%	95%	99%	96%
Economy will have positive impact on income**	33%	38%	37%	43%	33%	36%	30%	34%	36%
Work in Palo Alto*	46%	42%	44%	46%	30%	47%	52%	42%	44%

Table 32: Participation - Recreation and Wellness

Percent rating positively (always/sometimes, *more than once a month, **Excellent/very good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Used Palo Alto recreation centers or their services*	60%	65%	77%	73%	68%	57%	49%	60%	63%
Visited a neighborhood park or City park*	89%	93%	92%	98%	91%	91%	82%	93%	91%
Eat at least 5 portions of fruits and vegetables a day	90%	91%	90%	93%	90%	89%	91%	90%	91%

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Percent rating positively (always/sometimes, *more than once a month, **Excellent/very good)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Participate in moderate or vigorous physical activity	94%	91%	98%	94%	92%	88%	89%	95%	92%
Reported being in "very good" or "excellent" health**	79%	75%	82%	82%	67%	74%	77%	79%	76%

Table 33: Participation - Education and Enrichment

Percent rating positively (more than once a month)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Used Palo Alto public libraries or their services	63%	72%	75%	75%	79%	66%	52%	65%	68%
Participated in religious or spiritual activities in Palo Alto	33%	28%	35%	26%	35%	25%	32%	33%	30%
Attended a City-sponsored event	55%	46%	64%	52%	47%	42%	49%	55%	50%

Table 34: Participation - Community Engagement

Percent rating positively (always/usually/sometimes, *at least once in the last 12 months, **yes)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Campaigned or advocated for an issue, cause or candidate**	27%	27%	31%	26%	28%	27%	22%	28%	27%
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion**	18%	16%	26%	15%	21%	15%	14%	16%	17%
Volunteered your time to some group/activity in Palo Alto*	41%	40%	58%	42%	43%	35%	34%	39%	40%
Participated in a club*	32%	24%	47%	25%	28%	20%	29%	26%	27%
Talked to or visited with your immediate neighbors*	90%	91%	93%	89%	92%	93%	84%	94%	91%
Done a favor for a neighbor*	81%	81%	92%	83%	85%	75%	80%	76%	81%
Attended a local public meeting*	23%	21%	26%	20%	26%	18%	19%	26%	22%
Watched (online or on television) a local public meeting*	17%	15%	23%	14%	19%	13%	17%	14%	16%
Read or watch local news (via television, paper, computer, etc.)	83%	81%	91%	77%	87%	81%	80%	81%	82%
Vote in local elections	75%	73%	86%	77%	77%	68%	67%	78%	74%

## The National Citizen Survey™

Table 35: Community Focus Areas

Percent rating positively (essential/very important)	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Overall feeling of safety in Palo Alto	82%	86%	85%	89%	89%	82%	86%	75%	84%
Overall ease of getting to the places you usually have to visit	81%	83%	84%	79%	81%	86%	84%	77%	82%
Quality of overall natural environment in Palo Alto	77%	84%	77%	81%	84%	85%	79%	76%	81%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	78%	81%	83%	74%	80%	86%	72%	82%	80%
Health and wellness opportunities in Palo Alto	61%	67%	75%	67%	72%	65%	58%	55%	65%
Overall opportunities for education and enrichment	68%	73%	78%	74%	77%	70%	64%	65%	71%
Overall economic health of Palo Alto	76%	83%	85%	81%	82%	84%	77%	72%	80%
Sense of community	69%	73%	85%	75%	76%	69%	68%	62%	72%

Table 36: City Website Use

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Palo Alto?: (Percent rating as "At least once a month").	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Used the City's website to conduct business or pay bills	50%	55%	45%	57%	49%	58%	45%	56%	53%

Table 37: Additional Palo Alto Services

Please rate the quality of each of the following services in Palo Alto: (Percent rating as "Excellent" or "Good").	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Neighborhood branch libraries	80%	77%	72%	78%	78%	73%	84%	85%	78%
Your neighborhood park	84%	81%	80%	82%	82%	79%	83%	89%	82%
Variety of library materials	87%	89%	85%	88%	88%	89%	84%	92%	88%
Street tree maintenance	82%	79%	72%	81%	78%	77%	84%	87%	80%
Electric utility	74%	72%	65%	73%	71%	72%	79%	77%	73%
Gas utility	88%	87%	82%	87%	88%	86%	91%	91%	88%
Recycling collection	88%	88%	85%	87%	90%	87%	93%	89%	88%
City's website	88%	87%	90%	88%	87%	85%	88%	87%	87%
Art programs and theatre	67%	69%	68%	72%	68%	67%	65%	68%	68%



## The National Citizen Survey™

Table 38: Custom Question - Locations for Multifamily Housing

If the City must identify areas for additional multifamily housing (condos or apartments) to meet state requirements, please indicate how much you agree or disagree with placing the additional multifamily housing in the following locations: (Percent rating as "Strongly agree" or "Somewhat agree").	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
	Along El Camino Real	73%	62%	76%	68%	66%	54%	67%	
Along San Antonio Avenue	78%	61%	73%	66%	51%	63%	75%	84%	68%
California Avenue area	54%	56%	56%	51%	56%	59%	51%	56%	55%
Downtown Palo Alto	47%	50%	44%	43%	51%	56%	51%	46%	49%
East of Highway 101	67%	70%	65%	64%	78%	69%	66%	69%	69%

Table 39: Custom Question - Support for Transportation-related Investments

Please indicate your level of support for future funding of the following transportation-related investments: (Percent rating as "Strongly support" or "Somewhat support").	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
	Bicycle/pedestrian improvements	94%	93%	93%	93%	94%	91%	95%	
Caltrain grade separation (i.e., raising or lowering the tracks so vehicles can continue driving while trains pass)	69%	78%	70%	73%	84%	77%	72%	68%	74%
Electric vehicle infrastructure and incentives	77%	84%	86%	84%	89%	82%	76%	73%	82%
Incentives to encourage people to use transit instead of cars	86%	82%	84%	82%	87%	80%	85%	88%	84%
Parking garages (downtown and California Avenue)	85%	79%	82%	75%	87%	80%	84%	85%	82%
Road widening and intersection improvements	75%	75%	76%	68%	80%	77%	85%	66%	75%
Shuttle service improvements	83%	85%	79%	82%	93%	83%	86%	82%	84%

Table 40: Custom Question - Ease of Vehicle Travel in Palo Alto

Please rate the ease of vehicle travel through Palo Alto on Monday-Friday from...: (Percent rating as "Excellent" or "Good").	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
	Early morning through rush hour (6:01 a.m. - 9:00 a.m.)	26%	24%	17%	29%	22%	22%	19%	
Late morning through mid-afternoon (9:01 a.m. - 3:00 p.m.)	62%	63%	55%	65%	67%	58%	61%	66%	62%
Late afternoon through rush hour (3:01 p.m. - 7:00 p.m.)	14%	14%	11%	13%	19%	13%	12%	18%	14%
Evening through midnight (7:01 p.m. - 12:00 a.m.)	76%	81%	78%	85%	73%	82%	76%	78%	79%
Midnight through early morning (12:01 a.m. - 6:00 a.m.)	95%	94%	93%	95%	92%	94%	96%	96%	95%

## The National Citizen Survey™

Table 41: Custom Question - Availability of Public Parking in Palo Alto

Please rate the availability of public parking in Palo Alto on Monday-Friday from...: (Percent rating as "Excellent" or "Good").	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Early morning through rush hour (6:01 a.m. - 9:00 a.m.)	68%	63%	73%	67%	65%	60%	60%	70%	65%
Late morning through mid-afternoon (9:01 a.m. - 3:00 p.m.)	29%	35%	37%	28%	37%	37%	31%	24%	32%
Late afternoon through rush hour (3:01 p.m. - 7:00 p.m.)	23%	27%	29%	31%	22%	28%	17%	25%	26%
Evening through midnight (7:01 p.m. - 12:00 a.m.)	35%	51%	30%	52%	48%	51%	37%	37%	44%
Midnight through early morning (12:01 a.m. - 6:00 a.m.)	89%	88%	87%	90%	87%	88%	87%	91%	88%

Table 42: Custom Question - Growth in Palo Alto

Please rate the speed of growth in the following categories in Palo Alto over the past 2 years: (Percent rating as "Somewhat" or "Much too slow") *(Percent rating "Somewhat" or "Much too fast")	North or South Palo Alto		Areas within Palo Alto						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Population growth*	54%	64%	58%	62%	67%	64%	52%	53%	60%
Retail growth (stores, restaurants, etc.)	17%	21%	7%	22%	21%	21%	24%	19%	20%
Jobs growth	22%	32%	15%	30%	27%	36%	36%	16%	28%
Housing growth	41%	32%	21%	34%	25%	35%	51%	44%	35%

The National Citizen Survey™

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## Open-Ended Responses

Respondents were asked to record their opinions about possible improvements to the city in the following question:

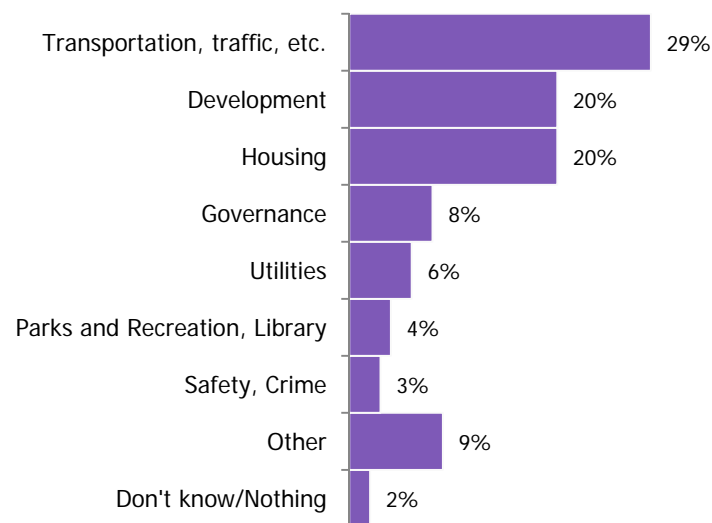
- What one change could the City make that would make Palo Alto residents happier?

The verbatim responses were categorized by topic area and those topics are reported in the following chart with the percent of responses given in each category. Because some comments from residents covered more than a single topic, those verbatim responses are grouped by the first topic listed in each comment whenever a respondent mentioned more than a single topic.

Results from the open-ended question are best understood by reviewing the frequencies that summarize responses as well as the actual verbatim responses themselves. A total of 796 surveys were completed by Palo Alto residents; of these 480 respondents wrote in responses for the open-ended question. About one-third of question respondents wanted changes in transportation and about one-fifth of respondents wanted to see changes made in development or housing.

**Figure 1: Question 19**

*What one change could the City make that would make Palo Alto residents happier?*



\*Totals have been rounded and add up to 101%

## The National Citizen Survey™

The following pages contain the respondents' verbatim responses as written on the survey or entered in the web survey and have not been edited for spelling or grammar. Responses have been organized by coded topic areas.

## What one change could the City make that would make Palo Alto residents happier?

### Transportation, traffic, etc.

- - Stop decreasing lanes of traffic and making it impossible to drive. Narrowing lanes (Arastradero, now Calif Ave) is disaster and does not improve things. - Provide more discounts to Seniors (over 50).
- "Control traffic"- no question regarding our excellent hospital & university new hospital congestion has been monitored closely well. Thanks
- 1- Abolish plans for high speed train. 2- Better picnic areas in local parks.
- 1- Ease of getting around town. 2- Ease of parking.
- 1) Require provision for adequate parking for all developers (By special tax contribution) to public parking development if not appropriate "on site"). 2) Connect end of Alma to Sandhill w/ underpass under tracks and El Camino.
- Add more off-street bike and pedestrian paths
- Add shuttle services.
- Allow easier automobile traffic flow.
- Better bicycle lanes and sidewalks. More separation between cars, bikes, and pedestrians.
- Better light timing on alma in conjunction with Caltrain
- better parking & better traffic flow
- better parking for residents
- Better parking solutions.
- Better public transit.
- Better timing of traffic lights.
- Better traffic & parking situations downtown.
- Better traffic flow - get bikes to follow lane.
- better traffic flow along Sand Hill RD
- Bike path on Matadero creek.
- car bypass of University Ave
- Citing bicycle riders who don't obey traffic laws (e.g. running stop signs, riding multiple across street...)
- Correct stop light at Town & County.
- Create bicycle only streets.
- Do not shut down so many streets at same time to repair something!
- Downtown parking & multiple housing design & set-backs.
- Ease congestion on Middlefield Rd north of Oregon Expressway.
- Easier public transport options to the Airport (no more samtrans KX)
- easing the traffic issue!
- Eliminate long term parking on streets.
- Employers should provide employee parking and control corporate / start-up growth downtown.
- Enact a strong residential parking permit law.
- Encourage people working in downtown businesses to be driven by shuttle. Too many "worker" cars in Downtown North!
- End high speed rail and make any rail below grade separation.
- Enforce traffic code to cyclists!!
- Enforce traffic regulations (automobile & bicycle) downtown to make the intersections safer for pedestrians.
- Extend BART
- Facilitate an easier - more accessible marguerite bus service.
- Fewer Stop Signs! The explosion of stop signs in Palo Alto has become totally absurd.
- Fix sidewalks in Midtown/South of Midtown areas which would probably mean taking out old & drying trees.
- Fix streets & sidewalks.

## The National Citizen Survey™

- Fix the roads.
- Fix the traffic situation on all the roads (better speed control, better light synchronization, better local transit options, etc.)
- Fix traffic flow during morning rush hour along Charleston / Arastradero. Since the lane changes in Arastradero it's been a nightmare. I drive through Los Altos to down off at Sunn - Ridiculous !
- Fix traffic on Arastradero.
- General traffic flow improvements / ease of access to 101.
- Get rid of Caltrain or sync traffic lights.
- Get rid of traffic (joke).
- Grade separation for trains.
- Grade Separation, underground trains
- Have all intersections that don't have stop lights into 4-way stop signs. Especially where people can't see. People assume stop signs so I am often [?] when I actually have the right of way.
- Have more parking available.
- help build Caltrain track underground
- Holding neighboring cities accountable for their citizens using Palo Alto neighborhood streets for overnight parking !!
- I would like to see sidewalks cleaned. Some are dirty with many stains. I am speaking only about down town University Ave.
- Improve bright green bike lanes.
- Improve certain infrastructures (roads & sidewalks) & more attention to parks.
- Improve congestion in downtown Palo Alto.
- Improve downtown parking.
- Improve public transit for travel within the city.
- Improve safety (pedestrian/bike) on Middlefield from Loma Verde to Embarcadero.
- Improve traffic congestion & parking.
- Improve traffic flow and parking availability.
- Improve traffic flow on major roads - parking!
- Improve traffic light at town and country village.
- Improve traffic management @ peak times. Find ways to promote/support local businesses. No more Roxy Rapp!
- Improved public transportation
- Increase speed limits on highly travelled roads.
- Increase speed on Middlefield to 35 mph.
- Increase supply of employee parking downtown - Get it out of neighborhoods.
- Increase the speed limit on the Oregon Expressway & Alma.
- Insist on parking to match addition of housing & commercial development.
- Late afternoon through rush hour.
- Less traffic.
- Make 4 to 6 blocks of University Avenue downtown a pedestrian only street in route traffic one way on Lytton and Hamilton. It would be a fantastic community gathering place.
- Mitigate noise from Caltrain.
- More attention to congestion & traffic.
- More bike friendly improvements!
- More bike lanes
- More bike lanes on (streets-cross) Embarcadero to University. More shuttle services from mid-town to San Antonio, Gann & Paly High (frequent).
- More bike paths, composting available, construction / improvement projects include more green (trees, etc.), & improve architecture design / approval of new homes.
- More downtown parking garages.
- More downtown parking.
- More Downtown parking.

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- More free parking.
- More marked bike lanes (esp. near Cubberley).
- More parking downtown
- More public Parking Downtown & Calif. Ave.
- More public parking/parking lots.
- More public transportation within the city.
- More Roundabouts!! More houses, better public connection with S.F.
- More separated bike lanes.
- Move traffic better. (Coordinate lights) & safer for bikers and pedestrians. Too many red-light runners downtown.
- No parking on university in DTPA.
- Only lived here one year, but loud air traffic noise very late at night flying right over our homes is something I could do without.
- Open a street to move through traffic off Univ. Ave.
- Parking availability - Better management of public garage & bus service.
- Parking downtown -
- Parking ease.
- Parking permits for residents, employees (& designated areas).
- Parking solution.
- Pave streets & fix sidewalks routinely!
- Personally, I'd like university Ave in Downtown to be a pedestrian mall, but I don't think that view would make a lot of residents happier in the short term.
- Private parking spaces in downtown area.
- Provide school bus service. It's a shame that as the wealthiest state in US, CA does not universal school bus service.
- Public Transit connections
- Public transportation - better parking - shuttle buses.
- Public transportation improvements.
- Public transportation to neighbor cities.
- quieter Caltrain throughout the night
- Railroad grade Arastradero, fix page mill - foothill intersection, fix foothill - Arastradero intersection.
- Reduce cars - both traffic and parking problems.
- Reduce congestion somehow -
- Reduce cut-through neighborhood traffic
- Reduce through traffics.
- Reduce traffic; reduce large ofc. buildings; add safer, wider bike lanes.
- Reduce vehicle traffic
- Relieve auto congestion.
- Reopen the narrowed streets to old lane lines.
- Repair existing road and add more to public transportation.
- Require all new buildings to have underground/onsite parking, enough to not impact existing parking.
- Residential permit parking downtown.
- Return Oregon Expressway to pedestrian & bike friendly corridor (like Embarcadero).
- Road repair.
- Safe bike lanes.
- Separate business from residential goals. I live in downtown and the feeling is that our cut them traffic & parking issues don't matter. Hawthorne & Everett are unsafe for crossing as a cyclist or pedestrian. Commuters run our stop sign daily - Byron & Hawthorne.
- Severe traffic congestion on 7th Charleston Rd. We who live there cannot get out of our driveway 7:30-10 Am to 2:30-7 Pm very serious problem! Please do correct this!
- Slow down speed of cars.
- Solve traffic - jam problem.

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- Solving the downtown / Professorville parking problem, without burdening the residents.
- Stop high speed rail project thru Palo Alto and address train noise issues.
- Streamline traffic all along Middlefield Rd - need 4 lanes between Embarcadero & Lincoln.
- Synchronize green light on El-Camino and Oregon.
- Take a good look at accidents where pedestrians are hurt and improve the road, especially at Fairmeadow School.
- Too many cars, architectural choices : horrible think "Santa Barbara" Spanish.
- Traffic control.
- Traffic has become ridiculous around San Antonio. It takes me 20m to go 1-mile at 5:30pm to take my kids to their gym class.
- Traffic light situation on El Cam from Alma to San Antonio too long wait time for El Cam vehicles.
- Traffic lights that change in accordance with flow & time of day - Ridiculous waste of gas to sit through long light in absence of traffic. Just pure pollution!
- Traffic management.
- Traffic, widen road not narrowing down! Why Michele Park library took so many years? Who should take responsibility? it's too slow! No One take care of it? Is it a city's job?

## Development

- 1- Less commercial buildings and offices (nicer designs). 2- Fewer restaurants. 3- New buildings/condos/townhouses are too close to the street!
- 1. Rescind PC zoning give a ways to developers. 2. And curtail High/density development. 3. Fights resist a bag "targets" for development.
- Abandon architectural fads like massing building close to highways
- Allow denser apartment/condo development in the city. The supply of housing needs to increase so that it becomes more affordable.
- Allow More Density and Development.
- Better architectural design and control of large buildings down town and throughout Palo Alto.
- Better control of new housing (too many monster homes) that look out of place.
- Better joining - don't allow building structures right next to sidewalk, especially an El Camino!!
- Bring sense of community back stop the incredibly rapid growth, [lower] height of buildings respect past in neighborhoods, demolishing of homes etc.
- Change zoning laws to reduce FAR/preserve yard area/create open space in residential neighborhoods. Increase density along Hwy 101 & train stations. For example, increase allowed height but require each to have significant open space on their site.
- Clean up the downtown - Bring back quality buildings. Better water drainage from rain.
- Communicate a clear plan and priorities for managing growth
- Contain overall growth, more people, more cars, more congestion & lower quality of life.
- Curtail the density of new housing. I live in South PA & have seen the > in dense housing & therefore traffic, change my neighborhood.
- Decrease amount of commercial growth.
- Design review for homes; not restored review planning commission focus on design.
- Design: Read 'Happy City' Charles Montgomery transforming our lives through urban design.
- Disallow new construction to be so close to sidewalks, i.e. Bigger Setbacks.
- Do not create a canyon - like effect on El Camino by allowing a line-up of > 2 story bldgs.
- Do not place high density housing in the middle/interior of a single family home neighborhood. withdraw from ABAG!
- Don't allow developers to build to Street - set back please new residences too close to property lines. Too easy for property owners to get approval to obtain [?] to disregard building standards related to neighbors.
- Don't allow new developers modify the design of older style buildings that give Palo Alto its character.
- Eliminate the back-room deals with developers. Make sure developments demand on the commons is supported, not just tolerated.
- Eliminate the planned community development zoning that gives no real benefit to the community.



