



CITY OF PALO ALTO OFFICE OF THE CITY AUDITOR

January 25, 2016

The Honorable City Council
Palo Alto, California

FY 2015 Performance Report, The National Citizen Survey™, and Citizen Centric Report

NOTE: This item may be moved to the Council retreat agenda on January 30, 2016.

The Office of the City Auditor presents the 14th annual performance report for the City of Palo Alto, The National Citizen Survey™, and the Citizen Centric Report covering the fiscal year ending June 30, 2015 (FY 2015).

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 2006 through 2015. 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, benchmarks to other communities, responses 10 custom questions and one open-ended question, 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: FY 2015 Performance Report (PDF)
- Attachment B: FY 2015 National Citizen Survey (PDF)
- Attachment C: FY 2015 Citizen Centric Report (PDF)

Department Head: Harriet Richardson, City Auditor



OUR 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.

2015

CITY OF PALO ALTO PERFORMANCE REPORT

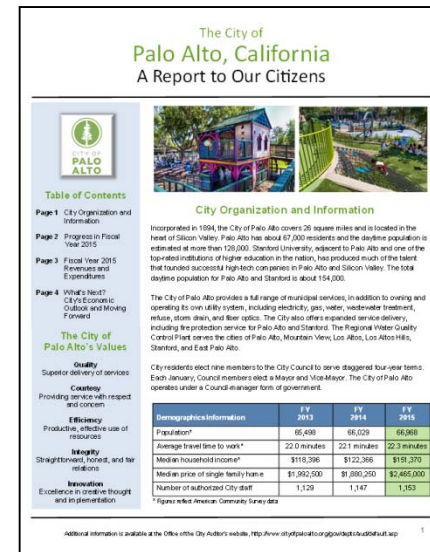
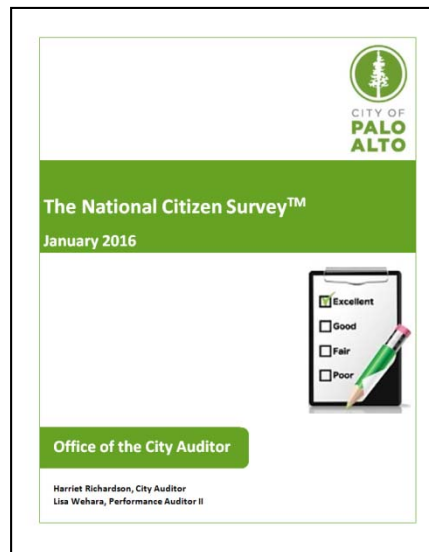
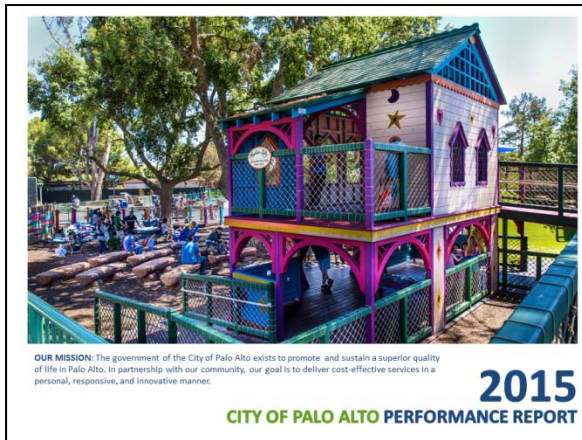
PREFACE

The Office of the City Auditor presents the 14th annual performance report for the City of Palo Alto covering the fiscal year ending June 30, 2015 (FY 2015). 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 2006 through 2015.

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.

The Performance Report can be used in conjunction with the annual National Citizen Survey™ and the Citizen Centric Report.



INTRODUCTION

This is the 14th 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 2006 through 2015 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.

The report format allows users to understand the performance of cross-departmental programs or initiatives, while also presenting 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/>.

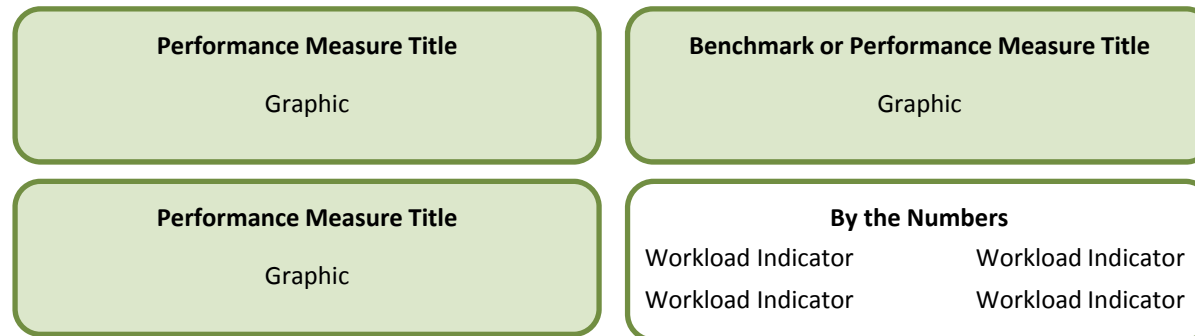
Chapter 2 Themes and Subthemes		
<u>Stewardship</u>	<u>Public Service</u>	<u>Community</u>
<ul style="list-style-type: none"> • Financial Responsibility • Environmental Sustainability • Neighborhood Preservation 	<ul style="list-style-type: none"> • Emergency Services • Utility Services • Internal City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

SCOPE AND METHODOLOGY

The report provides information on various aspects of city performance, and to the extent possible, includes data for fiscal years 2006 through 2015. 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.

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
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
2015	259.1
Percent change from 2014	2.3%
Percent change from 2006	19.3%

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

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CHAPTER 2: THEMES AND SUBTHEMES	
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Citywide Spending and Staffing

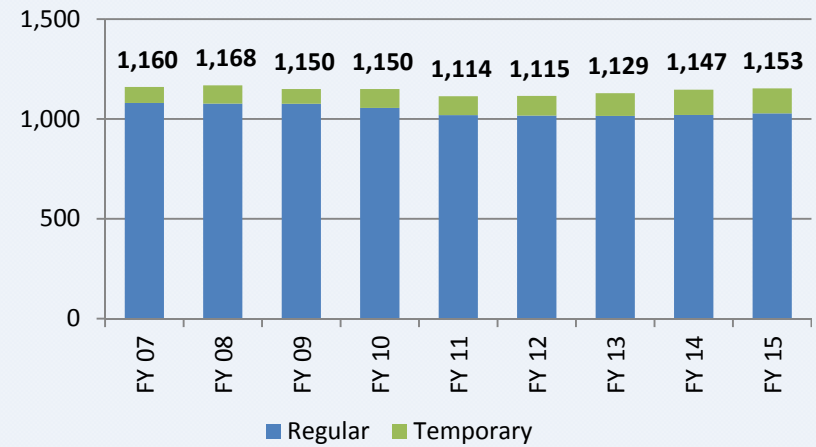
Organizational Chart

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.

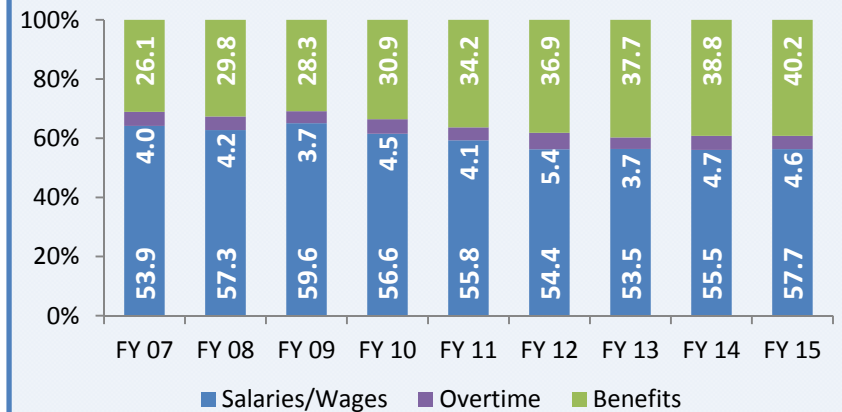


Authorized Staffing



Source: Administrative Services Department

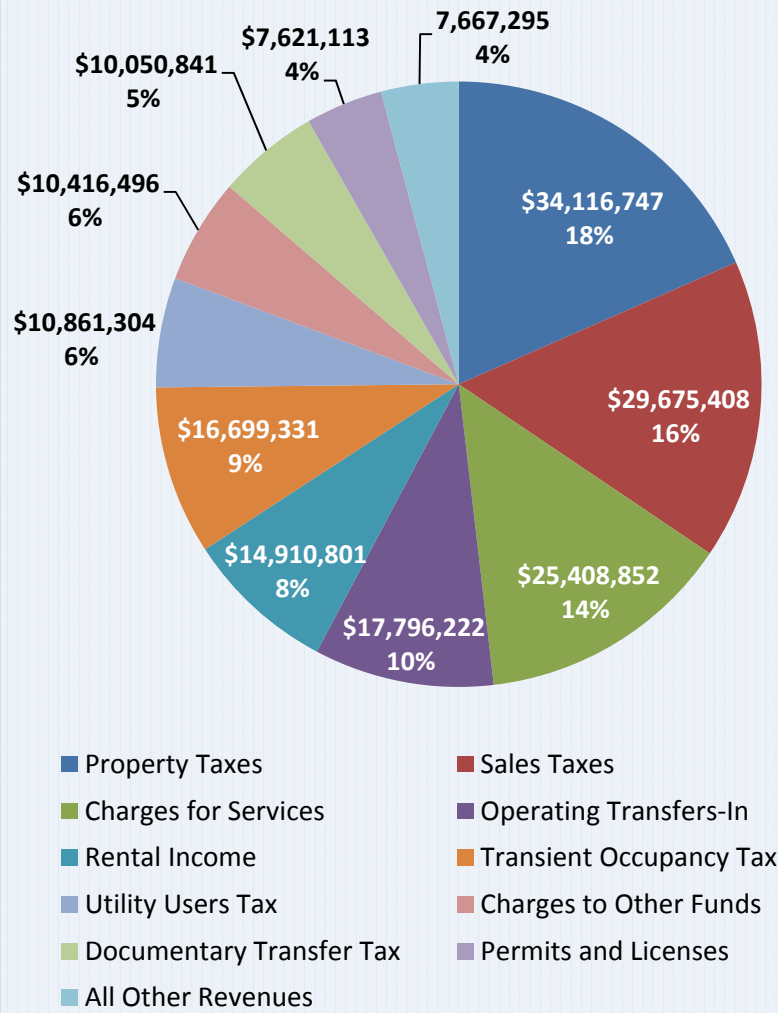
General Fund Employee Costs (in millions)



Source: Administrative Services Department

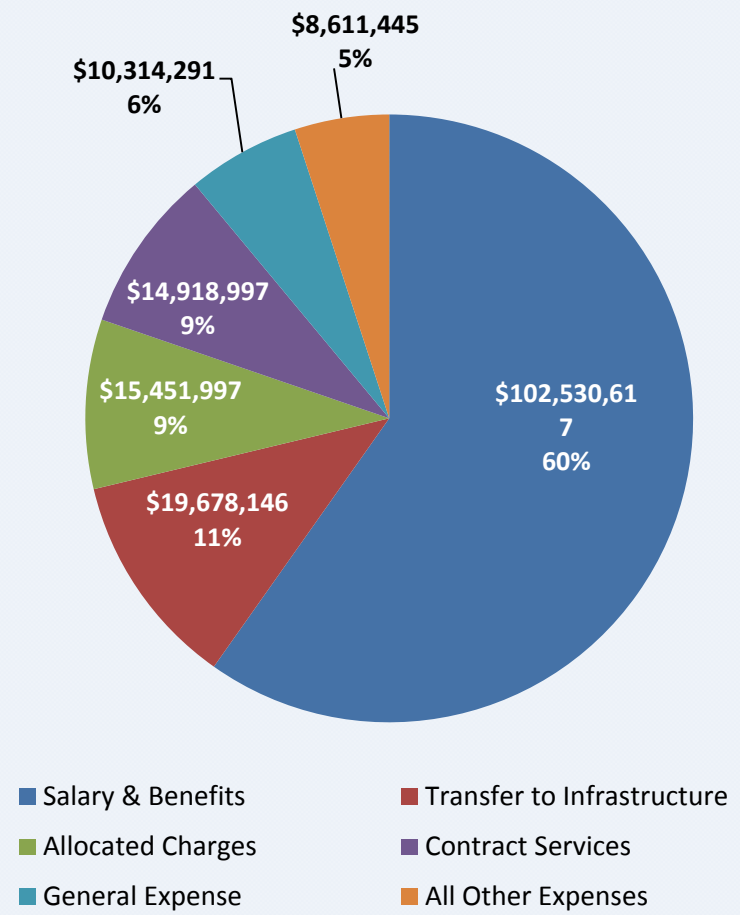
Citywide Spending and Staffing

Source of FY 2015 General Fund Revenues



Source: Administrative Services Department

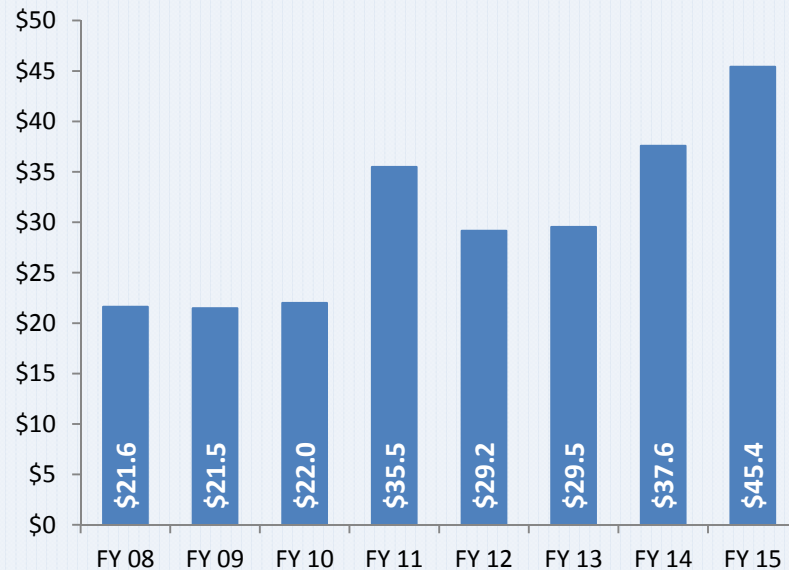
Use of FY 2015 General Fund Dollars (shown on a budgetary basis)



Source: Administrative Services Department

Citywide Spending and Staffing

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

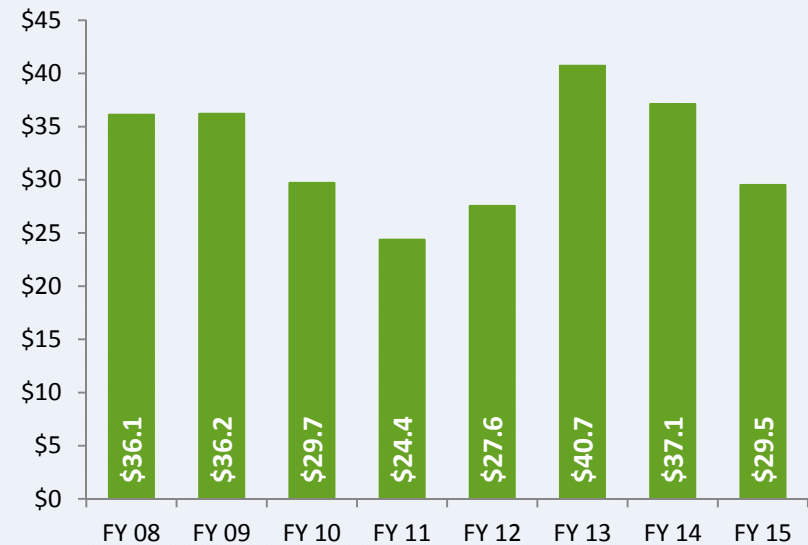


**5 General Fund Projects With
Highest Actual Costs in FY 2015**

- Main Library New Construction
- Street Maintenance
- Mitchell Park Library
- California Avenue Transit Hub
- Magical Bridge Playground

Source: Administrative Services Department

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

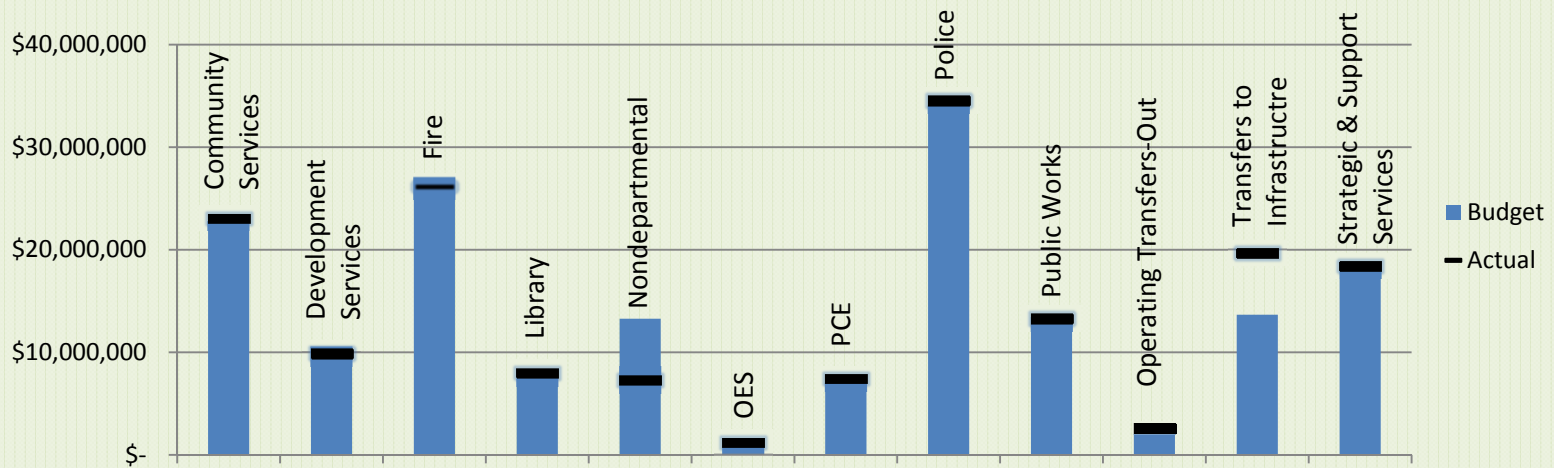


**5 Enterprise Fund Projects With
Highest Actual Costs in FY 2015**

- Gas Main Replacements Projects
- Electric System Improvement
- Electric Customer Connections
- Refuse Landfill Closure
- Wastewater Treatment Plant Equipment Replacement

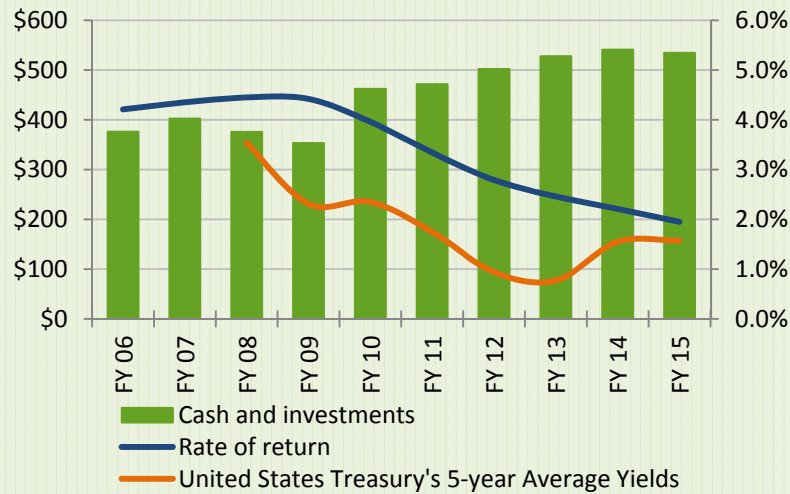
Source: Administrative Services Department

Citywide Operating Expenditures Budget to Actual by Department



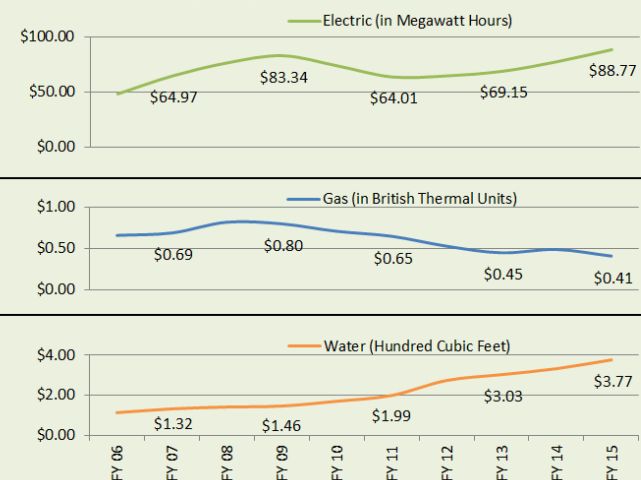
Source: Office of Management and Budget

Cash and Investments and Rate of Return



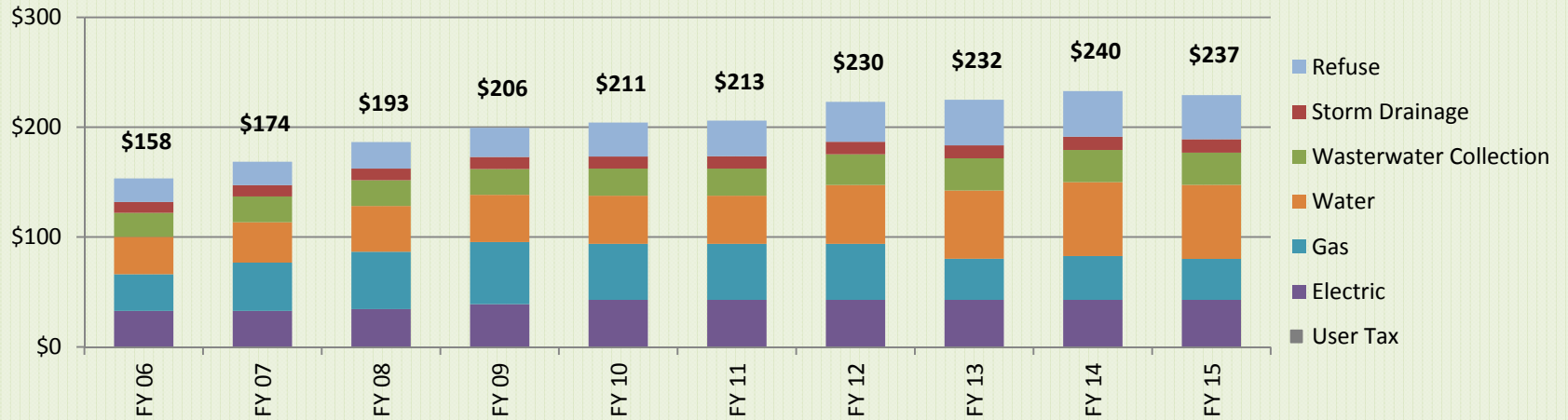
Source: Administrative Services Department

Utility Average Purchase Costs (per unit)



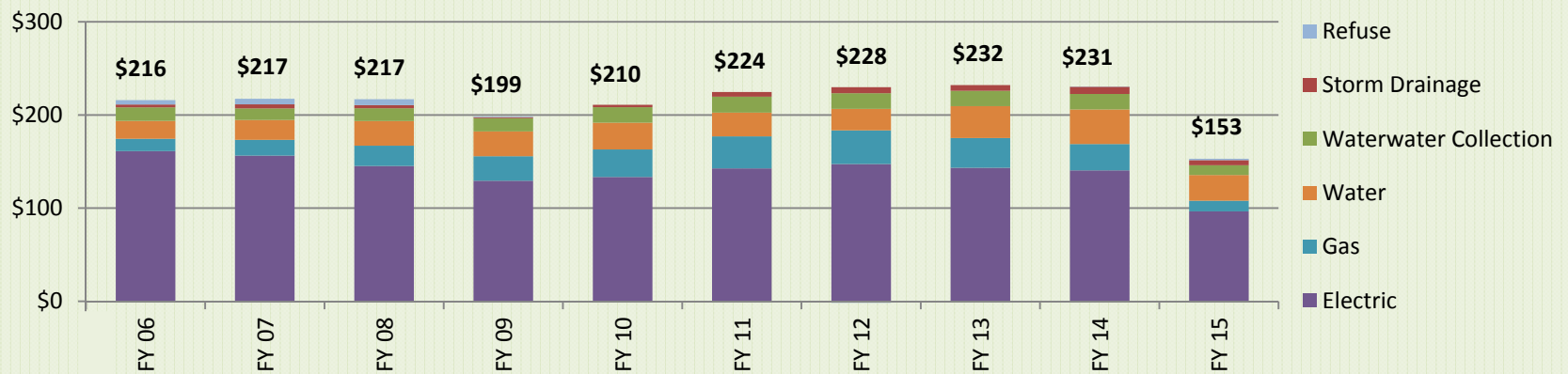
Source: Utilities Department

History of Average Monthly Residential Bills



Source: Utilities Department

Utility Fund Reserves (in millions)



Source: Administrative Services Department

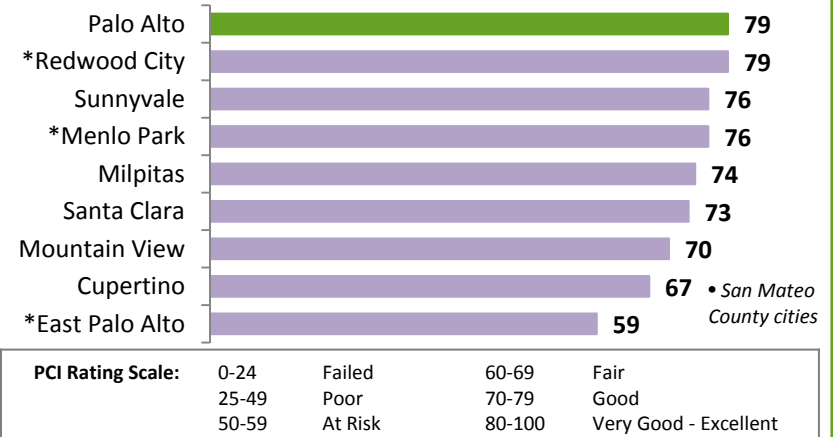
Neighborhood Preservation

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



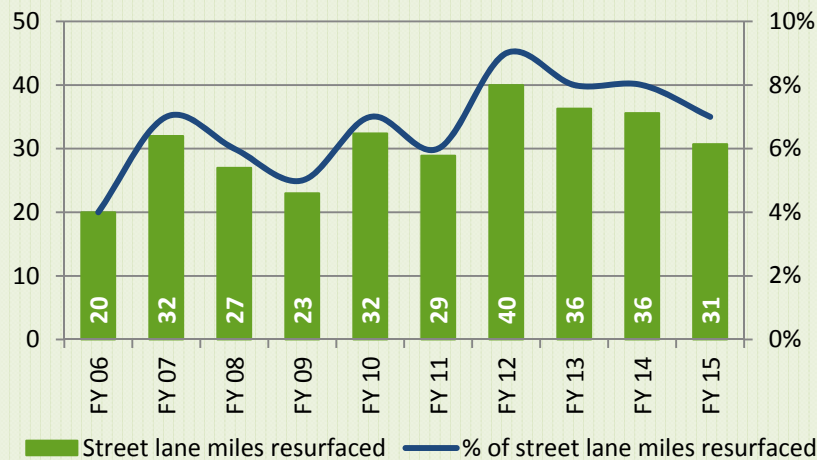
Source: Public Works Department

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

7%

Percent of the City's total 471 lane miles resurfaced in FY 2015, which decreased by 1% point from FY 2014

3,294

Number of signs repaired or replaced, which increased 26% from FY 2014 and increased 88% from FY 2006

51%

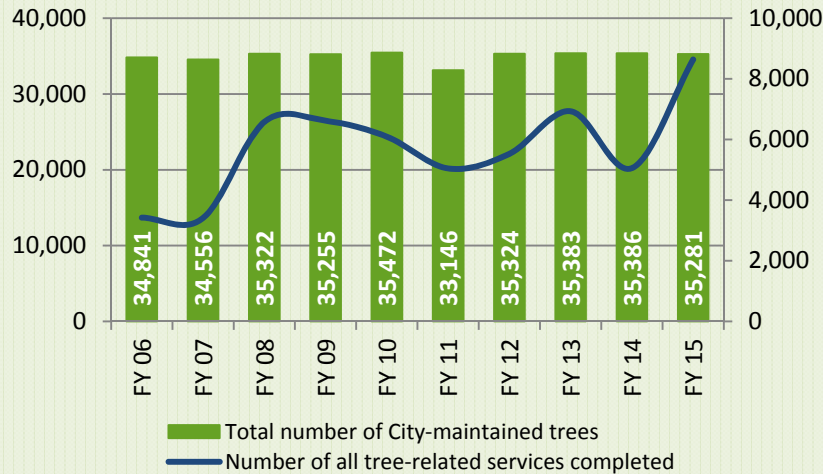
Citizen Survey: Street repair rated as "excellent" or "good" in FY 2015, compared to 55% in FY 2013 and benchmarked as similar to other jurisdictions

79

2015 Pavement Condition Index score rated as "good" in maintaining local street and road networks, based on a scale of 0 to 100

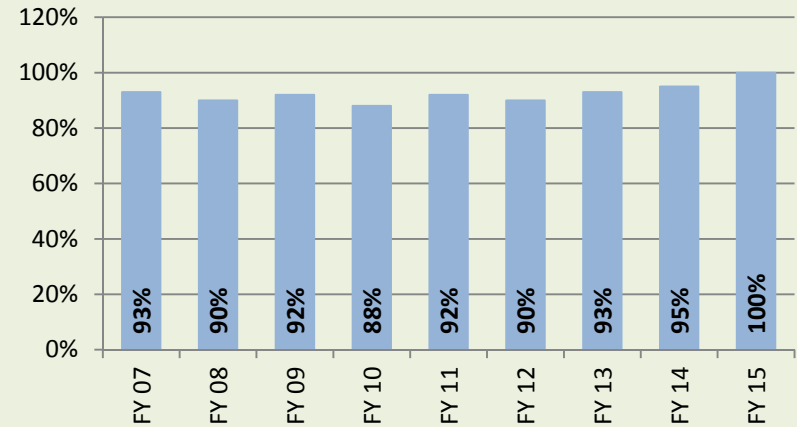
Neighborhood Preservation

Trees Maintained and Serviced



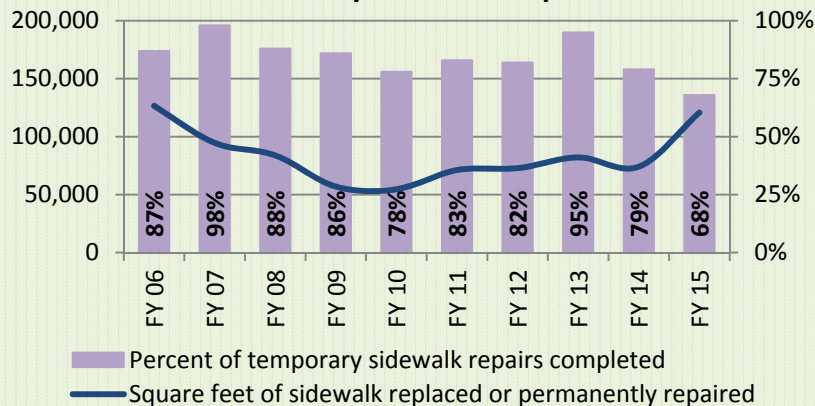
Source: Public Works Department

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

305

Number of trees planted, which include trees planted by Canopy volunteers, achieving the 250 target

28%

Percent of trees trimmed to clear power lines, achieving the 25% target

75%

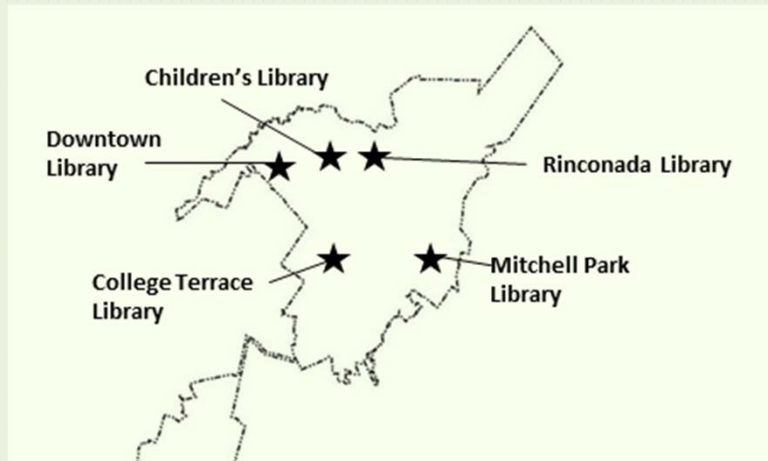
Citizen Survey: Street cleaning rated as "excellent" or "good" in FY 2015, compared to 80% in FY 2014; benchmarked as similar to other jurisdictions