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- Encourage rich foreign home buyers to participate rather than "invest".
- End the era of aggressive development. Use valid data to guide choices. Minimize office space development. Work to fix parking and traffic problems.
- End the PC zoning process: It's a farce.
- Enforce zoning regulation so that RI = Single-family residential, not a place where people can pack 15 people into a house, so that they can maximize income and rent to transient tenants.
- Fewer hotels, clubs etc. built on El Camino right up to the sidewalk.
- Follow the comp plan! Provide neighborhood retail that is accessible by walking or biking. Don't replace retail with housing as you did at Alma Plaza.
- Follow the strategic plan. Stop favoring developers over residents.
- Get rid of flood zone (FEMA) coverage/zoning. Too much money for residents!
- Have all construction projects follow [?] policy laws & building codes for P.A. Especially: signal spacing, daylight plain, setback height limits.
- Improve the downtown environment to encourage developing businesses and restaurants. More parking!
- Improve the retail business in Palo Alto.
- install several bowling alleys! Hire people.
- Keep downtown varied - not all high-end!
- Keep Palo Alto a quiet suburb, stop building an urban center.
- Keep small business alive.
- Keep small businesses alive with subsidies! Avoid big box stores & chain franchises.
- Less commercial density. Better large building design.
- Less density.
- Less density.
- Limit both commercial office and market rate housing development.
- Limit building of condos, etc. Palo Alto is being ruined as the city I have known for years too much traffic and too fast.
- Limit growth - No more residents, already too crowded here.
- Limit growth of Palo Alto. Stop re-zoning.
- Limit growth, refrain from issuing building permits for structures that don't fit in with existing buildings or will create more traffic congestion.
- Limit the out of control housing expansion which is so often completely out of character with the existing neighborhood.
- Listen to residents versus developers so as to maintain some quality of life in an area that's become way too crowded!
- Maintain ambiance & character of area.
- Make it easier for basic retail to function here, not boutique chains or office buildings.
- Minimize higher density housing growth.
- More convenience stores.
- More office space for companies !
- More places to stay (e.g. good restaurants).
- More retail stores, need a Chinese supermarket.
- Mountain current density and height limits.
- Need to completely revamp the PC / rezoning permission process.
- New multi-resident construction should have bigger setbacks & more trees / planting. The El Camino corridor in S. Palo Alto is becoming an ugly corner.
- No buildings over 3 stories !!!!!
- No hideous modern buildings. Architectural design integrity please. The new downtown buildings are hideous.
- No question about office growth ! No question about development of Lego style buildings.
- Noise abatement. Building work, and general traffic (including cleaning) is unpleasant.
- Ordinances capping all growth.
- Pay more attention to the residents needs and desires and less attention to developers who have had some very negative impacts on our neighborhoods.

## The National Citizen Survey™

- Plan new development more thoughtfully and without political consideration.
- Please don't change the character of city. We like the old density of housing. No high density housing.
- Reduce density of commercial & residential redevelopment. Retain traditional designs vs hayes group style tin & glass cans.
- Reduce the population growth.
- Reduce/rethink the over-building that's taking over the "town."
- Regulate aesthetic aspects of housing and other development to make a beautiful town. This area is becoming uglier & unappealing.
- Require 15-20 ft setback from property line for noisy machinery such as air conditioners and pool equipment (Similar to neighboring cities). Palo Alto lots are small. My Backyard sounds like "Industrial Alley" - City Planning and Government will not address this issue, despite many complaints. 8 hours a day of neighbors 'noisy pool equipment' 3 ft from my yard - Huge quality of life issue !!
- Retail growth.
- Retail stores: A good department stores in Palo Alto's older day. We had several, bookstore, etc.
- Revise architectural review board.
- Slow down building large commercial buildings with their accompanying traffic and people congestion. We do not need any more increase in traffic or population.
- Slow down on high density housing.
- Slow down the building of multifamily housing.
- Slow down. Look at aggregate impacts of projects that have been approved and those under consideration. Consider potential aggregate impacts of.
- Smaller development with bigger setbacks from sidewalk.
- Stop adding housing until the city has the infrastructure. Get rid of board members that are clearly bowing to developers. Ex- San Jose mayor used to say, "Get better before you get bigger."
- stop allowing all of these BIG UGLY BUILDINGS...
- Stop allowing bldgs. along El Camino & San Antonio & Alma so close to street. Some of the new bldgs. are downright ugly !
- Stop allowing ugly buildings to be built all over Palo Alto.
- Stop building condos, etc. to the sidewalk.
- Stop building office space. Too many vacancies now.
- Stop building so close to the sidewalks. Trees & Parking should be on perimeters & buildings set back. Too dense building these days.
- Stop building their huge office buildings. Too many people traffic is crazy. The lovely small community I once loved and moved here for is gone!!
- stop building those new, dense development.
- Stop building.
- Stop development without full impact reports.
- stop doing shady deals with developers that citizens learn about after the fact
- Stop exceptions for developers!!
- Stop making deals with developers in exchange for sweeteners including money.
- Stop making so many tech companies move in especially downtown.
- Stop over - building and blocked traffic so I can get out of my neighborhood to go to another city on part of Palo Alto by car.
- Stop over-development of commercial properties.
- Stop over-development; enforce zoning ordinances.
- Stop population growth; by stopping construction of high-density multi-family housing.
- Stop putting all the ugly, huge stuff at very south end / side of Palo Alto.
- stop the building of these multi-family units that will be ridiculously high priced. stop catering to the ultra wealthy people. stop allowing all of these offices buildings to be built tearing down the places that made Palo Alto unique. stop allowing the ultra rich to dictate what kind of community this is becoming. Palo Alto is being destroyed by greed.
- Stop the building, apartments and condos and ease the traffic - more parking structures.

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- Stop up-zoning!
- Stop using planned community zoning.
- Thanks for asking. Way too many fro yo stops ! A little diversity. Restaurants seem to come and go due to high rents. The bubble will burst ! It always does ! To keep a downtown feel, have to have diversity to attract punters, pedestrianised University Ave would make it special indeed but annoy drivers ! It's a hard one but too much traffic on University Ave is a turn off I try to avoid !
- Too much new housing. Less massive housing projects, apartments, etc.
- Urbanize Palo Alto with more dense, transit-oriented, affordable housing, offices and retail.

## Housing

- affordable housing
- Affordable housing !
- Affordable housing for families (houses, not apts/condos).
- Affordable housing for middle class.
- Affordable housing for single parents/adults - I am being forced out in a yr due to increase rent and inability to buy.
- Affordable housing, public transportation.
- Affordable housing.
- Affordable housing.
- Affordable housing.
- Affordable rental apartments.
- Availability of low cost housing/rentals apt.
- Better housing options. Many apartments are old and way too expensive for what you're getting.
- Better plans for more housing.
- Build affordable housing!
- Build much more affordable housing; provide services (health counseling, job training) to residents who are struggling.
- Building more affordable housing. Cost of living is insane !
- Cheaper rent.
- Comprehensive & integrated housing & transportation planning.
- Cost of real estate (buying and renting) is high and rising. City drastically increase construction of multi-family dwellings. Even well-above-average families cannot reasonably afford to live here. Apartment/condo stock is tiny, and even the smallest homes still sell for over \$1 million.
- Ease dense housing building, ease commercial/office bldg.- i.e. slow down development because traffic & schools can't handle it.
- Encourage affordable housing for the teachers, doctors, police, fire fighters, etc. that can no longer live here.
- Give ordinary people a chance to become home owners. Houses are just way too expensive here.
- House prices reduced.
- Housing at a range of affordability.
- Housing costs get rid of housing tax discrepancy.
- Housing is really expensive.
- If it is possible to lower apartment rentals.
- Increased housing coupled with increased transportation methods to reduce congestion
- Less control by regional agencies to increase more housing & population growth in Palo Alto.
- Less emphasis on low income housing.
- Less expensive housing.
- Limit affordable housing! Does not make sense in Palo Alto when there are other municipalities nearby that can support the mandate. Palo Alto cannot be all for all!
- Low house price.
- Lower cost of new home developments.
- Lower Rent!!!
- Lower rent.

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- Lower rent.
- lower rental cost.
- Lower rents
- Lower rents/add more low-rent housing.
- Lowering the cost of housing.
- Make it possible for the non-super-rich to continue to live here, after we have been here most of our lives.
- Make stricter guidelines/rules regarding residential construction. We should not support foreign absentee owners focused on tearing down, building big/cheap houses, only to make short term profit. Ugly!!
- More affordable housing
- More affordable housing (rent).
- More affordable housing / less mosquitoes ! - I see much more here in Palo Alto than in Menlo Park.
- More affordable housing for middle income residents.
- More affordable housing for young families.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housings & in more rapid/more service is providing affordable housings.
- More affordable places to rent (to live).
- More affordable quality housing for middle class families
- More apartment/condo housing
- More high density housing
- More housing & finish Mitchell park library !
- More housing opportunities.
- More housing options available, especially apartments or condos.
- More housing options. Rent/property prices are too high for all but the richest.
- More housing, lower rent.
- Need place to live as a human being. Since we came here from foreign country... Palo Alto housing is too expensive to live, but we like education, people, city, green though in PA.
- New, affordable (ACTUALLY affordable) housing
- Provide more affordable quality housing.
- Quality affordable housing equity in schools - not a 2 class system rich & tutored need to be taught, better teacher less bullying!
- Reduce foreign investment in housing to prevent home prices from increasing too much so that locals can afford to buy.
- Rent control !
- Rent Control to keep working people in Palo Alto. Palo Alto should not be just for the Tech Wealthy
- rent control, stop monster homes That use several lots to make one out size one
- Rent control/more affordable housing.
- Should increase its affordable housing. Many people who work here cannot afford to live here and must travel big distances for work.
- Stop allowing so much new housing - I didn't move here to be in a big crowded city - this is a suburb. I'm aware of state requirements, but there has to be a way to stop it.
- Stop building housing! Fix what we have. The city has botched every big project they've had as long as I can remember. (E.G. Mitchell Library, El Camino Park, PA Golf Course, Storm Drain Project, PC zoning, etc..)
- Stop insane growth of housing. This is not L.A. we'll not be able to live here in 3-5 yrs.
- The biggest problem in PA. is the cost of housing which is making in affordable only to the very rich. I wonder where teacher, repair people, sales clerks will live - what will the city be like when those who are now in 60's are long gone.
- The Maybelle/Prop D brouhaha gave credence to the old moniker of "Shallow Alto". O.K... given our 75 million track houses we'll never have real diversity here, but we could be doing much more to build

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multifamily housing (which is greener in terms of energy, water, etc.). Mountain View seems to be managing this... O.K. probably won't make some residents "happier".

- The socioeconomic diversity is declining Palo Alto would benefit from focusing on affordable housing so that all people who work in Palo Alto can afford to live in Palo Alto. In short, please maintain existing affordable housing & create more.
- To provide more affordable housing options!
- Transition to much denser housing with better public transit.
- Work on having more affordable housing.

## Governance

- 1- Taxes are too high. 2- Stop - overbuilding dense ghettos.
- 1. Stop wasting quarter million dollar chunks of cash on studies. 2. Get the new library up & running.
- A new city council and honesty, safer downtown.
- Being transparent and honest.
- City council could better respond to the wishes / ideas of residents.
- Create a process that's open & fair.
- Do not allow developers to control the city council for their own profit.
- Eliminate city council.
- Encourage more interaction between neighbors
- Finish public projects (for example, Mitchell Park library) on time, on budget.
- Finish the projects that have been started in a more timely manner and don't be so innovative at the expense of reality.
- Fire all city council members.
- Get rid of the government and put together a city government which would keep it a wonderful town. They are KILLING it!!!!!!!
- Have the council listen to the public.
- If Palo Alto gov't of services is more active in next door, we'd hear more. I really like that we deal.
- Improve city manager/council - need to be more forthcoming too accommodating to on special interest/builders.
- Improve contract negotiations & oversight so the Mitchell Park library mess doesn't happen again. What a waste of money!!
- Increase tax on large corporations so that investments can be made towards the housing situation.
- Keep property taxes low !!
- Less influenced by special interests.
- Let us know more about what safety program is running.
- Listen to its concerned residents.
- Listen to residents - do what they want, not what politicians want.
- Listen to them.
- Listening but not catering to every voice or group agenda that comes along - consider the best overall direction for our community as a whole and act.
- Low tax.
- Lower taxes, cut waste in local government.
- Lower taxes.
- Lowest price.
- Make city council, city manager and staff more accountable and open!
- Make decisions more efficiently & manage large public projects more efficiently - For example the Mitchell Park - Main library projects are disasters. Will we now debate a simple bike bridge over 101 for several yards + delay the actual construct of whatever is destructed & approved?
- Making it easier to communicate without having to dial zero to talk to some one.
- Mandarin service
- New and/or larger tax break for fixed income seniors.
- Property tax is too high - lower it (by giving some credits). Due to high price of housing.

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- Reduce city pension fund. Caltrain grade separation housing near public transporters.
- Reduce property tax rate increase every year.
- Reduce taxes by reducing city administrators (not workers).
- Replace City Council & Planning Commission.
- Stop ! Look ! & Listen !!!
- Take time to smile and welcome those around them.
- Treating all residents equally regardless of race or culture.
- Use tax dollars wisely for economic infrastructure and growth

### Utilities

- Beautification - underground utilities.
- city wide optical fiber to the residence
- Citywide high speed internet.
- Compost pick up!!
- Compost pick up.
- enforce recycled water for lawns
- Free internet.
- Free wireless internet city wide.
- Google fiber project.
- High speed internet supported by city
- I would like to see some kind of incentive to recycle and to compost household waste.
- Incentives/Assistance for lawn replacement (e.g. Alameda County (I think) would drop off all the materials for sheet mulching at your house).
- Lower cost of utility.
- Lower the cost of utilities.
- More/better incentives for solar power. (This is a silly question, I cannot say what would make all residents happier!)
- Place electric power lines underground, especially on Charleston/Arastradero Road.
- Quieter garbage collection later in the day. The noise is horrible.
- Reduce the night time street sweeping. The street sweeper comes by our home 3 nights per week, driving by 3 times each instance between midnight & 2am. It is very loud & aggravating.
- Replace all public water lines that are leaking.
- utilities should be made to accept automatic credit card payments.

### Parks and Recreation, Library

- A park where dogs could run freely - no confined to dog runs.
- Access to an affordable drop in, indoor swimming pool - not just private gym owned pools. Put bathrooms in at all children's playgrounds.
- Complete Mitchell Park library!!!
- Dog park, Off leash, Big.
- find out the root cause of Mitchell library opening delay and avoid it in the future
- finish Mitchell park library
- Fix Library - open Mitchell Park & main continue community gardens.
- Get decent gardening service to maintain the parks.
- Little Park - like settings throughout city...small space of beauty seating possibility, quiet spot in busy busy city space.
- Make California street beautiful again.
- More trees and vegetation.
- More trees in parks. The parks feel very exposed to sunshine and not very usable during the day time.
- More Trees, more "natural" city parks
- Open Mitchell Park Library.
- Opening the Mitchell Park library soon.

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- Plant more trees.
- Save & plant more trees build more parks, public transportation restrict private cars into Palo Alto - Make public parking outside the city, stop building commercial buildings, reduce pollution from private cars. Don't allow tree removals!! Think of public health - not on business health.
- Would love to see pool for residents only; disappointed & long lines @ city pools & fact open to all.

## Safety, crime

- Better enforcement of noise restrictions overnight in parks.
- Deal better with residential safety.
- Enforce the cities ordinances
- If I felt walking in my neighbourhood like in US - not in China.
- Improve safety (i.e. car/house burglar).
- Less crime.
- Make bike lanes safer & bike travel safer for our children!!! Please & thank you!
- Make it safer.
- More crime prevention
- More effective crime prevention and safety.
- Reduce crime, particularly burglary.
- Safe, clean, lower cost works, housing.
- Safer downtown.
- safety and noise control in neighborhood parks
- Safety!
- Stop the assaults and robberies in the downtown area.

## Other

- 1. Develop affordable child care for families with low income. 2. Concentrate at what Palo Alto is not good at - access the residents - and get a clear idea what 1/2 of population [?].
- affordability
- Affordable cost of living & security from crime.
- Ban the use of leaf blowers in Palo Alto, they pollute everything. Cars, homes, roads and noise.
- Be more agreeable to places for changes on the Stanford campus which the university wants.
- Better enforcement of Gas - powered leaf blower ban.
- Better planned public events. (I went to the chili cook, which was a mob scene, with impossibly long lines. Vendor food could have been much better ( use the vendors who have stands at farmer's market for quality food).
- Build a history museum in the Roth building.
- Cap the # of 1 %ers or cost [?] paying cash for homes driving up housing costs. Some plan to foster middle income residence. Ensuring zero Middle class people in P.A. Also Landlords held to a standard better than the absolute cheapest.
- Change the South Palo Alto ZIP code 94303 to differentiate it and it's services from that of the East Palo Alto area with the same ZIP
- Compassion.
- Consider importance of arts - Theatre works.
- Cost of living less.
- Deal with the homeless people living in their vehicles in family neighborhood.
- Discourage job growth Downtown and at Stanford.
- Ensure school standards and performance.
- Focus more on environmental issues.
- Improve schools by making current schools smaller, and opening others. Schools are too big !
- Improving senior living and/public transportation.
- increase nightlife and entertainment

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- Make K-12 education better! After all the money paid for house & property tax, we expect better public education.
- Making it affordable for everyone.
- Mental health facilities for the homeless.
- More \$ to schools.
- More books in one library.
- More job opportunities.
- More money to the Schools.
- Need to pass policy against allowing sleeping/living in cars. It has created serious safety issues in our neighborhood. We live near Menlo Park and have seen their policies push homeless (car residents) into our neighborhood. My wife does not feel safe.
- Neighborhood events that build community in the sections of P.A.
- P. Alto is known for "AFFLUENCE", "SCHOOLS", "IMAGE". It is not associated with "CULTURE", "MUSIC", "ART", "FREEDOM" & other such ideals.
- Protecting diversity of all kinds, economic diversity included.
- Provide service that their suppose to to the residents.
- Provide some education on home farming, and please enforce farm animal policies, people are bringing Roosters into palo Alto. Chickens are fine, but Roosters are a menace.
- Raise the minimum wage in Palo Alto. The living cost is very higher than other cities.
- Reduce the noise tolerance decibels at night when the neighboring restaurant continues to use their shop-vac outside their shop in 10 minute intervals from 7:30p to 9:30 - 10p./7 days/week. Talking to them about this hasn't helped at all. I live in Lytton street.
- Require transients to obey signage and spend nights in hostels.
- Stop outlawing homelessness - it won't go away if you legislate against poor people.
- Support all the residents, not just the rich tech employees.
- The city does fine - same issue with citizens sense of entitlement - but need a new/updated comprehensive plan -
- The City should not intrude on citizen's right to smoke in their homes/condominiums.
- To reduce the cost of living.
- Too many homeless downtown - need a sit / lie ordinance or ban on sleeping in cars.
- Too much emphasis on process & on giving to the north end. PA has few businesses that produce revenue & from south easier to go southern more is available.

## Don't know/nothing

- ?
- Can't think of any.
- Don't Know
- Don't know!
- Go back to the fifties.
- honestly not sure...
- N/A
- No comment.
- No comment.
- Not possible.
- Nothing that is possible will make them happier.



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# Complete Survey Responses

## Responses excluding “don’t know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”); the number of respondents changes based on whether or not the participant responded to the question on the survey and based on the weighted data (for more information on weighting, please see *Appendix C: Survey Data Weighting*).

Generally, a small portion of respondents select “don’t know” for most survey items and inevitably some items have a larger “don’t know” percentage. Comparing responses to a set of items on the same scale can be misleading when the “don’t know” responses have been included. If two items have disparate “don’t know” percentages (2% versus 17%, for example), any apparent similarities or differences across the remaining response options may disappear once the “don’t know” responses are removed. For a complete set of frequencies including “don’t know” please see *Responses including “don’t know”*.

Benchmark comparisons are also included in separate tables. Ratings are compared when there are at least five communities in which a similar question was asked. Where comparisons are available, five columns are provided in the table. The first column is Palo Alto’s “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., “excellent” and “good,” “very safe” and “somewhat safe,” “essential” and “very important,” etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month. The second column is your jurisdiction’s rating on the 100-point scale. The third column is the rank assigned to Palo Alto’s rating among communities where a similar question was asked. The fourth column is the number of communities that asked a similar question. The final column shows the comparison of Palo Alto’s rating to the benchmark. In the fifth and final column, Palo Alto’s results are noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark, meaning that the average rating given by Palo Alto residents is statistically similar to or different (greater or lesser) than the benchmark. More extreme differences are noted as “much higher” or “much lower.” For detailed methodology about the benchmark data, please see *Appendix C: Benchmark Comparison Data*.

Table 43: Question 1

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%	N=452	39%	N=307	3%	N=28	1%	N=9	100%	N=796
Your neighborhood as a place to live	52%	N=412	40%	N=312	7%	N=57	1%	N=6	100%	N=787
Palo Alto as a place to raise children	56%	N=398	37%	N=259	6%	N=41	1%	N=10	100%	N=709
Palo Alto as a place to work	49%	N=324	36%	N=238	12%	N=79	3%	N=17	100%	N=657
Palo Alto as a place to visit	38%	N=282	37%	N=278	20%	N=149	5%	N=38	100%	N=747
Palo Alto as a place to retire	33%	N=217	28%	N=184	21%	N=143	19%	N=124	100%	N=669
The overall quality of life in Palo Alto	46%	N=357	45%	N=351	8%	N=61	2%	N=12	100%	N=782

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Table 44: Question 1 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Palo Alto as a place to live	84	47	318	Higher
Your neighborhood as a place to live	81	33	251	Higher
Palo Alto as a place to raise children	82	44	314	Higher
Palo Alto as a place to work	77	6	289	Much higher
Palo Alto as a place to visit	69	20	74	Similar
Palo Alto as a place to retire	58	181	298	Similar
The overall quality of life in Palo Alto	78	60	384	Similar

Table 45: Question 2

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
Overall feeling of safety in Palo Alto	47%	N=370	46%	N=364	7%	N=53	1%	N=8	100%	N=794
Overall ease of getting to the places you usually have to visit	28%	N=217	43%	N=341	24%	N=187	5%	N=41	100%	N=787
Quality of overall natural environment in Palo Alto	41%	N=323	47%	N=366	10%	N=81	2%	N=13	100%	N=783
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	18%	N=139	49%	N=385	26%	N=199	7%	N=57	100%	N=780
Health and wellness opportunities in Palo Alto	45%	N=326	43%	N=315	11%	N=79	1%	N=9	100%	N=729
Overall opportunities for education and enrichment	62%	N=465	34%	N=257	4%	N=28	0%	N=2	100%	N=752
Overall economic health of Palo Alto	47%	N=349	41%	N=302	10%	N=71	2%	N=15	100%	N=737
Sense of community	20%	N=153	44%	N=334	30%	N=228	6%	N=44	100%	N=759
Overall image or reputation of Palo Alto	51%	N=396	41%	N=313	6%	N=50	2%	N=14	100%	N=773

Table 46: Question 2 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Overall feeling of safety in Palo Alto	79	38	155	Higher
Overall ease of getting to the places you usually have to visit	64	34	66	Similar
Quality of overall natural environment in Palo Alto	76	35	230	Higher
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	59	29	62	Similar
Health and wellness opportunities in Palo Alto	77	8	62	Higher
Overall opportunities for education and enrichment	86	2	62	Much higher
Overall economic health of Palo Alto	78	2	66	Much higher
Sense of community	60	118	255	Similar
Overall image or reputation of Palo Alto	80	20	288	Higher

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Table 47: Question 3

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
	%	N	%	N	%	N	%	N	%	N
Recommend living in Palo Alto to someone who asks	49%	N=383	38%	N=298	7%	N=57	6%	N=50	100%	N=788
Remain in Palo Alto for the next five years	58%	N=447	25%	N=195	9%	N=66	8%	N=62	100%	N=769

Table 48: Question 3 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Recommend living in Palo Alto to someone who asks	86	130	227	Similar
Remain in Palo Alto for the next five years	83	132	224	Similar

Table 49: Question 4

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
In your neighborhood during the day	83%	N=661	13%	N=106	2%	N=17	1%	N=7	0%	N=1	100%	N=793
In Palo Alto's downtown/commercial areas during the day	66%	N=512	26%	N=201	6%	N=45	2%	N=15	1%	N=5	100%	N=777
In your neighborhood after dark	42%	N=332	42%	N=328	10%	N=80	6%	N=45	0%	N=3	100%	N=788
In Palo Alto's downtown/commercial areas after dark	27%	N=195	42%	N=308	16%	N=121	12%	N=90	3%	N=21	100%	N=734

Table 50: Question 4 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
In your neighborhood during the day	95	41	294	Similar
In Palo Alto's downtown/commercial area during the day	89	100	251	Similar
In your neighborhood after dark*	NA	NA	NA	NA
In Palo Alto's downtown/commercial areas after dark*	NA	NA	NA	NA

\*Custom line item; benchmark not available.

Table 51: Question 5

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Traffic flow on major streets	4%	N=31	31%	N=247	40%	N=317	24%	N=190	100%	N=786
Ease of public parking	6%	N=45	32%	N=253	42%	N=327	20%	N=156	100%	N=782
Ease of travel by car in Palo Alto	10%	N=81	41%	N=321	38%	N=292	11%	N=84	100%	N=779
Ease of travel by public transportation in Palo Alto	10%	N=51	26%	N=137	32%	N=168	32%	N=171	100%	N=527
Ease of travel by bicycle in Palo Alto	29%	N=188	49%	N=318	18%	N=119	4%	N=24	100%	N=649
Ease of walking in Palo Alto	39%	N=306	45%	N=349	14%	N=108	2%	N=15	100%	N=778
Availability of paths and walking trails	29%	N=209	46%	N=335	21%	N=157	4%	N=30	100%	N=731
Air quality	32%	N=242	51%	N=391	15%	N=118	2%	N=15	100%	N=766

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Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Cleanliness of Palo Alto	35%	N=279	51%	N=405	12%	N=96	1%	N=10	100%	N=790
Overall appearance of Palo Alto	36%	N=280	53%	N=419	10%	N=79	1%	N=8	100%	N=785
Public places where people want to spend time	28%	N=208	53%	N=401	16%	N=120	3%	N=26	100%	N=754
Variety of housing options	7%	N=50	20%	N=142	33%	N=235	40%	N=288	100%	N=715
Availability of affordable quality housing	4%	N=27	7%	N=51	19%	N=132	70%	N=483	100%	N=694
Fitness opportunities (including exercise classes and paths or trails, etc.)	32%	N=236	46%	N=339	19%	N=141	2%	N=17	100%	N=733
Recreational opportunities	30%	N=226	48%	N=359	20%	N=148	3%	N=22	100%	N=755
Availability of affordable quality food	24%	N=187	41%	N=320	29%	N=224	6%	N=51	100%	N=781
Availability of affordable quality health care	30%	N=209	44%	N=309	21%	N=147	6%	N=43	100%	N=708
Availability of preventive health services	36%	N=236	46%	N=307	15%	N=102	3%	N=19	100%	N=663
Availability of affordable quality mental health care	25%	N=96	38%	N=148	25%	N=98	12%	N=48	100%	N=390

Table 52: Question 5 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Traffic flow on major streets	38	233	288	Similar
Ease of public parking	41	38	51	Similar
Ease of travel by car in Palo Alto	50	185	246	Similar
Ease of travel by public transportation in Palo Alto	38	60	83	Similar
Ease of travel by bicycle in Palo Alto	68	19	250	Higher
Ease of walking in Palo Alto	74	22	243	Higher
Availability of paths and walking trails	66	61	237	Similar
Air quality	71	52	211	Similar
Cleanliness of Palo Alto	74	53	227	Higher
Overall appearance of Palo Alto	75	43	295	Higher
Public places where people want to spend time	68	17	60	Higher
Variety of housing options	31	217	221	Much lower
Availability of affordable quality housing	15	254	255	Much lower
Fitness opportunities (including exercise classes and paths or trails, etc.)	69	17	62	Similar
Recreational opportunities	68	56	254	Similar
Availability of affordable quality food	61	79	181	Similar
Availability of affordable quality health care	66	34	216	Higher
Availability of preventive health services	72	7	182	Higher
Availability of affordable quality mental health care	58	13	57	Higher

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Table 53: Question 6

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Availability of affordable quality child care/preschool	16%	N=65	33%	N=130	32%	N=127	19%	N=76	100%	N=398
K-12 education	60%	N=331	35%	N=192	4%	N=22	1%	N=5	100%	N=551
Adult educational opportunities	36%	N=206	53%	N=308	10%	N=55	1%	N=8	100%	N=577
Opportunities to attend cultural/arts/music activities	36%	N=256	45%	N=323	14%	N=101	5%	N=34	100%	N=713
Opportunities to participate in religious or spiritual events and activities	41%	N=199	45%	N=221	12%	N=59	2%	N=10	100%	N=489
Employment opportunities	25%	N=142	44%	N=248	24%	N=134	8%	N=45	100%	N=569
Shopping opportunities	38%	N=291	44%	N=338	15%	N=118	3%	N=24	100%	N=771
Cost of living in Palo Alto	2%	N=15	9%	N=71	32%	N=244	57%	N=435	100%	N=765
Overall quality of business and service establishments in Palo Alto	23%	N=174	56%	N=421	19%	N=141	3%	N=21	100%	N=757
Vibrant downtown/commercial areas	28%	N=211	49%	N=369	19%	N=146	4%	N=30	100%	N=756
Overall quality of new development in Palo Alto	12%	N=81	39%	N=257	27%	N=178	22%	N=143	100%	N=660
Opportunities to participate in social events and activities	23%	N=153	48%	N=320	26%	N=173	3%	N=21	100%	N=666
Opportunities to volunteer	35%	N=205	48%	N=281	15%	N=88	2%	N=12	100%	N=586
Opportunities to participate in community matters	28%	N=163	47%	N=274	21%	N=125	4%	N=21	100%	N=582
Openness and acceptance of the community toward people of diverse backgrounds	31%	N=217	45%	N=317	17%	N=121	7%	N=51	100%	N=706
Neighborhoodliness of residents in Palo Alto	20%	N=148	44%	N=324	28%	N=209	7%	N=55	100%	N=736
Openness and acceptance of the community toward lesbian, gay, bisexual and transgender people	33%	N=162	54%	N=270	11%	N=53	3%	N=14	100%	N=499
Opportunities to learn about City services through social media websites such as Twitter and Facebook	24%	N=86	49%	N=175	20%	N=70	7%	N=25	100%	N=356

Table 54: Question 6 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Availability of affordable quality child care/preschool	49	100	215	Similar
K-12 education	85	7	214	Much higher
Adult educational opportunities	74	3	58	Higher
Opportunities to attend cultural/arts/music activities	71	15	248	Higher
Opportunities to participate in religious or spiritual events and activities	75	20	175	Similar
Employment opportunities	62	3	258	Much higher
Shopping opportunities	72	22	242	Higher
Cost of living in Palo Alto	19	63	64	Much lower
Overall quality of business and service establishments in Palo Alto	66	30	217	Similar
Vibrant downtown/commercial area	67	5	59	Much higher
Overall quality of new development in Palo Alto	47	185	235	Similar

## The National Citizen Survey™

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Opportunities to participate in social events and activities	64	51	207	Similar
Opportunities to volunteer	72	30	220	Similar
Opportunities to participate in community matters	66	31	221	Similar
Openness and acceptance of the community toward people of diverse backgrounds	66	27	241	Similar
Neighborliness of residents in Palo Alto	59	20	61	Similar
Openness and acceptance of the community toward lesbian, gay, bisexual and transgender people*	NA	NA	NA	NA
Opportunities to learn about City services through social media websites such as Twitter and Facebook*	NA	NA	NA	NA

\*Custom line item; benchmark not available.

Table 55: Question 7

Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
Made efforts to conserve water	4%	N=30	96%	N=758	100%	N=788
Made efforts to make your home more energy efficient	23%	N=178	77%	N=607	100%	N=786
Observed a code violation or other hazard in Palo Alto (weeds, abandoned buildings, etc.)	70%	N=543	30%	N=227	100%	N=770
Household member was a victim of a crime in Palo Alto	92%	N=721	8%	N=60	100%	N=781
Reported a crime to the police in Palo Alto	87%	N=674	13%	N=104	100%	N=778
Stocked supplies in preparation for an emergency	54%	N=427	46%	N=356	100%	N=783
Campaigned or advocated for an issue, cause or candidate	73%	N=573	27%	N=210	100%	N=782
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	50%	N=389	50%	N=395	100%	N=784
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	83%	N=648	17%	N=131	100%	N=779

Table 56: Question 7 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Made efforts to conserve water	96	1	59	Higher
Made efforts to make your home more energy efficient	77	34	60	Similar
Did NOT observe a code violation or other hazard in Palo Alto	70	7	60	Higher
Household member was NOT a victim of a crime	92	48	226	Similar
Did NOT report a crime to the police	87	7	64	Higher
Stocked supplies in preparation for an emergency	46	15	57	Similar
Campaigned or advocated for an issue, cause or candidate	27	13	59	Similar
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	50	99	259	Similar

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	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	17	31	60	Similar

Table 57: Question 8

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Palo Alto?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Used Palo Alto recreation centers or their services	14%	N=106	18%	N=142	31%	N=244	37%	N=288	100%	N=780
Visited a neighborhood park or City park	33%	N=258	29%	N=229	29%	N=228	9%	N=68	100%	N=783
Used Palo Alto public libraries or their services	11%	N=87	27%	N=213	29%	N=229	32%	N=247	100%	N=775
Participated in religious or spiritual activities in Palo Alto	6%	N=50	11%	N=83	13%	N=104	70%	N=549	100%	N=786
Attended a City-sponsored event	2%	N=13	6%	N=49	42%	N=325	50%	N=387	100%	N=774
Used bus, rail or other public transportation instead of driving	11%	N=89	12%	N=98	26%	N=206	50%	N=392	100%	N=785
Carpooled with other adults or children instead of driving alone	17%	N=133	18%	N=142	18%	N=140	47%	N=368	100%	N=784
Walked or biked instead of driving	45%	N=352	24%	N=188	15%	N=118	15%	N=121	100%	N=779
Volunteered your time to some group/activity in Palo Alto	9%	N=69	13%	N=104	18%	N=139	60%	N=462	100%	N=774
Participated in a club	7%	N=54	10%	N=76	10%	N=78	73%	N=563	100%	N=771
Talked to or visited with your immediate neighbors	40%	N=309	31%	N=242	20%	N=159	9%	N=71	100%	N=780
Done a favor for a neighbor	19%	N=147	22%	N=173	40%	N=310	19%	N=149	100%	N=779
Used the City's website to conduct business or pay bills	6%	N=44	10%	N=78	37%	N=291	47%	N=369	100%	N=782

Table 58: Question 8 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Used Palo Alto recreation centers or their services	63	48	190	Similar
Visited a neighborhood park or City park	91	35	221	Similar
Used Palo Alto public libraries or their services	68	112	195	Similar
Participated in religious or spiritual activities in Palo Alto	30	156	169	Much lower
Attended City-sponsored event	50	29	59	Similar
Used bus, rail or other public transportation instead of driving	50	10	53	Higher
Carpooled with other adults or children instead of driving alone	53	7	61	Similar
Walked or biked instead of driving	85	6	61	Much higher
Volunteered your time to some group/activity in Palo Alto	40	120	218	Similar
Participated in a club	27	117	194	Similar
Talked to or visited with your immediate neighbors	91	32	60	Similar
Done a favor for a neighbor	81	34	58	Similar



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	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Used the City's website to conduct business or pay bills*	NA	NA	NA	NA

\*Custom line item; benchmark not available.

Table 59: Question 9

Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Attended a local public meeting	1%	N=5	2%	N=15	19%	N=151	78%	N=609	100%	N=779
Watched (online or on television) a local public meeting	1%	N=5	3%	N=24	12%	N=93	84%	N=652	100%	N=774

Table 60: Question 9 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Attended a local public meeting	22	123	219	Similar
Watched (online or on television) a local public meeting	16	168	182	Lower

Table 61: Question 10

Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Total	
Police services	38%	N=233	49%	N=297	11%	N=65	2%	N=13	100%	N=609
Fire services	50%	N=258	45%	N=231	4%	N=22	0%	N=2	100%	N=513
Ambulance or emergency medical services	54%	N=253	43%	N=202	3%	N=16	0%	N=1	100%	N=471
Crime prevention	28%	N=147	52%	N=276	15%	N=81	4%	N=22	100%	N=527
Fire prevention and education	36%	N=149	49%	N=201	14%	N=57	2%	N=8	100%	N=415
Traffic enforcement	18%	N=110	45%	N=275	27%	N=169	10%	N=62	100%	N=617
Street repair	13%	N=96	41%	N=296	28%	N=202	17%	N=120	100%	N=714
Street cleaning	31%	N=226	49%	N=363	16%	N=114	4%	N=31	100%	N=735
Street lighting	25%	N=187	48%	N=359	18%	N=133	8%	N=63	100%	N=742
Sidewalk maintenance	18%	N=129	44%	N=321	25%	N=178	13%	N=98	100%	N=726
Traffic signal timing	13%	N=92	41%	N=295	29%	N=213	17%	N=126	100%	N=726
Bus or transit services	17%	N=77	40%	N=184	25%	N=114	18%	N=84	100%	N=459
Garbage collection	47%	N=351	44%	N=325	7%	N=53	1%	N=11	100%	N=740
Yard waste pick-up	45%	N=278	45%	N=274	9%	N=57	1%	N=4	100%	N=613
Storm drainage	28%	N=159	52%	N=288	15%	N=84	5%	N=28	100%	N=559
Drinking water	50%	N=366	39%	N=285	8%	N=61	2%	N=18	100%	N=731
Sewer services	42%	N=260	48%	N=297	9%	N=54	2%	N=14	100%	N=625

## The National Citizen Survey™

Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Total	
Utility billing	38%	N=270	47%	N=334	13%	N=90	3%	N=22	100%	N=716
City parks	47%	N=347	44%	N=325	7%	N=49	2%	N=11	100%	N=731
Recreation programs or classes	31%	N=145	56%	N=259	11%	N=51	2%	N=8	100%	N=463
Recreation centers or facilities	32%	N=160	52%	N=258	13%	N=62	3%	N=17	100%	N=498
Land use, planning and zoning	14%	N=75	30%	N=165	28%	N=155	29%	N=159	100%	N=553
Code enforcement (weeds, abandoned buildings, etc.)	18%	N=81	44%	N=195	26%	N=118	12%	N=51	100%	N=445
Animal control	30%	N=128	50%	N=212	15%	N=62	6%	N=25	100%	N=428
Economic development	26%	N=137	47%	N=245	19%	N=100	8%	N=45	100%	N=526
Public library services	41%	N=247	41%	N=247	12%	N=75	7%	N=41	100%	N=610
Public information services	26%	N=130	53%	N=267	17%	N=87	3%	N=17	100%	N=502
Cable television	18%	N=85	42%	N=192	22%	N=103	18%	N=83	100%	N=462
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	22%	N=96	48%	N=205	24%	N=102	6%	N=25	100%	N=428
Preservation of natural areas such as open space, farmlands and greenbelts	35%	N=222	45%	N=282	16%	N=99	5%	N=30	100%	N=633
Palo Alto open space	39%	N=257	43%	N=287	15%	N=101	3%	N=20	100%	N=666
City-sponsored special events	23%	N=111	52%	N=257	20%	N=100	5%	N=24	100%	N=493
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	31%	N=163	50%	N=260	16%	N=83	3%	N=18	100%	N=524
Neighborhood branch libraries	30%	N=180	48%	N=284	18%	N=105	4%	N=24	100%	N=593
Your neighborhood park	41%	N=237	42%	N=243	11%	N=63	7%	N=40	100%	N=583
Variety of library materials	43%	N=292	45%	N=306	10%	N=67	2%	N=14	100%	N=679
Street tree maintenance	33%	N=185	47%	N=260	14%	N=77	6%	N=33	100%	N=555
Electric utility	27%	N=192	45%	N=319	20%	N=140	7%	N=51	100%	N=701
Gas utility	39%	N=271	49%	N=340	11%	N=80	1%	N=7	100%	N=698
Recycling collection	39%	N=262	49%	N=325	11%	N=72	1%	N=6	100%	N=665
City's website	42%	N=294	46%	N=323	10%	N=70	3%	N=21	100%	N=708
Art programs and theatre	18%	N=94	51%	N=268	28%	N=146	4%	N=23	100%	N=530

Table 62: Question 10 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Police services	74	85	364	Similar
Fire services	82	78	303	Similar
Ambulance or emergency medical services	83	39	287	Similar
Crime prevention	68	66	292	Similar
Fire prevention and education	73	62	242	Similar
Traffic enforcement	57	175	314	Similar

## The National Citizen Survey™

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Street repair	51	161	366	Similar
Street cleaning	69	21	246	Higher
Street lighting	63	33	270	Similar
Sidewalk maintenance	55	92	256	Similar
Traffic signal timing	50	95	210	Similar
Bus or transit services	52	93	182	Similar
Garbage collection	79	33	292	Similar
Yard waste pick-up	78	13	221	Higher
Storm drainage	68	22	302	Higher
Drinking water	79	8	278	Higher
Sewer services	76	11	262	Higher
Utility billing	73	5	64	Higher
City parks	79	38	275	Similar
Recreation programs or classes	72	52	276	Similar
Recreation centers or facilities	71	53	233	Similar
Land use, planning and zoning	43	178	243	Similar
Code enforcement (weeds, abandoned buildings, etc.)	56	70	300	Similar
Animal control	68	15	276	Higher
Economic development	63	17	234	Higher
Public library services	72	172	288	Similar
Public information services	67	40	228	Similar
Cable television	53	73	167	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	62	66	241	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	70	13	217	Higher
Palo Alto open space	72	8	73	Higher
City-sponsored special events	64	24	72	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	69	126	307	Similar
Neighborhood branch libraries*	NA	NA	NA	NA
Your neighborhood park*	NA	NA	NA	NA
Variety of library materials*	NA	NA	NA	NA
Street tree maintenance*	NA	NA	NA	NA
Electric utility*	NA	NA	NA	NA
Gas utility*	NA	NA	NA	NA
Recycling collection*	NA	NA	NA	NA

## The National Citizen Survey™

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
City's website*	NA	NA	NA	NA
Art programs and theatre*	NA	NA	NA	NA

\*Custom line item; benchmark not available.