62%

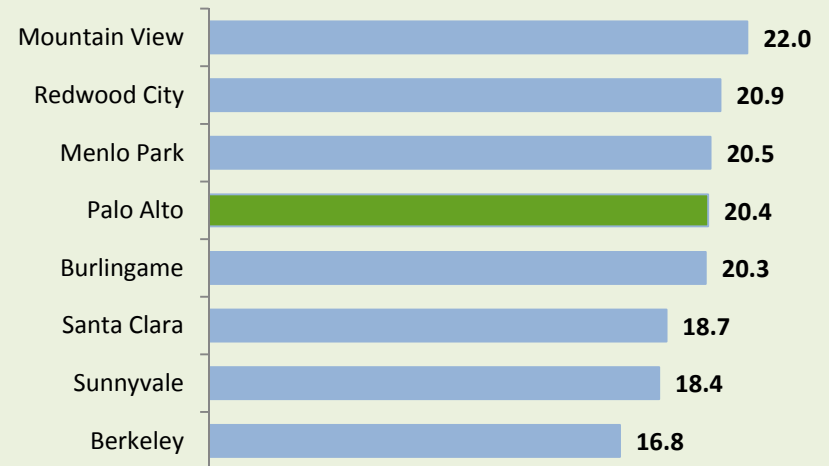
Citizen Survey: Sidewalk maintenance rated as "excellent" or "good" in FY 2015, same as FY 2014; benchmarked as similar to other jurisdictions

Neighborhood Preservation

Map of Library Branch Locations



Comparison of Library Checkouts Per Capita



Source: California State Library Public Library Statistics 2013-2014

Library Visits and Checkouts



Source: Library Department

By the Numbers

51,792
 Number of cardholders, which increased 10% from FY 2014 and decreased 7% from FY 2006

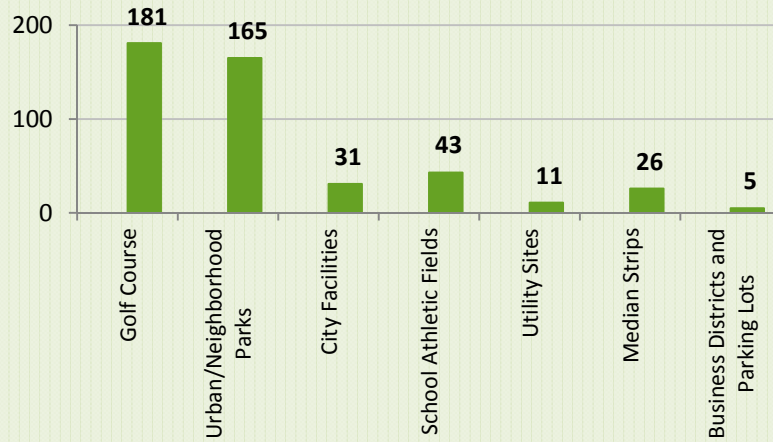
64%
 Percent of Palo Alto residents who are cardholders, which increased 6% from FY 2014 and increased 2% from FY 2006

11,334
 Total library hours open annually, which ranged from 8,855 to 11,822 from FY 2006 to FY 2015, and increased 8% from FY 2006

4,339
 Meeting room reservations, which increased 322% from FY 2014 and increased 413% from FY 2012

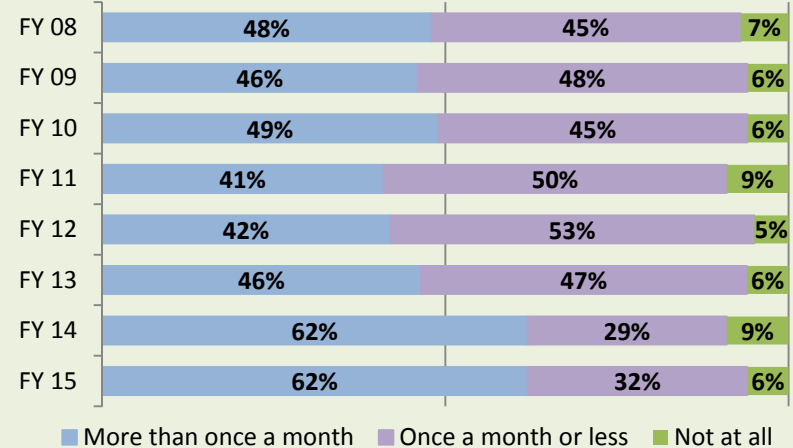
Neighborhood Preservation

Community Services: Parks/Land Maintained (Acres)



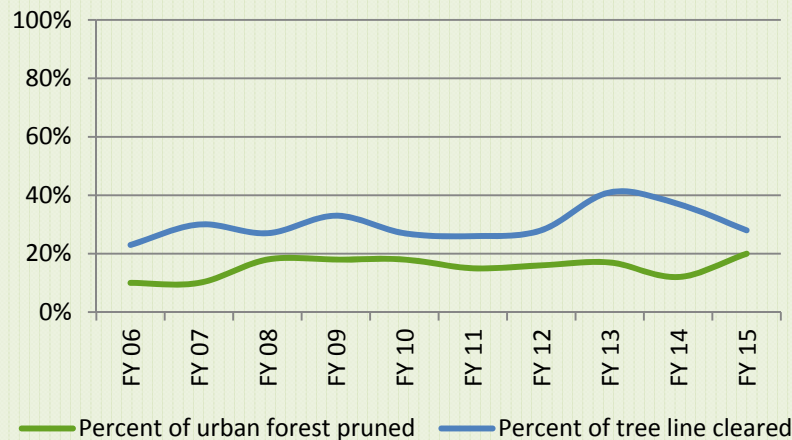
Source: Community Services Department

Citizen Survey: Visited a Neighborhood Park or City Park



Source: 2015 National Citizen Survey™

Urban Forest: Percent Pruned and Tree Line Cleared



Source: Public Works Department

By the Numbers

118,390

Number of native plants in restoration projects, which increased 87% from FY 2014 and increased 663% from FY 2006

310

Participants in community garden program, which increased 6% from FY 2014 and increased 39% from FY 2006

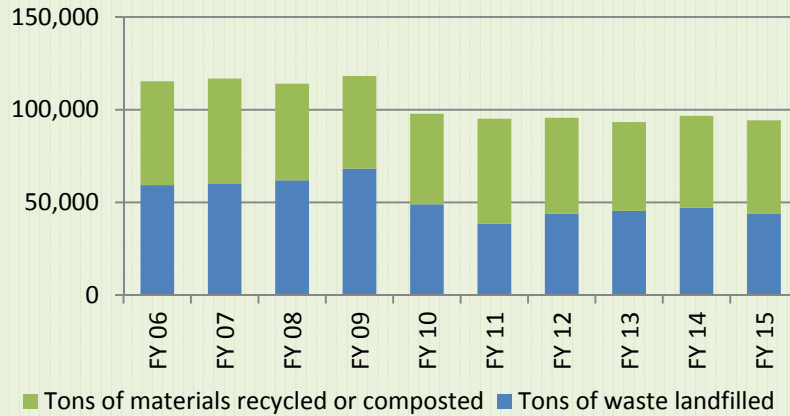
94%

Citizen Survey: Visited a neighborhood park or City park at least once in the last 12 months

169,653

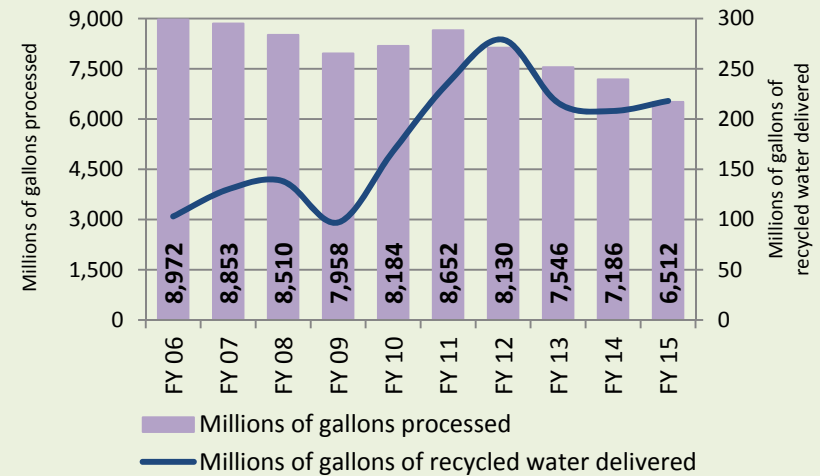
Visitors at Foothills Park, which decreased 15% from FY 2014 and increased 33% from FY 2006

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



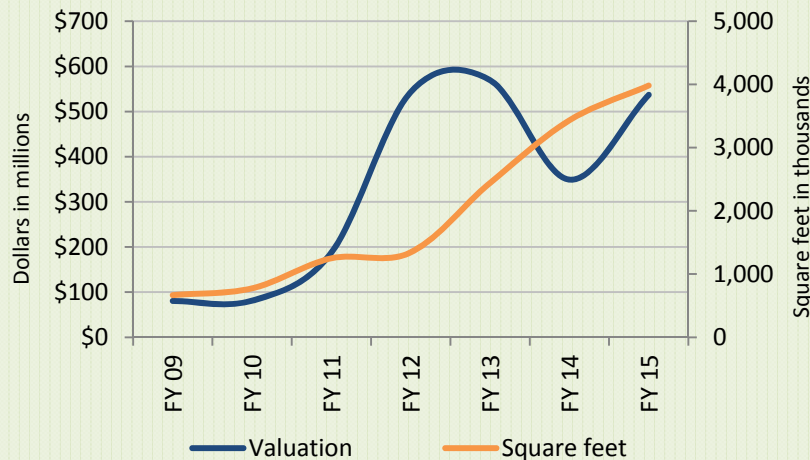
Sources: Public Works Department, California Department of Resources Recycling and Recovery (CalRecycle)

Total Water Processed and Recycled



Source: Public Works Department

Green Building with Mandatory Regulations



Source: Development Services Department

By the Numbers

50,546

Tons of materials recycled or composted (i.e., do not end up in a landfill), increased 2% from FY 2014 and decreased 10% from FY 2006

3,958,713

Green Building energy savings per year in Kilo British Thermal Units, which increased 26% from FY 2014

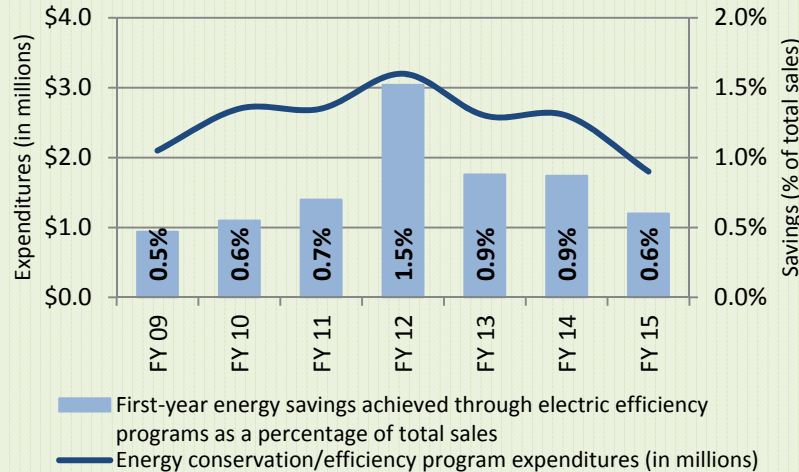
4,767

Number of households participating in the Household Hazardous Waste program, which decreased 2% from FY 2014 and increased 8% from FY 2006

28%

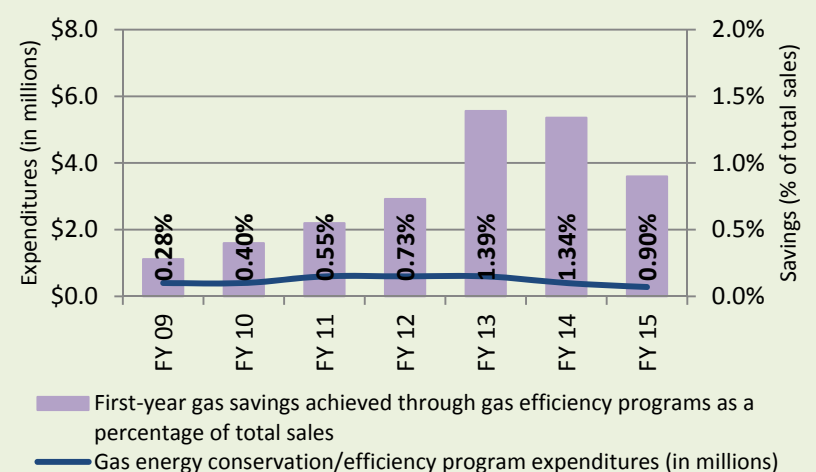
Percent of commercial accounts with compostable service, which increased 8% from FY 2014

Electric Efficiency Program Expenditures and Savings



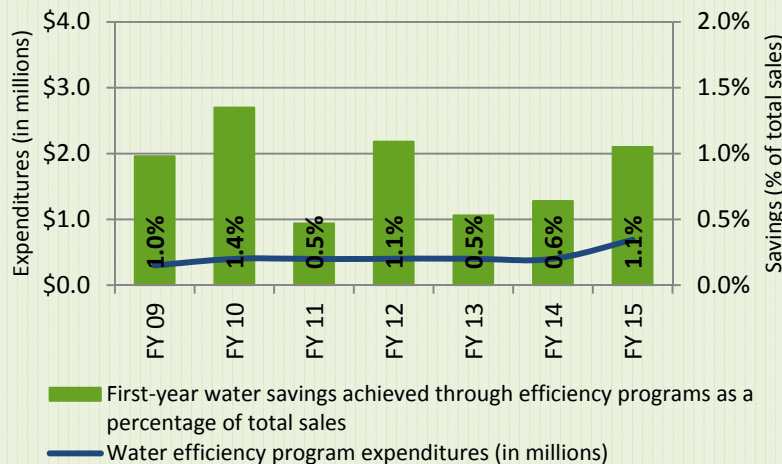
Source: Utilities Department

Gas Energy Efficiency Program Expenditures Savings



Source: Utilities Department

Water Conservation Expenditures and Savings



Source: Utilities Department

By the Numbers

22%

Percent of qualifying renewable electricity, including biomass, biogas, geothermal, small hydro facilities, solar, and wind, which increased 14% from FY 2006

127

Average residential gas usage in therms per capita, which decreased by 18% from FY 2014 and decreased 32% from FY 2006

0

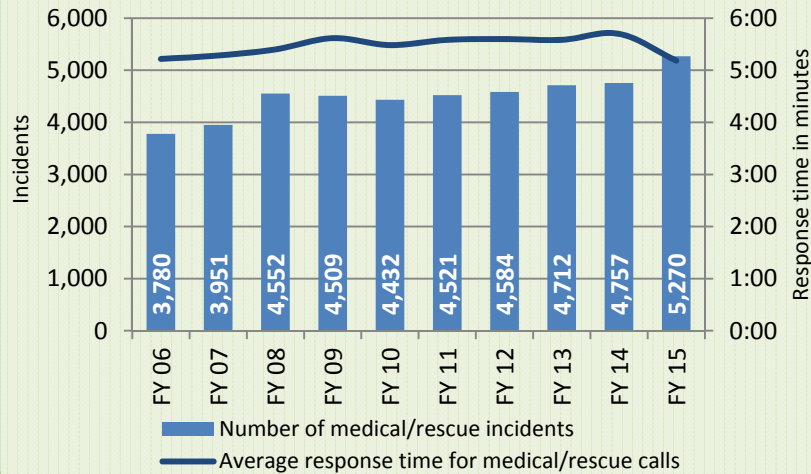
Metric tons of electric supply carbon dioxide emissions in FY 2015; the carbon neutral plan effectively eliminated all greenhouse gas emissions from the City's electric supply

31

Average residential water usage in hundred cubic feet per capita, which decreased 19% from FY 2014 and decreased 27% from FY 2006

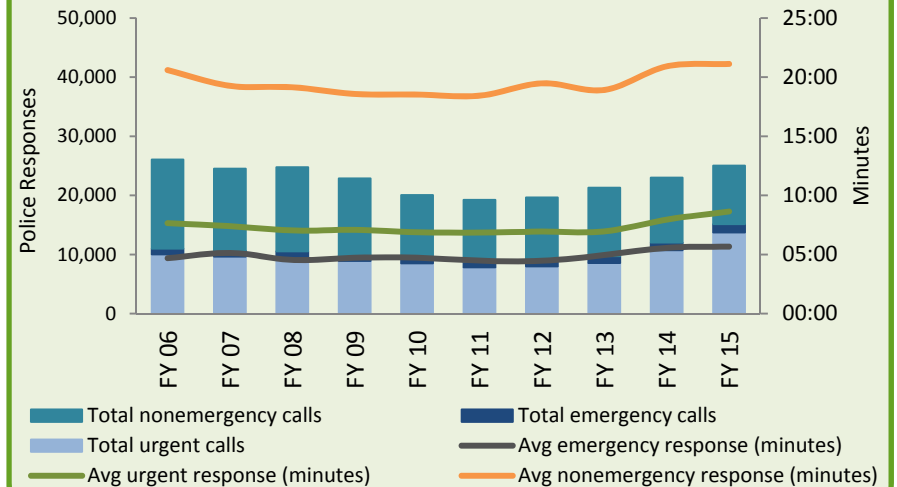
Responsiveness – Public Safety Services

Fire: Number of Medical/Rescue Incidents to Response Time



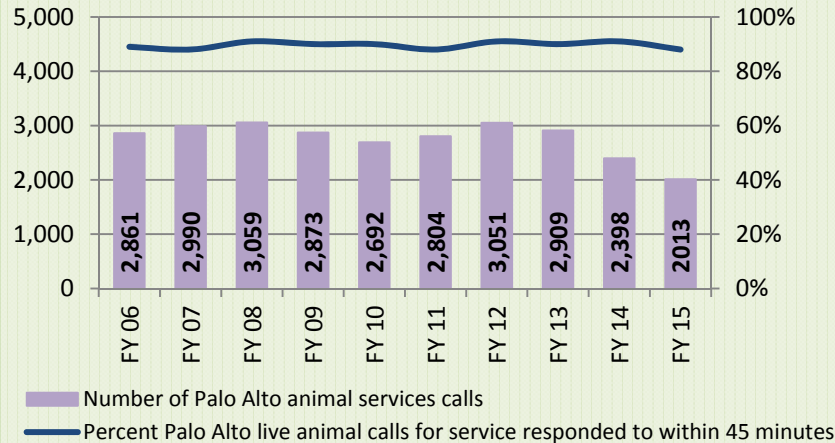
Source: Police Department

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

81

Number of hazardous materials incidents, which increased 11% from FY 2014 and increased 80% from FY 2006

89%

Police Department non-emergency calls responded to within 45 minutes, which decreased 1% from FY 2014 and decreased 6% from FY 2006

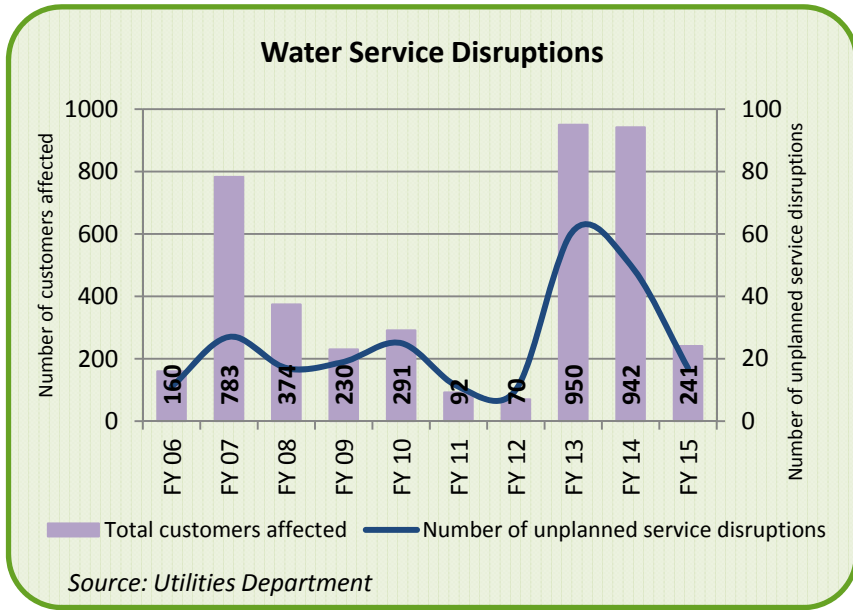
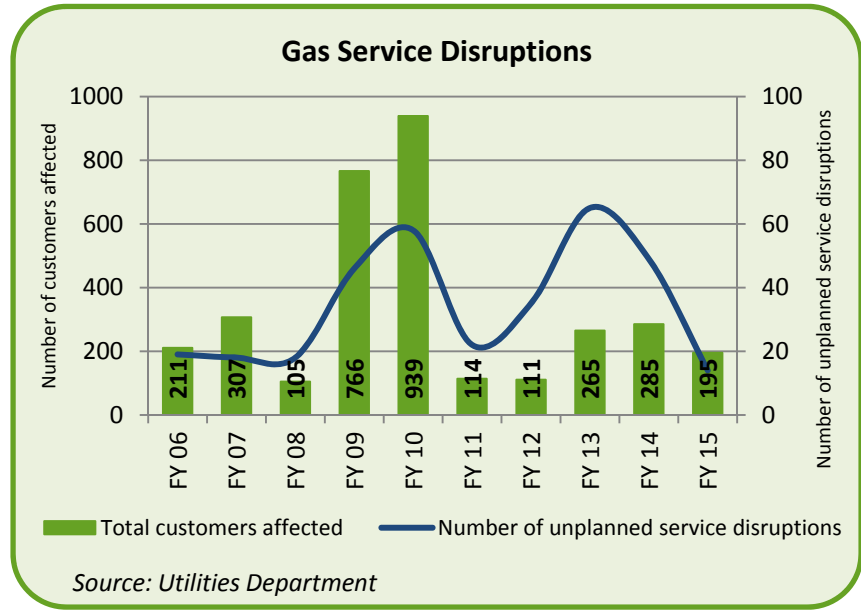
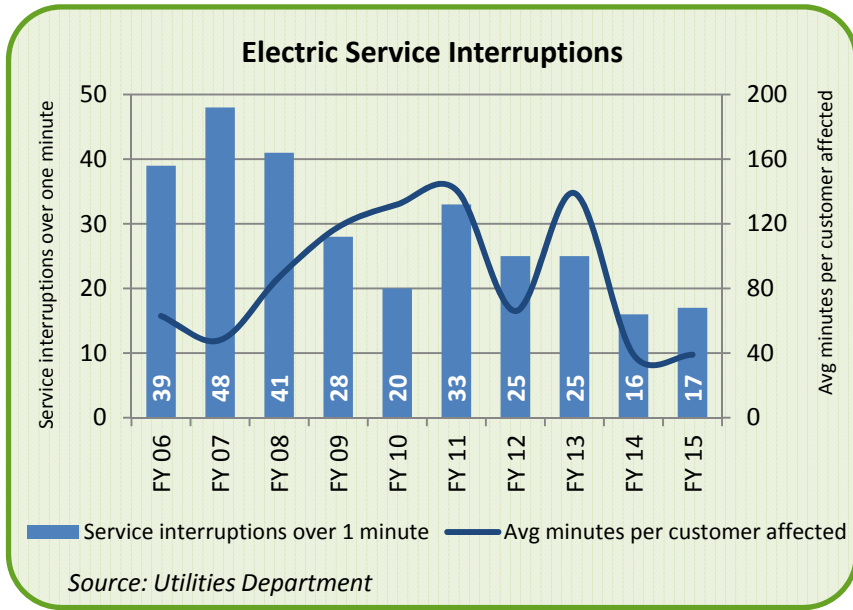
73%

Percent emergency calls dispatched within 60 seconds, which decreased 4% from FY 2014

91%

Percent of code enforcement cases resolved within 120 days, which increased 2% from FY 2014 and decreased 3% from FY 2006

Responsiveness – Utility Services



By the Numbers

72,587

Total number of electric, gas, and water customer accounts

- Electric – 29,065
- Gas – 23,461
- Water – 20,061

380 fewer accounts than FY 2014

39

Average power outage duration in minutes per customer affected, same as FY 2014

249

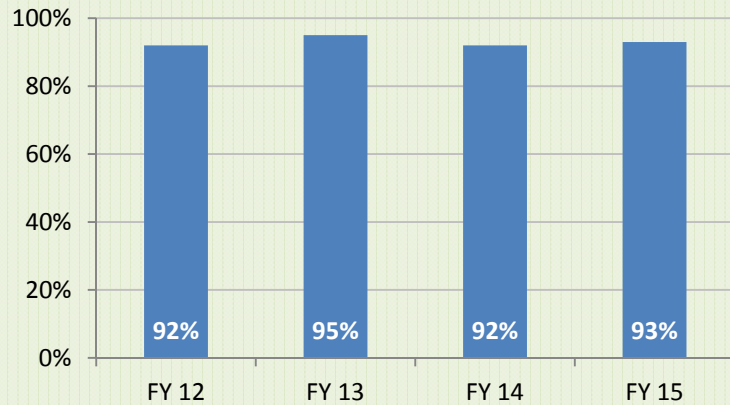
Number of gas leaks found, 61 ground leaks and 188 meter leaks, a decrease of 40% and 37%, respectively, from FY 2014

241

Unplanned water service outages, which is a decrease of 74% from FY 2014

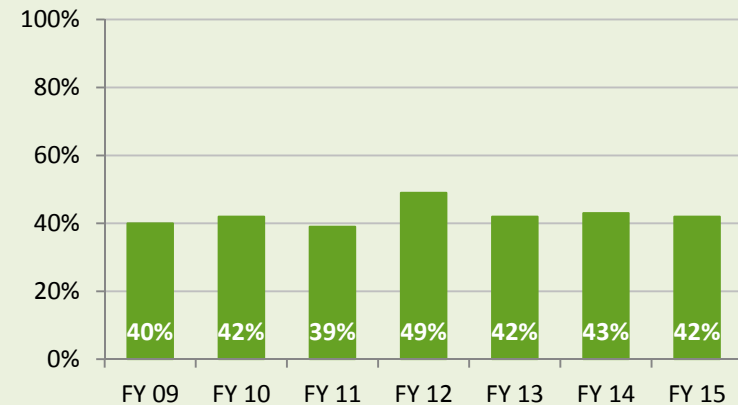
Responsiveness – Internal City Services

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



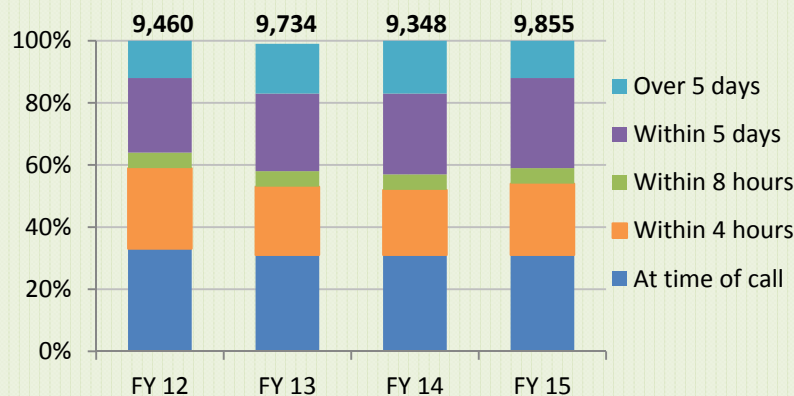
Source: Office of the City Attorney

**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

99

Number of claims handled by the Office of the City Attorney in FY 2014, which increased 27% from FY 2013

1,707

Number of purchasing documents processed; \$129.3 million in goods and services purchased

1,366

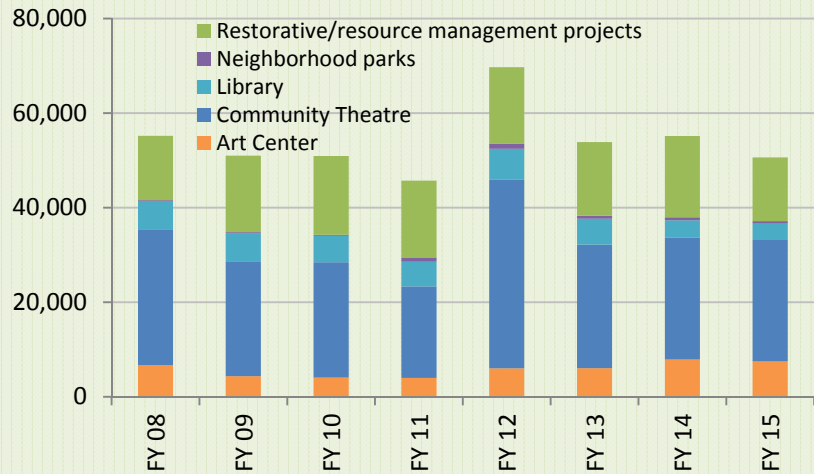
Workers' Compensation days lost to work-related illness or injury in FY 2015, which decreased 23% from FY 2014

52%

Percent of information technology security incidents remediated within one day in FY 2015, which increased 24% from FY 2014

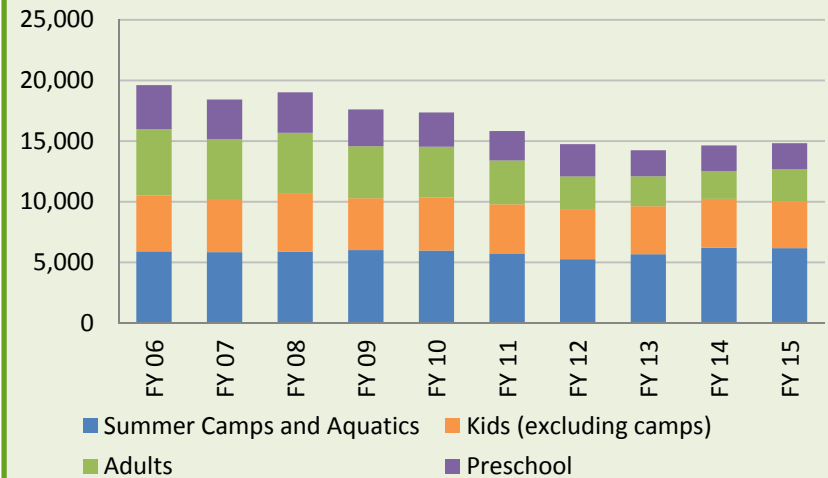
Community Involvement and Enrichment

Community Services and Library Volunteer Hours



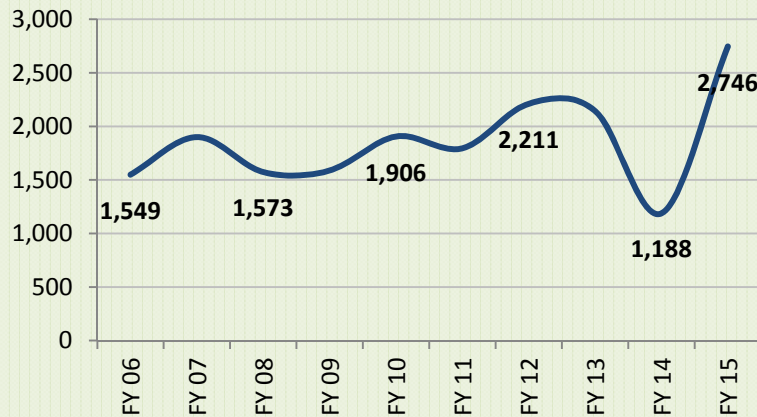
Sources: Community Services and Library Departments

Community Services: Total Enrollment in Classes/Camps



Source: Community Services Department

Number of Participants in Teen Programs



Source: Library Department

By the Numbers

180,074

Number of titles in library collection, which increased 4% from FY 2014 and increased 10% from FY 2006

2

Average business days for new library materials to be available for customer use, which remained constant from FY 2014 and improved 78% from FY 2010

1,048

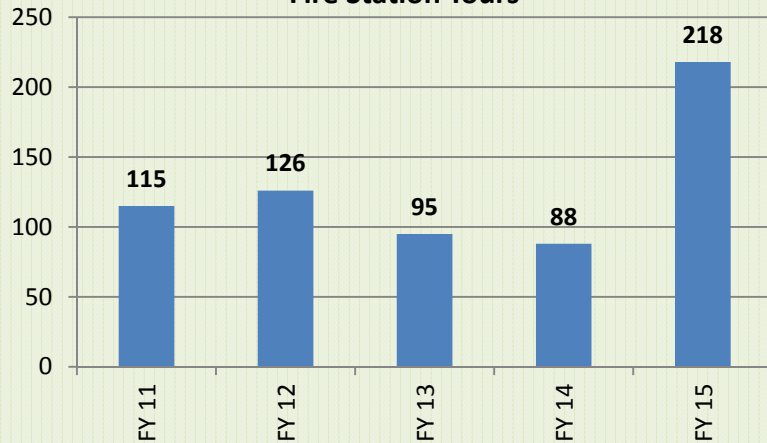
Number of library programs offered, which increased 31% from FY 2014 and increased 86% from FY 2006

44,892

Library program attendance, which increased 18% from FY 2014 and increased 46% from FY 2006