Table 63: Question 11

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%	N=210	55%	N=406	14%	N=102	3%	N=21	100%	N=740
The Federal Government	9%	N=56	39%	N=244	40%	N=251	12%	N=74	100%	N=625

Table 64: Question 11 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Services provided by the City of Palo Alto	70	75	361	Similar
Services provided by the Federal Government	48	8	208	Similar

Table 65: Question 12

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	14%	N=95	52%	N=340	24%	N=159	9%	N=61	100%	N=655
The overall direction that Palo Alto is taking	11%	N=74	39%	N=255	34%	N=224	16%	N=109	100%	N=661
The job Palo Alto government does at welcoming citizen involvement	13%	N=69	40%	N=210	32%	N=164	15%	N=76	100%	N=520
Overall confidence in Palo Alto government	9%	N=63	43%	N=293	34%	N=233	14%	N=95	100%	N=683
Generally acting in the best interest of the community	12%	N=81	42%	N=277	30%	N=197	16%	N=109	100%	N=663
Being honest	14%	N=82	43%	N=248	29%	N=165	13%	N=75	100%	N=570
Treating all residents fairly	14%	N=78	43%	N=249	27%	N=155	16%	N=93	100%	N=575

Table 66: Question 12 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Value of services for the taxes paid to Palo Alto	57	85	343	Similar
Overall direction that Palo Alto is taking	48	192	272	Similar
Job Palo Alto government does at welcoming citizen involvement	51	126	255	Similar
Overall confidence in Palo Alto government	49	36	66	Similar
Generally acting in the best interest of the community	50	35	62	Similar
Being honest	53	30	62	Similar
Treating all residents fairly	51	31	62	Similar

## The National Citizen Survey™

Table 67: Question 13

Please rate how important, if at all, you think it is for the Palo Alto community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
	%	N	%	N	%	N	%	N	%	N
Overall feeling of safety in Palo Alto	54%	N=416	30%	N=235	13%	N=101	3%	N=20	100%	N=772
Overall ease of getting to the places you usually have to visit	35%	N=266	47%	N=361	17%	N=130	2%	N=12	100%	N=769
Quality of overall natural environment in Palo Alto	37%	N=285	44%	N=335	18%	N=135	2%	N=13	100%	N=769
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	38%	N=292	42%	N=321	19%	N=145	1%	N=11	100%	N=770
Health and wellness opportunities in Palo Alto	22%	N=169	42%	N=321	29%	N=223	6%	N=46	100%	N=758
Overall opportunities for education and enrichment	34%	N=259	37%	N=280	26%	N=195	3%	N=27	100%	N=762
Overall economic health of Palo Alto	39%	N=295	41%	N=317	18%	N=136	2%	N=18	100%	N=766
Sense of community	26%	N=194	46%	N=351	25%	N=191	3%	N=25	100%	N=761

Table 68: Question 14

If the City must identify areas for additional multifamily housing (condos or apartments) to meet state requirements, please indicate how much you agree or disagree with placing the additional multifamily housing in the following locations:	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
	%	N	%	N	%	N	%	N	%	N
Along El Camino Real	34%	N=239	32%	N=229	16%	N=117	17%	N=124	100%	N=708
Along San Antonio Avenue	30%	N=209	38%	N=260	16%	N=109	17%	N=115	100%	N=693
California Avenue area	24%	N=173	31%	N=219	20%	N=142	25%	N=175	100%	N=708
Downtown Palo Alto	24%	N=167	25%	N=176	21%	N=146	30%	N=208	100%	N=697
East of Highway 101	38%	N=250	31%	N=201	13%	N=83	19%	N=123	100%	N=656

Table 69: Question 15

Please indicate your level of support for future funding of the following transportation-related investments:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
	%	N	%	N	%	N	%	N	%	N
Bicycle/pedestrian improvements	59%	N=441	35%	N=260	4%	N=30	3%	N=22	100%	N=753
Caltrain grade separation (i.e., raising or lowering the tracks so vehicles can continue driving while trains pass)	40%	N=283	35%	N=246	17%	N=121	9%	N=62	100%	N=712
Electric vehicle infrastructure and incentives	35%	N=248	46%	N=327	12%	N=87	6%	N=43	100%	N=704
Incentives to encourage people to use transit instead of cars	43%	N=309	41%	N=299	11%	N=78	5%	N=38	100%	N=724
Parking garages (downtown and California Avenue)	38%	N=276	44%	N=315	14%	N=102	4%	N=30	100%	N=723
Road widening and intersection improvements	31%	N=226	44%	N=318	17%	N=123	8%	N=56	100%	N=724
Shuttle service improvements	37%	N=246	48%	N=320	11%	N=77	4%	N=29	100%	N=673

## The National Citizen Survey™

Table 70: Question 16

Please rate the ease of vehicle travel through Palo Alto on Monday-Friday from...	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Early morning through rush hour (6:01 a.m. - 9:00 a.m.)	5%	N=36	19%	N=127	45%	N=295	31%	N=204	100%	N=663
Late morning through mid-afternoon (9:01 a.m. - 3:00 p.m.)	13%	N=93	49%	N=347	27%	N=192	11%	N=75	100%	N=707
Late afternoon through rush hour (3:01 p.m. - 7:00 p.m.)	2%	N=12	12%	N=89	35%	N=255	51%	N=366	100%	N=723
Evening through midnight (7:01 p.m. - 12:00 a.m.)	28%	N=199	51%	N=356	17%	N=119	4%	N=26	100%	N=701
Midnight through early morning (12:01 a.m. - 6:00 a.m.)	71%	N=422	23%	N=138	4%	N=24	1%	N=8	100%	N=592

Table 71: Question 17

Please rate the availability of public parking in Palo Alto on Monday-Friday from...	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Early morning through rush hour (6:01 a.m. - 9:00 a.m.)	25%	N=115	41%	N=188	25%	N=117	10%	N=44	100%	N=464
Late morning through mid-afternoon (9:01 a.m. - 3:00 p.m.)	4%	N=22	28%	N=163	39%	N=223	29%	N=166	100%	N=575
Late afternoon through rush hour (3:01 p.m. - 7:00 p.m.)	4%	N=24	21%	N=125	40%	N=232	35%	N=203	100%	N=584
Evening through midnight (7:01 p.m. - 12:00 a.m.)	13%	N=73	31%	N=179	34%	N=197	22%	N=124	100%	N=573
Midnight through early morning (12:01 a.m. - 6:00 a.m.)	56%	N=245	33%	N=145	9%	N=38	3%	N=13	100%	N=441

Table 72: Question 18

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	
	%	N	%	N	%	N	%	N	%	N	%	N
Population growth	1%	N=6	5%	N=31	34%	N=200	35%	N=206	25%	N=150	100%	N=592
Retail growth (stores, restaurants, etc.)	5%	N=32	15%	N=93	58%	N=372	17%	N=111	5%	N=29	100%	N=637
Jobs growth	8%	N=40	20%	N=98	53%	N=263	9%	N=46	10%	N=48	100%	N=494
Housing growth	17%	N=108	18%	N=114	26%	N=160	17%	N=108	22%	N=136	100%	N=626

Table 73: Question D1

How often, if at all, do you do each of the following, considering all of the times you could?	Never		Rarely		Sometimes		Usually		Always		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Recycle at home	1%	N=7	1%	N=7	4%	N=30	11%	N=90	83%	N=655	100%	N=789
Purchase goods or services from a business located in Palo Alto	1%	N=8	3%	N=23	27%	N=214	48%	N=378	21%	N=161	100%	N=785
Eat at least 5 portions of fruits and vegetables a day	1%	N=10	8%	N=65	22%	N=174	40%	N=318	28%	N=220	100%	N=786
Participate in moderate or vigorous physical activity	1%	N=9	7%	N=55	23%	N=178	39%	N=303	30%	N=238	100%	N=782
Read or watch local news (via television, paper, computer, etc.)	5%	N=42	13%	N=100	20%	N=156	26%	N=207	36%	N=279	100%	N=784
Vote in local elections	18%	N=142	8%	N=61	9%	N=68	18%	N=141	48%	N=373	100%	N=785

## The National Citizen Survey™

Table 74: Question D1 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Recycle at home	98	2	213	Higher
Purchase goods or services from a business located in Palo Alto	96	38	60	Similar
Eat at least 5 portions of fruits and vegetables a day	91	2	60	Similar
Participate in moderate or vigorous physical activity	92	3	60	Similar
Read or watch local news (via television, paper, computer, etc.)	82	57	60	Similar
Vote in local elections	74	139	211	Similar

Table 75: Question D2

Would you say that in general your health is:	Percent	Number
Excellent	34%	N=264
Very good	43%	N=334
Good	19%	N=152
Fair	4%	N=28
Poor	1%	N=6
Total	100%	N=784

Table 76: Question D3

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	Number
Very positive	7%	N=58
Somewhat positive	28%	N=219
Neutral	53%	N=412
Somewhat negative	10%	N=78
Very negative	2%	N=12
Total	100%	N=779

Table 77: Question D4

What is your employment status?	Percent	Number
Working full time for pay	55%	N=434
Working part time for pay	12%	N=97
Unemployed, looking for paid work	3%	N=20
Unemployed, not looking for paid work	5%	N=37
Fully retired	23%	N=183
College student, unemployed	2%	N=15

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What is your employment status?	Percent	Number
Total	100%	N=786

Table 78: Question D5

Do you work inside the boundaries of Palo Alto?	Percent	Number
Yes, outside the home	30%	N=221
Yes, from home	14%	N=105
No	56%	N=422
Total	100%	N=747

Table 79: Question D6

How many years have you lived in Palo Alto?	Percent	Number
Less than 2 years	13%	N=105
2 to 5 years	21%	N=165
6 to 10 years	18%	N=138
11 to 20 years	14%	N=112
More than 20 years	34%	N=265
Total	100%	N=786

Table 80: Question D7

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	57%	N=449
Building with two or more homes (duplex, townhome, apartment or condominium)	40%	N=314
Mobile home	0%	N=1
Other	2%	N=19
Total	100%	N=783

Table 81: Question D8

Is this house, apartment or mobile home...	Percent	Number
Rented	44%	N=341
Owned	56%	N=432
Total	100%	N=773



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Table 82: Question D9

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$1,000 per month	12%	N=89
\$1,000 to \$1,499 per month	8%	N=58
\$1,500 to \$1,999 per month	13%	N=97
\$2,000 to \$2,499 per month	12%	N=87
\$2,500 to \$2,999 per month	10%	N=75
\$3,000 to \$3,499 per month	10%	N=76
\$3,500 to 3,999 per month	7%	N=52
\$4,000 to \$4,499 per month	7%	N=55
\$4,500 to \$4,999 per month	5%	N=36
\$5,000 or more per month	16%	N=115
Total	100%	N=739

Table 83: Question D10

Do any children 17 or under live in your household?	Percent	Number
No	64%	N=497
Yes	36%	N=283
Total	100%	N=780

Table 84: Question D11

Are you or any other members of your household aged 65 or older?	Percent	Number
No	69%	N=543
Yes	31%	N=242
Total	100%	N=785

Table 85: Question D12

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	Number
Less than \$25,000	6%	N=40
\$25,000 to \$49,999	10%	N=73
\$50,000 to \$99,999	18%	N=128
\$100,000 to \$149,999	17%	N=119
\$150,000 to \$199,999	13%	N=93
\$200,000 to \$249,999	8%	N=58

## The National Citizen Survey™

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	Number
\$250,000 to \$299,999	9%	N=67
\$300,000 or more	19%	N=140
Total	100%	N=719

Table 86: Question D13

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	95%	N=734
Yes, I consider myself to be Spanish, Hispanic or Latino	5%	N=41
Total	100%	N=776

Table 87: Question D14

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	0%	N=3
Asian, Asian Indian or Pacific Islander	28%	N=212
Black or African American	1%	N=11
White	69%	N=533
Other	4%	N=33

Total may exceed 100% as respondents could select more than one option.

Table 88: Question D15

In which category is your age?	Percent	Number
18 to 24 years	1%	N=9
25 to 34 years	20%	N=158
35 to 44 years	19%	N=145
45 to 54 years	21%	N=168
55 to 64 years	11%	N=89
65 to 74 years	12%	N=92
75 years or older	16%	N=122
Total	100%	N=783

Table 89: Question D16

What is your sex?	Percent	Number
Female	51%	N=399

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What is your sex?	Percent	Number
Male	49%	N=380
Total	100%	N=779

Table 90: Question D17

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	55%	N=430
Land line	26%	N=201
Both	19%	N=149
Total	100%	N=780

Table 91: Question D18

Do you consider yourself to be one or more of the following? (Check all that apply.)	Percent	Number
Heterosexual	97%	N=645
Bisexual	1%	N=8
Lesbian	0%	N=1
Transgender	0%	N=2
Gay	1%	N=7
Total	100%	N=662

Total may exceed 100% as respondents could select more than one option.

## Responses including “don’t know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

Table 92: Question 1

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	57%	N=452	39%	N=307	3%	N=28	1%	N=9	0%	N=0	100%	N=796
Your neighborhood as a place to live	52%	N=412	40%	N=312	7%	N=57	1%	N=6	0%	N=1	100%	N=788
Palo Alto as a place to raise children	50%	N=398	33%	N=259	5%	N=41	1%	N=10	10%	N=81	100%	N=790
Palo Alto as a place to work	41%	N=324	31%	N=238	10%	N=79	2%	N=17	16%	N=123	100%	N=780
Palo Alto as a place to visit	36%	N=282	35%	N=278	19%	N=149	5%	N=38	5%	N=41	100%	N=788
Palo Alto as a place to retire	28%	N=217	24%	N=184	18%	N=143	16%	N=124	14%	N=110	100%	N=779
The overall quality of life in Palo Alto	45%	N=357	45%	N=351	8%	N=61	2%	N=12	1%	N=4	100%	N=786

## The National Citizen Survey™

Table 93: Question 1 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Palo Alto as a place to live	84	47	318	Higher
Your neighborhood as a place to live	81	33	251	Higher
Palo Alto as a place to raise children	82	44	314	Higher
Palo Alto as a place to work	77	6	289	Much higher
Palo Alto as a place to visit	69	20	74	Similar
Palo Alto as a place to retire	58	181	298	Similar
The overall quality of life in Palo Alto	78	60	384	Similar

Table 94: Question 2

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Overall feeling of safety in Palo Alto	47%	N=370	46%	N=364	7%	N=53	1%	N=8	0%	N=1	100%	N=795
Overall ease of getting to the places you usually have to visit	27%	N=217	43%	N=341	24%	N=187	5%	N=41	0%	N=4	100%	N=791
Quality of overall natural environment in Palo Alto	41%	N=323	46%	N=366	10%	N=81	2%	N=13	1%	N=7	100%	N=790
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	18%	N=139	49%	N=385	25%	N=199	7%	N=57	1%	N=8	100%	N=788
Health and wellness opportunities in Palo Alto	42%	N=326	40%	N=315	10%	N=79	1%	N=9	7%	N=54	100%	N=783
Overall opportunities for education and enrichment	59%	N=465	33%	N=257	4%	N=28	0%	N=2	4%	N=35	100%	N=787
Overall economic health of Palo Alto	45%	N=349	39%	N=302	9%	N=71	2%	N=15	6%	N=47	100%	N=784
Sense of community	20%	N=153	43%	N=334	29%	N=228	6%	N=44	3%	N=22	100%	N=781
Overall image or reputation of Palo Alto	50%	N=396	40%	N=313	6%	N=50	2%	N=14	1%	N=11	100%	N=785

Table 95: Question 2 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Overall feeling of safety in Palo Alto	79	38	155	Higher
Overall ease of getting to the places you usually have to visit	64	34	66	Similar
Quality of overall natural environment in Palo Alto	76	35	230	Higher
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	59	29	62	Similar
Health and wellness opportunities in Palo Alto	77	8	62	Higher
Overall opportunities for education and enrichment	86	2	62	Much higher
Overall economic health of Palo Alto	78	2	66	Much higher
Sense of community	60	118	255	Similar
Overall image or reputation of Palo Alto	80	20	288	Higher

## The National Citizen Survey™

Table 96: Question 3

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	
	%	N	%	N	%	N	%	N	%	N	%	N
Recommend living in Palo Alto to someone who asks	48%	N=383	38%	N=298	7%	N=57	6%	N=50	1%	N=6	100%	N=794
Remain in Palo Alto for the next five years	56%	N=447	25%	N=195	8%	N=66	8%	N=62	3%	N=22	100%	N=791

Table 97: Question 3 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Recommend living in Palo Alto to someone who asks	86	130	227	Similar
Remain in Palo Alto for the next five years	83	132	224	Similar

Table 98: Question 4

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N
In your neighborhood during the day	83%	N=661	13%	N=106	2%	N=17	1%	N=7	0%	N=1	0%	N=1	100%	N=794
In Palo Alto's downtown/commercial areas during the day	65%	N=512	25%	N=201	6%	N=45	2%	N=15	1%	N=5	2%	N=15	100%	N=793
In your neighborhood after dark	42%	N=332	41%	N=328	10%	N=80	6%	N=45	0%	N=3	1%	N=5	100%	N=793
In Palo Alto's downtown/commercial areas after dark	25%	N=195	39%	N=308	15%	N=121	11%	N=90	3%	N=21	7%	N=55	100%	N=789

Table 99: Question 4 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
In your neighborhood during the day	95	41	294	Similar
In Palo Alto's downtown/commercial area during the day	89	100	251	Similar
In your neighborhood after dark*	NA	NA	NA	NA
In Palo Alto's downtown/commercial areas after dark*	NA	NA	NA	NA

\*Custom line item; benchmark not available.

Table 100: Question 5

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Traffic flow on major streets	4%	N=31	31%	N=247	40%	N=317	24%	N=190	1%	N=4	100%	N=790
Ease of public parking	6%	N=45	32%	N=253	42%	N=327	20%	N=156	1%	N=5	100%	N=787
Ease of travel by car in Palo Alto	10%	N=81	41%	N=321	37%	N=292	11%	N=84	1%	N=5	100%	N=784
Ease of travel by public transportation in Palo Alto	7%	N=51	18%	N=137	21%	N=168	22%	N=171	33%	N=256	100%	N=783

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Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Ease of travel by bicycle in Palo Alto	24%	N=188	41%	N=318	15%	N=119	3%	N=24	17%	N=130	100%	N=778
Ease of walking in Palo Alto	39%	N=306	44%	N=349	14%	N=108	2%	N=15	1%	N=10	100%	N=788
Availability of paths and walking trails	27%	N=209	43%	N=335	20%	N=157	4%	N=30	7%	N=56	100%	N=786
Air quality	31%	N=242	50%	N=391	15%	N=118	2%	N=15	3%	N=21	100%	N=787
Cleanliness of Palo Alto	35%	N=279	51%	N=405	12%	N=96	1%	N=10	0%	N=1	100%	N=791
Overall appearance of Palo Alto	35%	N=280	53%	N=419	10%	N=79	1%	N=8	0%	N=2	100%	N=787
Public places where people want to spend time	27%	N=208	51%	N=401	15%	N=120	3%	N=26	4%	N=29	100%	N=784
Variety of housing options	6%	N=50	18%	N=142	30%	N=235	37%	N=288	8%	N=63	100%	N=778
Availability of affordable quality housing	3%	N=27	7%	N=51	17%	N=132	62%	N=483	11%	N=82	100%	N=776
Fitness opportunities (including exercise classes and paths or trails, etc.)	30%	N=236	43%	N=339	18%	N=141	2%	N=17	6%	N=47	100%	N=780
Recreational opportunities	29%	N=226	46%	N=359	19%	N=148	3%	N=22	4%	N=32	100%	N=787
Availability of affordable quality food	24%	N=187	40%	N=320	28%	N=224	6%	N=51	1%	N=10	100%	N=791
Availability of affordable quality health care	27%	N=209	39%	N=309	19%	N=147	5%	N=43	10%	N=81	100%	N=789
Availability of preventive health services	30%	N=236	39%	N=307	13%	N=102	2%	N=19	16%	N=125	100%	N=788
Availability of affordable quality mental health care	12%	N=96	19%	N=148	12%	N=98	6%	N=48	51%	N=400	100%	N=790

Table 101: Question 5 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Traffic flow on major streets	38	233	288	Similar
Ease of public parking	41	38	51	Similar
Ease of travel by car in Palo Alto	50	185	246	Similar
Ease of travel by public transportation in Palo Alto	38	60	83	Similar
Ease of travel by bicycle in Palo Alto	68	19	250	Higher
Ease of walking in Palo Alto	74	22	243	Higher
Availability of paths and walking trails	66	61	237	Similar
Air quality	71	52	211	Similar
Cleanliness of Palo Alto	74	53	227	Higher
Overall appearance of Palo Alto	75	43	295	Higher
Public places where people want to spend time	68	17	60	Higher
Variety of housing options	31	217	221	Much lower
Availability of affordable quality housing	15	254	255	Much lower
Fitness opportunities (including exercise classes and paths or trails, etc.)	69	17	62	Similar
Recreational opportunities	68	56	254	Similar
Availability of affordable quality food	61	79	181	Similar

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	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Availability of affordable quality health care	66	34	216	Higher
Availability of preventive health services	72	7	182	Higher
Availability of affordable quality mental health care	58	13	57	Higher

Table 102: Question 6

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Availability of affordable quality child care/preschool	8%	N=65	17%	N=130	16%	N=127	10%	N=76	49%	N=386	100%	N=784
K-12 education	43%	N=331	25%	N=192	3%	N=22	1%	N=5	29%	N=226	100%	N=777
Adult educational opportunities	26%	N=206	39%	N=308	7%	N=55	1%	N=8	26%	N=203	100%	N=780
Opportunities to attend cultural/arts/music activities	33%	N=256	41%	N=323	13%	N=101	4%	N=34	9%	N=67	100%	N=780
Opportunities to participate in religious or spiritual events and activities	26%	N=199	28%	N=221	8%	N=59	1%	N=10	37%	N=289	100%	N=778
Employment opportunities	18%	N=142	32%	N=248	17%	N=134	6%	N=45	27%	N=209	100%	N=778
Shopping opportunities	37%	N=291	44%	N=338	15%	N=118	3%	N=24	1%	N=5	100%	N=776
Cost of living in Palo Alto	2%	N=15	9%	N=71	31%	N=244	56%	N=435	1%	N=9	100%	N=774
Overall quality of business and service establishments in Palo Alto	22%	N=174	54%	N=421	18%	N=141	3%	N=21	3%	N=23	100%	N=780
Vibrant downtown/commercial areas	27%	N=211	47%	N=369	19%	N=146	4%	N=30	3%	N=22	100%	N=778
Overall quality of new development in Palo Alto	10%	N=81	33%	N=257	23%	N=178	18%	N=143	15%	N=119	100%	N=778
Opportunities to participate in social events and activities	20%	N=153	41%	N=320	22%	N=173	3%	N=21	14%	N=109	100%	N=775
Opportunities to volunteer	26%	N=205	36%	N=281	11%	N=88	2%	N=12	25%	N=190	100%	N=776
Opportunities to participate in community matters	21%	N=163	36%	N=274	16%	N=125	3%	N=21	25%	N=189	100%	N=772
Openness and acceptance of the community toward people of diverse backgrounds	28%	N=217	41%	N=317	16%	N=121	7%	N=51	9%	N=71	100%	N=777
Neighborliness of residents in Palo Alto	19%	N=148	42%	N=324	27%	N=209	7%	N=55	4%	N=31	100%	N=767
Openness and acceptance of the community toward lesbian, gay, bisexual and transgender people	21%	N=162	35%	N=270	7%	N=53	2%	N=14	36%	N=277	100%	N=776
Opportunities to learn about City services through social media websites such as Twitter and Facebook	11%	N=86	23%	N=175	9%	N=70	3%	N=25	54%	N=416	100%	N=771

Table 103: Question 6 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Availability of affordable quality child care/preschool	49	100	215	Similar
K-12 education	85	7	214	Much higher
Adult educational opportunities	74	3	58	Higher
Opportunities to attend cultural/arts/music activities	71	15	248	Higher

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	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Opportunities to participate in religious or spiritual events and activities	75	20	175	Similar
Employment opportunities	62	3	258	Much higher
Shopping opportunities	72	22	242	Higher
Cost of living in Palo Alto	19	63	64	Much lower
Overall quality of business and service establishments in Palo Alto	66	30	217	Similar
Vibrant downtown/commercial area	67	5	59	Much higher
Overall quality of new development in Palo Alto	47	185	235	Similar
Opportunities to participate in social events and activities	64	51	207	Similar
Opportunities to volunteer	72	30	220	Similar
Opportunities to participate in community matters	66	31	221	Similar
Openness and acceptance of the community toward people of diverse backgrounds	66	27	241	Similar
Neighborhoodliness of residents in Palo Alto	59	20	61	Similar
Openness and acceptance of the community toward lesbian, gay, bisexual and transgender people*	NA	NA	NA	NA
Opportunities to learn about City services through social media websites such as Twitter and Facebook*	NA	NA	NA	NA

\*Custom line item; benchmark not available.