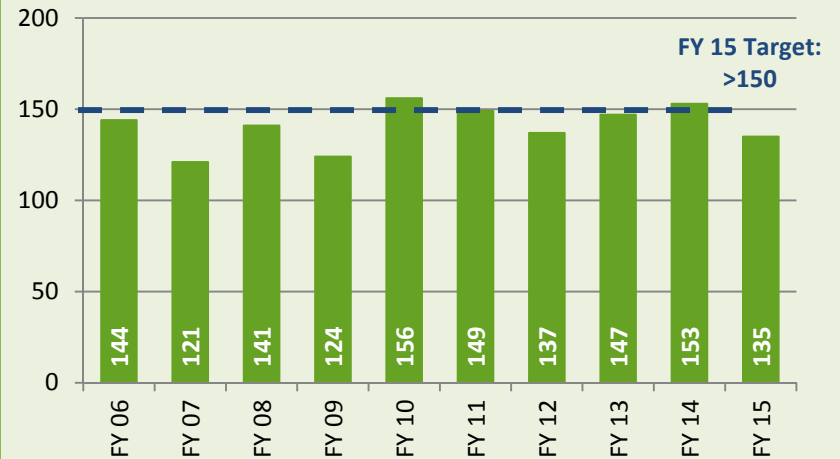
Community Involvement and Enrichment

Fire: Safety Presentations, Including Demonstrations and Fire Station Tours



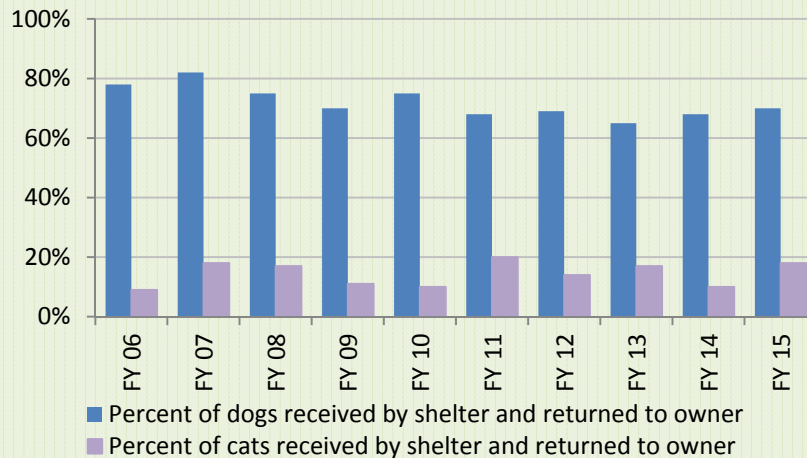
Source: Fire Department

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

2,143

Police Department number of animals handled, which decreased 14% from FY 2014 and decreased 44% from FY 2006

47

Emergency Operations Center activations/deployments, which increased 81% from FY 2014

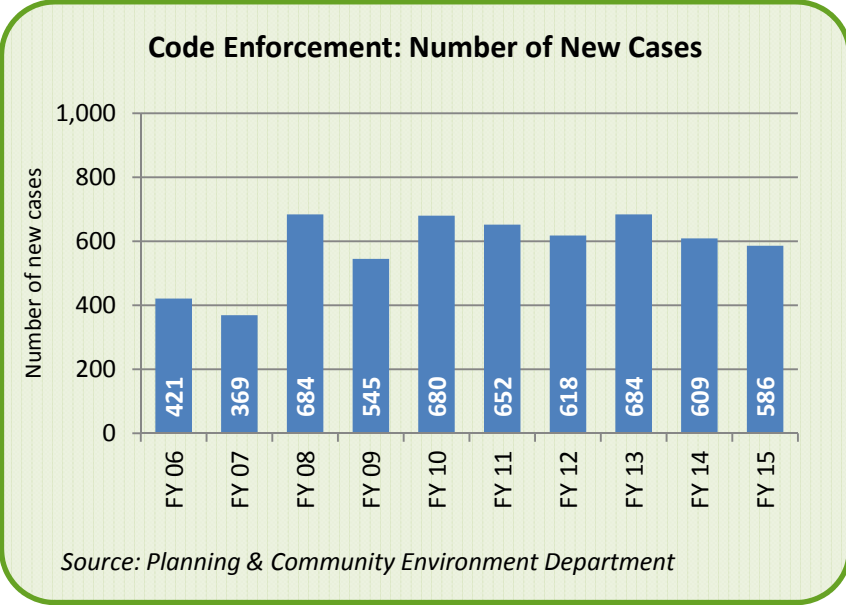
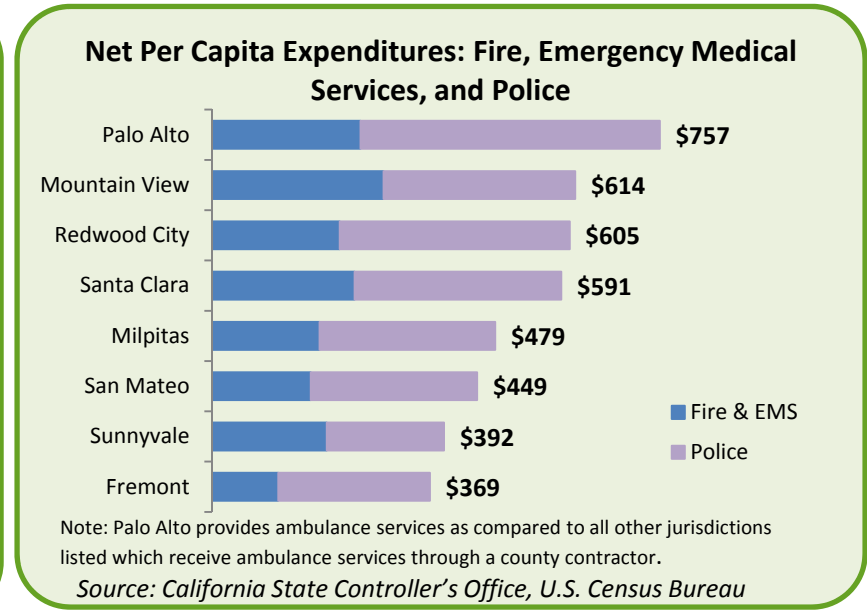
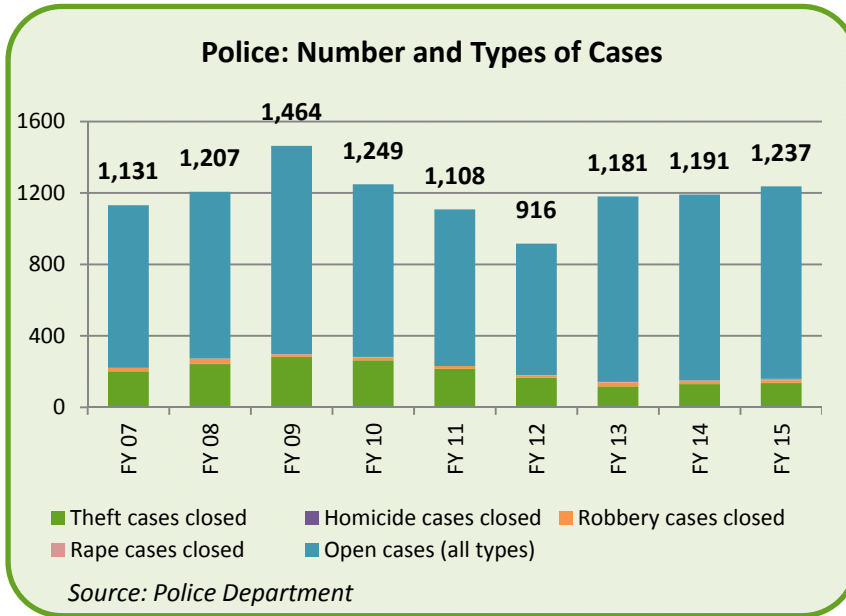
47

Office of Emergency Services emergency operations center activations/deployments, which increased 81% from FY 2014

8

Police Department average number of officers on patrol, which has remained constant from FY 2006

Safety, Health, and Well-Being



By the Numbers

28,714

Fire public demo and station tour participants, which increased 473% from FY 2014

89%

Fire Department percent of permitted hazardous materials facilities inspected, which increased 55% from FY 2014 and increased 40% from FY 2006

69

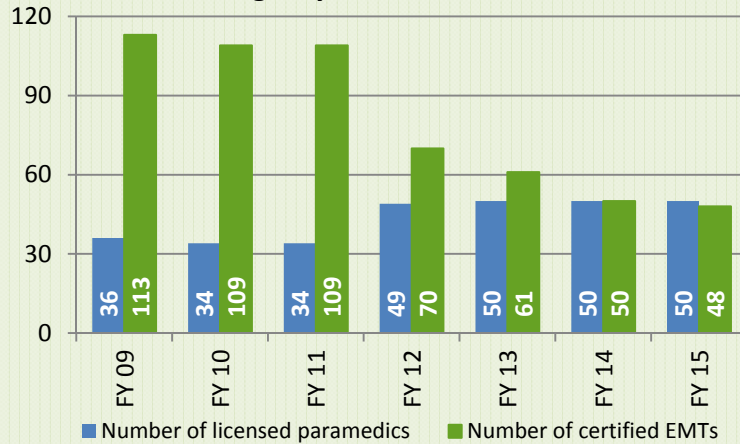
Reported crimes per 1,000 residents, which increased 11% from FY 2014 and decreased 18% from FY 2006

1,964

Number of fire inspections completed, which increased 13% from FY 2014 and increased 118% from FY 2006

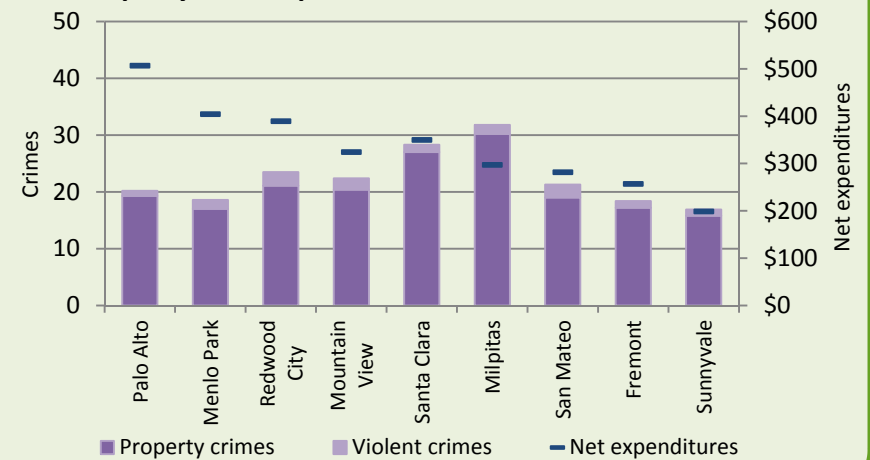
Safety, Health, and Well-Being

Fire: Number of Licensed Paramedics & Certified Emergency Medical Technicians



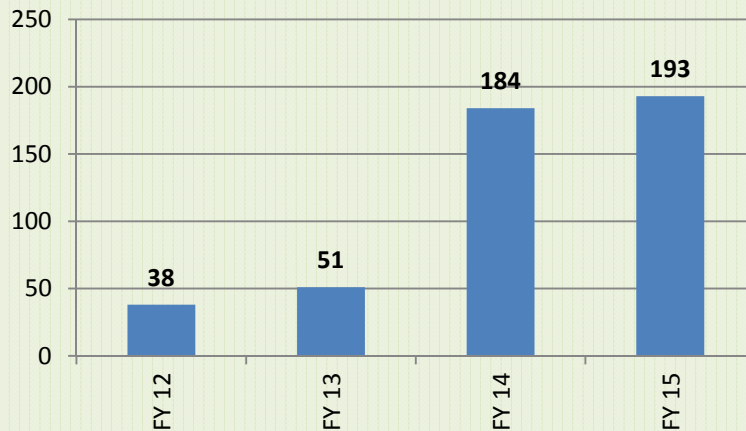
Source: Fire Department

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

382

Traffic collisions with injury, which decreased 10% from FY 2014 and decreased 4% from FY 2006

346

Fire Department average training hours per firefighter, which increased 10% from FY 2014 and increased 20% from FY 2006

92%

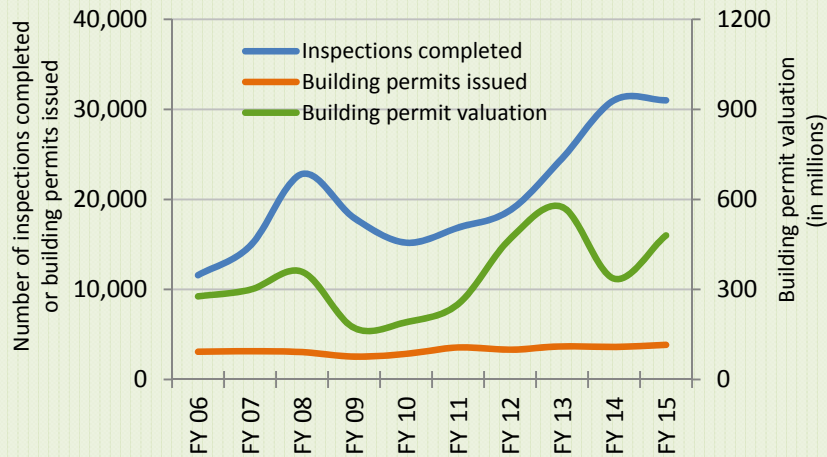
Percent of fires confined to the room or area of origin, which increased 29% from FY 2014 and increased 29% from FY 2006

5,270

Number of medical/rescue incidents, which increased 11% from FY 2014 and increased 39% from FY 2006

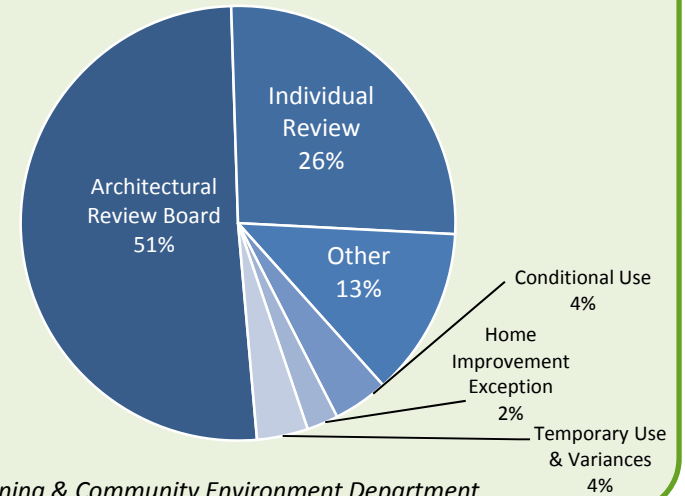
Density and Development

Inspections, Building Permits Issued and Valuation



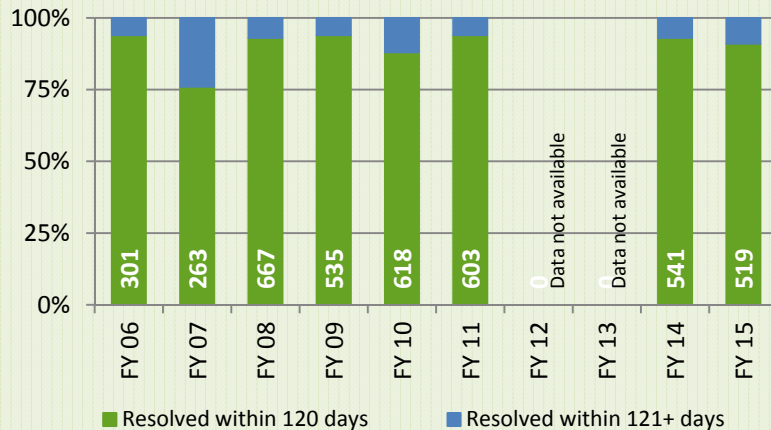
Source: Development Services Department

Completed Planning Applications in FY 2015



Source: Planning & Community Environment Department

Number of Code Enforcement Cases Closed and Resolved Within 120 Days



Source: Planning & Community Environment Department

By the Numbers

25

Average number of days to issue 3,844 building permits, which decreased 7% from FY 2014 and 74% from FY 2006

567

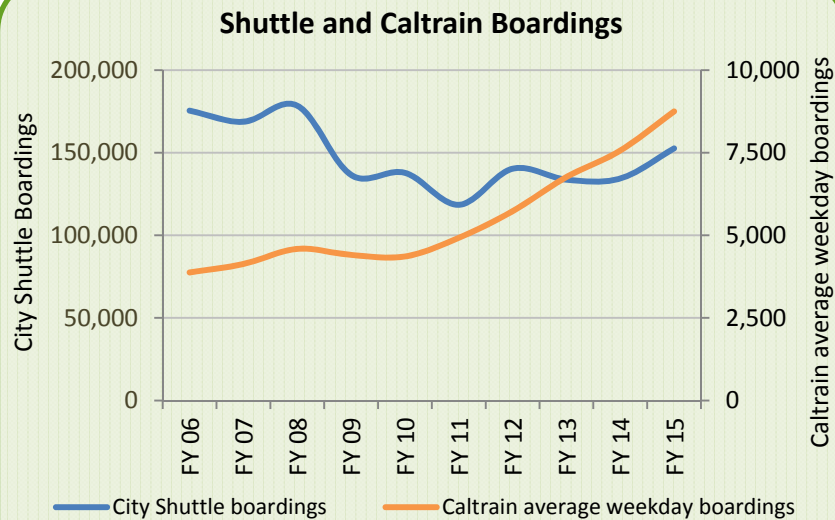
Number of permits routed to all departments with on-time reviews, which increased 3% from FY 2014

628

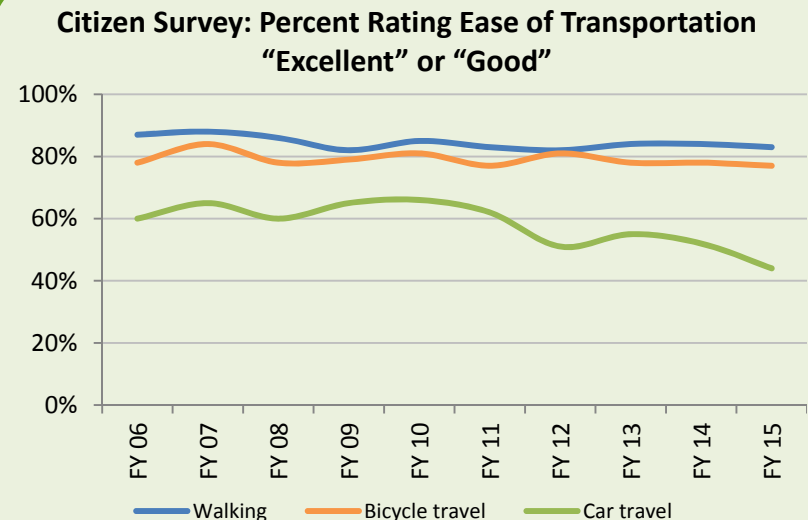
Number of permits approved over the counter, which increased 13% from FY 2014

31,000

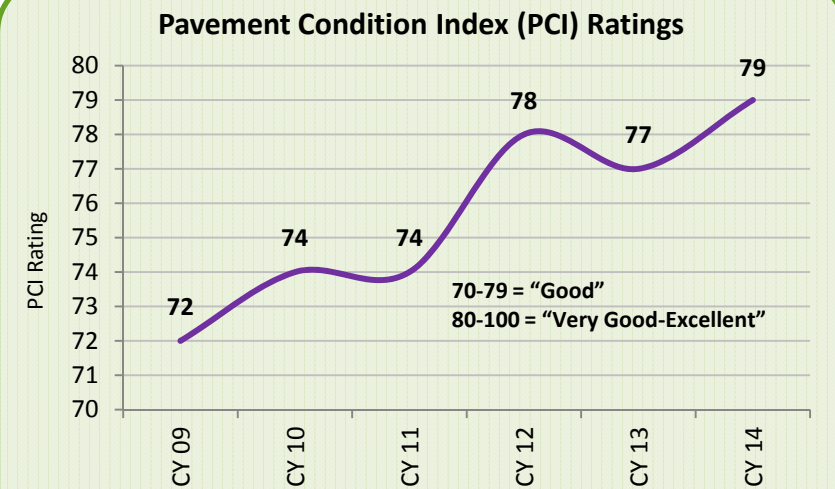
Number of inspections completed, which remained the same as in FY 2013 and increased 168% from FY 2006



Source: Planning & Community Environment Department and Caltrain



Source: 2015 National Citizen Survey™



Note: Reporting changed from 3 year annual average rating to annual rating.
Source: Metropolitan Transportation Commission, reported June 2015

By the Numbers

152,571	\$1.95
Number of shuttle boardings, which increased 14% from FY 2014 and decreased 13% from FY 2006	City's cost per shuttle boarding, which increased 31% from FY 2014 and 2% from FY 2006
8,750	113
Caltrain average weekday boardings, which increased 16% from FY 2014 and 126% from FY 2006	Average number of employees in the City commute program, which was similar to FY 2014 and increased 9% from FY 2006

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	Development Services <NEW>	Fire ¹	Office of Emergency Services ¹	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services ²	Non-departmental ³	Operating transfers out ⁴	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
FY 14	\$22.6	-	\$28.2	\$0.9	\$7.3	\$13.3	\$33.3	\$13.2	\$18.3	\$8.4	\$18.8	\$164.3	\$226.5
FY 15	\$23.0	\$9.9⁵	\$26.2	\$1.2	\$8.0	\$7.4	\$34.6	\$13.3	\$18.4	\$7.3	\$22.3	\$171.5	\$236.7
Change from:													
Last year	+2%	-	-7%	+26%	+9%	-44%	+4%	+1%	+1%	-13%	+18%	+4%	+5%
FY 07	+14%	-	+21%	-	+36%	-22%	+33%	+7%	+16%	-14%	+75%	+30%	+24%

¹ 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.

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

³ 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.

⁴ Funds transferred to the Capital Projects, Debt Service, and Technology Internal Service Funds annually.

⁵ In FY 2015, Development Services fully transitioned to its own department. Expenditures were formerly classified under the Fire, Planning and Community Environment, and Public Works departments.

OPERATING EXPENDITURES PER CAPITA

General Fund (in millions)													
	Community Services	Development Services <NEW>	Fire ¹	Office of Emergency Services ¹	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services ²	Non-departmental ³	Operating transfers out ⁴	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
FY 14	\$342	-	\$353	\$12	\$111	\$201	\$505	\$200	\$277	\$127	\$285	\$2,412	\$3,430
FY 15	\$344	\$148	\$325	\$15	\$119	\$111	\$516	\$198	\$274	\$109	\$333	\$2,492	\$3,535
Change from:													
Last year	+1%	-	-8%	+25%	+7%	-45%	+2%	-1%	-1%	-14%	+17%	+3%	+3%
FY 07	+5%	-	+14%	-	+25%	-28%	+22%	-2%	+7%	-21%	+60%	+19%	+14%

¹ 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.

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

³ 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.

⁴ Funds transferred annually to the Capital Projects, Debt Service, and Technology Internal Service Funds.

AUTHORIZED STAFFING

	Authorized Staffing (FTE ¹) – General Fund										Authorized Staffing (FTE ¹) – Other Funds						
	Community Services	Development Services <NEW>	Fire	Office of Emergency Services	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services ²	Subtotal	Refuse	Storm Drainage	Wastewater Treatment	Electric, Gas, Water, Wastewater Collection, and Fiber Optics	Other ³	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
FY 14	134	-	121	3	57	54	158	60	87	674	22	11	70	272	99	473	1,147
FY 15	138	42⁴	108	3	59	29	158	56	91	684	16	10	71	272	100	469	1,153
Change from:																	
Last year	+4%	-	-11%	0%	+5%	-47%	0%	-7%	+4%	+2%	-26%	-4%	+1%	0%	+1%	-1%	+1%
FY 07	-7%	-	-15%	-	+5%	-48%	-6%	-19%	-10%	-6%	-53%	+7%	+2%	+12%	+27%	+8%	-1%

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

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

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

⁴ In FY 2015, the City fully established the Development Services Department by transferring development activity related positions, salaries and benefits costs, and non-salary expenditures from the Planning and Community Environment, Public Works, and Fire departments to the Development Services Department.

	Authorized Staffing (FTE) - Citywide				General Fund Employee Costs					
	Regular	Temporary	TOTAL	Per 1,000 residents	Salaries and wages ¹ (in millions)	Overtime (in millions)	Employee benefits (in millions)	TOTAL (in millions)	Employee benefits rate ²	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%
FY 14	1,020	126	1,147	17.4	\$55.5	\$4.7	\$38.8	\$98.9	70%	60%
FY 15	1,028	125	1,153	17.2	\$57.7	\$4.6	\$40.2	\$102.5	70%	60%
Change from:										
Last year	+1%	-1%	+1%	-1%	+4%	-1%	+4%	+4%	0%	0%
FY 07	-5%	+56%	-1%	-9%	+7%	+14%	+54%	+22%	+21%	-3%

¹ Does not include overtime.

² "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
FY 14	\$3.4	\$452.6	\$37.6	\$13.8	\$545.5	\$37.1	\$17.5
FY 15	\$9.5	\$485.2	\$45.4	\$15.6	\$558.5	\$29.5	\$18.4
Change from:							
Last year	+180%	+7%	+21%	+13%	+2%	+2%	+5%
FY 07	-40%	+45%	+160%	+42%	+46%	-21%	+45%

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) ¹					CSD expenditures per capita	Total revenues ³ (in millions)	Authorized Staffing (FTE)			
	Administration and Human Services	Arts and Sciences	Open Space, Parks, and Golf	Recreation Services	Total ²			Total	Temporary	Temporary as a percent of total	Per 1,000 residents
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
FY 14	\$3.5	\$4.9	\$9.0	\$5.1	\$22.5	\$341	\$6.9	133.5	59.2	44%	2.0
FY 15	\$3.8	\$5.0	\$8.9	\$5.3	\$23.0	\$344	\$6.8	138.3	62.5	45%	2.1
Change from:											
Last year	+8%	+3%	-1%	+4%	+2%	+1%	-2%	+4%	+6%	+1%	+2%
FY 06	-	+27%	-	-	+18%	+8%	-1%	-5%	+30%	+12%	-13%

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

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

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

DEPARTMENTWIDE CLASSES

	Total number of classes/camps offered ¹					Total enrollment ¹					Percent of class registrations online (Target: 57%)	Percent of class registrants who are nonresidents
	Summer Camps and Aquatics	Kids (excluding camps)	Adults	Preschool	Total	Summer Camps and Aquatics	Kids (excluding camps)	Adults	Preschool	Total (Target: 16,400)		
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%
FY 14	170	301	202	143	816	6,210	4,028	2,274	2,135	14,647	55%	14%
FY 15	169	275	197	115	756	6,169	3,837	2,676	2,140	14,822	64%	17%
Change from:												
Last year	-1%	-9%	-2%	-20%	-7%	-1%	-5%	+18%	0%	+1%	+9%	+3%
FY 06	+10%	+17%	-33%	-28%	-10%	+4%	-17%	-51%	-41%	-24%	+23%	+2%

¹ Types of classes offered include arts, sports, swim lessons, nature and outdoors, and recreation.

ARTS AND SCIENCES DIVISION – PERFORMING ARTS

	Children's Theatre						Community Theatre		Total (Children's and Community Theatres)	
	Number of performances ¹ <NEW>	Attendance at performances	Participants in performances and programs	Enrollment in music and dance classes ²	Enrollment in theatre classes, camps, and workshops ³	Outside funding <NEW>	Number of performances	Attendance at performances	Number of performances <NEW>	Attendance at performances <NEW>
FY 06	135	22,788	1,670	1,416	597	-	183	55,204	318	77,992
FY 07	139	23,117	1,845	1,195	472	-	171	45,571	310	68,688
FY 08	147	19,811	1,107	982	407	-	166	45,676	313	65,487
FY 09	134	14,786	534	964	334	-	159	46,609	293	61,395
FY 10	153	24,983	555	980	1,436	-	174	44,221	327	69,204
FY 11	165	27,345	1,334	847	1,475	-	175	44,014	340	71,359
FY 12	160	27,907	1,087	941	1,987	\$99,310	175	45,635	335	73,542
FY 13	173	25,675	1,220	1,131	1,824	\$54,390	184	45,966	357	71,641
FY 14	150	31,337	1,360	2,037	2,148	\$113,950	108	41,858	258	73,195
FY 15	222	33,926	1,401	3,323	3,092	\$153,973	172	42,126	394	76,052
Change from:										
Last year	+48%	+8%	+3%	+63%	+44%	+35%	+59%	+1%	+53%	+4%
FY 06	+64%	+49%	-16%	+135%	+418%	-	-6%	-24%	+24%	-2%

¹ The increase in FY 2015 is due to expanded education programs, Friends of the Palo Alto Children's Theatre partnering presentations, Teen Arts Council performances, and additional student matinees.

² 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.

³ 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 ¹					Public Art	Junior Museum & Zoo		Science Interpretation	
	Exhibition visitors ²	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	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 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
FY 14	9,463	82,799	2,802	\$156,079	8,873	6	1,935	10,696	112	3,044
FY 15	21,798	91,099	3,220	\$200,912	7,386	6	2,670	13,280	122	3,178
Change from:										
Last year	+130%	+10%	+15%	+29%	-17%	0%	+38%	+24%	+9%	+4%
FY 06	+12%	+24%	-22%	-29%	+19%	+50%	+46%	+450%	+154%	+148%

¹ 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.

² 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 ¹	Number of native plants in restoration projects ²	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 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)
FY 14	198,814	17,196	63,206	46,527	\$1.8	\$1.9	\$0.4	(\$579,000)
FY 15	169,653	13,445	118,390	42,048	\$1.6	\$1.8	\$0.4	(\$638,000)
Change from:								
Last year	-15%	-22%	+87%	-10%	-11%	-7%	0%	-
FY 06	+33%	+25%	+663%	-45%	-48%	-23%	-29%	-

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

² The increase is due to the completion of raised planting beds for the propagation of grasses to be used in the Oro Loma Sanitary District's horizontal levee construction 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 ¹ (in millions)	Total (in millions)	Per acre				
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 ²	47	637	292
FY 14	\$4.0	\$0.4	\$0.6	\$5.0	\$18,244	N/A ²	36	638	292
FY 15	\$3.9	\$0.5	\$0.7	\$5.1	\$18,593	47,504	37	551	310
Change from:									
Last year	0%	+13%	+7%	+2%	+2%	-	+3%	-14%	+6%
FY 06	+59%	-24%	+1%	+35%	+30%	-28%	+131%	+267%	+39%

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

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

RECREATION SERVICES DIVISION

	Enrollment in Recreational Classes						Aquatics Lap and Recreational Pool Visits <NEW>	Cubberley Community Center			
	Dance	Recreation	Middle school sports	Therapeutics	Private tennis lessons	Total		Hours rented	Hourly rental revenue (in millions)	Number of lease holders	Lease revenue (in millions)
FY 06	1,326	5,681	1,247	175	234	8,862	-	38,407	\$0.9	38	\$1.3
FY 07	1,195	5,304	1,391	228	274	8,617	-	36,489	\$0.8	39	\$1.4
FY 08	1,129	4,712	1,396	203	346	7,968	-	32,288	\$0.9	39	\$1.5
FY 09	1,075	3,750	1,393	153	444	7,081	-	34,874	\$1.0	37	\$1.4
FY 10	972	3,726	1,309	180	460	6,906	-	35,268	\$0.9	41	\$1.6
FY 11	889	3,613	1,310	178	362	6,580	-	30,878	\$0.9	48	\$1.6
FY 12	886	3,532	1,455	135	240	6,444	-	29,282	\$0.8	33	\$1.6
FY 13	1,000	2,776	1,479	167	339	5,928	-	29,207	\$0.9	33	\$1.6
FY 14	1,130	2,449	1,443	112	457	5,787	-	28,086	\$0.8	32	\$1.7
FY 15	1,120	2,977	1,427	159	661	6,417	34,431	29,209	\$0.8	36	\$1.7
Change from:											
Last year	-1%	+22%	-1%	+42%	+45%	+11%	-	+4%	0%	+13%	0%
FY 06	-16%	-48%	+14%	-9%	+182%	-28%	-	-24%	-5%	-5%	+33%

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.

DEPARTMENTWIDE¹

	Operating Expenditures (in millions)								Expenditures per capita	Revenue (in millions)	Authorized staffing (FTE)
	Administration	Building	Fire	GIS	Green Building	Planning	Public Works	Total			
FY 15	\$2.0	\$4.3	\$1.7	\$0.1	\$0.2	\$0.7	\$1.0	\$9.9	\$148	\$12.1	42
Change from:											
Last year	-	-	-	-	-	-	-	-	-	-	-
FY 06	-	-	-	-	-	-	-	-	-	-	-

¹ In FY 2014, Development Services transitioned to its own department. The FY 2015 Operating Budget document fully established the Development Services Department by transferring development activity related positions, salaries and benefits costs, and non-salary expenditures from the Planning and Community Environment, Public Works, and Fire departments to the Development Services Department.

BUILDING

	Average days									
	Number of permits routed to all departments with on-time reviews	Number of permits approved over the counter	Number of building permits issued	First response to plan checks	Issuance of building permits (Target: 30)	Permit issuance to final inspection for projects up to \$500,000 (Target: 135)	Number of inspections completed	Valuation of construction for issued permits (in millions)	Building permit revenue (in millions)	
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 ¹	121	24,548	\$574.7	\$10.1	
FY 14	550	557	3,624	23	27	139	31,002	\$336.1	\$9.3	
FY 15	567	628	3,844	23	25	156	31,000	\$479.8	\$9.4	
Change from:										
Last year	+3%	+13%	+6%	0%	-7%	+12%	0%	+43%	0%	
FY 06	-	-	+25%	-18%	-74%	-	168%	+73%	+111%	

¹ Prior year correction by the Department.

GREEN BUILDING¹

	Green Building permit applications processed	Green Building with mandatory regulations		Construction debris for completed projects ² (in tons)			Energy savings per year ³ (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
FY 14	0 ⁴	\$349,128,085	3,432,025	7,186	38,381	5,421	3,141,510
FY 15	0⁴	\$537,328,177	3,982,320	656	93,392	9,067	3,958,713
Change from:							
Last year	-. ⁴	+54%	+16%	-91%	+143%	+67%	+26%
FY 09	-. ⁴	+568%	+497%	+879%	+2,566%	+1,477%	-

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

² 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.

³ 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.

⁴ 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.

DEPARTMENTWIDE¹

	Operating Expenditures (in millions)						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	Capital Improvement Program ²	Total				
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 ³	\$13.3	\$17.5	36.7	1,118	\$4,548
FY 14	\$1.1	\$4.6	\$2.6	\$4.0	\$2.0	\$14.3	\$13.1	34.2	1,286	\$4,491
FY 15	\$0.6	\$6.7	\$2.3	\$2.8	\$1.3	\$13.8	\$14.5	33.7	1,454	\$4,941⁴
Change from:										
Last year	-43%	+46%	-9%	-31%	-34%	-4%	+10%	-1%	+13%	+10%
FY 12	-76%	+124%	+31%	+83%	+68%	+43%	+8%	-1%	+32%	+6%

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

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

³ 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.

⁴ Increase in workstation costs due to Office 365 licensing, additional City technology contracts and the increased use of temporary staffing.

	Number of service desk requests	Percent of service desk requests resolved: ¹					Percent of security incidents remediated within 1 day	City Staff Survey Percent rating IT services as "excellent" (Target: 90%)
		At time of call (Target: 34%)	Within 4 hours (Target: 26%)	Within 8 hours (Target 9%)	Within 5 days (Target: 26%)	Over 5 days (Target: 5%)		
FY 12	9,460	33%	26%	5%	24%	12%	-	95%
FY 13	9,734	31%	22%	5%	25%	16%	50%	87%
FY 14	9,348	31%	21%	5%	26%	17%	28% ²	94%
FY 15	9,855	31%	23%	5%	29%	12%	52%	89%
Change from:								
Last year	+5%	0%	+2%	0%	+3%	-5%	+24%	-5%
FY 12	+4%	-2%	-3%	0%	+5%	0%	-	-6%

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

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

Mission: To connect and strengthen our diverse community through knowledge, resources, and opportunities. We inspire and nurture innovation, discovery, and delight.

DEPARTMENTWIDE

	Operating Expenditures (in millions)				Library expenditures per capita	Authorized Staffing (FTE)			Number of residents per library FTE	Volunteer hours	Total hours open annually ¹	FTE per 1,000 hours open
	Administration	Collections and Technical Services	Public Services	Total		Regular	Temporary/hourly	TOTAL				
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
FY 14	\$0.9	\$2.3	\$4.1	\$7.3	\$111	41.8	14.7	56.5	1,168	3,607	11,277	5.0
FY 15	\$1.0	\$2.5	\$4.5	\$8.0	\$119	44.7	14.8	59.5	1,126	3,447	11,334	5.2
Change from:												
Last year	+10%	+8%	+9%	+9%	+7%	+7%	0%	+5%	-4%	-4%	+1%	+5%
FY 06	+59%	+68%	+26%	+41%	+29%	+2%	+16%	+5%	+4%	-41%	+8%	-3%

¹ The department attributes the fluctuation to facility closures for renovation and reopening.

COLLECTIONS 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	Other formats ¹	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		Number of items on hold
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		306,160 ²	4.68	187,359	1,559,932	23.8	5.10 ²	88%	211,270	9.5 ³
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
FY 14	235,372	47,080	58,968 ⁴	19,683	361,103 ²	5.47 ²	173,905	1,364,872	20.4	3.78 ²	88%	197,444	2.0
FY 15	247,088	51,178	73,793	57,401	429,460	6.41	180,074	1,499,406	22.4	3.49	92%	186,834	2.0
Change from:													
Last year	+5%	+9%	+25%	+192%	+19%	+17%	+4%	+10%	+10%	-8%	-	-5%	0%
FY 06	+6%	+84%	-	-	+65%	+51%	+10%	+17%	+7%	-29%	+4%	+3%	-

¹ Other formats include digital items such as emagazines, streaming movies, and Discover & Go museum passes.

² Prior year correction.

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

⁴ The department attributes the increase to the addition of a new ebook resource.

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 ¹		
									Total offered	Total attendance	Number of participants in teen library programs (Target: 2,500)
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 ²	145,143	12,290	558	36,582	1,588
FY 10	51,969	61%	851,037	-	55,322	150,895 ²	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
FY 14	46,950	58%	678,181	1,027	34,060	35,872	114,520	1,672	801	37,971	1,188
FY 15	51,792	64%	810,962	4,339	73,580	31,953	104,878	1,147	1,048	44,892	2,746
Change from:											
Last year	+10%	+6%	+20%	+322% ³	+116% ⁴	-11%	-8%	-31%	+31%	+18%	+131%
FY 06	-7%	+2%	-8%	-	+5%	-24%	-33%	-88%	+86%	+46%	+77%

¹ 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. New buildings, program spaces and additional service hours allow more programming opportunities for all ages; teens are a special target audience emphasized based on City Council annual goals and the library strategic plan.

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

³ The department attributes the increase to meeting rooms now being available.

⁴ The department attributes the increase to new buildings and additional service hours inviting new customers needing assistance with collections and technology.

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 ¹	Economic Development ²				
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
FY 14	\$1.1	\$6.4	\$5.8	-	\$13.3	\$201	\$11.4	54
FY 15	\$1.2	\$6.2	\$0.1	-	\$7.4	\$111	\$1.8	29
Change from:								
Last year	+9%	-3%	-	-	-44%	-45%	-84%	-47%
FY 06	+151%	+10%	-	-	-21%	-28%	-68%	-46%

¹ Prior to FY 2015, Building was part of the Development Services division of the Planning and Community Environment Department. Effective FY 2015, Development Services became its own department. During the transition, some Building expenses were erroneously associated with Planning and Community Environment. FY 2015 information is shown here for consistency with the City's financial records.

² 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 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%
FY 14	487	310	170	14.9	609	1,398	93%
FY 15	425	335	174	15.4	586	1,242	91%
Change from:							
Last year	-13%	+8%	+2%	+3%	-4%	-11%	-2%
FY 06	+3%	-18%	+49%	+13%	+39%	+86%	-3%

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 ¹	Number of new housing units approved	Cumulative number of below market rate (BMR) units
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
FY 14	28,546	\$2.04	(580)	311	449
FY 15	28,674	\$2.47	399	12	449
Change from:					
Last year	0%	+21%	-	-96%	0%
FY 06	+3%	+60%	-	-97%	+39%

¹ Job losses are assumed when commercial uses are replaced with residential units.

TRANSPORTATION

	City shuttle boardings ¹	City's cost per shuttle boarding	Caltrain average weekday boardings	Average number of employees participating in the City commute program ²
FY 06	175,471	\$1.91	3,876	104
FY 07	168,710	\$2.00	4,132	105
FY 08	178,505	\$1.97	4,589	114
FY 09	136,511	\$2.61	4,407	124
FY 10	137,825	\$2.65	4,359	113
FY 11	118,455	\$1.82	4,923	92
FY 12	140,321	\$1.46	5,730	93
FY 13	133,703	\$1.50	6,763	99
FY 14	134,362	\$1.49	7,564	114
FY 15	152,571³	\$1.95	8,750	113
Change from:				
Last year	+14%	+31%	+16%	0%
FY 06	-13%	+2%	+126%	+9%

¹ Starting FY 15, a new East Palo Alto route is included.

² Includes participants in the Caltrain Go Pass pilot program, which began in April 2014.

³ Reflects a disruption in Caltrain shuttle service (on the Embarcadero route) for two months in 2015.

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 ¹	Expenditures per resident served	Revenue (in millions)	Resident population served per fire station ^{1,4}	Total (FTE)	Per 1,000 residents served	Overtime as a percent of regular salaries
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 ²	\$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 ³	13,355	120.3	1.50	19%
FY 14	\$1.9	\$23.3	\$1.7	\$0.9	\$0.3	\$28.2	79,838	\$353	\$12.0 ³	13,306	120.8	1.51	27%
FY 15	\$2.0	\$22.9	\$0.1	\$0.9	\$0.3	\$26.2	80,474	\$325	\$12.3	13,412	108.0	1.34	24%
Change from:													
Last year	+2%	-2%	-93%	-5%	+2%	-7%	+1%	-8%	+3%	+1%	-11%	-11%	-3%
FY 06	+53%	+62%	-94%	-55%	-65%	+30%	+7%	+21%	+31%	+7%	-15%	-20%	+6%

¹ 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.

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

³ The department attributes the decline to lower contract revenues from Stanford University.

⁴ 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 ² (minutes)		Percent of calls responded promptly ²			
	Fire	Medical/ rescue	False alarms	Service calls	Hazardous condition	Other ¹	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 ³ (Target: 90%)
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%
FY 14	150	4,757	1,044	396	207	1,275	7,829	21	6:01	5:42	86%	90%	98%
FY 15	135	5,270	1,078	448	145	1,472	8,548	23	4:57	5:11	92%	82%	89%
Change from:													
Last year	-10%	+11%	+3%	+13%	-30%	+15%	+9%	+10%	-18%	-9%	+6%	-8%	-9%
FY 06	-36%	+39%	-9%	+12%	-29%	+31%	+24%	+21%	-9%	-1%	+1%	-12%	-10%

¹ "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).

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

³ 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 ¹ (Target: 90%)	Number of residential structure fires	Number of fire deaths	Fire response vehicles ²	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 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
FY 14	150	63%	15	2	27	88	315	4,757	3,648	\$2.9
FY 15	135	92%	15	0	27	218	346	5,270	3,862	\$3.0
Change from:										
Last year	-10%	+29%	0%	-100%	0%	+148%	+10%	+11%	+6%	+4%
FY 06	-36%	+29%	-76%	-100%	+8%	-	+20%	+39%	+68%	+80%

¹ 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.

² 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 ³
	Incidents ¹	Permitted facilities	Permitted facilities inspected ²	Percent of permitted hazardous materials facilities inspected ²		
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
FY 14	73	393	132	34%	1,741	1,319
FY 15	81	425	377	89%	1,964	1,227
Change from:						
Last year	+11%	+8%	+186%	+55%	+13%	-7%
FY 06	+80%	-14%	+55%	+40%	+118%	+25%

¹ 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).

² 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.

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

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

DEPARTMENTWIDE¹

	Operating expenditures (in millions)	Revenues (in millions)	Authorized staffing (FTE)	Presentations, training sessions, and exercises (Target: 50)	Emergency Operations Center activations/ deployments ²	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
FY 14	\$0.93	\$0.09	3.5	184	26	\$13,986
FY 15	\$1.17	\$0.09	3.5	193	47	\$24,500
Change from:						
Last year	+26%	0%	0%	+5%	+81%	+75%
FY 12	+97%	-41%	-13%	+408%	+74%	-82%

¹ 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.

² 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 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
FY 14	\$0.6	\$16.0	\$7.1	\$3.3	\$2.5	\$1.1	\$1.4	\$1.3	\$33.3	\$505	\$3.7
FY 15	\$0.7	\$15.6	\$7.4	\$4.2	\$2.4	\$1.2	\$1.5	\$1.6	\$34.6	\$516	\$4.5
Change from:											
Last year	+4%	-3%	+5%	+28%	-4%	+9%	+12%	+17%	+4%	+2%	+23%
FY 06	-18%	+49%	+41%	+38%	+69%	+10%	+74%	+9%	+42%	+30%	-7%

STAFFING, EQUIPMENT, AND TRAINING

	Authorized Staffing (FTE)							Training hours per officer ² (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 ¹	Number of patrol vehicles	Number of motorcycles				
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)
FY 14	158.1	2.4	92	1.39	8	30	9	177	14%	153	4 (2)
FY 15	157.6	2.4	92	1.37	8	30	6	139	15%	135	7 (1)
Change from:											
Last year	0%	0%	0%	-1%	0%	0%	-33%	-21%	-1%	-12%	+75%
FY 06	-7%	-14%	-1%	-10%	0%	0%	-33%	-9%	+2%	-6%	0%

¹ Does not include traffic motor officers.

² Does not include the academy.

CALLS FOR SERVICE

	Police Department Total ¹ (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 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%
FY 14	58,559	2,450	77%	5:34 ¹	7:57 ¹	20:55 ²	72%	77%	90%
FY 15	59,795	2,595	73%	5:40	8:38	21:07	75%	74%	89%
Change from:									
Last year	+2%	+6%	-4%	+2%	+9%	+1%	+3%	-3%	-1%
FY 06	+6%	+7%	-15%	+21%	+13%	+3%	-3%	-4%	-6%

¹ Includes self-initiated calls.

² 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 ^{1,5}			
	Part I ¹ (Target: <2,000)	Part II ²	Per 1,000 residents	Per officer ³	Total ⁴	Juvenile	Homicide	Rape	Robbery	Theft
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%)
FY 14	1,540	2,557	62	45	2,589	116	0/(N/A)	4/(75%)	27/(63%)	1,160/(11%)
FY 15	1,595	3,050	69	50	3,273	119	2/(100%)	12/(67%)	21/(67%)	1,202/(11%)
Change from:										
Last year	+4%	+19%	+11%	+11%	+26%	+3%	-	-	-	-
FY 06	-37%	+15%	-18%	-11%	+29%	-51%	-	-	-	-

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

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

³ Based on authorized sworn staffing.

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

⁵ 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 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
FY 14	1,129	17	424 (38%)	139	47	206	16,006	12,244	36,551
FY 15	1,035	15	382 (37%)	125	48	239	15,659	10,039	41,412
Change from:									
Last year	-8%	-12%	-10%	-10%	+2%	+16%	-2%	-18%	+13%
FY 06	-20%	-29%	-4%	+11%	+12%	-3%	+32%	+31%	-27%

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 ¹	Percent of Palo Alto live calls responded to within 45 minutes (Target: 93%)			
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 ²	90%	2,675	65%	17%
FY 14	\$0.4	2,398	695	91%	2,480	68%	10%
FY 15	\$0.6	2,013	566	88%	2,143	70%	18%
Change from:							
Last year	+55%	-16%	-19%	-3%	-14%	+2%	+8%
FY 06	-29%	-30%	-71%	-1%	-44%	-8%	+9%

¹ Includes calls from the City of Los Altos and Los Altos Hills.

² 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 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
FY 14	\$2.6	\$5.1	3,418	75%	2,613	79%	1,611,432	\$1.89	\$1.08
FY 15	\$2.8	\$4.5	2,487	90%	3,294	68%	1,656,280	\$1.85	\$1.06
Change from:									
Last year	+6%	-11%	-27%	+15%	+26%	-11%	+3%	-2%	-2%
FY 06	+43%	-1%	+137%	-5%	+88%	-19%	+18%	+22%	-10%

¹ Estimated.

PUBLIC SERVICES – TREES

	Operating expenditures (in millions)	Authorized staffing ¹ (FTE)	Total number of City-maintained trees ²	Number of trees planted ³ (Target: 250)	Number of all tree-related services completed ⁴ (Target: 6,000)	Percent of urban forest pruned	Percent of total tree line cleared (Target: 25%)	Number of tree-related electrical service disruptions
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
FY 14	\$2.6	13.3	35,386	148	5,055	12%	37%	7
FY 15	\$2.7	12.9	35,281	305	8,639	20%	28%	3
Change from:								
Last year	+5%	-3%	0%	+106%	+71%	+8%	-9%	-57%
FY 06	+35%	-8%	+1%	+16%	+152%	+10%	+5%	-77%

¹ For the General Fund only.

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

³ Includes trees planted by Canopy volunteers.

⁴ Excludes trees trimmed to clear power lines.

ENGINEERING SERVICES

	Operating expenditures (in millions)	Authorized staffing (FTE)	Number of private development permits issued ¹				Percent of lane miles resurfaced	Square feet of sidewalk replaced or permanently repaired ²	Number of ADA ³ ramps installed
			Total (Target: 250)	Per FTE (Target: 77)	Lane miles resurfaced				
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	
FY 14	\$1.7	10.4	412	103	35.6	8%	74,051	42	
FY 15	\$1.4	5.8	406	102	30.7	7%	120,776	80	
Change from:									
Last year	-17%	-45%	-1%	-1%	-14%	-2%	+63%	+90%	
FY 06	-28%	-62%	+43%	+7%	+54%	+3%	-5%	+21%	

¹ Includes permits for street work, encroachment, and excavation and grading.

² Includes both in-house and contracted work.

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

	Capital Expenditures ¹ – General Fund (in millions)				Capital Expenditures ¹ – Enterprise Funds (in millions)			Capital Authorized Staffing (FTE) ²			
	Streets (Target: \$3.8)	Sidewalks	Parks	Facilities (Target: \$16.9)	Storm Drainage	Wastewater Treatment	Refuse	Streets	Sidewalks	Parks	Structures
FY 06	\$2.4	\$2.5	\$1.5	\$6.1	\$0.3	\$2.2	\$0.1	1.4	7.4	2.0	8.4
FY 07	\$5.2	\$2.5	\$0.9	\$7.2	\$1.5	\$1.8	\$0.0	1.4	7.4	2.0	8.4
FY 08	\$3.5	\$2.2	\$2.7	\$8.3	\$3.7	\$10.9	\$0.0	1.4	7.4	2.0	8.4
FY 09	\$4.5	\$2.1	\$1.9	\$10.8	\$5.4	\$9.2	\$0.7	1.4	7.1	2.0	9.2
FY 10	\$4.0	\$1.9	\$3.3	\$10.1	\$1.1	\$6.0	\$0.2	2.9	7.1	2.7	11.4
FY 11	\$5.5	\$1.9	\$1.4	\$25.5	\$1.1	\$3.1	\$0.2	3.0	6.9	1.6	10.0
FY 12	\$4.0	\$2.0	\$1.2	\$21.5	\$1.9	\$1.5	\$0.7	3.0	7.0	1.6	10.4
FY 13	\$8.4	\$2.2	\$1.7	\$15.2	\$2.6	\$2.9	\$0.5	3.0	7.4	1.6	12.0
FY 14	\$7.5	\$2.6	\$2.2	\$21.7	\$1.4	\$2.7	\$1.7	3.2	7.1	3.7	11.3
FY 15	\$6.7	\$2.9	\$6.6	\$16.9	\$1.8	\$4.2	\$2.2	3.4	7.3	3.7%	9.1
Change from:											
Last year	-11%	+8%	+196%	-22%	+28%	+56%	+30%	+9%	+3%	0%	-19%
FY 06	+178%	+15%	+342%	+176%	+457%	+89%	+1864%	+144%	-1%	+85%	+8%

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

² Budgeted number; actual FTEs at year-end may differ.

STORM DRAINAGE

	Operating revenues (in millions)	Operating expenditures ¹ (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 ²	Percent of industrial/commercial sites in compliance with storm water regulations (Target: 80%)
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%
FY 14	\$6.4	\$4.2	\$7.8 ³	\$11.99	10.6	173,185	35	79%
FY 15	\$6.4	\$4.9	\$5.6	\$12.30	10.2	161,895	129	83%
Change from:								
Last year	+1%	+18%	-28%	+3%	-3%	-7%	+269%	+4%
FY 06	+12%	+72%	+82%	+23%	+8%	+26%	+438%	0%

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

² Estimated.

³ 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 ¹ (in millions)	Percent of operating expenditures reimbursed by other jurisdictions	Reserves (in millions)	Authorized staffing (FTE)	Millions of gallons processed ² (Target: 8,200)	Fish toxicity test – percent survival (Target: 100%)	Authorized staffing (FTE)	Inspections of industrial/commercial sites ³	Percent of wastewater treatment discharge tests in compliance (Target: 99%)	Percent of customers using reusable bags at grocery stores
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%
FY 14	\$18.8	\$21.2	61%	\$14.7 ⁴	55.6	7,186	100%	13.8	443	99.70%	40%
FY 15	\$24.4	\$22.8	64%	(\$2.8)	59.7	6,512	100%	13.5	450	99.40%	39%
Change from:											
Last year	+29%	+7%	+5%	-119%	+7%	-9%	0%	-2%	+2%	0%	0%
FY 06	+25%	+26%	+2%	-120%	+9%	-27%	0%	-2%	+134%	0%	-

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

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

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

⁴ Includes \$5.5 million of rate stabilization reserve.

REFUSE/ZERO WASTE

	Operating Revenues (in millions)	Operating Expenditures ¹ (in millions)	Reserves	Monthly Residential Bill (32 gallon container)	Authorized Staffing (FTE)	Total tons of waste landfilled ²	Percent of all sweeping routes completed (residential and commercial)
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%
FY 14	\$30.8	\$30.1	\$0.4 ³	\$41.54	22.0	47,088	95%
FY 15	\$32.9	\$30.3	\$1.4	\$40.14	18.9	43,730	100%
Change from:							
Last year	+7%	+1%	+281%	-3%	-14%	-7%	+5%
FY 06	+31%	+9%	-70%	+88%	-46%	-26%	+12%

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

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

³ Includes -\$1.6 million of rate stabilization reserve.

	Tons of materials recycled or composted ¹	Household Hazardous Waste (HHW) participation – number of households (Target: 4,430)	Percent of households with mini-can garbage service (20 gallon cart) (Target: 33%)	Commercial accounts with compostable service ² (Target: 36%)
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%
FY 12	51,725	4,355	29%	13%
FY 13	47,941	4,409	32%	15%
FY 14	49,594	4,878	33%	26%
FY 15	50,546	4,767	35%	28%
Change from:				
Last year	+2%	-2%	+2%	+8%
FY 06	-10%	+8%	-	-

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

² 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 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%
FY 14	\$7.8	\$7.5	\$2.8	\$4.7	18.2	\$8.5	61	25%
FY 15	\$8.0	\$8.5	\$2.9	\$5.6	19.9	\$10.0	51	26%
Change from:								
Last year	+3%	+13%	+2%	+20%	+9%	+18%	-16%	+1%
FY 06	+38%	+30%	+1%	+76%	+24%	-16%	-31%	7%

	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 ¹	
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%
FY 14	1,409,342	57,721	10.7	\$2,733	92%
FY 15	1,406,980	54,630	10.3	\$3,083	90%
Change from:					
Last year	0%	-5%	-4%	+13%	-2%
FY 06	-16%	+33%	+51%	+73%	-5%

¹ 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 ¹ (in millions)	Capital expenditures ² (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 ³
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
FY 14	\$126.1	\$128.8	\$7.7	\$11.2	\$140.5	112.9	\$68.8	\$77.84	\$2.6	\$42.76
FY 15	\$123.7	\$138.9	\$7.2	\$11.4	\$96.54	119.0	\$78.4	\$88.77	\$1.8	\$42.76
Change from:										
Last year	-2%	+8%	-7%	+2%	-31%	+5%	+14%	+14%	-31%	0%
FY 06	+1%	+27%	-1%	+32%	-40%	0%	+41%	+83%	+20%	+31%

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

² Capital expenditures include direct labor, materials, supplies, and contractual services.

³ 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.

⁴ Reduction of reserves resulted from the implementation of GASB Statement No. 68, as described in the Comprehensive Annual Financial Report period ended June 30, 2014.

	Electric consumption (in MWH ¹)				Percent power content			Electric service interruptions over 1 minute in duration	Average outage duration per customer affected (Target: <60 minutes)	Circuit miles under-grounded during the year	Electric Supply CO ₂ ³ emissions (in metric tons)
	Number of customer accounts	Residential	Commercial and other	Average residential usage per capita	Renewable large hydro facilities	Qualifying renewables ²	Electric savings achieved annually through efficiency programs (% of total sales)				
FY 06	28,653	161,202	804,908	2.58	61%	8%	-	39	63	1.0	-
FY 07	28,684	162,405	815,721	2.65	84%	10%	-	48	48	1.0	156,000
FY 08	29,024	162,680	814,695	2.62	53%	14%	0.56%	41	87	1.2	177,000
FY 09	28,527	159,899	835,784	2.52	47%	19%	0.47%	28	118	0.0	173,000
FY 10	29,430	163,098	801,990	2.53	34%	17%	0.55%	20	132	0.0	150,000
FY 11	29,708	160,318	786,201	2.47	45%	20%	0.70%	33	141	1.2	71,000
FY 12	29,545	160,604	781,960	2.45	65%	20%	1.52%	25	67	1.2	80,000
FY 13	29,299	156,411	790,430	2.36	42%	21%	0.88%	25	139	1.2	57,000
FY 14	29,338	153,190	797,594	2.32	40%	21%	0.87%	16	39	0.0	0 ³
FY 15	29,065	145,284	791,559	2.17	27%	22%	0.60%	17	39	1.2	-
Change from:											
Last year	-1%	-5%	-1%	-6%	-13%	+1%	-0.27%	+6%	0%	+100%	-
FY 06	+1%	-10%	-2%	-16%	-34%	+14%	-	-56%	-38%	+20%	-

¹ Megawatt hours.

² 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.

³ 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 ¹ (in millions)	Capital expenditures ² (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 ³
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
FY 14	\$36.6	\$39.9	\$9.4	\$5.8	\$28.3	53.4	\$14.3	0.49	\$39.89
FY 15	\$31.2	\$34.4	\$7.5	\$5.7	\$11.5⁴	55.4	\$10.5	0.41	\$37.39
Change from:									
Last year	-15%	-14%	-21%	-1%	-59%	+4%	-27%	-16%	-6%
FY 06	-16%	-5%	+130%	+95%	-13%	+17%	-51%	-38%	+12%

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

² Capital expenditures include direct labor, materials, supplies, and contractual services.

³ 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.

⁴ Reduction of reserves resulted from the implementation of GASB Statement No. 68, as described in the Comprehensive Annual Financial Report period ended June 30, 2014.

	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 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
FY 14	23,592	10,253,776	17,862,866	155	1.34%	49	285	102	300
FY 15	23,461	8,537,754	16,522,430	127	0.90%	14	195	61	188
Change from:									
Last year	-1%	-17%	-8%	-18%	-0.44%	-71%	-32%	-40%	-37%
FY 06	0%	-27%	-16%	-32%	-	-26%	-8%	-49%	+114%

WATER

	Operating revenues (in millions)	Operating expenditures ¹ (in millions)	Capital expenditures ² (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 ³)	Average monthly residential bill ⁴	Total water in CCF sold (in millions)
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
FY 14	\$42.8	\$38.4	\$9.8	\$0.0	\$37.1	48.2	\$15.7	\$3.33	\$67.35	5.0
FY 15	\$38.6	\$34.5	\$4.2	\$0.0	\$27.5⁵	51.1	\$15.7	\$3.77	\$67.35	4.4
Change from:										
Last year	-10%	-10%	-57%	-	-26%	+6%	0%	+13%	0%	-13%
FY 06	+79%	+43%	-11%	-	+43%	+25%	+142%	+234%	+98%	-16%

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

² Capital expenditures include direct labor, materials, supplies, and contractual services.

³ CCF = hundred cubic feet.

⁴ 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.

⁵ Reduction of reserves resulted from the implementation of GASB Statement No. 68, as described in the Comprehensive Annual Financial Report period ended June 30, 2014.

	Water consumption (in CCF ¹)					Unplanned service outages			Water quality compliance with all required CA Department of Health and Environmental Protection Agency testing
	Number of customer accounts	Residential	Commercial and other ²	Average residential usage per capita	Water savings achieved through efficiency programs (% of total sales)	Number	Total customers affected	Percent of miles of water mains replaced	
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%
FY 14	20,037	2,496,549	2,549,766	38	0.64%	50	942	0%	100%
FY 15	20,061	2,052,176	2,380,584	31	1.05%	17	241	0%	100%
Change from:									
Last year	0%	-18%	-7%	-19%	0.41%	-66%	-74%	0%	0%
FY 06	+2%	-22%	-7%	-27%	-	+55%	+51%	0%	0%

¹ CCF = hundred cubic feet.

² Includes commercial, industrial research, and City facilities.

WASTEWATER COLLECTION

	Operating revenues (in millions)	Operating expenditures ¹ (in millions)	Capital expenditures ² (in millions)	Wastewater Collection Fund reserves (in millions)	Authorized staffing (FTE)	Average monthly residential bill ³	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 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	96.18%
FY 13	\$17.6	\$17.4	\$3.6	\$16.4	30.0	\$29.31	22,152	65%	2%	129	99.22%
FY 14	\$17.0	\$16.7	\$3.9	\$16.6	30.2	\$29.31	22,105	54%	3%	105	98.09%
FY 15	\$17.1	\$16.0	\$1.7	\$10.5⁴	31.0	\$29.31	21,990	61%	0%	96	96.85%
Change from:											
Last year	+1%	-4%	-57%	-37%	+3%	0%	-1%	+7%	-3%	-9%	-1.24%
FY 06	+21%	+21%	-29%	-28%	+34%	+34%	+1%	+17%	0%	-69%	-2.15%

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

² Capital expenditures include direct labor, materials, supplies, and contractual services.

³ Wastewater comparisons are for a residential dwelling unit. Rates are not metered.

⁴ Reduction of reserves resulted from the implementation of GASB Statement No. 68, as described in the Comprehensive Annual Financial Report period ended June 30, 2014.

FIBER OPTICS

	Operating revenues (in millions)	Operating expenditures ¹ (in millions)	Capital expenditures ² (in millions)	Fiber Optics Fund reserves (in millions)	Authorized staffing (FTE)	Number of customer accounts	Number of service connections	Backbone fiber miles
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
FY 14	\$4.9	\$2.0	\$0.5	\$19.9	7.2	75	230	40.6
FY 15	\$5.0	\$2.0	\$0.4	\$21.2	8.4	64	228	42.08
Change from:								
Last year	+4%	+1%	-24%	+7%	+17%	-15%	-1%	+4%
FY 06	-	-	0%	-98%	+72%	+52%	+64%	+4%

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

² Capital expenditures include direct labor, materials, supplies, and contractual services.

Missions:

City Manager: Provides leadership and professional management to the City government in service to City Council policies, priorities and the community's civic values.

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

City Auditor: To promote an 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 ¹	City Attorney's Office	City Clerk's Office	City Auditor's Office	City Manager's Office ¹	City Attorney's Office	City Clerk's Office	City Auditor's Office
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
FY 14	\$2.9	\$2.6	\$1.1	\$1.0	9.6	9.0	6.2	4.5
FY 15	\$2.9	\$2.6	\$1.1	\$1.1	10.1	11.0	6.2	4.5
Change from:								
Last year	0%	+1%	-3%	+8%	+5%	+22%	0%	0%
FY 06	+113%	+1%	+13%	+25%	+15%	-11%	+2%	+9%

¹ 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 Clerk		City Auditor			
	Number of claims handled	Percent of claims resolved within 45 days of filing (Target: 90%)	Percent of Action Minutes that are released within one week of the City Council meeting (Target: 90%) <NEW>	Percentage of Public Records Requests responded to within the required ten days (Target: 100%) <NEW>	Number of major work products issued ¹	Number of major work products issued ² per audit staff	Percent of open audit recommendations implemented over the last five years (Target: 75%)	Sales and use tax revenue recoveries ²
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%	-	-	5	1.7	49%	\$160,488
FY 13	99	95%	-	-	5	1.4	42%	\$151,153
FY 14	78	92%	95%	90%	4	1.3	43%	\$168,916
FY 15	99	93%	90%	95%	4	1.0	42%	\$116,973
Change from:								
Last year	+27%	+1%	-5%	+5%	0%	-25%	-1%	-31%
FY 06	-7%	-	-	-	-20%	-60%	-	-87%

¹ Includes audits, the annual Performance Report, and the annual National Citizen Survey™.

² 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 financial and analytical 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 ¹	Value of goods and services purchased (in millions)	Number of purchasing documents processed	Procurement Card ²		Total lease payments received (in millions)
	Operating expenditures (in millions)	Authorized staffing (FTE)	Budget stabilization reserve (in millions)	Cash and investments (in millions)	Rate of return on investments (Target: 2.10%)					Number of transactions	Total value (in millions)	
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
FY 14	\$7.1	41.5	\$35.1	\$541.2	2.21%	10,270	30	\$136.6	2,047	17,885	\$6.2	\$3.4
FY 15	\$7.1	42.2	\$48.2	\$534.6	1.95%	10,158	40	\$129.3	1,707	17,799	\$6.8	\$4.0
Change from:												
Last year	+1%	+2%	+37%	-1%	0%	-1%	+33%	-5%	-17%	0%	+10%	+18%
FY 06	+8%	-17%	+84%	+42%	-2%	-33%	-	+111%	-40%	+69%	-	-

¹ 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.