Table 104: Question 7

Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
Made efforts to conserve water	4%	N=30	96%	N=758	100%	N=788
Made efforts to make your home more energy efficient	23%	N=178	77%	N=607	100%	N=786
Observed a code violation or other hazard in Palo Alto (weeds, abandoned buildings, etc.)	70%	N=543	30%	N=227	100%	N=770
Household member was a victim of a crime in Palo Alto	92%	N=721	8%	N=60	100%	N=781
Reported a crime to the police in Palo Alto	87%	N=674	13%	N=104	100%	N=778
Stocked supplies in preparation for an emergency	54%	N=427	46%	N=356	100%	N=783
Campaigned or advocated for an issue, cause or candidate	73%	N=573	27%	N=210	100%	N=782
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	50%	N=389	50%	N=395	100%	N=784
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	83%	N=648	17%	N=131	100%	N=779

Table 105: Question 7 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Made efforts to conserve water	96	1	59	Higher
Made efforts to make your home more energy efficient	77	34	60	Similar
Did NOT observe a code violation or other hazard in Palo Alto	70	7	60	Higher



## The National Citizen Survey™

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Household member was NOT a victim of a crime	92	48	226	Similar
Did NOT report a crime to the police	87	7	64	Higher
Stocked supplies in preparation for an emergency	46	15	57	Similar
Campaigned or advocated for an issue, cause or candidate	27	13	59	Similar
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	50	99	259	Similar
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	17	31	60	Similar

Table 106: Question 8

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Palo Alto?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Used Palo Alto recreation centers or their services	14%	N=106	18%	N=142	31%	N=244	37%	N=288	100%	N=780
Visited a neighborhood park or City park	33%	N=258	29%	N=229	29%	N=228	9%	N=68	100%	N=783
Used Palo Alto public libraries or their services	11%	N=87	27%	N=213	29%	N=229	32%	N=247	100%	N=775
Participated in religious or spiritual activities in Palo Alto	6%	N=50	11%	N=83	13%	N=104	70%	N=549	100%	N=786
Attended a City-sponsored event	2%	N=13	6%	N=49	42%	N=325	50%	N=387	100%	N=774
Used bus, rail or other public transportation instead of driving	11%	N=89	12%	N=98	26%	N=206	50%	N=392	100%	N=785
Carpooled with other adults or children instead of driving alone	17%	N=133	18%	N=142	18%	N=140	47%	N=368	100%	N=784
Walked or biked instead of driving	45%	N=352	24%	N=188	15%	N=118	15%	N=121	100%	N=779
Volunteered your time to some group/activity in Palo Alto	9%	N=69	13%	N=104	18%	N=139	60%	N=462	100%	N=774
Participated in a club	7%	N=54	10%	N=76	10%	N=78	73%	N=563	100%	N=771
Talked to or visited with your immediate neighbors	40%	N=309	31%	N=242	20%	N=159	9%	N=71	100%	N=780
Done a favor for a neighbor	19%	N=147	22%	N=173	40%	N=310	19%	N=149	100%	N=779
Used the City's website to conduct business or pay bills	6%	N=44	10%	N=78	37%	N=291	47%	N=369	100%	N=782

Table 107: Question 8 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Used Palo Alto recreation centers or their services	63	48	190	Similar
Visited a neighborhood park or City park	91	35	221	Similar
Used Palo Alto public libraries or their services	68	112	195	Similar
Participated in religious or spiritual activities in Palo Alto	30	156	169	Much lower
Attended City-sponsored event	50	29	59	Similar
Used bus, rail or other public transportation instead of driving	50	10	53	Higher
Carpooled with other adults or children instead of driving alone	53	7	61	Similar
Walked or biked instead of driving	85	6	61	Much higher
Volunteered your time to some group/activity in Palo Alto	40	120	218	Similar

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	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Participated in a club	27	117	194	Similar
Talked to or visited with your immediate neighbors	91	32	60	Similar
Done a favor for a neighbor	81	34	58	Similar
Used the City's website to conduct business or pay bills*	NA	NA	NA	NA

\*Custom line item; benchmark not available.

Table 108: Question 9

Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Attended a local public meeting	1%	N=5	2%	N=15	19%	N=151	78%	N=609	100%	N=779
Watched (online or on television) a local public meeting	1%	N=5	3%	N=24	12%	N=93	84%	N=652	100%	N=774

Table 109: Question 9 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Attended a local public meeting	22	123	219	Similar
Watched (online or on television) a local public meeting	16	168	182	Lower

Table 110: Question 10

Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	30%	N=233	38%	N=297	8%	N=65	2%	N=13	21%	N=165	100%	N=774
Fire services	33%	N=258	30%	N=231	3%	N=22	0%	N=2	34%	N=260	100%	N=773
Ambulance or emergency medical services	33%	N=253	26%	N=202	2%	N=16	0%	N=1	39%	N=302	100%	N=774
Crime prevention	19%	N=147	36%	N=276	11%	N=81	3%	N=22	31%	N=236	100%	N=763
Fire prevention and education	20%	N=149	26%	N=201	7%	N=57	1%	N=8	46%	N=348	100%	N=763
Traffic enforcement	14%	N=110	36%	N=275	22%	N=169	8%	N=62	19%	N=147	100%	N=763
Street repair	12%	N=96	38%	N=296	26%	N=202	16%	N=120	7%	N=56	100%	N=769
Street cleaning	29%	N=226	47%	N=363	15%	N=114	4%	N=31	5%	N=38	100%	N=773
Street lighting	24%	N=187	46%	N=359	17%	N=133	8%	N=63	4%	N=30	100%	N=772
Sidewalk maintenance	17%	N=129	42%	N=321	23%	N=178	13%	N=98	6%	N=44	100%	N=770
Traffic signal timing	12%	N=92	38%	N=295	28%	N=213	16%	N=126	5%	N=41	100%	N=767
Bus or transit services	10%	N=77	24%	N=184	15%	N=114	11%	N=84	40%	N=307	100%	N=766
Garbage collection	45%	N=351	42%	N=325	7%	N=53	1%	N=11	5%	N=36	100%	N=775
Yard waste pick-up	36%	N=278	36%	N=274	7%	N=57	1%	N=4	20%	N=155	100%	N=768

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Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
Storm drainage	21%	N=159	38%	N=288	11%	N=84	4%	N=28	27%	N=207	100%	N=765
Drinking water	48%	N=366	37%	N=285	8%	N=61	2%	N=18	4%	N=34	100%	N=765
Sewer services	34%	N=260	39%	N=297	7%	N=54	2%	N=14	18%	N=140	100%	N=765
Utility billing	35%	N=270	44%	N=334	12%	N=90	3%	N=22	7%	N=51	100%	N=767
City parks	45%	N=347	42%	N=325	6%	N=49	1%	N=11	5%	N=36	100%	N=768
Recreation programs or classes	19%	N=145	34%	N=259	7%	N=51	1%	N=8	39%	N=294	100%	N=757
Recreation centers or facilities	21%	N=160	34%	N=258	8%	N=62	2%	N=17	34%	N=253	100%	N=751
Land use, planning and zoning	10%	N=75	22%	N=165	20%	N=155	21%	N=159	27%	N=204	100%	N=757
Code enforcement (weeds, abandoned buildings, etc.)	11%	N=81	26%	N=195	16%	N=118	7%	N=51	41%	N=307	100%	N=752
Animal control	17%	N=128	28%	N=212	8%	N=62	3%	N=25	43%	N=327	100%	N=755
Economic development	18%	N=137	32%	N=245	13%	N=100	6%	N=45	31%	N=233	100%	N=759
Public library services	32%	N=247	32%	N=247	10%	N=75	5%	N=41	20%	N=152	100%	N=762
Public information services	17%	N=130	35%	N=267	11%	N=87	2%	N=17	34%	N=260	100%	N=761
Cable television	11%	N=85	25%	N=192	13%	N=103	11%	N=83	39%	N=302	100%	N=764
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	13%	N=96	27%	N=205	14%	N=102	3%	N=25	44%	N=329	100%	N=757
Preservation of natural areas such as open space, farmlands and greenbelts	29%	N=222	37%	N=282	13%	N=99	4%	N=30	16%	N=124	100%	N=757
Palo Alto open space	34%	N=257	38%	N=287	13%	N=101	3%	N=20	13%	N=97	100%	N=762
City-sponsored special events	15%	N=111	34%	N=257	13%	N=100	3%	N=24	35%	N=262	100%	N=755
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	21%	N=163	34%	N=260	11%	N=83	2%	N=18	31%	N=238	100%	N=761
Neighborhood branch libraries	24%	N=180	37%	N=284	14%	N=105	3%	N=24	22%	N=169	100%	N=762
Your neighborhood park	31%	N=237	32%	N=243	8%	N=63	5%	N=40	23%	N=177	100%	N=760
Variety of library materials	38%	N=292	40%	N=306	9%	N=67	2%	N=14	11%	N=86	100%	N=765
Street tree maintenance	25%	N=185	35%	N=260	10%	N=77	4%	N=33	26%	N=196	100%	N=751
Electric utility	25%	N=192	42%	N=319	18%	N=140	7%	N=51	8%	N=63	100%	N=765
Gas utility	35%	N=271	44%	N=340	10%	N=80	1%	N=7	9%	N=67	100%	N=764
Recycling collection	34%	N=262	43%	N=325	9%	N=72	1%	N=6	13%	N=100	100%	N=765
City's website	38%	N=294	42%	N=323	9%	N=70	3%	N=21	8%	N=63	100%	N=772
Art programs and theatre	12%	N=94	35%	N=268	19%	N=146	3%	N=23	31%	N=235	100%	N=765

Table 111: Question 10 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Police services	74	85	364	Similar
Fire services	82	78	303	Similar

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	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Ambulance or emergency medical services	83	39	287	Similar
Crime prevention	68	66	292	Similar
Fire prevention and education	73	62	242	Similar
Traffic enforcement	57	175	314	Similar
Street repair	51	161	366	Similar
Street cleaning	69	21	246	Higher
Street lighting	63	33	270	Similar
Sidewalk maintenance	55	92	256	Similar
Traffic signal timing	50	95	210	Similar
Bus or transit services	52	93	182	Similar
Garbage collection	79	33	292	Similar
Yard waste pick-up	78	13	221	Higher
Storm drainage	68	22	302	Higher
Drinking water	79	8	278	Higher
Sewer services	76	11	262	Higher
Utility billing	73	5	64	Higher
City parks	79	38	275	Similar
Recreation programs or classes	72	52	276	Similar
Recreation centers or facilities	71	53	233	Similar
Land use, planning and zoning	43	178	243	Similar
Code enforcement (weeds, abandoned buildings, etc.)	56	70	300	Similar
Animal control	68	15	276	Higher
Economic development	63	17	234	Higher
Public library services	72	172	288	Similar
Public information services	67	40	228	Similar
Cable television	53	73	167	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	62	66	241	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	70	13	217	Higher
Palo Alto open space	72	8	73	Higher
City-sponsored special events	64	24	72	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	69	126	307	Similar
Neighborhood branch libraries*	NA	NA	NA	NA
Your neighborhood park*	NA	NA	NA	NA
Variety of library materials*	NA	NA	NA	NA

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	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Street tree maintenance*	NA	NA	NA	NA
Electric utility*	NA	NA	NA	NA
Gas utility*	NA	NA	NA	NA
Recycling collection*	NA	NA	NA	NA
City's website*	NA	NA	NA	NA
Art programs and theatre*	NA	NA	NA	NA

\*Custom line item; benchmark not available.

Table 112: Question 11

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	27%	N=210	53%	N=406	13%	N=102	3%	N=21	4%	N=34	100%	N=773
The Federal Government	7%	N=56	32%	N=244	33%	N=251	10%	N=74	19%	N=142	100%	N=767

Table 113: Question 11 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Services provided by the City of Palo Alto	70	75	361	Similar
Services provided by the Federal Government	48	8	208	Similar

Table 114: Question 12

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	12%	N=95	44%	N=340	21%	N=159	8%	N=61	15%	N=118	100%	N=773
The overall direction that Palo Alto is taking	10%	N=74	33%	N=255	29%	N=224	14%	N=109	14%	N=104	100%	N=766
The job Palo Alto government does at welcoming citizen involvement	9%	N=69	27%	N=210	22%	N=164	10%	N=76	32%	N=245	100%	N=765
Overall confidence in Palo Alto government	8%	N=63	38%	N=293	30%	N=233	12%	N=95	11%	N=88	100%	N=771
Generally acting in the best interest of the community	10%	N=81	36%	N=277	26%	N=197	14%	N=109	14%	N=107	100%	N=770
Being honest	11%	N=82	32%	N=248	21%	N=165	10%	N=75	26%	N=199	100%	N=770
Treating all residents fairly	10%	N=78	32%	N=249	20%	N=155	12%	N=93	25%	N=194	100%	N=769

Table 115: Question 12 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Value of services for the taxes paid to Palo Alto	57	85	343	Similar
Overall direction that Palo Alto is taking	48	192	272	Similar
Job Palo Alto government does at welcoming citizen involvement	51	126	255	Similar

## The National Citizen Survey™

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Overall confidence in Palo Alto government	49	36	66	Similar
Generally acting in the best interest of the community	50	35	62	Similar
Being honest	53	30	62	Similar
Treating all residents fairly	51	31	62	Similar

Table 116: Question 13

Please rate how important, if at all, you think it is for the Palo Alto community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Palo Alto	54%	N=416	30%	N=235	13%	N=101	3%	N=20	100%	N=772
Overall ease of getting to the places you usually have to visit	35%	N=266	47%	N=361	17%	N=130	2%	N=12	100%	N=769
Quality of overall natural environment in Palo Alto	37%	N=285	44%	N=335	18%	N=135	2%	N=13	100%	N=769
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	38%	N=292	42%	N=321	19%	N=145	1%	N=11	100%	N=770
Health and wellness opportunities in Palo Alto	22%	N=169	42%	N=321	29%	N=223	6%	N=46	100%	N=758
Overall opportunities for education and enrichment	34%	N=259	37%	N=280	26%	N=195	3%	N=27	100%	N=762
Overall economic health of Palo Alto	39%	N=295	41%	N=317	18%	N=136	2%	N=18	100%	N=766
Sense of community	26%	N=194	46%	N=351	25%	N=191	3%	N=25	100%	N=761

Table 117: Question 14

If the City must identify areas for additional multifamily housing (condos or apartments) to meet state requirements, please indicate how much you agree or disagree with placing the additional multifamily housing in the following locations:	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Don't know		Total	
Along El Camino Real	31%	N=239	30%	N=229	15%	N=117	16%	N=124	8%	N=59	100%	N=767
Along San Antonio Avenue	27%	N=209	34%	N=260	14%	N=109	15%	N=115	9%	N=73	100%	N=766
California Avenue area	22%	N=173	28%	N=219	18%	N=142	23%	N=175	8%	N=61	100%	N=769
Downtown Palo Alto	22%	N=167	23%	N=176	19%	N=146	27%	N=208	9%	N=67	100%	N=764
East of Highway 101	33%	N=250	27%	N=201	11%	N=83	16%	N=123	14%	N=102	100%	N=759

Table 118: Question 15

Please indicate your level of support for future funding of the following transportation-related investments:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
Bicycle/pedestrian improvements	57%	N=441	34%	N=260	4%	N=30	3%	N=22	2%	N=17	100%	N=771
Caltrain grade separation (i.e., raising or lowering the tracks so vehicles can continue driving while trains pass)	37%	N=283	32%	N=246	16%	N=121	8%	N=62	7%	N=54	100%	N=766
Electric vehicle infrastructure and incentives	32%	N=248	42%	N=327	11%	N=87	6%	N=43	9%	N=67	100%	N=770

## The National Citizen Survey™

Please indicate your level of support for future funding of the following transportation-related investments:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Incentives to encourage people to use transit instead of cars	40%	N=309	39%	N=299	10%	N=78	5%	N=38	6%	N=46	100%	N=770
Parking garages (downtown and California Avenue)	36%	N=276	41%	N=315	13%	N=102	4%	N=30	5%	N=40	100%	N=763
Road widening and intersection improvements	30%	N=226	41%	N=318	16%	N=123	7%	N=56	6%	N=43	100%	N=767
Shuttle service improvements	32%	N=246	42%	N=320	10%	N=77	4%	N=29	12%	N=96	100%	N=768

Table 119: Question 16

Please rate the ease of vehicle travel through Palo Alto on Monday-Friday from...	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Early morning through rush hour (6:01 a.m. - 9:00 a.m.)	5%	N=36	16%	N=127	38%	N=295	26%	N=204	14%	N=112	100%	N=775
Late morning through mid-afternoon (9:01 a.m. - 3:00 p.m.)	12%	N=93	45%	N=347	25%	N=192	10%	N=75	8%	N=63	100%	N=770
Late afternoon through rush hour (3:01 p.m. - 7:00 p.m.)	2%	N=12	12%	N=89	33%	N=255	48%	N=366	6%	N=47	100%	N=769
Evening through midnight (7:01 p.m. - 12:00 a.m.)	26%	N=199	46%	N=356	15%	N=119	3%	N=26	9%	N=69	100%	N=770
Midnight through early morning (12:01 a.m. - 6:00 a.m.)	55%	N=422	18%	N=138	3%	N=24	1%	N=8	23%	N=178	100%	N=770

Table 120: Question 17

Please rate the availability of public parking in Palo Alto on Monday-Friday from...	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Early morning through rush hour (6:01 a.m. - 9:00 a.m.)	15%	N=115	25%	N=188	15%	N=117	6%	N=44	39%	N=300	100%	N=764
Late morning through mid-afternoon (9:01 a.m. - 3:00 p.m.)	3%	N=22	21%	N=163	29%	N=223	22%	N=166	25%	N=191	100%	N=766
Late afternoon through rush hour (3:01 p.m. - 7:00 p.m.)	3%	N=24	16%	N=125	30%	N=232	27%	N=203	23%	N=177	100%	N=762
Evening through midnight (7:01 p.m. - 12:00 a.m.)	10%	N=73	23%	N=179	26%	N=197	16%	N=124	25%	N=189	100%	N=762
Midnight through early morning (12:01 a.m. - 6:00 a.m.)	32%	N=245	19%	N=145	5%	N=38	2%	N=13	42%	N=325	100%	N=766

Table 121: Question 18

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	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Population growth	1%	N=6	4%	N=31	26%	N=200	27%	N=206	19%	N=150	23%	N=180	100%	N=772
Retail growth (stores, restaurants, etc.)	4%	N=32	12%	N=93	49%	N=372	14%	N=111	4%	N=29	17%	N=128	100%	N=766
Jobs growth	5%	N=40	13%	N=98	34%	N=263	6%	N=46	6%	N=48	36%	N=273	100%	N=767
Housing growth	14%	N=108	15%	N=114	21%	N=160	14%	N=108	18%	N=136	18%	N=140	100%	N=766

## The National Citizen Survey™

Table 122: Question D1

How often, if at all, do you do each of the following, considering all of the times you could?	Never		Rarely		Sometimes		Usually		Always		Total	
Recycle at home	1%	N=7	1%	N=7	4%	N=30	11%	N=90	83%	N=655	100%	N=789
Purchase goods or services from a business located in Palo Alto	1%	N=8	3%	N=23	27%	N=214	48%	N=378	21%	N=161	100%	N=785
Eat at least 5 portions of fruits and vegetables a day	1%	N=10	8%	N=65	22%	N=174	40%	N=318	28%	N=220	100%	N=786
Participate in moderate or vigorous physical activity	1%	N=9	7%	N=55	23%	N=178	39%	N=303	30%	N=238	100%	N=782
Read or watch local news (via television, paper, computer, etc.)	5%	N=42	13%	N=100	20%	N=156	26%	N=207	36%	N=279	100%	N=784
Vote in local elections	18%	N=142	8%	N=61	9%	N=68	18%	N=141	48%	N=373	100%	N=785

Table 123: Question D1 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Recycle at home	98	2	213	Higher
Purchase goods or services from a business located in Palo Alto	96	38	60	Similar
Eat at least 5 portions of fruits and vegetables a day	91	2	60	Similar
Participate in moderate or vigorous physical activity	92	3	60	Similar
Read or watch local news (via television, paper, computer, etc.)	82	57	60	Similar
Vote in local elections	74	139	211	Similar

Table 124: Question D2

Would you say that in general your health is:	Percent	Number
Excellent	34%	N=264
Very good	43%	N=334
Good	19%	N=152
Fair	4%	N=28
Poor	1%	N=6
Total	100%	N=784

Table 125: Question D2 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
In very good to excellent health	76	12	60	Similar

Table 126: Question D3

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	Number
Very positive	7%	N=58



## The National Citizen Survey™

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	Number
Somewhat positive	28%	N=219
Neutral	53%	N=412
Somewhat negative	10%	N=78
Very negative	2%	N=12
Total	100%	N=779

Table 127: Question D3 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Economy will have positive impact on income	36	7	211	Higher

Table 128: Question D4

What is your employment status?	Percent	Number
Working full time for pay	55%	N=434
Working part time for pay	12%	N=97
Unemployed, looking for paid work	3%	N=20
Unemployed, not looking for paid work	5%	N=37
Fully retired	23%	N=183
College student, unemployed	2%	N=15
Total	100%	N=786

Table 129: Question D5

Do you work inside the boundaries of Palo Alto?	Percent	Number
Yes, outside the home	30%	N=221
Yes, from home	14%	N=105
No	56%	N=422
Total	100%	N=747

Table 130: Question D5 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Work inside boundaries of Palo Alto	44	27	60	Similar

Table 131: Question D6

How many years have you lived in Palo Alto?	Percent	Number
Less than 2 years	13%	N=105

## The National Citizen Survey™

How many years have you lived in Palo Alto?	Percent	Number
2 to 5 years	21%	N=165
6 to 10 years	18%	N=138
11 to 20 years	14%	N=112
More than 20 years	34%	N=265
Total	100%	N=786

Table 132: Question D7

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	57%	N=449
Building with two or more homes (duplex, townhome, apartment or condominium)	40%	N=314
Mobile home	0%	N=1
Other	2%	N=19
Total	100%	N=783

Table 133: Question D8

Is this house, apartment or mobile home...	Percent	Number
Rented	44%	N=341
Owned	56%	N=432
Total	100%	N=773

Table 134: Question D9

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$1,000 per month	12%	N=89
\$1,000 to \$1,499 per month	8%	N=58
\$1,500 to \$1,999 per month	13%	N=97
\$2,000 to \$2,499 per month	12%	N=87
\$2,500 to \$2,999 per month	10%	N=75
\$3,000 to \$3,499 per month	10%	N=76
\$3,500 to 3,999 per month	7%	N=52
\$4,000 to \$4,499 per month	7%	N=55
\$4,500 to \$4,999 per month	5%	N=36
\$5,000 or more per month	16%	N=115
Total	100%	N=739

## The National Citizen Survey™

Table 135: Question D9 Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
NOT experiencing housing costs stress	70	86	209	Similar

Table 136: Question D10

Do any children 17 or under live in your household?	Percent	Number
No	64%	N=497
Yes	36%	N=283
Total	100%	N=780

Table 137: Question D11

Are you or any other members of your household aged 65 or older?	Percent	Number
No	69%	N=543
Yes	31%	N=242
Total	100%	N=785

Table 138: Question D12

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	Number
Less than \$25,000	6%	N=40
\$25,000 to \$49,999	10%	N=73
\$50,000 to \$99,999	18%	N=128
\$100,000 to \$149,999	17%	N=119
\$150,000 to \$199,999	13%	N=93
\$200,000 to \$249,999	8%	N=58
\$250,000 to \$299,999	9%	N=67
\$300,000 or more	19%	N=140
Total	100%	N=719

Table 139: Question D13

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	95%	N=734
Yes, I consider myself to be Spanish, Hispanic or Latino	5%	N=41
Total	100%	N=776

## The National Citizen Survey™

Table 140: Question D14

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	0%	N=3
Asian, Asian Indian or Pacific Islander	28%	N=212
Black or African American	1%	N=11
White	69%	N=533
Other	4%	N=33

Total may exceed 100% as respondents could select more than one option.