² 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 ¹ (Target: 1%)	Workers' Compensation				
	Operating expenditures (in millions)	Authorized staffing (FTE)		Estimated cost incurred ² (in thousands)	Claims Paid ² (in thousands)	Estimated costs outstanding ² (in thousands)	Number of claims filed with days away from work ³	Days lost to work-related illness or injury ⁴
FY 06	\$2.5	15.4	3%	\$2,858	\$2,601	\$258	80	-
FY 07	\$2.6	15.6	7%	\$2,114	\$1,937	\$177	76	2,242
FY 08	\$2.7	17.2	9%	\$2,684	\$2,460	\$224	75	1,561
FY 09	\$2.7	16.0	8%	\$2,628	\$2,145	\$483	73	1,407
FY 10	\$2.7	16.3	6%	\$2,521	\$2,165	\$356	71	1,506
FY 11	\$2.6	16.3	8%	\$1,918	\$1,402	\$516	45	1,372
FY 12	\$2.7	16.5	10%	\$2,843	\$1,963	\$880	56	1,236
FY 13	\$2.9	16.6	8%	\$3,182	\$1,713	\$1,469	42	1,815
FY 14	\$3.1	16.7	9%	\$2,088	\$1,217	\$871	59	1,783
FY 15	\$3.3	16.7	16%	\$1,121	\$518	\$602	36	1,366
Change from:								
Last year	+4%	0%	+7%	-46%	-57%	-31%	-39%	-
FY 06	+29%	+9%	+13%	-61%	-80%	+134%	-55%	-23%

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

² Estimates of claim costs incurred during each fiscal year, and associated costs paid and outstanding as of June 30, 2015. Costs are expected to increase as claims develop. Prior-year costs were updated to reflect current costs as of June 30, 2015.

³ Restated to reflect the number of claims filed during each fiscal year that resulted in days away from work as of June 30, 2015. Numbers may increase as claims develop.

⁴ Based on calendar days. Federal requirements limit each claim to 180 days.



The National Citizen Survey™

January 2016



Office of the City Auditor

Harriet Richardson, City Auditor

Lisa Wehara, Performance Auditor II

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Office of the City Auditor

EXECUTIVE SUMMARY: The National Citizen Survey™

The Honorable City Council
Palo Alto, California

This report presents the results of the 13th annual National Citizen Survey™ (NCS™) for the City of Palo Alto. We contract with the National Research Center to 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 the community.

BACKGROUND

Beginning in 2014, we increased the number of surveys distributed to City of Palo Alto residents from 1,200 to 3,000, and we distributed 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, and report survey results for these geographic areas (see the maps on report pages 4 and 5 for a breakdown of the north and south and the six geographic areas). The margins of error for the survey results are:

- Overall – plus or minus 4 percentage points
- North/South – plus or minus 5 percentage points
- 6 areas – plus or minus 10 percentage points

The survey response rate has declined gradually since we conducted the first survey in 2003, from a high of 51 percent in 2004, to a low of 25 percent in this year's survey. However, increasing the number of surveys mailed from 1,200 to 3,000 has captured responses from more residents, despite the lower response rate.

Survey Response Rate: 2006 through 2015

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Response Rate¹	48%	51%	43%	42%	38%	36%	37%	36%	37%	27%	29%	27%	25%
Number of Responses	557	582	508	495	437	415	424	624 ²	427	316	337	796	721

¹ The response rate is based on the number of surveys mailed minus the number of surveys returned by the post office as undeliverable e.g., the housing unit was vacant.

² 1,800 surveys were mailed in 2010, which resulted in a higher number of respondents despite a slight decline in the response rate.

RESULT HIGHLIGHTS

Overall Results

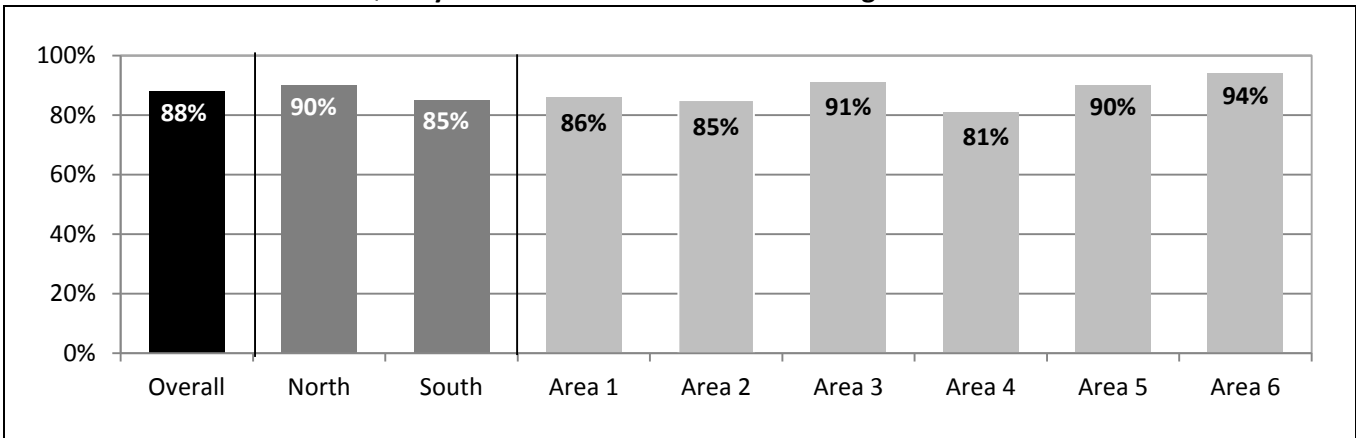
Residents generally like living in Palo Alto: 88 percent of respondents rated the overall quality of life in Palo Alto as excellent or good, and 80 percent of respondents said it is very or somewhat likely that they would remain in Palo Alto for the next five years. However, this is the first time since we began conducting the survey in Palo Alto that fewer than 90 percent of respondents rated the overall quality of life as excellent or good. The average rating of all the quality of life questions is 81 percent, primarily because only 52 percent of respondents rated Palo Alto as a place to retire as excellent or good.

The average of the quality of life questions was lowest, at 76 percent, for residents living in geographic area 4,¹ although 78 percent of those residents said they are very or somewhat likely to remain in Palo Alto for the next five years. The average of the quality of life questions ranged from 81 percent to 84 percent for the other five geographic areas, but the likelihood of those residents remaining in Palo Alto for the next five years ranged from 69 percent to 87 percent.

There is only a correlation coefficient² of 0.13 between the average responses to the quality of life questions and the likelihood of residents remaining in Palo Alto for the next five years. This means that whether residents remain in Palo Alto during the next five years is more likely to be determined other than by factors such as how happy they are with Palo Alto and their neighborhoods as a place to live and raise children. However, because the quality of life questions about Palo Alto as a place to retire rated much lower than the other quality of life questions, residents may be more likely to move out of Palo Alto as they approach retirement.

The following tables show the results of key quality of life questions asked in the survey.

Overall Quality of Life in Palo Alto - Percent Rating Excellent or Good



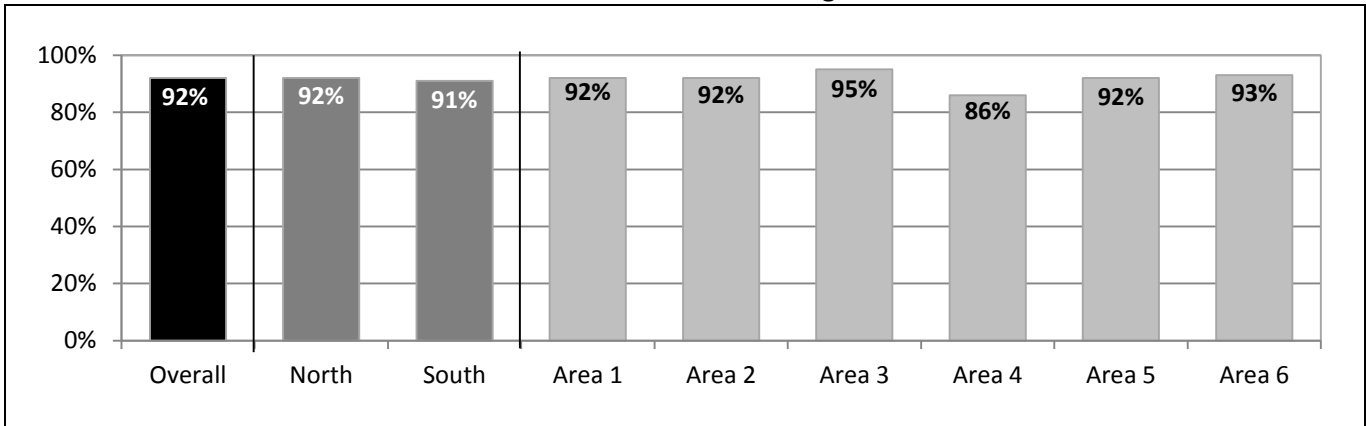
10-year trend:

<u>2015</u>	<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>
88%	91%	91%	94%	92%	94%	93%	91%	94%	92%

¹ Area 4 includes the neighborhoods of Ventura, Charleston Meadows, Monroe Park, Palo Alto Orchards, Barron Park, Green Acres, Greater Miranda, and Esther Clark Park.

² Correlation analysis shows the strength of a linear relationship between pairs of variables, and is measured in terms of a correlation coefficient. A correlation coefficient of +1 indicates a perfect positive correlation, meaning that as variable A increases, variable B will increase similarly; and a correlation coefficient of -1 indicates a perfect negative correlation, meaning that as variable A decreases, variable B will decrease similarly. The relationship weakens as the correlation coefficient moves closer to 0, meaning that it is less likely that there is a linear relationship between the variables.

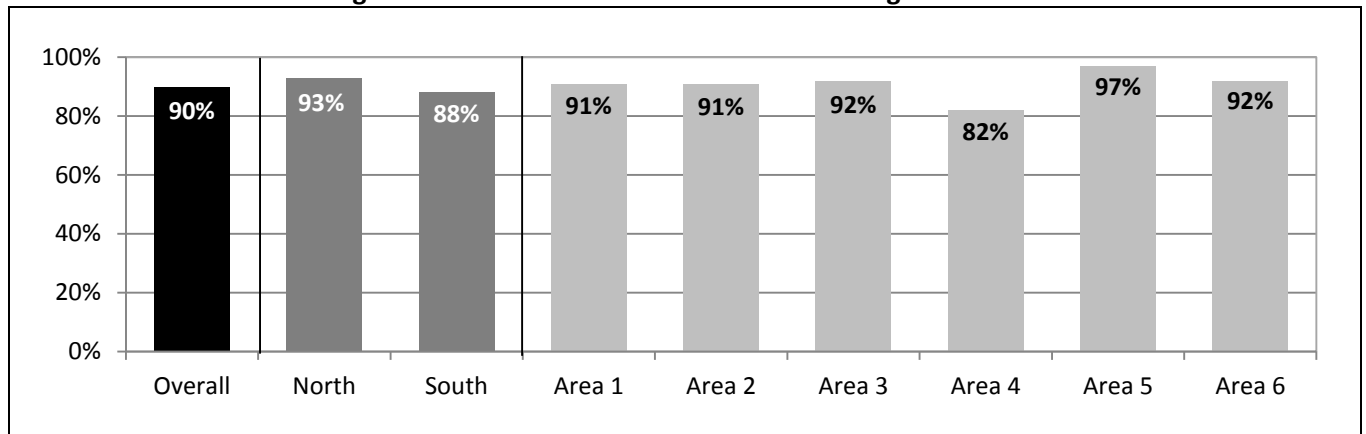
Palo Alto as a Place to Live - Percent Rating Excellent or Good



10-year trend:

<u>2015</u>	<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>
92%	95%	92%	95%	94%	95%	94%	95%	96%	94%

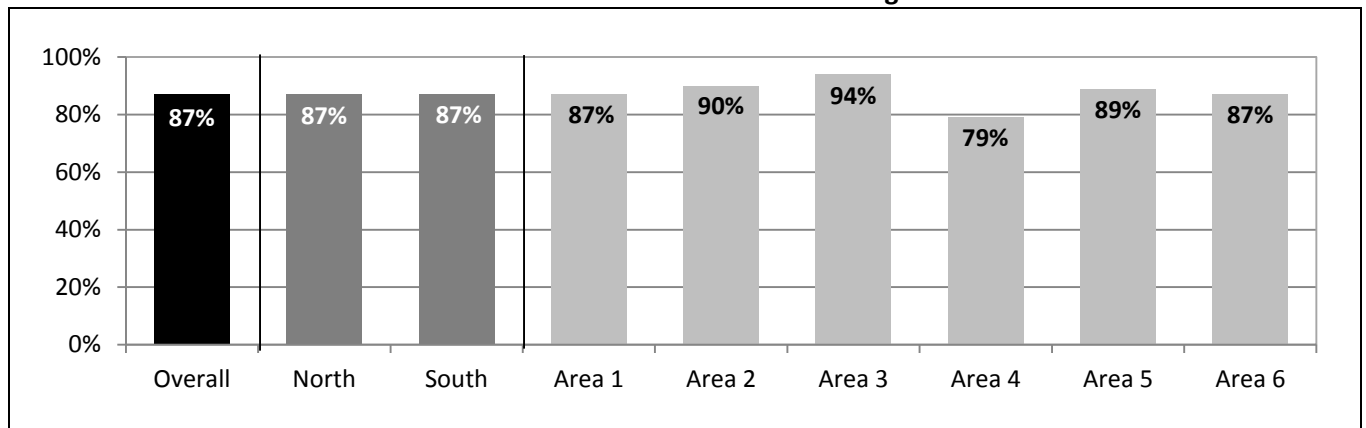
Your Neighborhood as a Place to Live - Percent Rating Excellent or Good



10-year trend:

<u>2015</u>	<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>
90%	92%	91%	90%	90%	91%	90%	91%	91%	91%

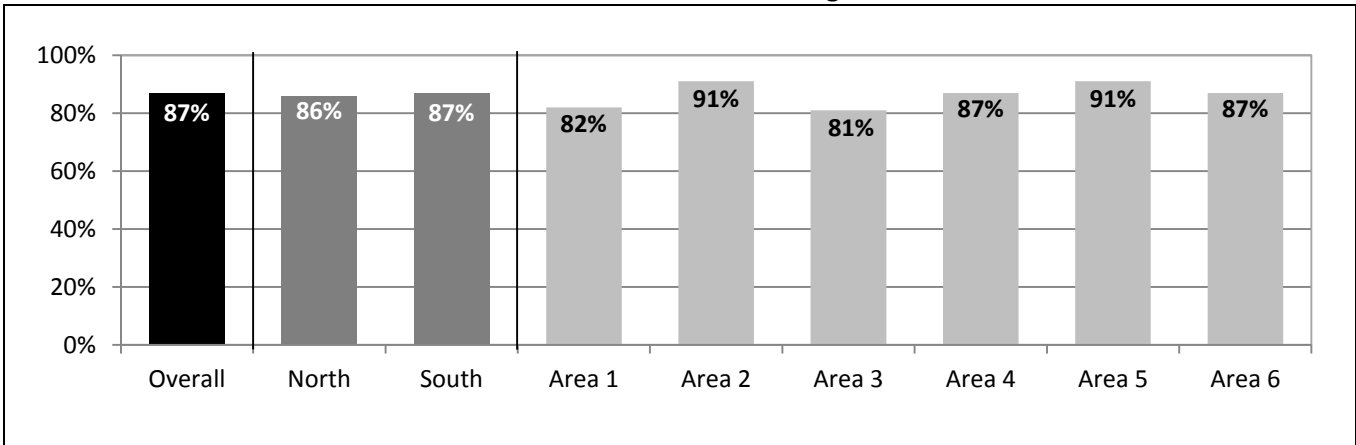
Palo Alto as a Place to Raise Children - Percent Rating Excellent or Good



10-year trend:

<u>2015</u>	<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>
87%	93%	90%	92%	93%	93%	91%	94%	92%	92%

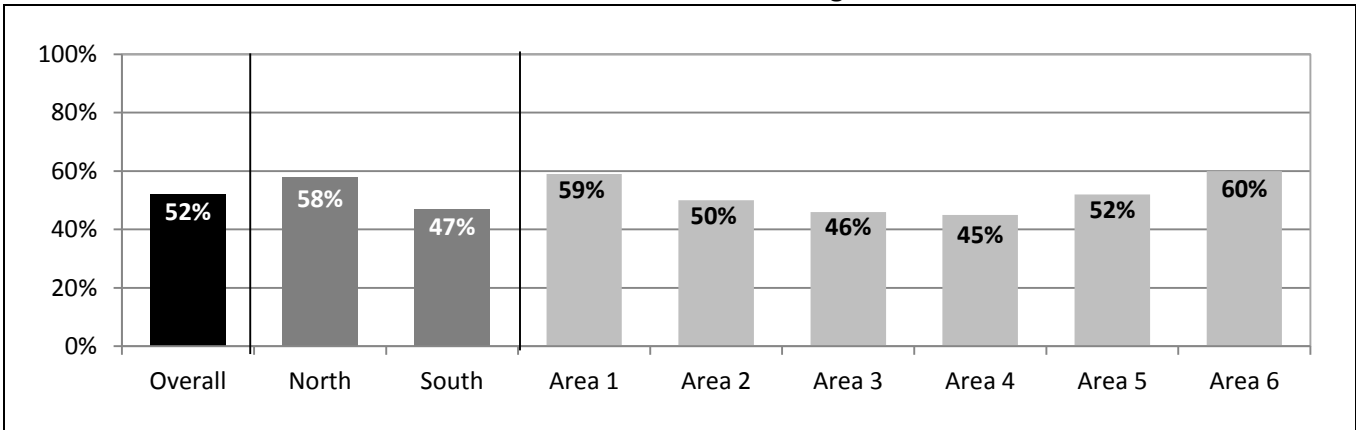
Palo Alto as a Place to Work - Percent Rating Excellent or Good



10-year trend:

<u>2015</u>	<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>
87%	86%	89%	88%	89%	87%	87%	90%	90%	84%

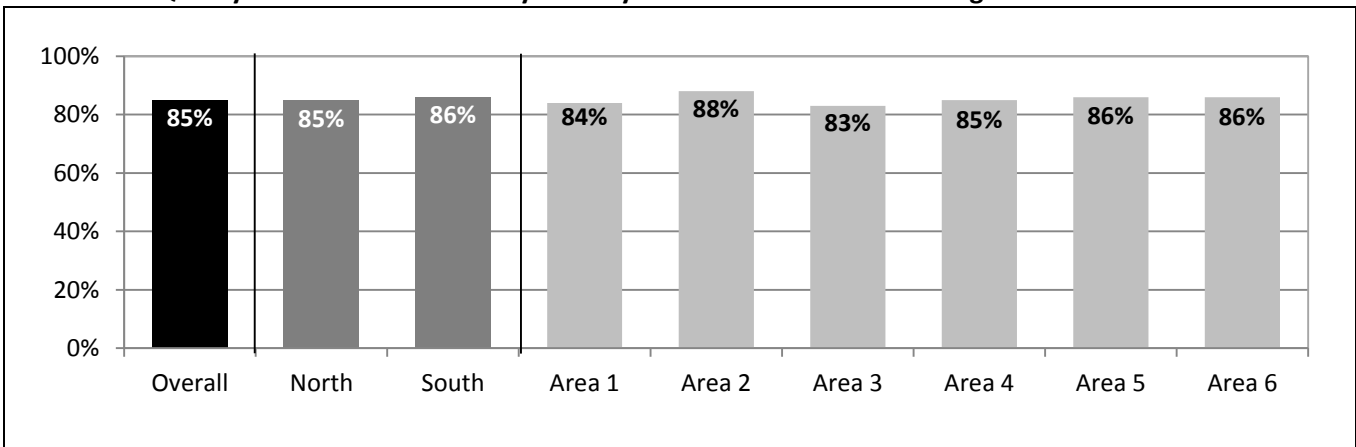
Palo Alto as a Place to Retire - Percent Rating Excellent or Good



10-year trend:

<u>2015</u>	<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>
52%	60%	56%	68%	68%	65%	64%	67%	61%	68%

Quality of Services Provided by the City of Palo Alto - Percent Rating Excellent or Good



10-year trend:

<u>2015</u>	<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>
85%	83%	84%	88%	83%	80%	80%	85%	86%	87%

Results by Facet

In addition to the general quality of life questions, The NCS™ collects residents' opinions across eight facets. Residents' attitudes toward these facets of life in Palo Alto are less favorable than their attitudes toward the overall quality of life:

Survey Results by Facet

Area	Average Percent Rating Excellent or Good	Range of Percent Rating Excellent or Good	Percent Rating Essential or Very Important
Safety	86%	74% to 97%	82%
Natural environment	83%	73% to 88%	81%
Education and enrichment	82%	49% to 92%	67%
Recreation and wellness	78%	53% to 93%	61%
Economy	69%	8% to 87%	78%
Community engagement	66%	48% to 82%	71%
Built environment	63%	8% to 91%	80%
Mobility	57%	26% to 83%	82%

Most residents were pleased with the areas of safety, natural environment, and education and enrichment, as shown by 82 percent to 86 percent of respondents rating those areas as excellent or good, but the average rating of less than 70 percent for questions related to the economy, community engagement, the built environment, and mobility indicate that residents do not view those facets as favorably. The lowest-rated questions were those related to housing (built environment) and the cost of living in Palo Alto (economy), which also rated low across all of the geographic areas:

- Only 8 percent of respondents rated the availability of affordable quality housing as excellent or good, while 80 percent rated it as poor and 12 percent rated it as fair.
- Only 20 percent of respondents rated the variety of housing options as excellent or good, while 48 percent rated it as poor and 33 percent rated it as fair.
- Only 8 percent of respondents rated the cost of living in Palo Alto as excellent or good, while 64 percent rated it as poor and 29 percent rated it as fair.

The mobility facet had the most questions that respondents rated low. Questions that fewer than 50 percent of respondents rated as excellent or good were:

- Quality of bus or transit services - 49 percent
- Traffic signal timing - 47 percent
- Ease of travel by car in Palo Alto - 44 percent
- Ease of public parking - 36 percent
- Traffic flow on major streets - 31 percent
- Ease of travel by public transportation in Palo Alto - 26 percent

Several questions in the community engagement facet also rated low. Residents' lack of participation in certain activities means that most residents do not provide input on issues that could affect the direction of City policies. For example, fewer than 25 percent of respondents reported that, in the last 12 months, they:

- Campaigned or advocated for an issue, cause, or candidate - 24 percent
- Attended a local public meeting - 22 percent participation
- Watched (online or on television) a local public meeting - 18 percent participation
- Contacted Palo Alto elected officials (in-person, phone, email, or web) to express their opinion - 15 percent

Some responses seem to contradict others. For example, only 48 percent of respondents rated the overall direction that Palo Alto is taking as excellent or good, but gave higher ratings to several factors that are related to the direction that Palo Alto is taking. For example, 69 percent of respondents rated economic development as excellent or good, 76 percent rated vibrant downtown/commercial area as excellent or good, and 65 percent rated the value of services for the taxes paid to Palo as excellent or good. Asking more targeted questions about specific issues could provide more insight regarding why residents provided seemingly contradictory responses.

Changes From Last Year and Over Time

Overall, ratings in the City were generally stable, with 114 areas rated similarly in 2014 and 2015. Results are generally considered similar if the ratings from one year to the next do not differ by more than five percentage points, which is statistically meaningful. Residents rated seven areas more favorably and 15 areas less favorably in 2015 than in 2014:

Survey Question	2014	2015	Change from 2014
Public library services (excellent or good)	81%	91%	10%
Used Palo Alto public libraries or their services (at least once in last 12 months)	68%	76%	8%
Participated in a club (at least once in last 12 months)	27%	34%	7%
Attended a City-sponsored event (at least once in last 12 months)	50%	57%	7%
The job Palo Alto government does at welcoming citizen involvement (excellent or good)	54%	61%	7%
Volunteered your time to some group/activity in Palo Alto (at least once in last 12 months)	40%	46%	6%
Carpooled with other adults or children instead of driving alone (at least once in last 12 months)	53%	58%	5%
Street cleaning (excellent or good)	80%	75%	-5%
Palo Alto as a place to raise children (excellent or good)	93%	87%	-6%
Adult educational opportunities (excellent or good)	89%	83%	-6%
Traffic signal timing (excellent or good)	53%	47%	-6%
Overall ease of getting to the places you usually have to visit (excellent or good)	71%	65%	-6%
Recommend living in Palo Alto to someone who asks (very likely or somewhat likely)	86%	80%	-6%
Overall customer service by Palo Alto employees (excellent or good)	81%	74%	-7%
Variety of housing options (excellent or good)	27%	20%	-7%
Ease of travel by car in Palo Alto (excellent or good)	52%	44%	-8%
Palo Alto as a place to retire (excellent or good)	60%	52%	-8%
Openness and acceptance of the community toward people of diverse backgrounds (excellent or good)	76%	68%	-8%
Bus or transit services (excellent or good)	57%	49%	-8%
Storm drainage (excellent or good)	80%	71%	-9%
Availability of affordable quality mental health care (excellent or good)	63%	53%	-10%
Ease of travel by public transportation in Palo Alto (excellent or good)	36%	26%	-10%

Although not showing a statistically meaningful change from the prior year, residents' opinions of several areas have improved or declined over time, which may represent shifts in residents' perspective. During the past 10 years, 13 areas have had a statistically meaningful change:

Areas That Improved Over Time Percent Rating Excellent or Good	2006 Rating	2015 Rating	Change Since 2006	Trend
Availability of affordable quality child care/preschool (excellent/good)	35%	49%	+14%	↑
Quality of public information services (excellent/good)	72%	82%	+10%	↑
Sidewalk maintenance (excellent/good)	53%	62%	+9%	↑
Quality of drinking water (excellent/good)	80%	88%	+8%	↑
Economic development (excellent/good)	61%	69%	+8%	↑
Employment opportunities (excellent/good)	59%	66%	+7%	↑
Quality of sewer services (excellent/good)	83%	88%	+5%	↑
Remain in Palo Alto for the next five years (very likely/somewhat likely)*	85%	80%	-5%	↓
Attended a local public meeting within the last 12 months	27%	22%	-5%	↓
Sense of community (excellent/good)	66%	60%	-6%	↓
Traffic flow on major streets (excellent/good)	39%	31%	-8%	↓
Overall quality of new development in Palo Alto (excellent/good)	62%	49%	-13%	↓
Watched (online or television) a local public meeting within the last 12 months	31%	18%	-13%	↓
*Data compares 2008 and 2015 because this question was not asked in 2006 or 2007.				

Comparative Results for Geographic Areas

The statistically significant variances in the combined excellent and good responses between the North and South subgroups, as well as for the six area subgroups are shaded in grey in the report. The following table shows the statistically significant variances for the North and South subgroups (variances over 10 percent are shown at the top and bottom of the table).

Percent Rating Excellent or Good (if not excellent or good, other rating indicated in parentheses)	Difference			North less South
	North	South	Overall	
Palo Alto as a place to retire	58%	47%	52%	11%
Code enforcement (weeds, abandoned buildings, etc.)	65%	54%	59%	11%
Overall quality of new development in Palo Alto	54%	44%	49%	10%
Used bus, rail or other public transportation instead of driving (in last 12 months)	58%	48%	53%	10%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	68%	59%	63%	9%
Did NOT observe a code violation (in last 12 months)	71%	63%	67%	8%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems) (essential or very important)	84%	77%	80%	7%
Your neighborhood as a place to live	93%	88%	90%	5%
The overall quality of life in Palo Alto	90%	85%	88%	5%
Availability of affordable quality housing	5%	10%	8%	-5%
Overall feeling of safety in Palo Alto	88%	93%	91%	-5%
Public places where people want to spend time	78%	84%	81%	-6%
Made efforts to make your home more energy efficient (in last 12 months)	70%	78%	74%	-8%
Neighborliness of residents in Palo Alto	56%	65%	61%	-9%
Street repair	46%	55%	51%	-9%
Storm drainage	64%	76%	71%	-12%
Sidewalk maintenance	55%	68%	62%	-13%

The survey does not ask why respondents answered the way they did. Further in-depth questioning, such as through targeted focus groups, could explain why differing opinions exist among the various subgroups.

National Benchmark Comparisons

When available, benchmark comparisons are shown as the last table for each question. The average rating column shows the City’s rating converted to a 100 point scale. The rank column shows the City’s rank among communities that asked a similar question. The comparison to benchmark column shows “similar” if Palo Alto’s average rating within the standard range of 10 points of the benchmark communities, “higher” or “lower” if Palo Alto’s average rating is greater than the standard range, and “much higher” or “much lower” if Palo Alto’s average rating differs by more than twice the standard range. Palo Alto rated much higher than the benchmark communities in 5 areas, higher in 27 areas, lower in 6 areas, and much lower in 3 areas.

Palo Alto’s Ratings Compared to Benchmark Communities

<u>Much Higher</u>	
Overall opportunities for education and enrichment	Employment opportunities
Used bus, rail, or other public transportation instead of driving	Vibrant downtown/commercial areas Walked or biked instead of driving
<u>Higher</u>	
Adult educational opportunities	Made efforts to conserve water
Animal control	Opportunities to attend cultural/arts/music activities
Availability of preventive health services	Overall appearance of Palo Alto
Carpooled with other adults or children instead of driving alone	Overall economic health of Palo Alto
City parks	Overall image or reputation of Palo Alto
Did NOT observe a code violation or other hazard in Palo Alto (weeds, abandoned buildings, etc.)	Palo Alto as a place to work
Did NOT report a crime to the police	Palo Alto open space
Drinking water	Preservation of natural areas such as open space, farmlands and greenbelts
Ease of travel by bicycle in Palo Alto	Recreation centers or facilities
Ease of walking in Palo Alto	Shopping opportunities
Economic development	Used Palo Alto public libraries or their services
Health and wellness opportunities in Palo Alto	Utility billing
K-12 education	Visited a neighborhood park or City park
	Yard waste pick-up
<u>Lower</u>	
Ease of public parking	Traffic flow on major streets
Ease of travel by car in Palo Alto	Participated in religious or spiritual activities in Palo Alto
Ease of travel by public transportation in Palo Alto	Watched (online or on television) a local public meeting
<u>Much Lower</u>	
Availability of affordable quality housing	Variety of housing options
Cost of living in Palo Alto	

CUSTOM QUESTIONS

In addition to the standard survey questions, we asked 10 custom questions (14 through 23) regarding communication, where residents go to shop and eat, transportation, and Cubberley Community Center. We also

asked an open-ended question regarding one improvement that the City could make to its parks, arts, or recreation activities and programs to better serve the community.

Communication

Phone calls are the most preferred method for residents to contact the City regarding maintenance issues or to provide feedback or engage with the City on issues in Palo Alto.

If they had to report a maintenance issue, 44 percent of respondents reported that they would be most likely to call the appropriate City department; 21 percent said they would submit a notification electronically on the City's website, and 19 percent said they would email the appropriate department. Only 3 percent said they would use the Palo Alto 311 phone app to notify the appropriate department (Table 64 on page 32).

In the past 12 months, 27 percent of respondents said that they called the City to provide feedback or engage in City issues, and 24 percent said they emailed the City. Despite efforts to provide convenient means of communication through social media, only 11 percent said they used Open City Hall, social media channels such as Facebook and Twitter, or the "Contact the City" link on the City's website (Table 65 on page 32).

Where Residents Go to Shop and Eat

A majority of survey respondents shop in their neighborhoods (54 percent) or elsewhere in the City (51 percent) at least one to five times per week. About a third of respondents are eating out in neighborhood restaurants (29 percent) or restaurants elsewhere in the City (28 percent) at least one to five times per week. The City is committed to a diversity of retail and neighborhood services (Tables 66 and 67 on page 33).

Transportation

Palo Alto residents view walking and biking as the most convenient ways to get around town without a car, with 81 percent of respondents rating biking and 70 percent rating walking as "very convenient" or "somewhat convenient." Also, 68 percent of respondents rated Uber/Lyft or similar rideshare services as more convenient than conventional transit. Similarly, 56 percent of respondents rated free shuttles as more convenient than the train (46 percent) or bus (39 percent) (Table 71 on page 34).

If convenience were not an issue, most Palo Alto residents would prefer or somewhat prefer walking (92 percent of respondents), free shuttles (78 percent), and biking (76 percent) as their mode of travel if they did not have access to a car. Fewer residents would prefer the train (68 percent), conventional buses (53 percent), and rideshare services (52 percent). A key goal of the City's ongoing planning effort is to make the free shuttles more convenient, which could increase ridership (Table 72 on page 34).

Cubberley Community Center

We asked residents to rate how much of a priority, if at all, various future uses of the Cubberley Community Center are to them. The City of Palo Alto and the Palo Alto Unified School District are working together on a master plan for the Cubberley Community Center to meet future community and school needs, and the results of this survey question will be considered as they develop that plan. The five priorities receiving the highest percentage of high or medium priority responses were (Table 74 on page 35):

Response Category	Percent of High and Medium Priority Responses
Indoor sports and health programs	75%
Outdoor sports	72%
Senior wellness, including stroke and cardiovascular programs	69%
Rooms available to rent for other activities	65%
Education – private schools and special interest classes	61%

Suggested Improvements to Parks, Arts, or Recreation Activities and Programs

We asked residents to share one improvement to the City of Palo Alto’s parks, arts, or recreation activities and programs that the City could make to better serve the community. The Community Services Department will consider these responses, along with data it has already collected from other community surveys as it develops a long range parks, recreation, trails, and open space master plan. Half of the respondents (361 of 721) provided ideas, which we categorized into 16 topic areas; the five most common suggestions were (Table 75 on page 37):

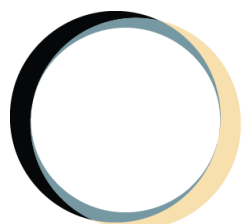
Response Category	Number of Responses
Bathrooms/Restrooms	36
Park Spaces (Green Space)	35
Park, Recreation, and Art Facilities and Amenities (other than bathrooms/restrooms)	34
Art/Culture Improvements	28
Programs and Classes - Adult/Senior	22



THE NCSTM
The National Citizen SurveyTM

Palo Alto, CA

Report of Results
2015



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The NCS™ is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

Detailed Survey Methods

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 National Citizen Survey (The NCS™), conducted by National Research Center, Inc., 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. The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NCS communities.

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 and American Community Survey estimates as well as comparison of results for different subgroups of residents. The City of Palo Alto funded this research. Please contact Harriet Richardson, City Auditor, City of Palo Alto, at Harriet.Richardson@CityofPaloAlto.org if you have any questions about the survey.

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 multifamily 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 preaddressed, postage-paid return envelope.
- 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 within the zip codes serving Palo Alto was purchased based on updated listings from the United States Postal Service. 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 located in North or South Palo Alto, or within one of six areas.

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 households is culled, selecting every N^{th} one, giving each eligible household a known probability of selection, until the appropriate number of households is selected. Multifamily 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. 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 percent of the housing units might be sampled at an actual rate that is slightly above or below that). Figure 1 (page 4) displays a map of the households selected to receive the survey.

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

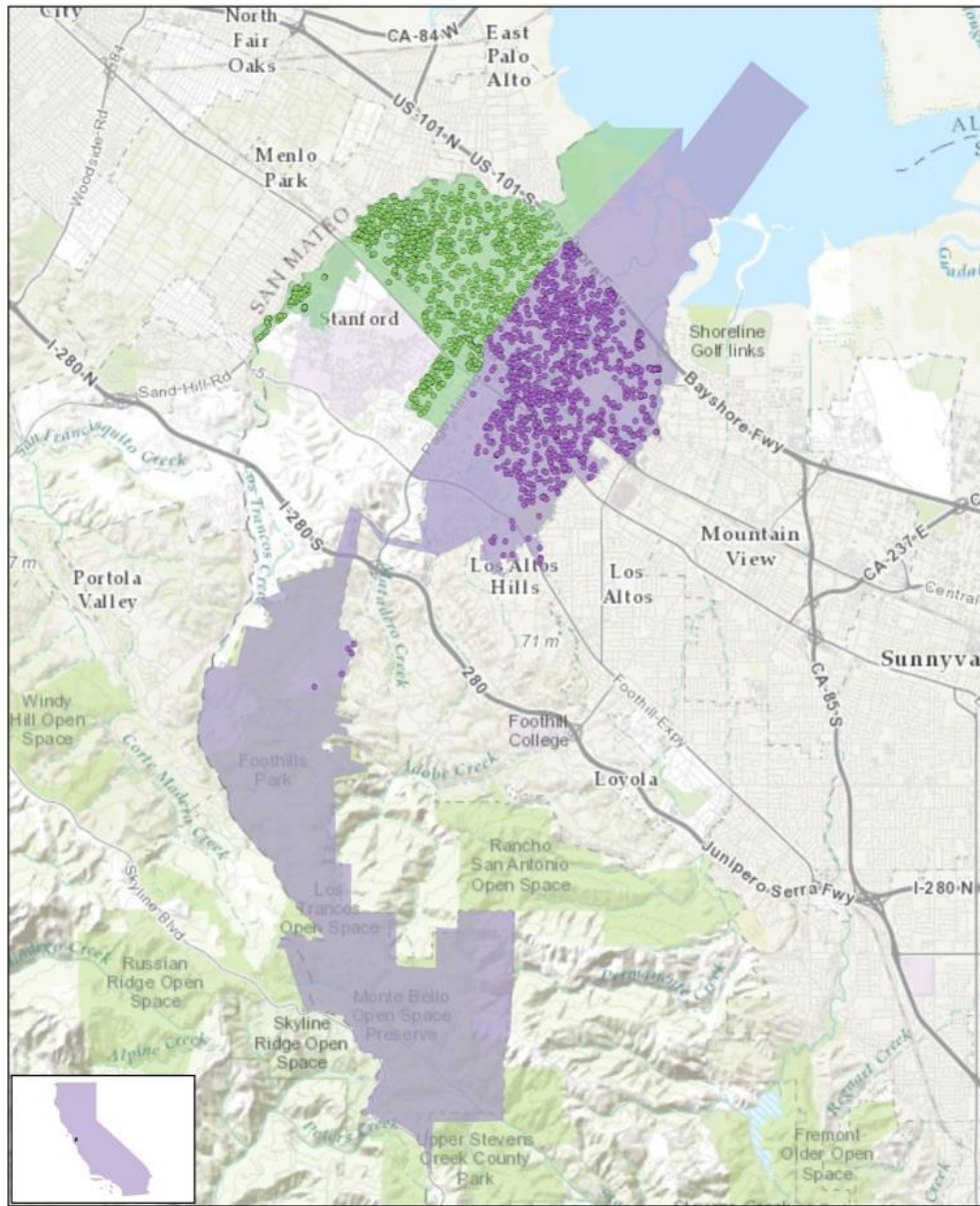
Survey Administration and Response

Selected households received three mailings, one week apart, beginning on September 29, 2015. 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 opt to take the survey online. Completed surveys were collected over the following six weeks.

About 3 percent 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 2,908 households that received the survey, 721 completed the survey, providing an overall response rate of 25 percent. Of the 721 completed surveys, 114 (16 percent) were completed online. Additionally, responses were tracked by location in Palo Alto (north or south) and by six subareas, as shown in the maps below. Response rates by area ranged from 17 percent to 36 percent.

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Figure 1: Location of Survey Recipients – North/South



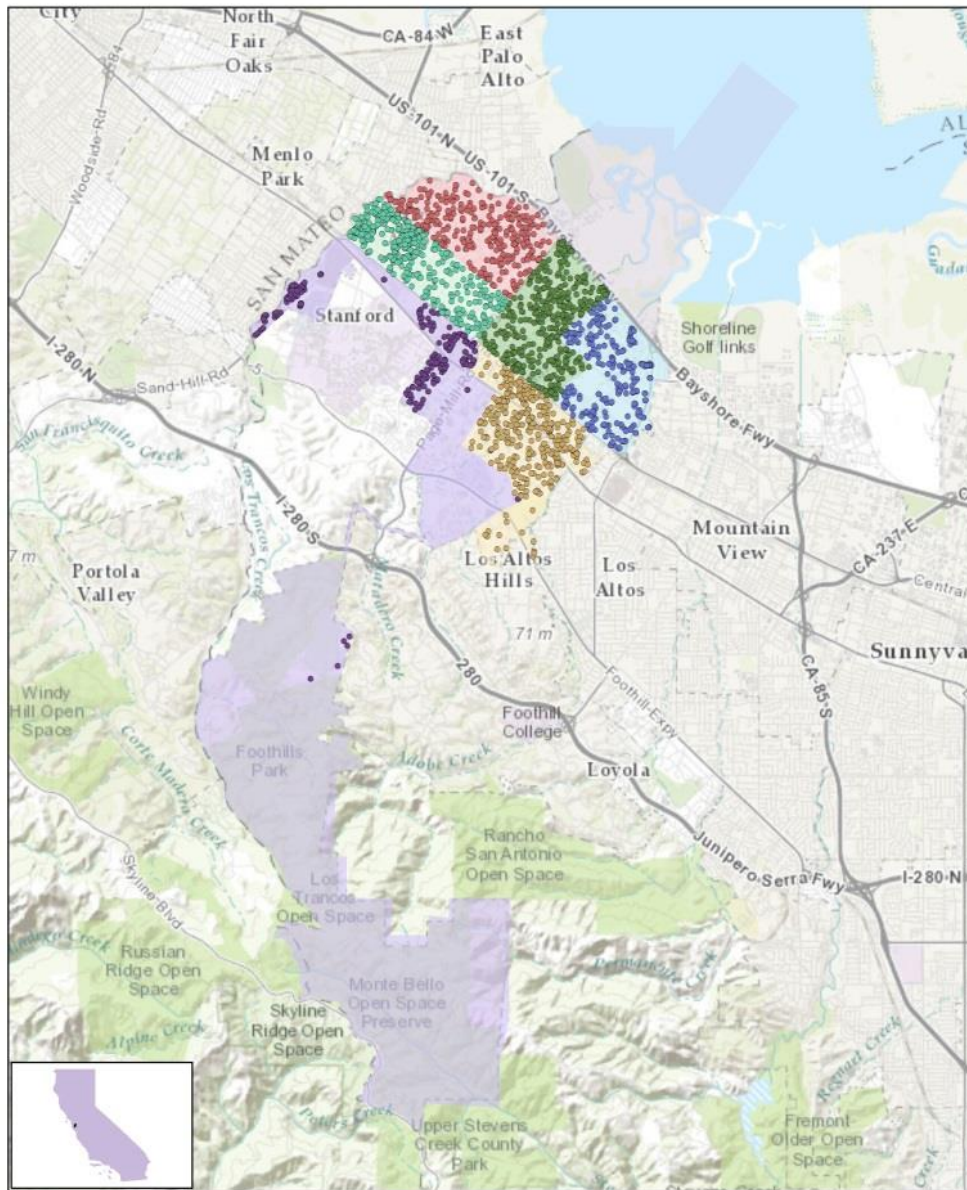
Survey Recipients in Palo Alto, CA
 ● In North Palo Alto ● North Palo Alto
 ● In South Palo Alto ● South Palo Alto

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

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Figure 2: Location of Survey Recipients – Area



Survey Recipients in Palo Alto, CA

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

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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 percent. The 95 percent level of confidence 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.¹

The margin of error or confidence interval for the City of Palo Alto survey is no greater than plus or minus four percentage points around any given percent reported for the entire sample (721 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. 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 343 and for the South were 378. 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 100 for Area 1, 132 for Area 2, 107 for Area 3, 136 for Area 4, 88 for Area 5 and 158 for Area 6. The margin of error for the six areas within Palo 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 5 (88).

Table 1: Survey Response Rates by Area

	Number mailed	Undeliverable	Eligible	Returned	Response rate
Overall	3,000	92	2,908	721	25%
North	1,488	54	1,434	343	24%
South	1,512	38	1,474	378	26%
Area 1	293	12	281	100	36%
Area 2	519	18	501	132	26%
Area 3	380	3	377	107	28%
Area 4	596	16	580	136	23%
Area 5	537	17	520	88	17%
Area 6	675	26	649	158	24%

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. The characteristics used for weighting were housing tenure (rent or own), housing unit type (attached or detached) and sex and age. The results of the weighting scheme are presented in Table 1.

¹ A 95 percent level of confidence 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 percent of residents rate a service as “excellent” or “good,” then the 4 percent margin of error (for the 95 percent level of confidence) indicates that the range of likely responses for the entire community is between 71 percent and 79 percent. This source of uncertainty is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the nonresponse 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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Table 1: Palo Alto, CA 2015 Weighting Table

Characteristic	Population Norm	Unweighted Data	Weighted Data
Housing			
Rent home	44%	35%	44%
Own home	56%	65%	56%
Detached unit	58%	58%	58%
Attached unit	42%	42%	42%
Race and Ethnicity			
White	68%	71%	67%
Not white	32%	29%	33%
Not Hispanic	95%	96%	96%
Hispanic	5%	4%	4%
Sex and Age			
Female	52%	55%	51%
Male	48%	45%	49%
18-34 years of age	22%	12%	22%
35-54 years of age	41%	31%	41%
55+ years of age	37%	57%	38%
Females 18-34	10%	6%	10%
Females 35-54	21%	16%	21%
Females 55+	20%	33%	20%
Males 18-34	12%	6%	12%
Males 35-54	20%	15%	20%
Males 55+	17%	24%	17%
Areas			
North	49%	48%	48%
South	51%	52%	51%
Area 1	13%	14%	13%
Area 2	19%	18%	19%
Area 3	13%	15%	13%
Area 4	18%	19%	19%
Area 5	15%	12%	13%
Area 6	21%	22%	22%

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.

Trends over Time

Trend tables display trends over time, comparing the 2015 ratings for the City of Palo Alto to nine previous survey results (going back to 2006; surveying started in 2003).

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 approximately five percentage points² between the 2014 and 2015 surveys; otherwise, the comparisons between 2014 and 2015 are noted as being “similar.” When comparing

² While the percentages are reported as rounded whole numbers, meaningful differences are identified based on unrounded percentages with decimals in place.

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results over time, small differences (those with less than a 5 percent difference compared to 2014) are more likely to be due to random variation (attributable to chance over real change), while larger differences (those greater than 5 percent compared to 2014) 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.

Overall, ratings in Palo Alto for 2015 generally remained stable. Of the 136 items for which comparisons were available, 114 items were rated similarly in 2014 and 2015, 15 items showed a decrease in ratings and 7 showed an increase in ratings.

Geographic Comparisons

The geographic comparison tables on the following pages display differences in opinion of survey respondents by North or South location in Palo Alto and by six areas. Responses in these 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 percent probability that differences observed between areas are due to chance; or in other words, a greater than 95 percent probability that the differences observed are “real.” Where differences were statistically significant, they have been shaded grey.

National Benchmark Comparisons

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 that 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 are to jurisdictions that 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 for standard items in questions 1 through 12 when there are at least five communities in which a similar question was asked. Where comparisons are available, four columns are provided in the table. The first column is Palo Alto’s average rating, converted to a 100-point scale. The

Table 3: Benchmark Database Characteristics

Region ³	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%

³ New England (CT, ME, MA, NH, RI, VT)
 Middle Atlantic (NJ, NY, PA)
 East North Central (IL, IN, MI, OH, WI)
 West North Central (IA, KS, MN, MO, NE, ND, SD)
 South Atlantic (DE, FL, GA, MD, NC, SC, VA, WV)
 East South Central (AL, KY, MS, TN)
 West South Central (AK, LA, OK, TX)
 Mountain (AZ, CO, ID, MT, NV, NM, UT, WY)
 Pacific (AK, CA, HI, OR, WA)

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second column is the rank assigned to Palo Alto's rating among communities where a similar question was asked. The third 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 that 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." A rating is considered "similar" if it is within the standard range of 10 points; "higher" or "lower" if the difference between Palo Alto's rating and the benchmark is greater than the standard range; and "much higher" or "much lower" if the difference between Palo Alto's rating and the benchmark is more than twice the standard range. Where benchmark ratings were not available, "NA" indicates that this information is not applicable.

Results Tables

The following pages contain results for each question on the survey, the first set of results includes the "don't know" responses, followed by results excluding the "don't know" responses (where "don't know" was an option), trends over time and geographic comparisons. For the questions in the survey respondents could answer "don't know" the proportion of respondents giving this reply were not included for the comparisons over time and by geography. In other words, these tables display the responses from respondents who had an opinion about a specific item.

For the basic frequencies, the percent of respondents giving a particular response is shown followed by the number of respondents (denoted with "N="); the number of respondents is specific to each item, based on the actual number of responses received for the question or question item and based on the weighted data (weighted responses are rounded to the nearest whole number and may not exactly add up to the total number of responses; for more information on weighting, please see *Survey Data Weighting*, page 6). 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 percent versus 17 percent, for example), any apparent similarities or differences across the remaining response options may disappear once the "don't know" responses are removed.

Tables displaying trend data appear for standard questions (1 through 13; custom question and custom items are not included). Meaningful differences between survey years have been noted within the following tables as being "higher" or "lower" if the differences are greater than approximately five percentage points between the 2014 and 2015 surveys; otherwise, the comparison between 2014 and 2015 are noted as being "similar."

Geographic comparisons are made for questions 1 through 23 (some questions having multiple, nonscaled responses are not included). 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 percent probability that differences observed between area are due to chance; or in other words, a greater than 95 percent probability that the differences observed are "real." Where differences were statistically significant, they have been shaded grey. The shading represents statistical significance for each question individually, which may differ question by question because the number of responses varied, as some residents may have skipped or answered "don't know."

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Question 1

Table 4: Question 1 - Response Percentages and Number of Respondents including "Don't Know" Responses

Please rate each of the following aspects of quality of life in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Palo Alto as a place to live	53%	N=377	38%	N=274	7%	N=51	1%	N=8	0%	N=2	100%	N=713
Your neighborhood as a place to live	52%	N=373	37%	N=267	8%	N=58	2%	N=11	0%	N=3	100%	N=713
Palo Alto as a place to raise children	42%	N=296	34%	N=241	9%	N=65	2%	N=13	13%	N=95	100%	N=711
Palo Alto as a place to work	31%	N=217	38%	N=270	8%	N=58	2%	N=16	20%	N=142	100%	N=703
Palo Alto as a place to visit	29%	N=206	40%	N=283	19%	N=131	6%	N=39	6%	N=45	100%	N=705
Palo Alto as a place to retire	21%	N=144	20%	N=143	21%	N=146	17%	N=118	21%	N=149	100%	N=700
The overall quality of life in Palo Alto	37%	N=261	51%	N=360	11%	N=77	1%	N=10	0%	N=2	100%	N=711

Table 5: Question 1 - Response Percentages and Number of Respondents without "Don't Know" Responses

Please rate each of the following aspects of quality of life in Palo Alto:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Palo Alto as a place to live	53%	N=377	39%	N=274	7%	N=51	1%	N=8	100%	N=711
Your neighborhood as a place to live	53%	N=373	38%	N=267	8%	N=58	2%	N=11	100%	N=709
Palo Alto as a place to raise children	48%	N=296	39%	N=241	11%	N=65	2%	N=13	100%	N=616
Palo Alto as a place to work	39%	N=217	48%	N=270	10%	N=58	3%	N=16	100%	N=561
Palo Alto as a place to visit	31%	N=206	43%	N=283	20%	N=131	6%	N=39	100%	N=659
Palo Alto as a place to retire	26%	N=144	26%	N=143	26%	N=146	21%	N=118	100%	N=552
The overall quality of life in Palo Alto	37%	N=261	51%	N=360	11%	N=77	1%	N=10	100%	N=709

Table 6: Question 1 - Historical Results

	Percent rating positively (e.g., excellent/good)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Palo Alto as a place to live	94%	96%	95%	94%	95%	94%	95%	92%	95%	92%	Similar
Your neighborhood as a place to live	91%	91%	91%	90%	91%	90%	90%	91%	92%	90%	Similar
Palo Alto as a place to raise children	92%	92%	94%	91%	93%	93%	92%	90%	93%	87%	Lower
Palo Alto as a place to work	84%	90%	90%	87%	87%	89%	88%	89%	86%	87%	Similar
Palo Alto as a place to visit	NA	NA	NA	NA	NA	NA	NA	NA	75%	74%	Similar
Palo Alto as a place to retire	68%	61%	67%	64%	65%	68%	68%	56%	60%	52%	Lower
The overall quality of life in Palo Alto	92%	94%	91%	93%	94%	92%	94%	91%	91%	88%	Similar

Table 7: Question 1 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Palo Alto as a place to live	92%	91%	92%	92%	95%	86%	92%	93%	92%
Your neighborhood as a place to live	93%	88%	91%	91%	92%	82%	97%	92%	90%
Palo Alto as a place to raise children	87%	87%	87%	90%	94%	79%	89%	87%	87%
Palo Alto as a place to work	86%	87%	82%	91%	81%	87%	91%	87%	87%
Palo Alto as a place to visit	75%	74%	71%	71%	81%	71%	74%	78%	74%
Palo Alto as a place to retire	58%	47%	59%	50%	46%	45%	52%	60%	52%
The overall quality of life in Palo Alto	90%	85%	86%	85%	91%	81%	90%	94%	88%

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Table 8: Question 1 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Palo Alto as a place to live	81	97	341	Similar
Your neighborhood as a place to live	80	41	263	Similar
Palo Alto as a place to raise children	78	110	332	Similar
Palo Alto as a place to work	74	17	306	Higher
Palo Alto as a place to visit	67	43	150	Similar
Palo Alto as a place to retire	52	244	315	Similar
The overall quality of life in Palo Alto	74	139	398	Similar

Question 2

Table 9: Question 2 - Response Percentages and Number of Respondents including "Don't Know" Responses

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
Overall feeling of safety in Palo Alto	44%	N=313	47%	N=333	9%	N=61	1%	N=6	0%	N=0	100%	N=713
Overall ease of getting to the places you usually have to visit	19%	N=132	46%	N=327	27%	N=189	9%	N=61	0%	N=2	100%	N=710
Quality of overall natural environment in Palo Alto	36%	N=260	50%	N=357	12%	N=88	1%	N=8	0%	N=0	100%	N=713
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	15%	N=106	48%	N=338	29%	N=208	7%	N=53	1%	N=7	100%	N=712
Health and wellness opportunities in Palo Alto	40%	N=283	42%	N=300	10%	N=71	1%	N=8	7%	N=50	100%	N=713
Overall opportunities for education and enrichment	55%	N=396	31%	N=221	7%	N=47	1%	N=6	6%	N=43	100%	N=714
Overall economic health of Palo Alto	41%	N=289	40%	N=285	10%	N=71	3%	N=20	7%	N=49	100%	N=714
Sense of community	14%	N=103	44%	N=313	30%	N=214	9%	N=64	2%	N=16	100%	N=709
Overall image or reputation of Palo Alto	44%	N=313	42%	N=299	10%	N=68	3%	N=19	2%	N=11	100%	N=711

Table 10: Question 2 - Response Percentages and Number of Respondents without "Don't Know" Responses

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
Overall feeling of safety in Palo Alto	44%	N=313	47%	N=333	9%	N=61	1%	N=6	100%	N=713
Overall ease of getting to the places you usually have to visit	19%	N=132	46%	N=327	27%	N=189	9%	N=61	100%	N=708
Quality of overall natural environment in Palo Alto	36%	N=260	50%	N=357	12%	N=88	1%	N=8	100%	N=713
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	15%	N=106	48%	N=338	29%	N=208	7%	N=53	100%	N=705
Health and wellness opportunities in Palo Alto	43%	N=283	45%	N=300	11%	N=71	1%	N=8	100%	N=663
Overall opportunities for education and enrichment	59%	N=396	33%	N=221	7%	N=47	1%	N=6	100%	N=671
Overall economic health of Palo Alto	44%	N=289	43%	N=285	11%	N=71	3%	N=20	100%	N=665
Sense of community	15%	N=103	45%	N=313	31%	N=214	9%	N=64	100%	N=694
Overall image or reputation of Palo Alto	45%	N=313	43%	N=299	10%	N=68	3%	N=19	100%	N=700

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Table 11: Question 2 - Historical Results

	Percent rating positively (e.g., excellent/good)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Overall feeling of safety in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	92%	91%	Similar
Overall ease of getting to the places you usually have to visit	NA	NA	NA	NA	NA	NA	NA	NA	71%	65%	Lower
Quality of overall natural environment in Palo Alto	NA	NA	85%	84%	84%	84%	88%	83%	88%	86%	Similar
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	NA	NA	NA	NA	NA	NA	NA	NA	67%	63%	Similar
Health and wellness opportunities in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	88%	88%	Similar
Overall opportunities for education and enrichment	NA	NA	NA	NA	NA	NA	NA	NA	96%	92%	Similar
Overall economic health of Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	88%	86%	Similar
Sense of community	66%	70%	70%	71%	71%	75%	73%	67%	64%	60%	Similar
Overall image or reputation of Palo Alto	91%	93%	92%	92%	90%	92%	92%	90%	92%	88%	Similar

Table 12: Question 2 - Geographic Subgroup Results

	North/South		Area						Overall	
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6		
Percent rating "excellent" or "good"										
Overall feeling of safety in Palo Alto	88%	93%	87%	93%	92%	94%	90%	88%	91%	
Overall ease of getting to the places you usually have to visit	63%	67%	60%	69%	64%	65%	59%	67%	65%	
Quality of overall natural environment in Palo Alto	88%	85%	88%	87%	86%	82%	87%	89%	86%	
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	68%	59%	66%	63%	62%	53%	69%	67%	63%	
Health and wellness opportunities in Palo Alto	88%	88%	90%	87%	89%	88%	86%	88%	88%	
Overall opportunities for education and enrichment	91%	93%	86%	95%	97%	89%	91%	93%	92%	
Overall economic health of Palo Alto	87%	85%	86%	87%	81%	87%	92%	86%	86%	
Sense of community	58%	61%	58%	65%	66%	56%	61%	57%	60%	
Overall image or reputation of Palo Alto	87%	88%	89%	89%	87%	87%	80%	90%	88%	

Table 13: Question 2 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Overall feeling of safety in Palo Alto	78	68	227	Similar
Overall ease of getting to the places you usually have to visit	58	111	143	Similar
Quality of overall natural environment in Palo Alto	74	62	235	Similar
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	57	70	137	Similar
Health and wellness opportunities in Palo Alto	76	14	139	Higher
Overall opportunities for education and enrichment	83	3	137	Much higher
Overall economic health of Palo Alto	76	8	142	Higher
Sense of community	55	164	262	Similar
Overall image or reputation of Palo Alto	77	46	297	Higher

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Question 3

Table 14: Question 3 - Response Percentages and Number of Respondents including "Don't Know" Responses

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Palo Alto to someone who asks	42%	N=298	37%	N=259	14%	N=96	7%	N=47	1%	N=8	100%	N=708
Remain in Palo Alto for the next five years	54%	N=383	23%	N=160	10%	N=68	10%	N=72	3%	N=25	100%	N=708

Table 15: Question 3 - Response Percentages and Number of Respondents without "Don't Know" Responses

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
Recommend living in Palo Alto to someone who asks	43%	N=298	37%	N=259	14%	N=96	7%	N=47	100%	N=700
Remain in Palo Alto for the next five years	56%	N=383	23%	N=160	10%	N=68	10%	N=72	100%	N=684

Table 16: Question 3 - Historical Results

	Percent rating positively (e.g., very likely/somewhat likely)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Recommend living in Palo Alto to someone who asks	NA	NA	91%	90%	90%	91%	92%	89%	86%	80%	Lower
Remain in Palo Alto for the next five years	NA	NA	85%	87%	83%	87%	87%	87%	83%	80%	Similar

Table 17: Question 3 - Geographic Subgroup Results

Percent rating "very likely" or "somewhat likely"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Recommend living in Palo Alto to someone who asks	80%	79%	84%	81%	83%	76%	77%	78%	80%
Remain in Palo Alto for the next five years	76%	82%	82%	84%	87%	78%	69%	77%	80%

Table 18: Question 3 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Recommend living in Palo Alto to someone who asks	80	173	236	Similar
Remain in Palo Alto for the next five years	80	171	231	Similar

Question 4

Table 19: Question 4 - Response Percentages and Number of Respondents including "Don't Know" Responses

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
In your neighborhood during the day	81%	N=580	16%	N=113	2%	N=12	1%	N=5	0%	N=2	0%	N=0	100%	N=712
In Palo Alto's downtown/commercial areas during the day	61%	N=432	30%	N=211	6%	N=41	1%	N=7	1%	N=6	2%	N=16	100%	N=713
In your neighborhood after dark	41%	N=293	42%	N=295	9%	N=63	7%	N=47	1%	N=4	1%	N=8	100%	N=709
In Palo Alto's downtown/commercial areas after dark	23%	N=163	39%	N=277	17%	N=119	12%	N=82	2%	N=15	8%	N=56	100%	N=713

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Table 20: Question 4 - Response Percentages and Number of Respondents without "Don't Know" Responses

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	81%	N=580	16%	N=113	2%	N=12	1%	N=5	0%	N=2	100%	N=712
In Palo Alto's downtown/commercial areas during the day	62%	N=432	30%	N=211	6%	N=41	1%	N=7	1%	N=6	100%	N=697
In your neighborhood after dark	42%	N=293	42%	N=295	9%	N=63	7%	N=47	1%	N=4	100%	N=701
In Palo Alto's downtown/commercial areas after dark	25%	N=163	42%	N=277	18%	N=119	13%	N=82	2%	N=15	100%	N=657

Table 21: Question 4 - Historical Results*

	Percent rating positively (e.g., very safe/somewhat safe)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
In your neighborhood during the day	94%	98%	95%	95%	96%	98%	96%	97%	97%	97%	Similar
In Palo Alto's downtown/commercial areas during the day	91%	94%	96%	91%	94%	91%	92%	93%	92%	92%	Similar

* Trend data are not included for two custom items in this question (Safety in your neighborhood after dark and in Palo Alto's downtown/commercial areas after dark).

Table 22: Question 4 - Geographic Subgroup Results

Percent rating "very safe" or "somewhat safe"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
In your neighborhood during the day	98%	97%	99%	97%	98%	96%	100%	97%	97%
In Palo Alto's downtown/commercial areas during the day	93%	91%	91%	90%	89%	94%	92%	95%	92%
In your neighborhood after dark	81%	86%	85%	88%	84%	84%	87%	76%	84%
In Palo Alto's downtown/commercial areas after dark	68%	66%	66%	62%	62%	73%	73%	65%	67%

Table 23: Question 4 - Benchmark Comparisons*

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
In your neighborhood during the day	94	55	303	Similar
In Palo Alto's downtown/commercial areas during the day	88	118	257	Similar

* Benchmarks were not calculated for two custom items in this question (Safety in your neighborhood after dark and in Palo Alto's downtown/commercial areas after dark).