Table 141: Question D15

In which category is your age?	Percent	Number
18 to 24 years	1%	N=9
25 to 34 years	20%	N=158
35 to 44 years	19%	N=145
45 to 54 years	21%	N=168
55 to 64 years	11%	N=89
65 to 74 years	12%	N=92
75 years or older	16%	N=122
Total	100%	N=783

Table 142: Question D16

What is your sex?	Percent	Number
Female	51%	N=399
Male	49%	N=380
Total	100%	N=779

Table 143: Question D17

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	55%	N=430
Land line	26%	N=201
Both	19%	N=149
Total	100%	N=780

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Table 144: Question D18

Do you consider yourself to be one or more of the following? (Check all that apply.)	Percent	Number
Heterosexual	97%	N=645
Bisexual	1%	N=8
Lesbian	0%	N=1
Transgender	0%	N=2
Gay	1%	N=7
Total	100%	N=662

Total may exceed 100% as respondents could select more than one option

## Detailed Survey Methods

The National Citizen Survey (The NCS™) was developed to provide communities an accurate, affordable and easy way to assess and interpret resident opinion about important local topics. Standardization of common questions and survey methods provide the rigor to assure valid results, and each community has enough flexibility to construct a customized version of The NCS.

Results offer insight into residents' perspectives about the community as a whole, including local amenities, services, public trust, resident participation and other aspects of the community in order to support budgeting, land use and strategic planning and communication with residents. Resident demographic characteristics permit comparison to the Census as well as comparison of results for different subgroups of residents.

### Survey Validity

The question of survey validity has two parts: 1) how can a community 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 community. 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 community to receive the survey to ensure that the households selected to receive the survey are representative of the larger community.
- 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.
- Inviting response in a compelling manner (using appropriate letterhead/logos and a signature of a visible leader) to appeal to recipients' sense of civic responsibility.
- Providing a pre-addressed, postage-paid return envelope.
- Offering the survey in Spanish or other language when requested by a given community.
- Weighting the results 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

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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 for 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 vary, with 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). Resident opinion commonly reflects objective performance data but is an important measure on its own. 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 households were chosen to receive the survey. All households within the City of Palo Alto were eligible to participate in the survey. A list of all households was represented by a United States Postal Service listing of housing units within the zip codes serving Palo Alto. Since some of the zip codes that serve the City of Palo Alto households may also serve addresses that lie outside of the community, the exact geographic location of each housing unit was compared to community 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. Each address identified as being within City boundaries was further identified as being within the North or South Palo Alto as well as within one of six areas of Palo Alto.

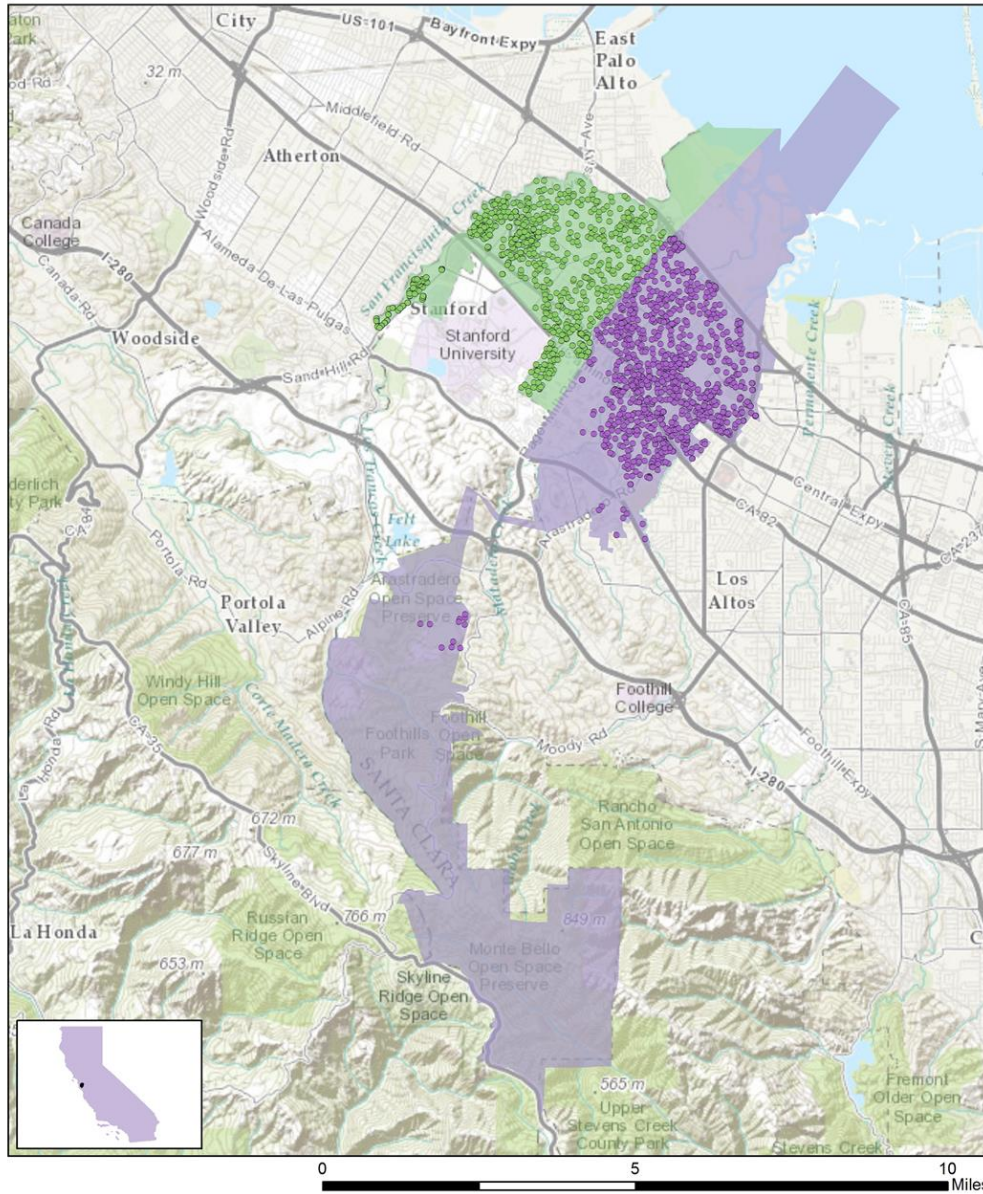
To choose the 3,000 survey recipients, a systematic sampling method was applied to the list of households previously screened for geographic location. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every *N*th one until the appropriate amount of 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 1 displays a map of the households selected to receive the survey. In general, because of the random sampling techniques used, the displayed sampling density will closely mirror the overall housing unit density (which may be different from the population density). While the theory of probability assumes no bias in selection, there may be some minor variations in practice (meaning, an area with only 15% of the housing units might be sampled at an actual rate that is slightly above or below that).

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

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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.

Figure 2: Location of Survey Recipients in the North and South



**Survey Recipients in Palo Alto, CA**

- In North Palo Alto
- In South Palo Alto

**Neighborhoods in North Palo Alto:** Crescent Park, Community Center, Duvencok/St. Francis, Triple El, Embarcadero Oaks, Leland Manor, Garland, Southgate, Evergreen Park, College Terrace, Downtown North, University South, Professorville, Old Palo Alto

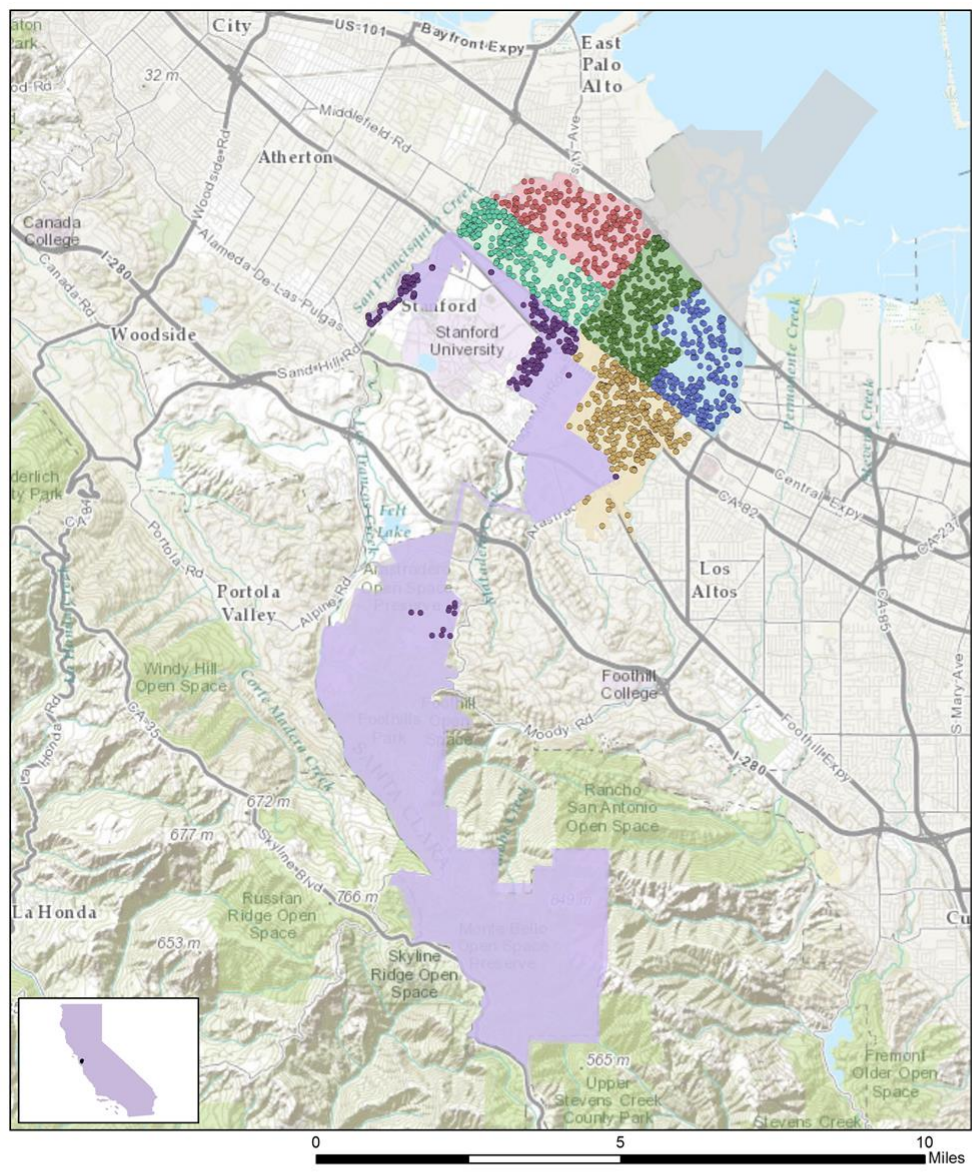
**Neighborhoods in South Palo Alto:** Midtown, St. Claire Gardens, South of Midtown, Palo Verde, Adobe Meadow/Meadow Park, Charleston Gardens, The Greenhouse, Greendell, Greenmeadow, Walnut Grove, Fairmeadow, Ventura, Charleston Meadows, Monroe Park, Palo Alto Orchards, Barron Park, Green Acres, Greater Miranda, Esther Clark Park, Palo Alto Hills





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Figure 3: Location of Survey Recipients in the Six Areas



**Survey Recipients in Palo Alto, CA**

- In Area 1 • In Area 3 • In Area 5
- In Area 2 • In Area 4 • In Area 6

**Area 1:** Crescent Park, Community Center, Duveneck/St. Francis, Triple El, Embarcadero Oaks, Leland Manor, Garland

**Area 2:** Midtown, St. Claire Gardens, South of Midtown

**Area 3:** Palo Verde, Adobe Meadow/Meadow Park, Charleston Gardens, The Greenhouse, Greendell, Greenmeadow, Walnut Grove, Fairmeadow

**Area 4:** Ventura, Charleston Meadows, Monroe Park, Palo Alto Orchards, Barron Park, Green Acres, Greater Miranda, Esther Clark Park

**Area 5:** Southgate, Evergreen Park, College Terrace, Palo Alto Hills

**Area 6:** Downtown North, University South, Professorville, Old Palo Alto



## The National Citizen Survey™

## Survey Administration and Response

Selected households received three mailings, one week apart, beginning in August 2014. 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 had already done so to refrain from turning in another survey. Respondents could also opt to take the survey online. Completed surveys were collected over the following six weeks.

About 3% of the 3,000 surveys mailed were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the remaining 2,896 households that received the survey, 796 completed the survey, providing an overall response rate of 27%; average response rates for a mailed resident survey range from 25% to 40%. Of the 796 completed surveys, 104 were completed online. Additionally, responses were tracked by the North and South as well as six areas; response rates by these areas ranged from 20% to 38%.

Table 145: Survey Response Rates by North and South and Area

	Number mailed	Undeliverable	Eligible	Returned	Response rate
North	1391	59	1,332	328	25%
South	1609	45	1,564	466	30%
Area 1	207	8	199	75	38%
Area 2	494	14	480	137	29%
Area 3	414	3	411	141	34%
Area 4	679	28	651	181	28%
Area 5	670	33	637	126	20%
Area 6	536	18	518	134	26%
Unknown				2	
Overall	3,000	104	2,896	796	27%

## 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.<sup>1</sup>

The margin of error for the City of Palo Alto survey is no greater than plus or minus three percentage points around any given percent reported for the entire sample (796 completed surveys).

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.

<sup>1</sup> 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 community is between 71% and 79%. This source of uncertainty 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. 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.

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## Survey Processing (Data Entry)

Upon receipt, completed surveys 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; in this case, NRC would use protocols to randomly choose two of the three selected items for inclusion in the dataset.

All surveys then were entered twice into an electronic dataset; any discrepancies were resolved in comparison to the original survey form. 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 and American Community Survey estimates for adults in the City of Palo Alto. The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. When the weighting scheme is applied to the data, each survey response is adjusted based on the demographic characteristics of the respondent. This means that the voice of some survey respondents is amplified and of others is weakened to better reflect the demographic characteristics of Palo Alto. The characteristics used for weighting were housing tenure, housing unit type and sex and age. The results of the weighting scheme are presented in the following table.

Table 146: Palo Alto, CA 2014 Weighting Table

Characteristic	Population Norm	Unweighted Data	Weighted Data
<b>Housing</b>			
Rent home	44%	37%	44%
Own home	56%	63%	56%
Detached unit	58%	54%	57%
Attached unit	42%	46%	43%
<b>Race and Ethnicity</b>			
White	68%	70%	67%
Not white	32%	30%	33%
Not Hispanic	95%	96%	95%
Hispanic	5%	4%	5%
<b>Sex and Age</b>			
Female	52%	54%	51%
Male	48%	46%	49%
18-34 years of age	22%	11%	21%
35-54 years of age	41%	32%	40%
55+ years of age	37%	57%	39%
Females 18-34	10%	5%	10%
Females 35-54	21%	16%	20%
Females 55+	20%	33%	21%
Males 18-34	12%	6%	12%
Males 35-54	20%	17%	20%
Males 55+	17%	24%	17%

## Survey Data Analysis and Reporting

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). For the most part, the percentages presented in the reports represent the “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., “excellent” and “good,” “very safe” and “somewhat safe,” “essential” and “very important,” etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month.

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 reports. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

## Benchmark Comparison Data

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in surveys from over 500 communities whose residents evaluated the same kinds of topics on The National Citizen Survey™. The surveys gathered for NRC’s database include data from communities who have conducted The NCS as well as citizen surveys unaffiliated with NRC. The comparison evaluations are from the most recent survey completed in each community; 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 and the comparisons below are to jurisdictions who have conducted a survey within the last five years. The communities in the database represent a wide geographic and population range. The City of Palo Alto chose to have comparisons made to the entire database.

## Interpreting the Results

Ratings are compared when there are at least five communities in which a similar question was asked. Where comparisons are available, five columns are provided in the table. The first column is Palo Alto’s “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., “excellent” and “good,” “very safe” and “somewhat safe,” “essential” and “very important,” etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month. The second column is your jurisdiction’s rating on the 100-point scale (for detailed explanation of the 100-point scale, please see *Putting Evaluations onto the 100-point Scale*). The third column is the rank assigned to Palo Alto’s rating among communities where a similar question was asked. The fourth column is the number of communities that asked a similar question. The final column shows the comparison of Palo Alto’s rating to the benchmark.

In the fifth and final column, Palo Alto’s results are noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark, meaning that the average rating given by Palo Alto residents is statistically similar to or different (greater or lesser) than the benchmark. More extreme differences are noted as “much higher” or “much lower.”

In previous survey years, a smaller margin of error (MOE) was used for comparisons to other communities versus a larger margin of error in 2014. All of the benchmarks listed in this report are based on the larger margin of error (+ or – 10 points).

Benchmark Database Characteristics	
Region	Percent
New England	3%
Middle Atlantic	5%
East North Central	15%
West North Central	13%
South Atlantic	22%
East South Central	3%
West South Central	7%
Mountain	16%
Pacific	16%
Population	Percent
Less than 10,000	10%
10,000 to 24,999	22%
25,000 to 49,999	23%
50,000 to 99,999	22%
100,000 or more	23%

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## Putting Evaluations onto the 100-point Scale

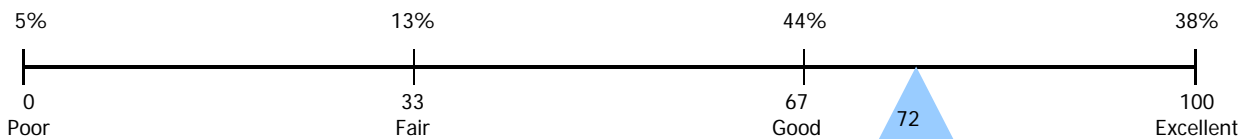
Although responses to many of the evaluative questions were made on a four point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around 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 on the following page.

### Example of Converting Responses to the 100-point Scale

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

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



### Communities included in national comparisons

The communities included in Palo Alto’s comparisons are listed on the following pages along with their population according to the 2010 Census.

Abilene city, KS .....6,844  
 Adams County, CO ..... 441,603  
 Airway Heights city, WA ..... 6,114  
 Albany city, OR..... 50,158  
 Albemarle County, VA ..... 98,970  
 Albert Lea city, MN ..... 18,016  
 Altoona city, IA..... 14,541  
 Ames city, IA..... 58,965  
 Andover CDP, MA .....8,762  
 Ankeny city, IA..... 45,582  
 Ann Arbor city, MI ..... 113,934  
 Annapolis city, MD..... 38,394

Apple Valley town, CA ..... 69,135  
 Arlington city, TX .....365,438  
 Arlington County, VA.....207,627  
 Arvada city, CO.....106,433  
 Ashland city, OR ..... 20,078  
 Ashland town, VA..... 7,225  
 Aspen city, CO ..... 6,658  
 Auburn city, AL ..... 53,380  
 Auburn city, WA..... 70,180  
 Aurora city, CO .....325,078  
 Austin city, TX .....790,390  
 Bainbridge Island city, WA..... 23,025

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Baltimore city, MD	620,961	Chandler city, AZ	236,123
Baltimore County, MD	805,029	Chanhassen city, MN	22,952
Battle Creek city, MI	52,347	Chapel Hill town, NC	57,233
Bay City city, MI	34,932	Charlotte city, NC	731,424
Baytown city, TX	71,802	Charlotte County, FL	159,978
Bedford city, TX	46,979	Charlottesville city, VA	43,475
Bedford town, MA	13,320	Chesterfield County, VA	316,236
Bellevue city, WA	122,363	Chippewa Falls city, WI	13,661
Bellingham city, WA	80,885	Citrus Heights city, CA	83,301
Beltrami County, MN	44,442	Clackamas County, OR	375,992
Benbrook city, TX	21,234	Clayton city, MO	15,939
Bend city, OR	76,639	Clearwater city, FL	107,685
Benicia city, CA	26,997	Clive city, IA	15,447
Bettendorf city, IA	33,217	Clovis city, CA	95,631
Billings city, MT	104,170	College Park city, MD	30,413
Blaine city, MN	57,186	College Station city, TX	93,857
Bloomfield Hills city, MI	3,869	Colleyville city, TX	22,807
Bloomington city, IL	76,610	Collinsville city, IL	25,579
Bloomington city, MN	82,893	Columbia city, MO	108,500
Blue Springs city, MO	52,575	Columbus city, WI	4,991
Boise City city, ID	205,671	Commerce City city, CO	45,913
Boonville city, MO	8,319	Concord city, CA	122,067
Boulder city, CO	97,385	Concord town, MA	17,668
Boulder County, CO	294,567	Conyers city, GA	15,195
Bowling Green city, KY	58,067	Cookeville city, TN	30,435
Brentwood city, TN	37,060	Coon Rapids city, MN	61,476
Bristol city, TN	26,702	Cooper City city, FL	28,547
Broken Arrow city, OK	98,850	Coronado city, CA	18,912
Brookfield city, WI	37,920	Corvallis city, OR	54,462
Brookline CDP, MA	58,732	Cross Roads town, TX	1,563
Brookline town, NH	4,991	Crystal Lake city, IL	40,743
Broomfield city, CO	55,889	Dade City city, FL	6,437
Brownsburg town, IN	21,285	Dakota County, MN	398,552
Bryan city, TX	76,201	Dallas city, OR	14,583
Burien city, WA	33,313	Dallas city, TX	1,197,816
Burleson city, TX	36,690	Dardenne Prairie city, MO	11,494
Cabarrus County, NC	178,011	Davenport city, IA	99,685
Cambridge city, MA	105,162	Davidson town, NC	10,944
Canton city, SD	3,057	Decatur city, GA	19,335
Cape Coral city, FL	154,305	Delray Beach city, FL	60,522
Cape Girardeau city, MO	37,941	Denison city, TX	22,682
Carlisle borough, PA	18,682	Denver city, CO	600,158
Carlsbad city, CA	105,328	Derby city, KS	22,158
Cartersville city, GA	19,731	Des Moines city, IA	203,433
Cary town, NC	135,234	Destin city, FL	12,305
Casa Grande city, AZ	48,571	Dewey-Humboldt town, AZ	3,894
Casper city, WY	55,316	Dorchester County, MD	32,618
Castine town, ME	1,366	Dothan city, AL	65,496
Castle Pines North city, CO	10,360	Douglas County, CO	285,465
Castle Rock town, CO	48,231	Dover city, NH	29,987
Cedar Falls city, IA	39,260	Dublin city, OH	41,751
Cedar Rapids city, IA	126,326	Duluth city, MN	86,265
Centennial city, CO	100,377	Duncanville city, TX	38,524
Centralia city, IL	13,032	Durham city, NC	228,330
Chambersburg borough, PA	20,268	East Baton Rouge Parish, LA	440,171

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East Grand Forks city, MN .....	8,601	Green Valley CDP, AZ .....	21,391
East Lansing city, MI .....	48,579	Greenwood Village city, CO .....	13,925
Eau Claire city, WI .....	65,883	Greer city, SC .....	25,515
Eden Prairie city, MN .....	60,797	Guilford County, NC .....	488,406
Edgerton city, KS .....	1,671	Gunnison County, CO .....	15,324
Edina city, MN .....	47,941	Hailey city, ID .....	7,960
Edmonds city, WA .....	39,709	Haines Borough, AK .....	2,508
El Cerrito city, CA .....	23,549	Hallandale Beach city, FL .....	37,113
El Paso city, TX .....	649,121	Hamilton city, OH .....	62,477
Elk Grove city, CA .....	153,015	Hampton city, VA .....	137,436
Elk River city, MN .....	22,974	Hanover County, VA .....	99,863
Elko New Market city, MN .....	4,110	Harrisonburg city, VA .....	48,914
Elmhurst city, IL .....	44,121	Harrisonville city, MO .....	10,019
Encinitas city, CA .....	59,518	Hayward city, CA .....	144,186
Englewood city, CO .....	30,255	Henderson city, NV .....	257,729
Erie town, CO .....	18,135	Hermiston city, OR .....	16,745
Escambia County, FL .....	297,619	High Point city, NC .....	104,371
Estes Park town, CO .....	5,858	Highland Park city, IL .....	29,763
Fairview town, TX .....	7,248	Highlands Ranch CDP, CO .....	96,713
Farmington Hills city, MI .....	79,740	Hillsborough town, NC .....	6,087
Fayetteville city, NC .....	200,564	Holden town, MA .....	17,346
Fishers town, IN .....	76,794	Holland city, MI .....	33,051
Flagstaff city, AZ .....	65,870	Honolulu County, HI .....	953,207
Flower Mound town, TX .....	64,669	Hooksett town, NH .....	13,451
Flushing city, MI .....	8,389	Hopkins city, MN .....	17,591
Forest Grove city, OR .....	21,083	Hopkinton town, MA .....	14,925
Fort Collins city, CO .....	143,986	Hoquiam city, WA .....	8,726
Fort Smith city, AR .....	86,209	Houston city, TX .....	2,099,451
Fort Worth city, TX .....	741,206	Hudson city, OH .....	22,262
Fountain Hills town, AZ .....	22,489	Hudson town, CO .....	2,356
Franklin city, TN .....	62,487	Hudsonville city, MI .....	7,116
Fredericksburg city, VA .....	24,286	Huntersville town, NC .....	46,773
Freeport CDP, ME .....	1,485	Hurst city, TX .....	37,337
Freeport city, IL .....	25,638	Hutchinson city, MN .....	14,178
Fremont city, CA .....	214,089	Hutto city, TX .....	14,698
Friendswood city, TX .....	35,805	Hyattsville city, MD .....	17,557
Fruita city, CO .....	12,646	Indian Trail town, NC .....	33,518
Gahanna city, OH .....	33,248	Indianola city, IA .....	14,782
Gainesville city, FL .....	124,354	Iowa City city, IA .....	67,862
Gaithersburg city, MD .....	59,933	Jackson County, MI .....	160,248
Galveston city, TX .....	47,743	James City County, VA .....	67,009
Garden City city, KS .....	26,658	Jefferson City city, MO .....	43,079
Gardner city, KS .....	19,123	Jefferson County, CO .....	534,543
Geneva city, NY .....	13,261	Jefferson County, NY .....	116,229
Georgetown city, TX .....	47,400	Jerome city, ID .....	10,890
Gilbert town, AZ .....	208,453	Johnson City city, TN .....	63,152
Gillette city, WY .....	29,087	Johnson County, KS .....	544,179
Globe city, AZ .....	7,532	Johnston city, IA .....	17,278
Golden Valley city, MN .....	20,371	Jupiter town, FL .....	55,156
Goodyear city, AZ .....	65,275	Kalamazoo city, MI .....	74,262
Grafton village, WI .....	11,459	Kansas City city, MO .....	459,787
Grand Blanc city, MI .....	8,276	Keizer city, OR .....	36,478
Grand Island city, NE .....	48,520	Kenmore city, WA .....	20,460
Grass Valley city, CA .....	12,860	Kennedale city, TX .....	6,763
Greeley city, CO .....	92,889	Kennett Square borough, PA .....	6,072

## The National Citizen Survey™

Kirkland city, WA	48,787	Miami Beach city, FL	87,779
La Mesa city, CA	57,065	Miami city, FL	399,457
La Plata town, MD	8,753	Midland city, MI	41,863
La Porte city, TX	33,800	Milford city, DE	9,559
La Vista city, NE	15,758	Milton city, GA	32,661
Lafayette city, CO	24,453	Minneapolis city, MN	382,578
Laguna Beach city, CA	22,723	Mission Viejo city, CA	93,305
Laguna Hills city, CA	30,344	Modesto city, CA	201,165
Laguna Niguel city, CA	62,979	Monterey city, CA	27,810
Lake Oswego city, OR	36,619	Montgomery County, MD	971,777
Lake Zurich village, IL	19,631	Montgomery County, VA	94,392
Lakeville city, MN	55,954	Montpelier city, VT	7,855
Lakewood city, CO	142,980	Monument town, CO	5,530
Lane County, OR	351,715	Mooreville town, NC	32,711
Larimer County, CO	299,630	Morristown city, TN	29,137
Las Cruces city, NM	97,618	Moscow city, ID	23,800
Las Vegas city, NV	583,756	Mountain Village town, CO	1,320
Lawrence city, KS	87,643	Mountlake Terrace city, WA	19,909
League City city, TX	83,560	Munster town, IN	23,603
Lee County, FL	618,754	Muscataine city, IA	22,886
Lee's Summit city, MO	91,364	Naperville city, IL	141,853
Lewis County, NY	27,087	Needham CDP, MA	28,886
Lewiston city, ME	36,592	New Braunfels city, TX	57,740
Lincoln city, NE	258,379	New Brighton city, MN	21,456
Lindsborg city, KS	3,458	New Hanover County, NC	202,667
Littleton city, CO	41,737	New Orleans city, LA	343,829
Livermore city, CA	80,968	Newport Beach city, CA	85,186
Lone Tree city, CO	10,218	Newport city, RI	24,672
Longmont city, CO	86,270	Newport News city, VA	180,719
Longview city, TX	80,455	Newton city, IA	15,254
Los Alamos County, NM	17,950	Noblesville city, IN	51,969
Louisville city, CO	18,376	Nogales city, AZ	20,837
Lynchburg city, VA	75,568	Norfolk city, VA	242,803
Lynnwood city, WA	35,836	Norman city, OK	110,925
Madison city, WI	233,209	North Las Vegas city, NV	216,961
Mankato city, MN	39,309	Northglenn city, CO	35,789
Maple Grove city, MN	61,567	Novato city, CA	51,904
Maple Valley city, WA	22,684	Novi city, MI	55,224
Maricopa County, AZ	3,817,117	O'Fallon city, IL	28,281
Marin County, CA	252,409	O'Fallon city, MO	79,329
Maryland Heights city, MO	27,472	Oak Park village, IL	51,878
McAllen city, TX	129,877	Oakland Park city, FL	41,363
McDonough city, GA	22,084	Oakley city, CA	35,432
McKinney city, TX	131,117	Ogdensburg city, NY	11,128
McMinnville city, OR	32,187	Oklahoma City city, OK	579,999
Mecklenburg County, NC	919,628	Olathe city, KS	125,872
Medford city, OR	74,907	Old Town city, ME	7,840
Menlo Park city, CA	32,026	Olmsted County, MN	144,248
Mercer Island city, WA	22,699	Orland Park village, IL	56,767
Meridian charter township, MI	39,688	Oshkosh city, WI	66,083
Meridian city, ID	75,092	Otsego County, MI	24,164
Merriam city, KS	11,003	Oviedo city, FL	33,342
Merrill city, WI	9,661	Paducah city, KY	25,024
Mesa city, AZ	439,041	Palm Coast city, FL	75,180
Mesa County, CO	146,723	Palm Springs city, CA	44,552



## The National Citizen Survey™

Palo Alto city, CA	64,403	Rolla city, MO	19,559
Panama City city, FL	36,484	Roswell city, GA	88,346
Papillion city, NE	18,894	Round Rock city, TX	99,887
Park City city, UT	7,558	Royal Oak city, MI	57,236
Parker town, CO	45,297	Saco city, ME	18,482
Parkland city, FL	23,962	Sahuarita town, AZ	25,259
Pasadena city, CA	137,122	Salida city, CO	5,236
Pasco city, WA	59,781	Salt Lake City city, UT	186,440
Pasco County, FL	464,697	Sammamish city, WA	45,780
Peachtree City city, GA	34,364	San Antonio city, TX	1,327,407
Pearland city, TX	91,252	San Carlos city, CA	28,406
Peoria city, AZ	154,065	San Diego city, CA	1,307,402
Peoria city, IL	115,007	San Francisco city, CA	805,235
Peoria County, IL	186,494	San Jose city, CA	945,942
Peters township, PA	21,213	San Juan County, NM	130,044
Petoskey city, MI	5,670	San Marcos city, TX	44,894
Pflugerville city, TX	46,936	San Rafael city, CA	57,713
Phoenix city, AZ	1,445,632	Sandy Springs city, GA	93,853
Pinal County, AZ	375,770	Sanford city, FL	53,570
Pinehurst village, NC	13,124	Sangamon County, IL	197,465
Piqua city, OH	20,522	Santa Clarita city, CA	176,320
Platte City city, MO	4,691	Santa Fe County, NM	144,170
Plymouth city, MN	70,576	Santa Monica city, CA	89,736
Pocatello city, ID	54,255	Sarasota County, FL	379,448
Polk County, IA	430,640	Savage city, MN	26,911
Port Huron city, MI	30,184	Savannah city, GA	136,286
Port Orange city, FL	56,048	Scarborough CDP, ME	4,403
Port St. Lucie city, FL	164,603	Scott County, MN	129,928
Portland city, OR	583,776	Scottsdale city, AZ	217,385
Post Falls city, ID	27,574	Seaside city, CA	33,025
Prince William County, VA	402,002	SeaTac city, WA	26,909
Provo city, UT	112,488	Sevierville city, TN	14,807
Pueblo city, CO	106,595	Shawnee city, KS	62,209
Purcellville town, VA	7,727	Sheboygan city, WI	49,288
Queen Creek town, AZ	26,361	Shorewood city, MN	7,307
Radford city, VA	16,408	Sioux Falls city, SD	153,888
Radnor township, PA	31,531	Skokie village, IL	64,784
Rapid City city, SD	67,956	Snellville city, GA	18,242
Raymore city, MO	19,206	South Lake Tahoe city, CA	21,403
Redmond city, WA	54,144	South Portland city, ME	25,002
Rehoboth Beach city, DE	1,327	Southborough town, MA	9,767
Reno city, NV	225,221	Southlake city, TX	26,575
Reston CDP, VA	58,404	Sparks city, NV	90,264
Richmond city, CA	103,701	Spokane Valley city, WA	89,755
Richmond Heights city, MO	8,603	Spring Hill city, KS	5,437
Rifle city, CO	9,172	Springboro city, OH	17,409
River Falls city, WI	15,000	Springfield city, OR	59,403
Riverdale city, UT	8,426	Springville city, UT	29,466
Riverside city, CA	303,871	St. Charles city, IL	32,974
Riverside city, MO	2,937	St. Cloud city, MN	65,842
Rochester city, MI	12,711	St. Joseph city, MO	76,780
Rochester Hills city, MI	70,995	St. Louis County, MN	200,226
Rock Hill city, SC	66,154	St. Louis Park city, MN	45,250
Rockford city, IL	152,871	Stallings town, NC	13,831
Rockville city, MD	61,209	State College borough, PA	42,034

## The National Citizen Survey™

Sterling Heights city, MI .....	129,699	Watauga city, TX .....	23,497
Sugar Grove village, IL.....	8,997	Wauwatosa city, WI .....	46,396
Sugar Land city, TX .....	78,817	Waverly city, IA .....	9,874
Summit city, NJ .....	21,457	Weddington town, NC .....	9,459
Sunnyvale city, CA .....	140,081	Wentzville city, MO.....	29,070
Surprise city, AZ .....	117,517	West Carrollton city, OH .....	13,143
Suwanee city, GA .....	15,355	West Chester borough, PA.....	18,461
Tacoma city, WA .....	198,397	West Des Moines city, IA.....	56,609
Takoma Park city, MD.....	16,715	West Richland city, WA .....	11,811
Tamarac city, FL.....	60,427	Westerville city, OH.....	36,120
Temecula city, CA.....	100,097	Westlake town, TX .....	992
Tempe city, AZ.....	161,719	Westminster city, CO.....	106,114
Temple city, TX .....	66,102	Weston town, MA.....	11,261
The Woodlands CDP, TX .....	93,847	Wheat Ridge city, CO .....	30,166
Thornton city, CO.....	118,772	White House city, TN .....	10,255
Thousand Oaks city, CA .....	126,683	Whitewater township, MI.....	2,597
Tualatin city, OR.....	26,054	Wichita city, KS.....	382,368
Tulsa city, OK.....	391,906	Williamsburg city, VA.....	14,068
Twin Falls city, ID.....	44,125	Wilmington city, NC.....	106,476
Tyler city, TX.....	96,900	Wilsonville city, OR.....	19,509
Umatilla city, OR.....	6,906	Winchester city, VA .....	26,203
Upper Arlington city, OH .....	33,771	Windsor town, CO .....	18,644
Urbandale city, IA.....	39,463	Windsor town, CT .....	29,044
Vail town, CO .....	5,305	Winston-Salem city, NC .....	229,617
Vancouver city, WA .....	161,791	Winter Garden city, FL.....	34,568
Ventura CCD, CA .....	111,889	Woodland city, CA.....	55,468
Vestavia Hills city, AL.....	34,033	Woodland city, WA.....	5,509
Virginia Beach city, VA .....	437,994	Wrentham town, MA .....	10,955
Wake Forest town, NC .....	30,117	Yakima city, WA.....	91,067
Walnut Creek city, CA .....	64,173	York County, VA.....	65,464
Washington County, MN .....	238,136	Yuma city, AZ .....	93,064
Washoe County, NV.....	421,407		

The National Citizen Survey™

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The National Citizen Survey™

## Survey Materials

Dear Palo Alto Resident,

It won't take much of your time to make a big difference!

Your household has been randomly selected to participate in a survey about your community. Your survey will arrive in a few days.

Thank you for helping create a better city!

Sincerely,



Harriet Richardson  
City Auditor



CITY OF  
**PALO  
ALTO**

**OFFICE OF THE CITY AUDITOR**

250 Hamilton Avenue, 7th Floor  
Palo Alto, CA 94301

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## The National Citizen Survey™



OFFICE OF THE CITY AUDITOR  
250 Hamilton Avenue, 7th Floor  
Palo Alto, CA 94301

August 2014

Dear City of Palo Alto Resident:

Please help us shape the future of Palo Alto! You have been randomly selected to participate in the 2014 Palo Alto Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. The survey results are compiled each year into a report that is carefully reviewed by City Council members, City management and staff, and the Office of the City Auditor. Your input influences the City's priorities and the services provided to Palo Alto residents.

**A few things to remember:**

- **Your responses are completely anonymous.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

**[www.n-r-c.com/survey/paloalto2014.htm](http://www.n-r-c.com/survey/paloalto2014.htm)**

If you have any questions about the survey please call (650) 329-2667.

Thank you for your time and participation!

Sincerely,

A handwritten signature in cursive script that reads "Harriet Richardson".

Harriet Richardson  
City Auditor

## The National Citizen Survey™



OFFICE OF THE CITY AUDITOR  
250 Hamilton Avenue, 7th Floor  
Palo Alto, CA 94301

August 2014

Dear City of Palo Alto Resident:

Here's a second chance if you haven't already responded to the 2014 Palo Alto Citizen Survey! **(If you completed it and sent it back, we thank you for your time and ask you to recycle this survey. Please do not respond twice.)**

Please help us shape the future of Palo Alto! You have been randomly selected to participate in the 2014 Palo Alto Citizen Survey.

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. The survey results are compiled each year into a report that is carefully reviewed by City Council members, City management and staff, and the Office of the City Auditor. Your input influences the City's priorities and the services provided to Palo Alto residents.

**A few things to remember:**

- **Your responses are completely anonymous.**
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Thank you for your time and participation!

Sincerely,

A handwritten signature in cursive script that reads "Harriet Richardson".