Question 5

Table 24: Question 5 - Response Percentages and Number of Respondents including "Don't Know" Responses

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	3%	N=22	28%	N=197	38%	N=267	31%	N=218	1%	N=7	100%	N=710
Ease of public parking	6%	N=46	29%	N=209	40%	N=284	22%	N=160	2%	N=16	100%	N=714
Ease of travel by car in Palo Alto	8%	N=56	36%	N=255	38%	N=272	17%	N=118	1%	N=8	100%	N=709
Ease of travel by public transportation in Palo Alto	5%	N=37	12%	N=87	25%	N=176	26%	N=182	32%	N=225	100%	N=707
Ease of travel by bicycle in Palo Alto	26%	N=185	39%	N=279	15%	N=103	5%	N=34	15%	N=106	100%	N=707
Ease of walking in Palo Alto	39%	N=278	43%	N=305	14%	N=99	3%	N=20	1%	N=5	100%	N=708
Availability of paths and walking trails	25%	N=181	43%	N=309	20%	N=144	5%	N=36	6%	N=42	100%	N=711
Air quality	28%	N=198	51%	N=359	17%	N=119	2%	N=16	2%	N=14	100%	N=706
Cleanliness of Palo Alto	33%	N=235	51%	N=365	13%	N=94	2%	N=17	0%	N=2	100%	N=713
Overall appearance of Palo Alto	33%	N=235	56%	N=398	10%	N=69	1%	N=8	0%	N=3	100%	N=714
Public places where people want to spend time	23%	N=165	55%	N=391	15%	N=108	3%	N=24	3%	N=22	100%	N=709

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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
Variety of housing options	2%	N=17	16%	N=111	30%	N=213	44%	N=311	8%	N=58	100%	N=709
Availability of affordable quality housing	2%	N=11	6%	N=39	11%	N=81	73%	N=519	9%	N=62	100%	N=712
Fitness opportunities (including exercise classes and paths or trails, etc.)	28%	N=197	46%	N=330	19%	N=133	2%	N=17	5%	N=36	100%	N=714
Recreational opportunities	28%	N=195	49%	N=347	17%	N=124	2%	N=15	4%	N=27	100%	N=709
Availability of affordable quality food	22%	N=157	37%	N=266	29%	N=209	9%	N=64	2%	N=15	100%	N=711
Availability of affordable quality health care	28%	N=200	34%	N=242	19%	N=134	7%	N=51	12%	N=83	100%	N=711
Availability of preventive health services	28%	N=196	37%	N=259	15%	N=108	3%	N=23	17%	N=124	100%	N=710
Availability of affordable quality mental health care	9%	N=62	16%	N=115	14%	N=96	8%	N=59	53%	N=379	100%	N=711

Table 25: Question 5 - Response Percentages and Number of Respondents without "Don't Know" Responses

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	3%	N=22	28%	N=197	38%	N=267	31%	N=218	100%	N=703
Ease of public parking	7%	N=46	30%	N=209	41%	N=284	23%	N=160	100%	N=698
Ease of travel by car in Palo Alto	8%	N=56	36%	N=255	39%	N=272	17%	N=118	100%	N=702
Ease of travel by public transportation in Palo Alto	8%	N=37	18%	N=87	37%	N=176	38%	N=182	100%	N=482
Ease of travel by bicycle in Palo Alto	31%	N=185	46%	N=279	17%	N=103	6%	N=34	100%	N=601
Ease of walking in Palo Alto	40%	N=278	43%	N=305	14%	N=99	3%	N=20	100%	N=703
Availability of paths and walking trails	27%	N=181	46%	N=309	21%	N=144	5%	N=36	100%	N=670
Air quality	29%	N=198	52%	N=359	17%	N=119	2%	N=16	100%	N=692
Cleanliness of Palo Alto	33%	N=235	51%	N=365	13%	N=94	2%	N=17	100%	N=712
Overall appearance of Palo Alto	33%	N=235	56%	N=398	10%	N=69	1%	N=8	100%	N=710
Public places where people want to spend time	24%	N=165	57%	N=391	16%	N=108	3%	N=24	100%	N=687
Variety of housing options	3%	N=17	17%	N=111	33%	N=213	48%	N=311	100%	N=652
Availability of affordable quality housing	2%	N=11	6%	N=39	12%	N=81	80%	N=519	100%	N=650
Fitness opportunities (including exercise classes and paths or trails, etc.)	29%	N=197	49%	N=330	20%	N=133	3%	N=17	100%	N=678
Recreational opportunities	29%	N=195	51%	N=347	18%	N=124	2%	N=15	100%	N=681
Availability of affordable quality food	23%	N=157	38%	N=266	30%	N=209	9%	N=64	100%	N=696
Availability of affordable quality health care	32%	N=200	39%	N=242	21%	N=134	8%	N=51	100%	N=628
Availability of preventive health services	33%	N=196	44%	N=259	18%	N=108	4%	N=23	100%	N=586
Availability of affordable quality mental health care	19%	N=62	35%	N=115	29%	N=96	18%	N=59	100%	N=332

Table 26: Question 5 - Historical Results

	Percent rating positively (e.g., excellent/good)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Traffic flow on major streets	39%	45%	38%	46%	47%	40%	36%	34%	35%	31%	Similar
Ease of public parking	NA	NA	NA	NA	NA	NA	NA	NA	38%	36%	Similar
Ease of travel by car in Palo Alto	60%	65%	60%	65%	66%	62%	51%	55%	52%	44%	Lower
Ease of travel by public transportation in Palo Alto	60%	55%	52%	63%	62%	64%	71%	65%	36%	26%	Lower
Ease of travel by bicycle in Palo Alto	78%	84%	78%	79%	81%	77%	81%	78%	78%	77%	Similar
Ease of walking in Palo Alto	87%	88%	86%	82%	85%	83%	82%	84%	84%	83%	Similar
Availability of paths and walking trails	NA	NA	74%	75%	75%	75%	77%	71%	74%	73%	Similar

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	Percent rating positively (e.g., excellent/good)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Air quality	80%	79%	75%	73%	77%	77%	81%	81%	83%	81%	Similar
Cleanliness of Palo Alto	NA	NA	88%	85%	85%	88%	86%	84%	87%	84%	Similar
Overall appearance of Palo Alto	85%	86%	89%	83%	83%	89%	89%	85%	89%	89%	Similar
Public places where people want to spend time	NA	NA	NA	NA	NA	NA	NA	NA	81%	81%	Similar
Variety of housing options	NA	NA	34%	39%	37%	37%	29%	26%	27%	20%	Lower
Availability of affordable quality housing	11%	10%	12%	17%	15%	14%	12%	13%	11%	8%	Similar
Fitness opportunities (including exercise classes and paths or trails, etc.)	NA	NA	NA	NA	NA	NA	NA	NA	78%	78%	Similar
Recreational opportunities	83%	85%	82%	78%	80%	81%	81%	81%	77%	80%	Similar
Availability of affordable quality food	62%	71%	64%	NA	NA	66%	68%	67%	65%	61%	Similar
Availability of affordable quality health care	57%	56%	57%	63%	62%	59%	68%	62%	73%	70%	Similar
Availability of preventive health services	NA	NA	70%	67%	67%	72%	76%	73%	82%	78%	Similar
Availability of affordable quality mental health care	NA	NA	NA	NA	NA	NA	NA	NA	63%	53%	Lower

Table 27: Question 5 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Traffic flow on major streets	31%	31%	29%	33%	37%	25%	32%	33%	31%
Ease of public parking	36%	37%	34%	35%	40%	35%	48%	32%	36%
Ease of travel by car in Palo Alto	45%	44%	46%	42%	50%	40%	49%	43%	44%
Ease of travel by public transportation in Palo Alto	26%	25%	14%	23%	32%	22%	24%	36%	26%
Ease of travel by bicycle in Palo Alto	77%	78%	82%	82%	74%	78%	72%	75%	77%
Ease of walking in Palo Alto	86%	81%	94%	80%	84%	80%	76%	85%	83%
Availability of paths and walking trails	76%	70%	80%	67%	75%	71%	75%	75%	73%
Air quality	81%	80%	81%	77%	81%	82%	84%	80%	81%
Cleanliness of Palo Alto	85%	84%	87%	83%	83%	85%	83%	85%	84%
Overall appearance of Palo Alto	90%	89%	91%	90%	89%	87%	88%	90%	89%
Public places where people want to spend time	78%	84%	89%	90%	86%	77%	73%	74%	81%
Variety of housing options	18%	21%	22%	24%	19%	20%	18%	17%	20%
Availability of affordable quality housing	5%	10%	5%	8%	7%	14%	2%	7%	8%
Fitness opportunities (including exercise classes and paths or trails, etc.)	77%	78%	89%	74%	82%	79%	72%	73%	78%
Recreational opportunities	79%	80%	86%	80%	82%	78%	72%	79%	80%
Availability of affordable quality food	59%	62%	57%	59%	67%	62%	59%	60%	61%
Availability of affordable quality health care	72%	69%	75%	71%	71%	65%	66%	74%	70%
Availability of preventive health services	79%	77%	83%	76%	78%	77%	73%	80%	78%
Availability of affordable quality mental health care	56%	51%	59%	58%	44%	48%	44%	59%	53%

Table 28: Question 5 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Traffic flow on major streets	34	267	299	Lower
Ease of public parking	40	97	119	Lower
Ease of travel by car in Palo Alto	45	226	254	Lower

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	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Ease of travel by public transportation in Palo Alto	32	96	126	Lower
Ease of travel by bicycle in Palo Alto	67	19	251	Higher
Ease of walking in Palo Alto	73	28	247	Higher
Availability of paths and walking trails	65	84	266	Similar
Air quality	69	80	211	Similar
Cleanliness of Palo Alto	72	73	228	Similar
Overall appearance of Palo Alto	74	58	310	Higher
Public places where people want to spend time	67	31	130	Similar
Variety of housing options	25	233	234	Much lower
Availability of affordable quality housing	10	254	255	Much lower
Fitness opportunities (including exercise classes and paths or trails, etc.)	68	40	134	Similar
Recreational opportunities	69	54	259	Similar
Availability of affordable quality food	58	114	192	Similar
Availability of affordable quality health care	65	41	216	Similar
Availability of preventive health services	69	18	192	Higher
Availability of affordable quality mental health care	51	37	119	Similar

Question 6

Table 29: Question 6 - Response Percentages and Number of Respondents including "Don't Know" Responses

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=54	17%	N=122	17%	N=121	9%	N=64	49%	N=341	100%	N=702
K-12 education	41%	N=286	25%	N=179	5%	N=34	1%	N=9	28%	N=194	100%	N=702
Adult educational opportunities	25%	N=176	33%	N=236	11%	N=75	1%	N=9	29%	N=207	100%	N=703
Opportunities to attend cultural/arts/music activities	33%	N=235	40%	N=285	17%	N=118	2%	N=17	7%	N=51	100%	N=706
Opportunities to participate in religious or spiritual events and activities	23%	N=162	30%	N=212	8%	N=57	1%	N=9	37%	N=261	100%	N=702
Employment opportunities	17%	N=118	32%	N=221	19%	N=134	6%	N=39	27%	N=188	100%	N=700
Shopping opportunities	36%	N=255	42%	N=297	16%	N=116	4%	N=29	1%	N=8	100%	N=705
Cost of living in Palo Alto	1%	N=7	7%	N=46	28%	N=198	63%	N=440	1%	N=7	100%	N=698
Overall quality of business and service establishments in Palo Alto	21%	N=144	53%	N=374	22%	N=152	1%	N=7	4%	N=25	100%	N=701
Vibrant downtown/commercial area	27%	N=186	46%	N=324	19%	N=132	4%	N=26	4%	N=30	100%	N=698
Overall quality of new development in Palo Alto	9%	N=62	32%	N=223	27%	N=188	16%	N=111	16%	N=112	100%	N=696
Opportunities to participate in social events and activities	19%	N=132	46%	N=320	20%	N=141	3%	N=21	12%	N=87	100%	N=702
Opportunities to volunteer	23%	N=161	36%	N=257	14%	N=97	1%	N=9	26%	N=182	100%	N=705
Opportunities to participate in community matters	18%	N=124	41%	N=289	17%	N=121	2%	N=13	22%	N=154	100%	N=700
Openness and acceptance of the community toward people of diverse backgrounds	22%	N=153	38%	N=267	22%	N=157	6%	N=39	13%	N=90	100%	N=705
Neighborliness of residents in Palo Alto	15%	N=104	42%	N=295	29%	N=204	8%	N=55	5%	N=36	100%	N=694
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	17%	N=120	35%	N=244	10%	N=73	1%	N=9	37%	N=261	100%	N=706
Opportunities to learn about City services through social media websites such as Twitter and Facebook	14%	N=100	28%	N=198	12%	N=84	2%	N=14	44%	N=311	100%	N=707

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Table 30: Question 6 - Response Percentages and Number of Respondents without "Don't Know" Responses

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	15%	N=54	34%	N=122	34%	N=121	18%	N=64	100%	N=361
K-12 education	56%	N=286	35%	N=179	7%	N=34	2%	N=9	100%	N=507
Adult educational opportunities	36%	N=176	47%	N=236	15%	N=75	2%	N=9	100%	N=496
Opportunities to attend cultural/arts/music activities	36%	N=235	43%	N=285	18%	N=118	3%	N=17	100%	N=655
Opportunities to participate in religious or spiritual events and activities	37%	N=162	48%	N=212	13%	N=57	2%	N=9	100%	N=441
Employment opportunities	23%	N=118	43%	N=221	26%	N=134	8%	N=39	100%	N=512
Shopping opportunities	37%	N=255	43%	N=297	17%	N=116	4%	N=29	100%	N=697
Cost of living in Palo Alto	1%	N=7	7%	N=46	29%	N=198	64%	N=440	100%	N=691
Overall quality of business and service establishments in Palo Alto	21%	N=144	55%	N=374	22%	N=152	1%	N=7	100%	N=676
Vibrant downtown/commercial area	28%	N=186	49%	N=324	20%	N=132	4%	N=26	100%	N=668
Overall quality of new development in Palo Alto	11%	N=62	38%	N=223	32%	N=188	19%	N=111	100%	N=585
Opportunities to participate in social events and activities	22%	N=132	52%	N=320	23%	N=141	3%	N=21	100%	N=615
Opportunities to volunteer	31%	N=161	49%	N=257	18%	N=97	2%	N=9	100%	N=523
Opportunities to participate in community matters	23%	N=124	53%	N=289	22%	N=121	2%	N=13	100%	N=547
Openness and acceptance of the community toward people of diverse backgrounds	25%	N=153	43%	N=267	26%	N=157	6%	N=39	100%	N=615
Neighborliness of residents in Palo Alto	16%	N=104	45%	N=295	31%	N=204	8%	N=55	100%	N=658
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	27%	N=120	55%	N=244	16%	N=73	2%	N=9	100%	N=446
Opportunities to learn about City services through social media websites such as Twitter and Facebook	25%	N=100	50%	N=198	21%	N=84	4%	N=14	100%	N=396

Table 31: Question 6 - Historical Results*

	Percent rating positively (e.g., excellent/good)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Availability of affordable quality child care/preschool	35%	26%	28%	32%	25%	35%	27%	31%	49%	49%	Similar
K-12 education	NA	NA	NA	NA	NA	92%	92%	94%	95%	92%	Similar
Adult educational opportunities	NA	NA	NA	NA	NA	NA	NA	NA	89%	83%	Lower
Opportunities to attend cultural/arts/music activities	85%	81%	79%	74%	74%	73%	77%	69%	81%	79%	Similar
Opportunities to participate in religious or spiritual events and activities	NA	NA	82%	NA	NA	NA	84%	75%	86%	85%	Similar
Employment opportunities	59%	61%	61%	51%	52%	56%	68%	68%	69%	66%	Similar
Shopping opportunities	80%	79%	71%	70%	70%	71%	69%	73%	82%	79%	Similar
Cost of living in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	11%	8%	Similar
Overall quality of business and service establishments in Palo Alto	NA	NA	77%	73%	75%	74%	79%	71%	79%	77%	Similar
Vibrant downtown/commercial area	NA	NA	NA	NA	NA	NA	NA	NA	77%	76%	Similar
Overall quality of new development in Palo Alto	62%	57%	57%	55%	53%	57%	56%	44%	51%	49%	Similar
Opportunities to participate in social events and activities	NA	NA	80%	80%	74%	76%	74%	74%	71%	74%	Similar
Opportunities to volunteer	NA	NA	86%	83%	81%	80%	80%	82%	83%	80%	Similar
Opportunities to participate in community matters	NA	NA	75%	76%	76%	71%	NA	NA	75%	76%	Similar
Openness and acceptance of the community toward people of diverse backgrounds	75%	79%	77%	78%	79%	78%	80%	76%	76%	68%	Lower
Neighborliness of residents in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	64%	61%	Similar

* Trend data are not included for two custom items in this question (openness and acceptance of the community toward lesbian, gay, bisexual and transgender people and opportunities to learn about City services through social media websites such as Twitter and Facebook).

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Table 32: Question 6 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Availability of affordable quality child care/preschool	45%	51%	44%	57%	49%	44%	33%	53%	49%
K-12 education	91%	92%	86%	96%	87%	92%	93%	94%	92%
Adult educational opportunities	81%	85%	77%	89%	76%	88%	82%	83%	83%
Opportunities to attend cultural/arts/music activities	77%	82%	78%	86%	84%	75%	76%	77%	79%
Opportunities to participate in religious or spiritual events and activities	85%	85%	86%	88%	84%	82%	71%	92%	85%
Employment opportunities	68%	65%	66%	64%	61%	68%	68%	69%	66%
Shopping opportunities	81%	78%	74%	84%	75%	73%	85%	83%	79%
Cost of living in Palo Alto	7%	9%	8%	11%	9%	7%	7%	5%	8%
Overall quality of business and service establishments in Palo Alto	76%	77%	72%	80%	83%	70%	81%	75%	77%
Vibrant downtown/commercial area	76%	77%	75%	77%	81%	74%	75%	77%	76%
Overall quality of new development in Palo Alto	54%	44%	41%	41%	48%	44%	56%	60%	49%
Opportunities to participate in social events and activities	73%	74%	74%	77%	78%	68%	69%	75%	74%
Opportunities to volunteer	80%	80%	77%	84%	82%	72%	83%	82%	80%
Opportunities to participate in community matters	74%	77%	70%	79%	79%	73%	77%	75%	76%
Openness and acceptance of the community toward people of diverse backgrounds	68%	69%	75%	63%	79%	67%	69%	63%	68%
Neighborliness of residents in Palo Alto	56%	65%	61%	63%	72%	60%	49%	57%	61%
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	83%	81%	87%	84%	82%	76%	83%	80%	82%
Opportunities to learn about City services through social media websites such as Twitter and Facebook	77%	73%	85%	80%	75%	65%	75%	76%	75%

Table 33: Question 6 - Benchmark Comparisons*

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Availability of affordable quality child care/preschool	49	119	214	Similar
K-12 education	82	17	225	Higher
Adult educational opportunities	72	6	124	Higher
Opportunities to attend cultural/arts/music activities	71	21	252	Higher
Opportunities to participate in religious or spiritual events and activities	73	36	172	Similar
Employment opportunities	61	4	267	Much higher
Shopping opportunities	71	26	253	Higher
Cost of living in Palo Alto	15	134	136	Much lower
Overall quality of business and service establishments in Palo Alto	66	36	228	Similar
Vibrant downtown/commercial area	67	16	127	Much higher
Overall quality of new development in Palo Alto	47	182	243	Similar
Opportunities to participate in social events and activities	64	40	215	Similar
Opportunities to volunteer	70	41	222	Similar
Opportunities to participate in community matters	65	33	228	Similar
Openness and acceptance of the community toward people of diverse backgrounds	62	50	245	Similar
Neighborliness of Palo Alto	56	72	132	Similar

* Benchmarks were not calculated for two custom items in this question (openness toward lesbian, gay, bisexual and transgender people and opportunities to learn about City services through social media).

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Question 7

Table 34: Question 7 - Response Percentages and Number of Respondents

Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
	%	N	%	N	%	N
Made efforts to conserve water	5%	N=32	95%	N=673	100%	N=705
Made efforts to make your home more energy efficient	26%	N=179	74%	N=524	100%	N=703
Observed a code violation or other hazard in Palo Alto	67%	N=459	33%	N=230	100%	N=689
Household member was a victim of a crime in Palo Alto	93%	N=653	7%	N=50	100%	N=703
Reported a crime to the police in Palo Alto	87%	N=611	13%	N=91	100%	N=702
Stocked supplies in preparation for an emergency	56%	N=392	44%	N=311	100%	N=703
Campaigned or advocated for an issue, cause or candidate	76%	N=533	24%	N=167	100%	N=700
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	48%	N=338	52%	N=362	100%	N=700
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	85%	N=595	15%	N=109	100%	N=704

Table 35: Question 7 - Historical Results

	Percent rating positively (e.g., yes)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Made efforts to conserve water	NA	NA	NA	NA	NA	NA	NA	NA	96%	95%	Similar
Made efforts to make your home more energy efficient	NA	NA	NA	NA	NA	NA	NA	NA	77%	74%	Similar
Did NOT observe a code violation or other hazard in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	70%	67%	Similar
Household member was NOT the victim of a crime in Palo Alto	88%	91%	90%	89%	91%	91%	91%	94%	92%	93%	Similar
Did NOT report a crime to the police in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	87%	87%	Similar
Stocked supplies in preparation for an emergency	NA	NA	NA	NA	NA	NA	NA	NA	46%	44%	Similar
Campaigned or advocated for an issue, cause or candidate	NA	NA	NA	NA	NA	NA	NA	NA	27%	24%	Similar
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	54%	57%	54%	58%	56%	43%	44%	49%	50%	52%	Similar
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	NA	NA	NA	NA	NA	NA	NA	NA	17%	15%	Similar

Some questions were reworded in the Historical Results table to reflect the positive rating of "yes."

Table 36: Question 7 - Geographic Subgroup Results

Percent "yes"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Made efforts to conserve water	95%	95%	98%	99%	96%	92%	97%	93%	95%
Made efforts to make your home more energy efficient	70%	78%	76%	82%	77%	75%	67%	68%	74%
Did NOT observe a code violation or other hazard in Palo Alto	71%	63%	70%	58%	66%	65%	76%	69%	67%
Household member was NOT the victim of a crime in Palo Alto	91%	94%	94%	95%	97%	93%	89%	91%	93%
Did NOT report a crime to the police in Palo Alto	85%	89%	85%	88%	90%	89%	91%	81%	87%
Stocked supplies in preparation for an emergency	43%	46%	42%	49%	53%	37%	44%	44%	44%
Campaigned or advocated for an issue, cause or candidate	22%	25%	30%	28%	29%	21%	19%	20%	24%
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	54%	50%	66%	53%	42%	51%	44%	54%	52%
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	15%	16%	19%	18%	18%	13%	13%	13%	15%

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Table 37: Question 7 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Made efforts to conserve water	95	12	124	Higher
Made efforts to make your home more energy efficient	74	90	124	Similar
Did NOT observe a code violation or other hazard in Palo Alto	67	20	125	Higher
Household member was NOT a victim of a crime	93	41	228	Similar
Did NOT report a crime to the police	87	16	133	Higher
Stocked supplies in preparation for an emergency	44	28	123	Similar
Campaigned or advocated for an issue, cause or candidate	24	36	121	Similar
Contacted Palo Alto (in-person, phone, email or web) for help or information	52	74	268	Similar
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	15	77	128	Similar

Question 8

Table 38: Question 8 - Response Percentages and Number of Respondents

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	13%	N=90	18%	N=126	34%	N=239	35%	N=241	100%	N=696
Visited a neighborhood park or City park	29%	N=205	33%	N=229	32%	N=221	6%	N=42	100%	N=697
Used Palo Alto public libraries or their services	14%	N=95	32%	N=226	30%	N=210	24%	N=171	100%	N=702
Participated in religious or spiritual activities in Palo Alto	7%	N=46	9%	N=62	15%	N=104	70%	N=490	100%	N=703
Attended a City-sponsored event	1%	N=4	7%	N=50	49%	N=345	43%	N=298	100%	N=697
Used bus, rail or other public transportation instead of driving	10%	N=67	13%	N=92	30%	N=210	47%	N=331	100%	N=700
Carpooled with other adults or children instead of driving alone	18%	N=122	20%	N=141	21%	N=144	42%	N=290	100%	N=697
Walked or biked instead of driving	50%	N=348	20%	N=143	17%	N=118	13%	N=89	100%	N=698
Volunteered your time to some group/activity in Palo Alto	12%	N=84	14%	N=97	20%	N=140	54%	N=380	100%	N=701
Participated in a club	9%	N=61	10%	N=68	15%	N=104	66%	N=462	100%	N=696
Talked to or visited with your immediate neighbors	34%	N=237	32%	N=226	23%	N=160	11%	N=78	100%	N=701
Done a favor for a neighbor	14%	N=95	22%	N=153	41%	N=286	24%	N=169	100%	N=704
Used the City's website to conduct business or pay bills	3%	N=24	10%	N=69	38%	N=269	49%	N=343	100%	N=706

Table 39: Question 8 - Historical Results*

	Percent rating positively (e.g., at least once in the last 12 months)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Used Palo Alto recreation centers or their services	63%	67%	68%	63%	60%	60%	65%	58%	63%	65%	Similar
Visited a neighborhood park or City park	93%	92%	93%	94%	94%	91%	95%	94%	91%	94%	Similar
Used Palo Alto public libraries or their services	76%	79%	74%	82%	76%	74%	77%	77%	68%	76%	Higher
Participated in religious or spiritual activities in Palo Alto	NA	NA	40%	NA	NA	NA	40%	NA	30%	30%	Similar
Attended a City-sponsored event	NA	NA	NA	NA	NA	NA	NA	NA	50%	57%	Higher
Used bus, rail or other public transportation instead of driving	NA	NA	NA	NA	NA	NA	NA	NA	50%	53%	Similar
Carpooled with other adults or children instead of driving alone	NA	NA	NA	NA	NA	NA	NA	NA	53%	58%	Higher

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	Percent rating positively (e.g., at least once in the last 12 months)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Walked or biked instead of driving	NA	NA	NA	NA	NA	NA	NA	NA	85%	87%	Similar
Volunteered your time to some group/activity in Palo Alto	53%	52%	51%	56%	51%	45%	54%	50%	40%	46%	Higher
Participated in a club	NA	NA	34%	33%	31%	31%	38%	29%	27%	34%	Higher
Talked to or visited with your immediate neighbors	NA	NA	NA	NA	NA	NA	NA	NA	91%	89%	Similar
Done a favor for a neighbor	NA	NA	NA	NA	NA	NA	NA	NA	81%	76%	Similar

* Trend data are not included for one custom item in this question (Used the City's website to conduct business or pay bills).

Table 40: Question 8 - Geographic Subgroup Results

Percent who had done the activity at least once	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Used Palo Alto recreation centers or their services	63%	68%	78%	75%	71%	61%	41%	65%	65%
Visited a neighborhood park or City park	93%	95%	95%	97%	93%	95%	89%	94%	94%
Used Palo Alto public libraries or their services	73%	78%	78%	82%	84%	70%	60%	77%	76%
Participated in religious or spiritual activities in Palo Alto	29%	31%	22%	28%	32%	34%	28%	34%	30%
Attended a City-sponsored event	57%	57%	61%	63%	55%	53%	43%	63%	57%
Used bus, rail or other public transportation instead of driving	58%	48%	55%	47%	46%	49%	57%	60%	53%
Carpooled with other adults or children instead of driving alone	57%	60%	60%	62%	52%	63%	56%	56%	58%
Walked or biked instead of driving	89%	85%	87%	85%	77%	91%	92%	90%	87%
Volunteered your time to some group/activity in Palo Alto	43%	48%	56%	51%	50%	44%	36%	39%	46%
Participated in a club	34%	34%	44%	31%	44%	31%	33%	27%	34%
Talked to or visited with your immediate neighbors	88%	90%	92%	88%	98%	87%	79%	90%	89%
Done a favor for a neighbor	75%	77%	87%	75%	84%	73%	60%	77%	76%
Used the City's website to conduct business or pay bills	52%	51%	59%	52%	40%	58%	48%	49%	51%

Table 41: Question 8 - Benchmark Comparisons*

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Used Palo Alto recreation centers or their services	65	36	200	Similar
Visited a neighborhood park or City park	94	13	231	Higher
Used Palo Alto public libraries or their services	76	32	201	Higher
Participated in religious or spiritual activities in Palo Alto	30	154	170	Lower
Attended City-sponsored event	57	45	130	Similar
Used bus, rail, or other public transportation instead of driving	53	16	110	Much higher
Carpooled with other adults or children instead of driving alone	58	8	129	Higher
Walked or biked instead of driving	87	8	133	Much higher
Volunteered your time to some group/activity in Palo Alto	46	77	220	Similar
Participated in a club	34	57	198	Similar
Talked to or visited with your immediate neighbors	89	86	129	Similar
Done a favor for a neighbor	76	105	125	Similar

* Benchmarks were not calculated for one custom item in this question (Used the City's website to conduct business or pay bills).

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Question 9

Table 42: Question 9 - Response Percentages and Number of Respondents

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	
	0%	N=2	3%	N=21	19%	N=131	78%	N=538	100%	N=692
Attended a local public meeting	0%	N=2	3%	N=21	19%	N=131	78%	N=538	100%	N=692
Watched (online or on television) a local public meeting	0%	N=3	3%	N=19	15%	N=102	82%	N=568	100%	N=693

Table 43: Question 9 - Historical Results

	Percent rating positively (e.g., at least once in the last 12 months)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Attended a local public meeting	27%	26%	26%	28%	27%	27%	25%	28%	22%	22%	Similar
Watched (online or on television) a local public meeting	31%	26%	26%	28%	28%	27%	21%	24%	16%	18%	Similar

Table 44: Question 9 - Geographic Subgroup Results

Percent who had done the activity at least once	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Attended a local public meeting	22%	22%	26%	19%	31%	19%	19%	22%	22%
Watched (online or on television) a local public meeting	17%	19%	20%	15%	24%	20%	16%	15%	18%

Table 45: Question 9 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Attended a local public meeting	22	96	220	Similar
Watched (online or on television) a local public meeting	18	152	185	Lower

Question 10

Table 46: Question 10 - Response Percentages and Number of Respondents including "Don't Know" Responses

Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	31%	N=216	36%	N=250	8%	N=55	1%	N=10	24%	N=164	100%	N=694
Fire services	33%	N=229	26%	N=179	2%	N=14	0%	N=0	39%	N=271	100%	N=692
Ambulance or emergency medical services	31%	N=218	22%	N=153	3%	N=18	0%	N=1	44%	N=304	100%	N=693
Crime prevention	19%	N=132	30%	N=207	11%	N=75	3%	N=18	37%	N=254	100%	N=686
Fire prevention and education	16%	N=110	27%	N=182	6%	N=44	1%	N=6	50%	N=343	100%	N=685
Traffic enforcement	13%	N=92	35%	N=240	23%	N=156	9%	N=62	20%	N=137	100%	N=687
Street repair	13%	N=88	36%	N=248	31%	N=218	15%	N=105	5%	N=35	100%	N=693
Street cleaning	26%	N=180	45%	N=312	21%	N=142	4%	N=26	4%	N=31	100%	N=691
Street lighting	20%	N=138	50%	N=346	22%	N=150	7%	N=45	2%	N=15	100%	N=694
Sidewalk maintenance	16%	N=110	43%	N=300	27%	N=188	10%	N=66	4%	N=30	100%	N=693
Traffic signal timing	10%	N=68	35%	N=245	32%	N=224	18%	N=124	4%	N=30	100%	N=692
Bus or transit services	7%	N=51	20%	N=139	18%	N=125	11%	N=72	44%	N=301	100%	N=687
Garbage collection	38%	N=266	45%	N=313	10%	N=68	2%	N=15	4%	N=30	100%	N=692

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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	
Yard waste pick-up	34%	N=239	34%	N=237	9%	N=65	2%	N=13	20%	N=138	100%	N=693
Storm drainage	15%	N=106	36%	N=250	17%	N=115	5%	N=31	27%	N=188	100%	N=689
Drinking water	45%	N=314	40%	N=276	10%	N=71	1%	N=7	4%	N=25	100%	N=692
Sewer services	30%	N=208	42%	N=290	9%	N=62	1%	N=8	18%	N=124	100%	N=692
Utility billing	32%	N=223	44%	N=301	13%	N=91	3%	N=23	7%	N=49	100%	N=687
City parks	45%	N=311	45%	N=308	6%	N=43	1%	N=4	4%	N=27	100%	N=692
Recreation programs or classes	21%	N=147	30%	N=206	9%	N=61	1%	N=7	39%	N=269	100%	N=691
Recreation centers or facilities	22%	N=153	35%	N=240	8%	N=54	2%	N=11	33%	N=227	100%	N=685
Land use, planning and zoning	8%	N=56	20%	N=134	24%	N=168	18%	N=120	30%	N=207	100%	N=685
Code enforcement (weeds, abandoned buildings, etc.)	9%	N=59	24%	N=165	16%	N=110	6%	N=44	45%	N=305	100%	N=684
Animal control	16%	N=108	27%	N=183	8%	N=56	2%	N=15	47%	N=319	100%	N=682
Economic development	15%	N=105	30%	N=201	15%	N=99	6%	N=37	35%	N=235	100%	N=677
Public library services	44%	N=304	33%	N=225	6%	N=42	1%	N=7	16%	N=112	100%	N=690
Public information services	18%	N=126	35%	N=243	10%	N=68	2%	N=12	34%	N=236	100%	N=685
Cable television	8%	N=57	20%	N=141	16%	N=108	8%	N=53	48%	N=329	100%	N=688
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	12%	N=80	30%	N=206	12%	N=83	2%	N=16	44%	N=303	100%	N=688
Preservation of natural areas such as open space, farmlands and greenbelts	26%	N=181	39%	N=267	17%	N=117	2%	N=14	16%	N=108	100%	N=687
Palo Alto open space	33%	N=227	40%	N=278	13%	N=87	1%	N=10	12%	N=84	100%	N=686
City-sponsored special events	13%	N=87	32%	N=220	13%	N=90	2%	N=13	40%	N=269	100%	N=680
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	18%	N=127	38%	N=260	17%	N=117	2%	N=16	24%	N=167	100%	N=686
Neighborhood branch libraries	39%	N=263	33%	N=226	7%	N=49	1%	N=9	20%	N=137	100%	N=683
Your neighborhood park	42%	N=288	43%	N=296	8%	N=54	1%	N=7	7%	N=45	100%	N=690
Variety of library materials	27%	N=186	35%	N=244	10%	N=66	3%	N=21	25%	N=171	100%	N=688
Street tree maintenance	20%	N=140	48%	N=327	19%	N=132	6%	N=40	7%	N=48	100%	N=687
Electric utility	31%	N=212	50%	N=342	11%	N=74	1%	N=10	7%	N=47	100%	N=684
Gas utility	29%	N=202	47%	N=325	10%	N=66	1%	N=9	12%	N=82	100%	N=685
Recycling collection	42%	N=285	44%	N=304	7%	N=46	2%	N=12	6%	N=39	100%	N=686
City's website	14%	N=96	37%	N=252	17%	N=119	6%	N=39	26%	N=179	100%	N=685
Art programs and theatre	22%	N=148	33%	N=226	12%	N=85	1%	N=8	32%	N=221	100%	N=688

Table 47: Question 10 - Response Percentages and Number of Respondents without "Don't Know" Responses

Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Total	
Police services	41%	N=216	47%	N=250	10%	N=55	2%	N=10	100%	N=530
Fire services	54%	N=229	43%	N=179	3%	N=14	0%	N=0	100%	N=422
Ambulance or emergency medical services	56%	N=218	39%	N=153	5%	N=18	0%	N=1	100%	N=389
Crime prevention	31%	N=132	48%	N=207	17%	N=75	4%	N=18	100%	N=432
Fire prevention and education	32%	N=110	53%	N=182	13%	N=44	2%	N=6	100%	N=342
Traffic enforcement	17%	N=92	44%	N=240	28%	N=156	11%	N=62	100%	N=550
Street repair	13%	N=88	38%	N=248	33%	N=218	16%	N=105	100%	N=657
Street cleaning	27%	N=180	47%	N=312	22%	N=142	4%	N=26	100%	N=660