Harriet Richardson  
City Auditor

## The National Citizen Survey™

## The City of Palo Alto 2014 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:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
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 visit.....	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:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Overall feeling of safety in Palo Alto .....	1	2	3	4	5
Overall ease of getting to the places you usually have to visit.....	1	2	3	4	5
Quality of overall natural environment in Palo Alto .....	1	2	3	4	5
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems).....	1	2	3	4	5
Health and wellness opportunities in Palo Alto.....	1	2	3	4	5
Overall opportunities for education and enrichment.....	1	2	3	4	5
Overall economic health of Palo Alto .....	1	2	3	4	5
Sense of community.....	1	2	3	4	5
Overall image or reputation of Palo Alto .....	1	2	3	4	5

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

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
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

### 4. Please rate how safe or unsafe you feel:

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

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Traffic flow on major streets.....	1	2	3	4	5
Ease of public parking.....	1	2	3	4	5
Ease of travel by car in Palo Alto.....	1	2	3	4	5
Ease of travel by public transportation in Palo Alto.....	1	2	3	4	5
Ease of travel by bicycle 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
Air quality.....	1	2	3	4	5
Cleanliness of Palo Alto.....	1	2	3	4	5
Overall appearance of Palo Alto.....	1	2	3	4	5
Public places where people want to spend time .....	1	2	3	4	5
Variety of housing options .....	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Fitness opportunities (including exercise classes and paths or trails, etc.).....	1	2	3	4	5
Recreational opportunities .....	1	2	3	4	5
Availability of affordable quality food .....	1	2	3	4	5
Availability of affordable quality health care .....	1	2	3	4	5
Availability of preventive health services.....	1	2	3	4	5
Availability of affordable quality mental health care.....	1	2	3	4	5

The National Citizen Survey™



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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Availability of affordable quality child care/preschool.....	1	2	3	4	5
K-12 education.....	1	2	3	4	5
Adult educational opportunities.....	1	2	3	4	5
Opportunities to attend cultural/arts/music activities.....	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities.....	1	2	3	4	5
Employment opportunities.....	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Cost of living in Palo Alto.....	1	2	3	4	5
Overall quality of business and service establishments in Palo Alto.....	1	2	3	4	5
Vibrant downtown/commercial areas.....	1	2	3	4	5
Overall quality of new development in Palo Alto.....	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
Openness and acceptance of the community toward people of diverse backgrounds.....	1	2	3	4	5
Neighborhoodliness of residents in Palo Alto.....	1	2	3	4	5
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people.....	1	2	3	4	5
Opportunities to learn about City services through social media websites such as Twitter and Facebook.....	1	2	3	4	5

**7. Please indicate whether or not you have done each of the following in the last 12 months.**

	<i>No</i>	<i>Yes</i>
Made efforts to conserve water.....	1	2
Made efforts to make your home more energy efficient.....	1	2
Observed a code violation or other hazard in Palo Alto (weeds, abandoned buildings, etc.).....	1	2
Household member was a victim of a crime in Palo Alto.....	1	2
Reported a crime to the police in Palo Alto.....	1	2
Stocked supplies in preparation for an emergency.....	1	2
Campaigned or advocated for an issue, cause or candidate.....	1	2
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information.....	1	2
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion.....	1	2

**8. In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Palo Alto?**

	<i>2 times a week or more</i>	<i>2-4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
Used Palo Alto recreation centers or their services.....	1	2	3	4
Visited a neighborhood park or City park.....	1	2	3	4
Used Palo Alto public libraries or their services.....	1	2	3	4
Participated in religious or spiritual activities in Palo Alto.....	1	2	3	4
Attended a City-sponsored event.....	1	2	3	4
Used bus, rail or other public transportation instead of driving.....	1	2	3	4
Carpooled with other adults or children instead of driving alone.....	1	2	3	4
Walked or biked instead of driving.....	1	2	3	4
Volunteered your time to some group/activity in Palo Alto.....	1	2	3	4
Participated in a club.....	1	2	3	4
Talked to or visited with your immediate neighbors.....	1	2	3	4
Done a favor for a neighbor.....	1	2	3	4
Used the City's website to conduct business or pay bills.....	1	2	3	4

**9. Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?**

	<i>2 times a week or more</i>	<i>2-4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
<u>Attended</u> a local public meeting.....	1	2	3	4
<u>Watched</u> (online or on television) a local public meeting.....	1	2	3	4

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## The City of Palo Alto 2014 Citizen Survey

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
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
Yard waste pick-up.....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services.....	1	2	3	4	5
Utility billing.....	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
Public library services.....	1	2	3	4	5
Public information services.....	1	2	3	4	5
Cable television.....	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
Palo Alto open space.....	1	2	3	4	5
City-sponsored special events.....	1	2	3	4	5
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.).....	1	2	3	4	5
Neighborhood branch libraries.....	1	2	3	4	5
Your neighborhood park.....	1	2	3	4	5
Variety of library materials.....	1	2	3	4	5
Street tree maintenance.....	1	2	3	4	5
Electric utility.....	1	2	3	4	5
Gas utility.....	1	2	3	4	5
Recycling collection.....	1	2	3	4	5
City's website.....	1	2	3	4	5
Art programs and theatre.....	1	2	3	4	5

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The City of Palo Alto.....	1	2	3	4	5
The Federal Government.....	1	2	3	4	5

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
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
Overall confidence in Palo Alto government.....	1	2	3	4	5
Generally acting in the best interest of the community.....	1	2	3	4	5
Being honest.....	1	2	3	4	5
Treating all residents fairly.....	1	2	3	4	5



**13. Please rate how important, if at all, you think it is for the Palo Alto community to focus on each of the following in the coming two years:**

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>
Overall feeling of safety in Palo Alto.....	1	2	3	4
Overall ease of getting to the places you usually have to visit.....	1	2	3	4
Quality of overall natural environment in Palo Alto.....	1	2	3	4
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems).....	1	2	3	4
Health and wellness opportunities in Palo Alto.....	1	2	3	4
Overall opportunities for education and enrichment.....	1	2	3	4
Overall economic health of Palo Alto.....	1	2	3	4
Sense of community.....	1	2	3	4

**14. If the City must identify areas for additional multifamily housing (condos or apartments) to meet state requirements, please indicate how much you agree or disagree with placing the additional multifamily housing in the following locations:**

	<i>Strongly agree</i>	<i>Somewhat agree</i>	<i>Somewhat disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
Along El Camino Real.....	1	2	3	4	5
Along San Antonio Avenue.....	1	2	3	4	5
California Avenue area.....	1	2	3	4	5
Downtown Palo Alto.....	1	2	3	4	5
East of Highway 101.....	1	2	3	4	5

**15. Please indicate your level of support for future funding of the following transportation-related investments:**

	<i>Strongly support</i>	<i>Somewhat support</i>	<i>Somewhat oppose</i>	<i>Strongly oppose</i>	<i>Don't know</i>
Bicycle/pedestrian improvements.....	1	2	3	4	5
Caltrain grade separation (i.e., raising or lowering tracks so vehicles can continue driving while trains pass).....	1	2	3	4	5
Electric vehicle infrastructure and incentives.....	1	2	3	4	5
Incentives to encourage people to use transit instead of cars.....	1	2	3	4	5
Parking garages (downtown and California Avenue).....	1	2	3	4	5
Road widening and intersection improvements.....	1	2	3	4	5
Shuttle service improvements.....	1	2	3	4	5

**16. Please rate the ease of vehicle travel through Palo Alto on Monday-Friday from...**

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Early morning through rush hour (6:01 a.m. – 9:00 a.m.).....	1	2	3	4	5
Late morning through mid-afternoon (9:01 a.m. – 3:00 p.m.).....	1	2	3	4	5
Late afternoon through rush hour (3:01 p.m. – 7:00 p.m.).....	1	2	3	4	5
Evening through midnight (7:01 p.m. – 12:00 a.m.).....	1	2	3	4	5
Midnight through early morning (12:01 a.m. – 6:00 a.m.).....	1	2	3	4	5

**17. Please rate the availability of public parking in Palo Alto on Monday-Friday from...**

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Early morning through rush hour (6:01 a.m. – 9:00 a.m.).....	1	2	3	4	5
Late morning through mid-afternoon (9:01 a.m. – 3:00 p.m.).....	1	2	3	4	5
Late afternoon through rush hour (3:01 p.m. – 7:00 p.m.).....	1	2	3	4	5
Evening through midnight (7:01 p.m. – 12:00 a.m.).....	1	2	3	4	5
Midnight through early morning (12:01 a.m. – 6:00 a.m.).....	1	2	3	4	5

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

	<i>Much too slow</i>	<i>Somewhat too slow</i>	<i>Right amount</i>	<i>Somewhat too fast</i>	<i>Much too fast</i>	<i>Don't know</i>
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
Housing growth.....	1	2	3	4	5	6

**19. What one change could the City make that would make Palo Alto residents happier?**

\_\_\_\_\_

## The City of Palo Alto 2014 Citizen Survey

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. How often, if at all, do you do each of the following, considering all of the times you could?**

	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Usually</i>	<i>Always</i>
Recycle at home .....	1	2	3	4	5
Purchase goods or services from a business located in Palo Alto .....	1	2	3	4	5
Eat at least 5 portions of fruits and vegetables a day.....	1	2	3	4	5
Participate in moderate or vigorous physical activity.....	1	2	3	4	5
Read or watch local news (via television, paper, computer, etc.).....	1	2	3	4	5
Vote in local elections.....	1	2	3	4	5

**D2. Would you say that in general your health is:**

- Excellent       Very good       Good       Fair       Poor

**D3. 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

**D4. What is your employment status?**

- Working full time for pay  
 Working part time for pay  
 Unemployed, looking for paid work  
 Unemployed, not looking for paid work  
 Fully retired  
 College student, unemployed

**D5. Do you work inside the boundaries of Palo Alto?**

- Yes, outside the home  
 Yes, from home  
 No

**D6. 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

**D7. Which best describes the building you live in?**

- One family house detached from any other houses  
 Building with two or more homes (duplex, townhome, apartment or condominium)  
 Mobile home  
 Other

**D8. Is this house, apartment or mobile home...**

- Rented       Owned

**D9. 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 \$1,000 per month       \$3,000 to \$3,499 per month  
 \$1,000 to \$1,499 per month       \$3,500 to \$3,999 per month  
 \$1,500 to \$1,999 per month       \$4,000 to \$4,499 per month  
 \$2,000 to \$2,499 per month       \$4,500 to \$4,999 per month  
 \$2,500 to \$2,999 per month       \$5,000 or more per month

**D10. Do any children 17 or under live in your household?**

- No       Yes

**D11. Are you or any other members of your household aged 65 or older?**

- No       Yes

**D12. 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 \$25,000       \$150,000 to \$199,999  
 \$25,000 to \$49,999       \$200,000 to \$249,999  
 \$50,000 to \$99,999       \$250,000 to \$299,999  
 \$100,000 to \$149,999       \$300,000 or more

**Please respond to both questions D13 and D14:**

**D13. Are you Spanish, Hispanic or Latino?**

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

**D14. 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

**D15. 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

**D16. What is your sex?**

- Female       Male

**D17. Do you consider a cell phone or land line your primary telephone number?**

- Cell       Land line       Both

**D18. Do you consider yourself to be one or more of the following? (Check all that apply.)**

- Heterosexual       Lesbian       Gay  
 Bisexual       Transgender

**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**

The National Citizen Survey™



CITY OF  
**PALO  
ALTO**

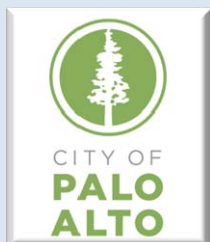
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# The City of Palo Alto, California

## A Report to Our Citizens



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- Page 2** Progress in Fiscal Year 2014
- Page 3** Fiscal Year 2014 Revenues and Expenditures
- Page 4** What's Next? City's Economic Outlook and Moving Forward

### 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 66,000 residents and the daytime population is estimated at more than 123,000. 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 total daytime population for Palo Alto and Stanford is about 148,000.

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. The City of Palo Alto operates under a Council-manager form of government.

### The City of Palo Alto's Values

#### Quality

Superior delivery of services

#### Courtesy

Providing service with respect and concern

#### Efficiency

Productive, effective use of resources

#### Integrity

Straightforward, honest, and fair relations

#### Innovation

Excellence in creative thought and implementation

Demographics Information	FY 2012	FY 2013	FY 2014
Population*	64,538	65,498	66,029
Average travel time to work*	22 minutes	22 minutes	22 minutes
Median household income*	\$117,680	\$118,396	\$122,366
Median price of single family home	\$1,742,000	\$1,992,500	\$1,880,250
Number of authorized City staff	1,114	1,129	1,147

\* Figures reflect American Community Survey data

# How We Have Progressed

## Progress in Fiscal Year 2014



### Key Measures

All percent ratings as “excellent/good”

	FY 2012	FY 2013	FY 2014	Ranking compared to other surveyed jurisdictions
<b>GENERAL COMMUNITY CHARACTERISTICS</b>				
Palo Alto as a place to live	95%	92%	95%	Much Higher
Palo Alto as a place to visit	n/a	n/a	75%	Similar
Overall quality of life in Palo Alto	94%	91%	91%	Much Higher
Overall image or reputation of Palo Alto	92%	90%	92%	Much Higher
Overall appearance of Palo Alto	89%	85%	89%	Much Higher
Cost of living in Palo Alto	n/a	n/a	11%	Much Lower
<b>STEWARDSHIP</b>				
General Fund Operating Expenditures Per Capita (in millions)	\$2,399	\$2,400	\$2,412	
Generally acting in the best interest of the community	n/a	n/a	54%	Similar
Economic development	67%	61%	73%	Higher Than
Overall natural environment in Palo Alto	88%	83%	88%	Higher Than
Your neighborhood as a place to live	90%	91%	92%	Higher Than
Preservation of natural areas such as open space, farmlands and greenbelts	81%	79%	80%	Higher Than
<b>PUBLIC SERVICE</b>				
Overall confidence in Palo Alto government	n/a	n/a	52%	Similar
Services provided by Palo Alto	88%	84%	83%	Similar
The value of services for taxes paid to Palo Alto	67%	66%	66%	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	81%	79%	81%	Similar
Police services	86%	86%	87%	Similar
Fire services	96%	93%	95%	Similar
<b>COMMUNITY</b>				
Overall feeling of safety in Palo Alto as “very/somewhat safe”	n/a	n/a	92%	Higher Than
Overall ease of getting to the places you usually have to visit	n/a	n/a	71%	Similar
Overall “built environment” of Palo Alto (including overall design, buildings, parks, and transportation systems)	n/a	n/a	67%	Similar
Openness and acceptance of the community toward people of diverse backgrounds	80%	76%	76%	Similar
Opportunity to participate in community matters	n/a	n/a	75%	Similar
Opportunities to volunteer	80%	82%	83%	Similar

### Themes for 2014

Differing from prior years’ performance reports, the themes allow users to understand the performance of cross-departmental programs or initiatives, while continuing to present information by individual departments.

#### ► Stewardship:

- Financial Responsibility
- Neighborhood Preservation
- Environmental Sustainability

#### ► Public Service:

- Public Safety Services
- Utility Services
- Internal City Services

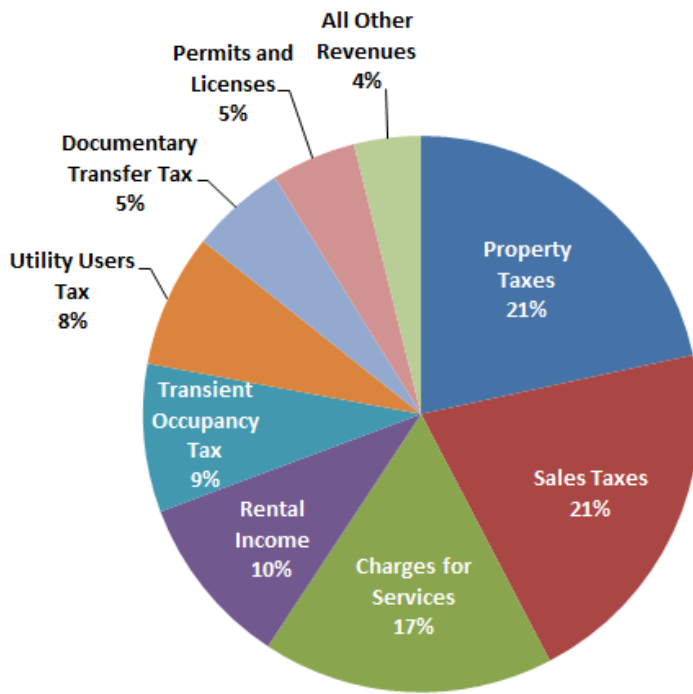
#### ► Community:

- Community Involvement and Enrichment
- Safety, Health, and Well-Being
- Density and Development
- Mobility

# The City's Finances

## Revenues and Expenditures

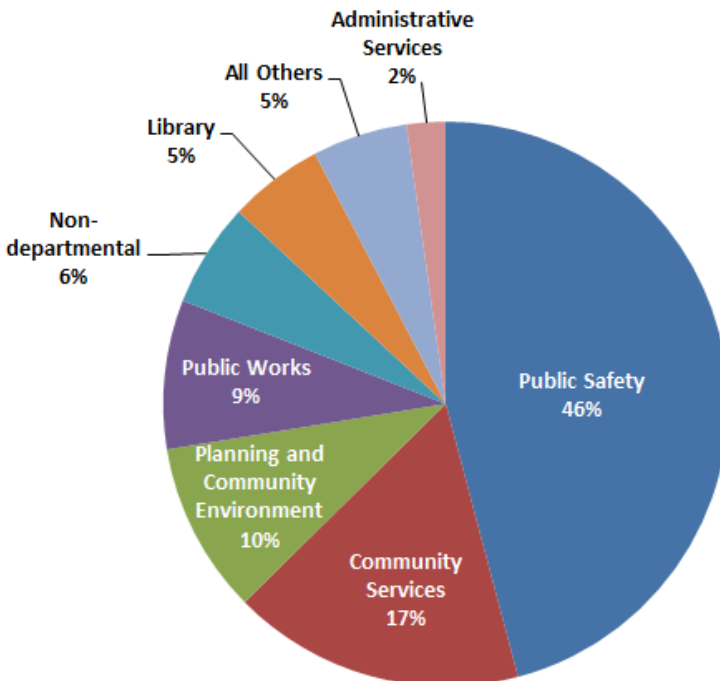
### Primary Sources of General Fund Revenues



Revenues by Source	FY 2013 Actual Revenues	FY 2014 Actual Revenues
Property Tax	\$28.7 million	<b>\$30.6 million</b>
Sales Tax	\$25.6 million	<b>\$29.4 million</b>
Charges for Services	\$26.7 million	<b>\$24.0 million</b>
Rental Income	\$12.9 million	<b>\$14.2 million</b>
Transient Occupancy Tax	\$10.8 million	<b>\$12.2 million</b>
Utility Users Tax	\$10.9 million	<b>\$11.0 million</b>
Documentary Transfer Tax	\$6.8 million	<b>\$7.8 million</b>
Permits and Licenses	\$7.6 million	<b>\$7.0 million</b>
All Other Revenues	\$2.6 million	<b>\$5.5 million</b>
<b>Total Revenues:</b>	<b>\$132.6 million</b>	<b>\$141.7 million</b>

Source: FY 2014 Comprehensive Annual Financial Report (CAFR)

### Primary General Fund Expenditures



Revenues by Source	FY 2013 Actual Expenditures	FY 2014 Actual Expenditures
Public Safety	\$59.5 million	<b>\$61.7 million</b>
Community Services	\$21.5 million	<b>\$22.5 million</b>
Planning and Community Environment	\$11.8 million	<b>\$13.2 million</b>
Public Works	\$11.5 million	<b>\$11.5 million</b>
Nondepartmental	\$7.4 million	<b>\$8.0 million</b>
Library	\$6.9 million	<b>\$7.3 million</b>
All Others	\$5.5 million	<b>\$7.3 million</b>
Administrative Services	\$3.1 million	<b>\$3.0 million</b>
<b>Total Revenues:</b>	<b>\$127.2 million</b>	<b>\$134.5 million</b>

Source: FY 2014 Comprehensive Annual Financial Report (CAFR)

### Independent Audit

An independent audit of the City's basic financial statements resulted in a clean audit opinion.

## City's Budget and Accomplishments

From the City Manager

### City's Budget

While revenues continue to trend upward, the City has stayed on its course to proactively manage its budget to ensure fiscal responsibility and stability as well as to focus on infrastructure investments and contain long-term pension and retiree healthcare liabilities. For Fiscal Year 2015, the City Council adopted a balanced citywide budget of \$470.3 million and a General Fund budget of \$171.1 million. The increase in the General Fund Budget from the prior year was mostly possible due to a significant increase in major tax revenues. These increases were the result of a very robust local economy and growth in jobs. On the other side of this good news, increasing traffic in the region, parking problems in the City's key commercial districts, and the overall pace of development proposals and building impacts across town made growth and its impacts the key focus of the Council. The 2014 City Council Priorities reflect this:

- Comprehensive planning and action on land use and transportation: the Built Environment, Transportation, Mobility, Parking, and Livability
- Infrastructure Strategy and Funding
- Technology and the Connected City

### Accomplishments

As this report identifies, staff performs at a high level serving our community. In addition to the performance measures and data contained in this report, we can be proud of many accomplishments in 2014, a few of which are highlighted below:

**Land Use:** Launched the Our Palo Alto program to complete the revision of the City's Comprehensive Plan, adopted the 2015-2023 Housing Element, began Phase 1 of Downtown Cap Study, continued implementation of the Development Services Blueprint, developed a Residential Permit Parking Program (RPP), moved to expand shuttle service, initiated development of an expansive Transportation Demand Management (TDM) program to include a Transportation Management Agency (TMA), studied new garage opportunities, and developed a series of intermediate zoning changes (underway) to manage near term growth impacts.

**Infrastructure:** Completed construction of Mitchell Park and Rinconada Libraries; adopted a plan to fully fund the City's Infrastructure Plan (outgrowth of the Infrastructure Blue Ribbon Commission Report); initiated the Parks, Open Space & Recreation Master Plan process and completed the transfer of Palo Alto Airport to the City.

**Technology:** Developed a Fiber to the Premises Strategy and plan, launched Accela Citizen Access, Tri-Cities Computer Aided Dispatch, PaloAlto311 mobile application and mobile audio video equipment in all patrol vehicles.

**Sustainability:** Received the *Beacon Award* from the League of California Cities and the Institute for Local Government for greatest sustainability achievements in the State, the *Most Electric Vehicle Ready Community Award* and the *Best Solar Collaboration Award*, and initiated work on a new Sustainability & Climate Action Plan.

In closing, I would like to thank Harriet Richardson, our City Auditor, and her team, who put together this report for our citizens, City Council, and staff. The Auditor's Office and my staff have worked together to streamline this report and focus on the most significant performance measures. In the coming year, we plan to continue our cooperation with the goal of establishing an ever more robust performance management system.

### 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](http://www.agacgfm.org) (under Tools & Resources)

The Office of the City Auditor is responsible for independently evaluating the City's programs, services, and departments. For 12 years our office has issued the City's annual Performance Report (formerly Service Efforts and Accomplishments) to supplement the City's financial reports and statements. If you are interested in viewing the City's complete annual performance report, please visit: <http://www.cityofpaloalto.org/gov/depts/aud/reports/accomplishments.asp>