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Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Street lighting	20%	N=138	51%	N=346	22%	N=150	7%	N=45	100%	N=679
Sidewalk maintenance	17%	N=110	45%	N=300	28%	N=188	10%	N=66	100%	N=663
Traffic signal timing	10%	N=68	37%	N=245	34%	N=224	19%	N=124	100%	N=661
Bus or transit services	13%	N=51	36%	N=139	32%	N=125	19%	N=72	100%	N=387
Garbage collection	40%	N=266	47%	N=313	10%	N=68	2%	N=15	100%	N=662
Yard waste pick-up	43%	N=239	43%	N=237	12%	N=65	2%	N=13	100%	N=555
Storm drainage	21%	N=106	50%	N=250	23%	N=115	6%	N=31	100%	N=502
Drinking water	47%	N=314	41%	N=276	11%	N=71	1%	N=7	100%	N=668
Sewer services	37%	N=208	51%	N=290	11%	N=62	1%	N=8	100%	N=568
Utility billing	35%	N=223	47%	N=301	14%	N=91	4%	N=23	100%	N=638
City parks	47%	N=311	46%	N=308	6%	N=43	1%	N=4	100%	N=666
Recreation programs or classes	35%	N=147	49%	N=206	14%	N=61	2%	N=7	100%	N=422
Recreation centers or facilities	33%	N=153	52%	N=240	12%	N=54	2%	N=11	100%	N=458
Land use, planning and zoning	12%	N=56	28%	N=134	35%	N=168	25%	N=120	100%	N=478
Code enforcement (weeds, abandoned buildings, etc.)	16%	N=59	44%	N=165	29%	N=110	12%	N=44	100%	N=378
Animal control	30%	N=108	50%	N=183	15%	N=56	4%	N=15	100%	N=363
Economic development	24%	N=105	45%	N=201	22%	N=99	8%	N=37	100%	N=442
Public library services	53%	N=304	39%	N=225	7%	N=42	1%	N=7	100%	N=578
Public information services	28%	N=126	54%	N=243	15%	N=68	3%	N=12	100%	N=449
Cable television	16%	N=57	39%	N=141	30%	N=108	15%	N=53	100%	N=360
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	21%	N=80	53%	N=206	21%	N=83	4%	N=16	100%	N=386
Preservation of natural areas such as open space, farmlands and greenbelts	31%	N=181	46%	N=267	20%	N=117	2%	N=14	100%	N=579
Palo Alto open space	38%	N=227	46%	N=278	14%	N=87	2%	N=10	100%	N=602
City-sponsored special events	21%	N=87	54%	N=220	22%	N=90	3%	N=13	100%	N=411
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	24%	N=127	50%	N=260	22%	N=117	3%	N=16	100%	N=519
Neighborhood branch libraries	48%	N=263	41%	N=226	9%	N=49	2%	N=9	100%	N=546
Your neighborhood park	45%	N=288	46%	N=296	8%	N=54	1%	N=7	100%	N=645
Variety of library materials	36%	N=186	47%	N=244	13%	N=66	4%	N=21	100%	N=517
Street tree maintenance	22%	N=140	51%	N=327	21%	N=132	6%	N=40	100%	N=639
Electric utility	33%	N=212	54%	N=342	12%	N=74	2%	N=10	100%	N=637
Gas utility	34%	N=202	54%	N=325	11%	N=66	1%	N=9	100%	N=603
Recycling collection	44%	N=285	47%	N=304	7%	N=46	2%	N=12	100%	N=647
City's website	19%	N=96	50%	N=252	24%	N=119	8%	N=39	100%	N=506
Art programs and theatre	32%	N=148	48%	N=226	18%	N=85	2%	N=8	100%	N=468

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Table 48: Question 10 - Historical Results*

	Percent rating positively (e.g., excellent/good)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Police services	87%	91%	84%	84%	87%	88%	86%	86%	87%	88%	Similar
Fire services	95%	98%	96%	95%	93%	92%	96%	93%	95%	97%	Similar
Ambulance or emergency medical services	94%	94%	95%	91%	94%	93%	96%	93%	97%	95%	Similar
Crime prevention	77%	83%	74%	73%	79%	81%	74%	75%	80%	79%	Similar
Fire prevention and education	84%	86%	87%	80%	79%	76%	80%	82%	85%	85%	Similar
Traffic enforcement	63%	72%	64%	61%	64%	61%	66%	64%	62%	60%	Similar
Street repair	47%	47%	47%	42%	43%	40%	42%	47%	55%	51%	Similar
Street cleaning	77%	77%	75%	73%	76%	79%	80%	76%	80%	75%	Lower
Street lighting	66%	61%	64%	64%	68%	65%	68%	66%	74%	71%	Similar
Sidewalk maintenance	53%	57%	53%	53%	51%	51%	53%	56%	62%	62%	Similar
Traffic signal timing	55%	60%	56%	56%	56%	52%	47%	53%	53%	47%	Lower
Bus or transit services	58%	57%	49%	50%	45%	46%	58%	49%	57%	49%	Lower
Garbage collection	92%	91%	92%	89%	88%	89%	89%	85%	91%	87%	Similar
Yard waste pick-up	90%	93%	89%	NA	NA	NA	NA	NA	90%	86%	Similar
Storm drainage	61%	59%	70%	73%	74%	74%	75%	69%	80%	71%	Lower
Drinking water	80%	79%	87%	81%	84%	86%	83%	88%	89%	88%	Similar
Sewer services	83%	83%	81%	81%	82%	84%	82%	84%	89%	88%	Similar
Utility billing	NA	NA	NA	NA	NA	NA	NA	NA	84%	82%	Similar
City parks	87%	91%	89%	92%	90%	94%	91%	93%	92%	93%	Similar
Recreation programs or classes	85%	90%	87%	85%	82%	81%	87%	87%	87%	84%	Similar
Recreation centers or facilities	81%	82%	77%	80%	81%	75%	85%	80%	84%	86%	Similar
Land use, planning and zoning	50%	49%	47%	47%	49%	45%	51%	36%	43%	40%	Similar
Code enforcement (weeds, abandoned buildings, etc.)	61%	59%	59%	50%	53%	56%	61%	57%	62%	59%	Similar
Animal control	78%	79%	78%	78%	76%	72%	78%	76%	80%	80%	Similar
Economic development	61%	62%	63%	54%	49%	52%	67%	61%	73%	69%	Similar
Public library services	78%	81%	75%	78%	82%	83%	88%	85%	81%	91%	Higher
Public information services	72%	73%	76%	68%	67%	67%	74%	73%	79%	82%	Similar
Cable television	NA	NA	NA	NA	NA	NA	NA	NA	60%	55%	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	NA	NA	71%	62%	59%	64%	73%	77%	70%	74%	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	NA	NA	78%	82%	78%	76%	81%	79%	80%	77%	Similar
Palo Alto open space	NA	NA	NA	NA	NA	NA	NA	NA	82%	84%	Similar
City-sponsored special events	NA	NA	NA	NA	NA	NA	NA	NA	75%	75%	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	79%	79%	73%	79%	77%	76%	81%	79%	81%	74%	Lower

* Trend data are not included for nine custom items in this question (neighborhood branch libraries, your neighborhood park, variety of library materials, street tree maintenance, electric utility, gas utility, recycling collection, City's website, and art programs and theatre).

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Table 49: Question 10 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Police services	88%	88%	92%	91%	83%	87%	87%	86%	88%
Fire services	97%	97%	98%	95%	95%	99%	99%	95%	97%
Ambulance or emergency medical services	96%	95%	98%	96%	91%	96%	98%	94%	95%
Crime prevention	75%	81%	84%	78%	80%	85%	72%	72%	79%
Fire prevention and education	87%	84%	94%	84%	80%	85%	75%	90%	85%
Traffic enforcement	61%	60%	61%	62%	69%	54%	61%	60%	60%
Street repair	46%	55%	44%	57%	66%	46%	49%	47%	51%
Street cleaning	72%	77%	65%	79%	80%	72%	78%	74%	75%
Street lighting	70%	72%	71%	76%	72%	67%	74%	69%	71%
Sidewalk maintenance	55%	68%	46%	76%	65%	61%	64%	55%	62%
Traffic signal timing	46%	49%	44%	49%	62%	40%	49%	46%	47%
Bus or transit services	49%	49%	40%	48%	50%	49%	50%	55%	49%
Garbage collection	89%	86%	89%	88%	86%	85%	86%	90%	87%
Yard waste pick-up	86%	85%	84%	87%	88%	82%	81%	91%	86%
Storm drainage	64%	76%	55%	84%	73%	68%	71%	68%	71%
Drinking water	87%	90%	87%	91%	94%	87%	88%	85%	88%
Sewer services	87%	88%	84%	91%	94%	81%	90%	87%	88%
Utility billing	81%	83%	80%	81%	86%	82%	86%	80%	82%
City parks	92%	94%	99%	94%	91%	96%	84%	92%	93%
Recreation programs or classes	85%	83%	83%	80%	88%	81%	79%	90%	84%
Recreation centers or facilities	85%	86%	87%	86%	87%	86%	82%	86%	86%
Land use, planning and zoning	39%	41%	34%	43%	49%	33%	33%	45%	40%
Code enforcement (weeds, abandoned buildings, etc.)	65%	54%	57%	48%	56%	57%	67%	72%	59%
Animal control	83%	78%	84%	78%	71%	84%	77%	85%	80%
Economic development	73%	66%	66%	66%	65%	66%	74%	76%	69%
Public library services	93%	90%	93%	90%	89%	92%	91%	93%	91%
Public information services	82%	82%	85%	85%	82%	80%	72%	86%	82%
Cable television	54%	56%	58%	51%	58%	59%	58%	50%	55%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	70%	78%	77%	86%	71%	73%	68%	67%	74%
Preservation of natural areas such as open space, farmlands and greenbelts	78%	77%	90%	84%	73%	73%	77%	71%	77%
Palo Alto open space	84%	84%	90%	86%	84%	82%	78%	83%	84%
City-sponsored special events	76%	74%	78%	77%	71%	72%	69%	77%	75%
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	76%	73%	78%	70%	79%	71%	73%	77%	74%
Neighborhood branch libraries	90%	89%	97%	92%	91%	85%	78%	91%	90%
Your neighborhood park	91%	90%	95%	93%	92%	86%	84%	92%	91%
Variety of library materials	84%	82%	84%	87%	83%	76%	80%	87%	83%
Street tree maintenance	71%	75%	62%	71%	80%	73%	75%	76%	73%
Electric utility	86%	88%	88%	88%	90%	86%	82%	87%	87%
Gas utility	87%	88%	87%	89%	89%	85%	87%	88%	88%

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Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Recycling collection	91%	91%	92%	93%	97%	85%	84%	93%	91%
City's website	69%	69%	70%	67%	72%	69%	71%	66%	69%
Art programs and theatre	80%	81%	86%	83%	85%	74%	77%	77%	80%

Table 50: Question 10 - Benchmark Comparisons*

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Police services	76	93	383	Similar
Fire services	84	60	310	Similar
Ambulance or emergency medical services	84	46	299	Similar
Crime prevention	68	82	307	Similar
Fire prevention and education	72	77	244	Similar
Traffic enforcement	55	215	327	Similar
Street repair	49	172	372	Similar
Street cleaning	66	49	276	Similar
Street lighting	62	57	271	Similar
Sidewalk maintenance	56	88	275	Similar
Traffic signal timing	46	133	215	Similar
Bus or transit services	48	111	183	Similar
Garbage collection	75	99	308	Similar
Yard waste pick-up	75	32	227	Higher
Storm drainage	62	98	315	Similar
Drinking water	78	15	292	Higher
Sewer services	74	22	276	Similar
Utility billing	71	10	122	Higher
City parks	80	35	285	Higher
Recreation programs or classes	72	47	298	Similar
Recreation centers or facilities	72	46	242	Higher
Land use, planning and zoning	42	196	255	Similar
Code enforcement (weeds, abandoned buildings, etc.)	54	103	315	Similar
Animal control	69	14	295	Higher
Economic development	62	28	243	Higher
Public library services	81	42	300	Similar
Public information services	69	29	247	Similar
Cable television	52	70	164	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	64	48	240	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	69	17	218	Higher
Palo Alto open space	73	9	129	Higher
City-sponsored special events	64	45	146	Similar

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	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	65	182	321	Similar

* Benchmarks were not calculated for nine custom items in this question (neighborhood branch libraries, your neighborhood park, variety of library materials, street tree maintenance, electric utility, gas utility, recycling collection, City’s website, and art programs and theatre).

Question 11

Table 51: Question 11 - Response Percentages and Number of Respondents including “Don’t Know” Responses

Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
The City of Palo Alto	26%	N=181	54%	N=376	11%	N=77	3%	N=17	6%	N=41	100%	N=693
The Federal Government	5%	N=36	33%	N=227	33%	N=231	11%	N=73	18%	N=125	100%	N=693
State Government	6%	N=39	33%	N=226	34%	N=234	9%	N=63	19%	N=130	100%	N=692

Table 52: Question 11 - Response Percentages and Number of Respondents without "Don't Know" Responses

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=181	58%	N=376	12%	N=77	3%	N=17	100%	N=652
The Federal Government	6%	N=36	40%	N=227	41%	N=231	13%	N=73	100%	N=568
State Government	7%	N=39	40%	N=226	42%	N=234	11%	N=63	100%	N=562

Table 53: Question 11 - Historical Results

	Percent rating positively (e.g., excellent/good)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Services provided by Palo Alto	87%	86%	85%	80%	80%	83%	88%	84%	83%	85%	Similar
Services provided by the Federal Government	33%	33%	33%	41%	43%	41%	50%	37%	48%	46%	Similar
Services provided by the State Government	38%	44%	34%	23%	27%	26%	41%	33%	NA	47%	NA

Table 54: Question 11 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
The City of Palo Alto	85%	86%	84%	88%	83%	85%	86%	86%	85%
The Federal Government	50%	43%	51%	42%	42%	43%	45%	53%	46%
State Government	50%	45%	47%	44%	49%	43%	44%	54%	47%

Table 55: Question 11 - Benchmark Comparisons*

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Services provided by the City of Palo Alto	70	81	386	Similar
Services provided by the Federal Government	47	24	206	Similar

* Benchmarks were not calculated for one custom item in this question (State government services).

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Question 12

Table 56: Question 12 - Response Percentages and Number of Respondents including "Don't Know" Responses

Please rate the following categories of Palo Alto government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
The value of services for the taxes paid to Palo Alto	12%	N=81	43%	N=292	23%	N=160	7%	N=46	16%	N=107	100%	N=686
The overall direction that Palo Alto is taking	7%	N=46	36%	N=245	30%	N=205	15%	N=105	12%	N=82	100%	N=683
The job Palo Alto government does at welcoming citizen involvement	10%	N=68	32%	N=220	19%	N=133	7%	N=49	31%	N=215	100%	N=685
Overall confidence in Palo Alto government	9%	N=62	36%	N=247	30%	N=204	10%	N=71	15%	N=101	100%	N=685
Generally acting in the best interest of the community	10%	N=70	34%	N=235	28%	N=188	12%	N=81	16%	N=110	100%	N=684
Being honest	11%	N=79	32%	N=218	20%	N=139	6%	N=42	30%	N=206	100%	N=684
Treating all residents fairly	11%	N=74	27%	N=188	23%	N=159	11%	N=78	27%	N=186	100%	N=686

Table 57: Question 12 - Response Percentages and Number of Respondents without "Don't Know" Responses

Please rate the following categories of Palo Alto government performance:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
The value of services for the taxes paid to Palo Alto	14%	N=81	51%	N=292	28%	N=160	8%	N=46	100%	N=579
The overall direction that Palo Alto is taking	8%	N=46	41%	N=245	34%	N=205	17%	N=105	100%	N=601
The job Palo Alto government does at welcoming citizen involvement	14%	N=68	47%	N=220	28%	N=133	10%	N=49	100%	N=470
Overall confidence in Palo Alto government	11%	N=62	42%	N=247	35%	N=204	12%	N=71	100%	N=583
Generally acting in the best interest of the community	12%	N=70	41%	N=235	33%	N=188	14%	N=81	100%	N=574
Being honest	16%	N=79	46%	N=218	29%	N=139	9%	N=42	100%	N=478
Treating all residents fairly	15%	N=74	38%	N=188	32%	N=159	16%	N=78	100%	N=499

Table 58: Question 12 - Historical Results

	Percent rating positively (e.g., excellent/good)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
The value of services for the taxes paid to Palo Alto	74%	67%	64%	58%	62%	66%	67%	66%	66%	65%	Similar
The overall direction that Palo Alto is taking	62%	57%	63%	53%	57%	55%	59%	54%	50%	48%	Similar
The job Palo Alto government does at welcoming citizen involvement	73%	68%	57%	56%	57%	57%	58%	55%	54%	61%	Higher
Overall confidence in Palo Alto government	NA	NA	NA	NA	NA	NA	NA	NA	52%	53%	Similar
Generally acting in the best interest of the community	NA	NA	NA	NA	NA	NA	NA	NA	54%	53%	Similar
Being honest	NA	NA	NA	NA	NA	NA	NA	NA	58%	62%	Similar
Treating all residents fairly	NA	NA	NA	NA	NA	NA	NA	NA	57%	53%	Similar

Table 59: Question 12 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
The value of services for the taxes paid to Palo Alto	65%	64%	61%	68%	69%	57%	68%	65%	65%
The overall direction that Palo Alto is taking	48%	48%	42%	48%	52%	45%	45%	55%	48%
The job Palo Alto government does at welcoming citizen involvement	58%	64%	59%	64%	65%	62%	59%	58%	61%
Overall confidence in Palo Alto government	51%	54%	43%	56%	52%	53%	54%	57%	53%
Generally acting in the best interest of the community	51%	55%	44%	57%	52%	53%	58%	53%	53%
Being honest	60%	64%	62%	68%	59%	62%	69%	56%	62%
Treating all residents fairly	50%	55%	50%	58%	52%	52%	52%	50%	53%

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Table 60: 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	89	347	Similar
Overall direction that Palo Alto is taking	46	216	278	Similar
Job Palo Alto government does at welcoming citizen involvement	55	74	265	Similar
Overall confidence in Palo Alto government	50	69	137	Similar
Generally acting in the best interest of the community	50	73	137	Similar
Being honest	57	50	133	Similar
Treating all residents fairly	51	69	136	Similar

Question 13

Table 61: Question 13 - Response Percentages and Number of Respondents

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	48%	N=335	34%	N=234	14%	N=99	4%	N=25	100%	N=693
Overall ease of getting to the places you usually have to visit	35%	N=240	48%	N=330	15%	N=105	2%	N=16	100%	N=691
Quality of overall natural environment in Palo Alto	36%	N=252	45%	N=311	17%	N=120	1%	N=9	100%	N=691
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	37%	N=252	43%	N=299	18%	N=125	2%	N=12	100%	N=688
Health and wellness opportunities in Palo Alto	23%	N=162	37%	N=258	32%	N=219	7%	N=51	100%	N=689
Overall opportunities for education and enrichment	32%	N=221	35%	N=241	28%	N=197	5%	N=31	100%	N=690
Overall economic health of Palo Alto	37%	N=259	40%	N=279	18%	N=127	4%	N=26	100%	N=691
Sense of community	29%	N=197	42%	N=292	26%	N=180	3%	N=21	100%	N=691

* This question did not have a "don't know" option; therefore, there is not a table for "Response Percentages and Number of Respondents without "Don't Know" Responses.

Table 62: Question 13 - Historical Results

	Percent rating positively (e.g., essential/very important)										2015 rating compared to 2014
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Overall feeling of safety in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	84%	82%	Similar
Overall ease of getting to the places you usually have to visit	NA	NA	NA	NA	NA	NA	NA	NA	82%	82%	Similar
Quality of overall natural environment in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	81%	81%	Similar
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	NA	NA	NA	NA	NA	NA	NA	NA	80%	80%	Similar
Health and wellness opportunities in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	65%	61%	Similar
Overall opportunities for education and enrichment	NA	NA	NA	NA	NA	NA	NA	NA	71%	67%	Similar
Overall economic health of Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	80%	78%	Similar
Sense of community	NA	NA	NA	NA	NA	NA	NA	NA	72%	71%	Similar

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Table 63: Question 13 - Geographic Subgroup Results

Percent rating "essential" or "very important"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Overall feeling of safety in Palo Alto	81%	83%	81%	84%	87%	81%	77%	83%	82%
Overall ease of getting to the places you usually have to visit	80%	84%	80%	88%	86%	81%	81%	79%	82%
Quality of overall natural environment in Palo Alto	83%	80%	82%	76%	86%	80%	85%	82%	81%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	84%	77%	85%	74%	86%	75%	79%	84%	80%
Health and wellness opportunities in Palo Alto	59%	63%	65%	52%	76%	64%	57%	56%	61%
Overall opportunities for education and enrichment	68%	66%	64%	64%	81%	59%	72%	67%	67%
Overall economic health of Palo Alto	78%	77%	74%	75%	86%	74%	81%	80%	78%
Sense of community	70%	72%	69%	69%	78%	70%	70%	70%	71%

Benchmarks were not calculated for question 13 as it is nonevaluative.

Question 14

Questions 14 through 24 are custom questions, therefore trend data, geographic subgroup results, and benchmarks were not calculated.

Table 64: Question 14 - Response Percentages and Number of Respondents

If you had a maintenance issue to report to the City of Palo Alto, what method would you be most likely to use? (Please pick one.)	Percent	Number
Contact the City Manager's office	3%	N=18
Contact a City Council member	0%	N=1
E-mail the appropriate city department	19%	N=128
Call the appropriate city department	44%	N=304
Call the main number for the City	8%	N=52
Submit a notification electronically on the City's website through the "Make a Service Request" link on the City's website	21%	N=144
Use Palo Alto 311 phone app to notify the appropriate city department	3%	N=24
Visit City Hall	2%	N=14
Total	100%	N=685

Question 15

Table 65: Question 15 - Response Percentages and Number of Respondents

What method(s), if any, have you used to provide feedback or engage with the City on issues in Palo Alto in the past 12 months? Please check all that apply:	Percent	Number
In-person community meetings	9%	N=62
City council meetings	8%	N=55
Email	24%	N=163
Phone call	27%	N=179
Nextdoor (private neighborhood network)	12%	N=81
Open City Hall (online civic engagement portal)	2%	N=16
Social media channels (Facebook, Twitter)	4%	N=29
Use the "Contact the City" link on the City of Palo Alto website	5%	N=33
I have not contacted the City about any issues in the last 12 months	52%	N=349

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

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Question 16

Table 66: Question 16 - Response Percentages and Number of Respondents

How frequently, if at all, do you shop...	Once a day or more		1-5 times a week		1-3 times a month		Not at all		Total	
In your neighborhood	9%	N=63	54%	N=369	27%	N=186	10%	N=71	100%	N=689
In other parts of Palo Alto	5%	N=31	51%	N=350	39%	N=265	6%	N=39	100%	N=685
In neighboring cities	3%	N=23	41%	N=285	49%	N=341	6%	N=41	100%	N=690
Online	8%	N=52	29%	N=200	47%	N=321	16%	N=106	100%	N=680

Question 17

Table 67: Question 17 - Response Percentages and Number of Respondents

How frequently, if at all, do you eat out for any meal...	Once a day or more		1-5 times a week		1-3 times a month		Not at all		Total	
In your neighborhood	3%	N=21	29%	N=200	44%	N=305	24%	N=163	100%	N=689
In other parts of Palo Alto	2%	N=10	28%	N=195	59%	N=406	12%	N=80	100%	N=691
In neighboring cities	1%	N=9	27%	N=186	59%	N=412	13%	N=88	100%	N=694
By ordering take-out/delivery	1%	N=4	17%	N=113	40%	N=274	43%	N=293	100%	N=684

Question 18

Table 68: Question 18 - Response Percentages and Number of Respondents

How often, if at all, do you participate in each of the following waste programs when you have these types of waste to dispose of?	Never		Rarely		Sometimes		Usually		Always		Total	
Residential food scraps collection program	46%	N=314	8%	N=55	7%	N=45	9%	N=60	30%	N=202	100%	N=676
Home composting	56%	N=382	10%	N=68	8%	N=53	7%	N=46	19%	N=131	100%	N=680
Palo Alto's weekly household hazardous waste collection program	39%	N=267	22%	N=148	22%	N=147	6%	N=44	11%	N=77	100%	N=682

Question 19

Table 69: Question 19 - Response Percentages and Number of Respondents including "Don't Know" Responses

Please rate the quality of Palo Alto's trees and landscaping for:	Excellent		Good		Fair		Poor		Don't know		Total	
Businesses	21%	N=142	45%	N=311	17%	N=118	3%	N=22	13%	N=91	100%	N=684
Residential homes	27%	N=182	51%	N=351	17%	N=116	2%	N=14	3%	N=22	100%	N=685
Walking and biking	26%	N=177	53%	N=362	16%	N=106	1%	N=6	4%	N=30	100%	N=682
Schools	23%	N=156	43%	N=292	15%	N=100	1%	N=9	18%	N=122	100%	N=679
Streets	23%	N=158	54%	N=368	17%	N=118	2%	N=13	4%	N=25	100%	N=682
Parks	33%	N=224	55%	N=375	9%	N=63	0%	N=1	3%	N=20	100%	N=683

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Table 70: Question 19 - Response Percentages and Number of Respondents without "Don't Know" Responses

Please rate the quality of Palo Alto's trees and landscaping for:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Businesses	24%	N=142	52%	N=311	20%	N=118	4%	N=22	100%	N=593
Residential homes	28%	N=182	53%	N=351	17%	N=116	2%	N=14	100%	N=663
Walking and biking	27%	N=177	56%	N=362	16%	N=106	1%	N=6	100%	N=651
Schools	28%	N=156	52%	N=292	18%	N=100	2%	N=9	100%	N=557
Streets	24%	N=158	56%	N=368	18%	N=118	2%	N=13	100%	N=657
Parks	34%	N=224	57%	N=375	10%	N=63	0%	N=1	100%	N=663

Question 20

Table 71: Question 20 - Response Percentages and Number of Respondents

If you did not have access to a car for your usual daily transportation around town, how convenient (based on time and proximity), would you consider each of the following methods of getting around?	Very convenient		Somewhat convenient		Somewhat inconvenient		Very inconvenient		Total	
	%	N	%	N	%	N	%	N	%	N
Walking	33%	N=224	37%	N=252	18%	N=120	11%	N=77	100%	N=674
Biking	48%	N=313	33%	N=219	8%	N=50	11%	N=74	100%	N=656
Bus	7%	N=47	32%	N=206	38%	N=250	23%	N=147	100%	N=650
Train	12%	N=76	34%	N=224	30%	N=196	24%	N=158	100%	N=653
Free shuttle	17%	N=111	39%	N=248	32%	N=205	12%	N=78	100%	N=642
Taxi	11%	N=67	28%	N=177	34%	N=216	27%	N=167	100%	N=627
Uber/Lyft or similar rideshare service	33%	N=208	35%	N=222	19%	N=118	14%	N=90	100%	N=638
Carpooling	10%	N=65	33%	N=211	28%	N=182	28%	N=183	100%	N=641

Question 21

Table 72: Question 21 - Response Percentages and Number of Respondents

If you did not have access to a car to get around town and convenience (based on time and proximity) was not an issue, what is your preference for each of the following methods of getting around?	Prefer a lot		Somewhat prefer		Do not prefer		Total	
	%	N	%	N	%	N	%	N
Walking	65%	N=434	27%	N=181	7%	N=50	100%	N=665
Biking	55%	N=362	21%	N=137	24%	N=156	100%	N=656
Bus	15%	N=100	38%	N=247	47%	N=311	100%	N=658
Train	25%	N=163	43%	N=282	32%	N=207	100%	N=652
Free shuttle	33%	N=218	45%	N=291	22%	N=145	100%	N=655
Taxi	6%	N=38	20%	N=127	74%	N=476	100%	N=641
Uber/Lyft or similar rideshare service	21%	N=140	31%	N=201	48%	N=310	100%	N=651
Carpooling	18%	N=116	34%	N=218	49%	N=315	100%	N=649

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Question 22

Table 73: Question 22 - Response Percentages and Number of Respondents

Please rate how important, if at all, it would be to redevelop the Cubberley Community Center for each of the following purposes:	Essential		Very important		Somewhat important		Not at all important		Total	
School(s)	24%	N=149	28%	N=175	31%	N=192	18%	N=113	100%	N=629
Playing fields	19%	N=121	32%	N=200	33%	N=206	16%	N=103	100%	N=630
Community center	26%	N=165	32%	N=205	27%	N=171	15%	N=98	100%	N=640

Question 23

Table 74: Question 23 - Response Percentages and Number of Respondents

The City of Palo Alto and Palo Alto Unified School District are working together on a master plan for the Cubberley Community Center to meet future community and school needs. Please indicate how much of a priority, if at all, each of the following community programs at Cubberley are to you.	High priority		Medium priority		Not a priority		Total	
Child care	26%	N=170	26%	N=166	48%	N=306	100%	N=641
Cubberley Artist Studio Program	13%	N=83	38%	N=241	49%	N=311	100%	N=635
Dance studios	16%	N=98	40%	N=252	45%	N=285	100%	N=635
Outdoor sports	34%	N=214	38%	N=239	28%	N=179	100%	N=632
Indoor sports and health programs	30%	N=193	45%	N=288	24%	N=155	100%	N=637
Senior wellness, including stroke and cardiovascular programs	30%	N=189	39%	N=246	32%	N=204	100%	N=640
Education – private schools and special interest classes	20%	N=126	41%	N=260	39%	N=251	100%	N=636
Rooms available to rent for other activities	19%	N=121	46%	N=289	35%	N=225	100%	N=635
Other	26%	N=48	10%	N=19	64%	N=119	100%	N=186

For question 23, respondents could also specify an “other” answer than the presented alternatives. Out of a total of 721 completed surveys, 73 respondents wrote in “other” priorities. Respondents’ verbatim responses are in the list below. They are as written or entered on the survey and have not been edited for spelling or grammar.

- Added public school space.
- Adult education.
- Adult school.
- Affordable rental & childcare! Jobs.
- After school activities for Palo Alto kids.
- After school sports.
- Any.
- Art-watercolor.
- Auditorium.
- Be wonderful if a lecture services on almost any topic.
- Book sales.
- Center for disaster care.
- Community garden.
- Community meeting rooms / organize.
- Concert hall.
- Cultural events.
- Cultural/community events.
- Dancing.
- Don't have children husband paralyzed left side not applicable.
- Don't know.
- Exercise [?].
- Expand senior programs, perhaps Avenidas can expand in South Palo Alto rather than on Bryant St.
- Facilities for homeless (showers).
- Foothill college.
- Foothill college.

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- Foothill College.
- Fopal book sales.
- Fopal sales.
- Free of charge drama/dance classes for children.
- Friends of library.
- Friends of Palo Alto library.
- Good dance floor. Theatre.
- Hall for performing arts.
- Have live here only 1 year don't know.
- High school! And grammar school.
- High school.
- High school.
- High school.
- Homeless assistance.
- Homeless food bank.
- Keep ballroom socials in Pavilion.
- Keep the existing space for Fopal book sales.
- Less start up please.
- Library (Fopal space).
- Live in north PA.
- Low income housing.
- Maker space.
- Meeting spaces.
- Middle school.
- N/A.
- N/A.
- New high school.
- None.
- Not private school, all public accessed.
- Nurse room.
- Older teen and young adult activities.
- P.A. adult ed classes.
- Place for teams to get together in supervised area.
- Public high school.
- Public school.
- Public school.
- Public school.
- Public school/daycare.
- Public schools.
- School if needed.
- School or community services.
- School.
- Senior activities.
- Teen activities & special ed.
- Teen center.
- Theater activities.
- Theatre, large dance floor.
- Wildlife rescue services.

Question 24. Please share one improvement to the City of Palo Alto's parks, arts, or recreation activities and programs that the City could make to better serve the community.

In question 24, respondents were asked to record their opinions about improvements to parks, recreation or arts activities or programming in the above question. The verbatim responses were categorized by topic area and those topics are reported in Table 75, with the number and percent of responses given in each category. Some comments from residents covered more than a single topic. We separated the copies and put them under their relevant categories and also listed the verbatim comment at the end of this section so that. 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 721 surveys were completed by Palo Alto residents; of these 361 respondents wrote in responses for the open-ended question.

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Table 75: Question 24 – Open-ended Responses

Response Category	Number of Responses	Percentage of Responses
Parking/Transportation	17	5%
Park Spaces (Green Space)	35	10%
Park, Recreation, and Art Facilities and Amenities (other than bathrooms/restrooms)	34	9%
Bathrooms/Restrooms	36	10%
Off-leash Dog Area	19	5%
Programs and Classes - General	16	4%
Programs and Classes - Adult/Senior	22	6%
Programs and Classes - Youth	11	3%
Information/Registration	18	5%
Art/Culture Improvements	28	8%
Bike/Walking Path Improvements	20	5%
Maintenance/Cleanliness	10	3%
Pool Access/Swimming	11	3%
Nothing/Don't Know	20	5%
Other - Related to Community Services Department	29	8%
Other - Not Community Services Department	42	11%

Parking/Transportation

- Any activity with less regular outside traffic.
- Avenidas and parking garage across the street.
- Better parking.
- Better public transportation for Palo Alto west of El Camino real to Downtown and Cubberley.
- Bus or shuttle access.
- Electric car charging at parks.
- Free transportation.
- Improve parking/traffic.
- Increase parking availability
- More parking as well as more EV charging stations
- More parking at Mitchell Park
- More parking available.
- More parking.
- More shuttle bus with more stops.
- Parking, parking, parking! Seniors have great difficulties parking near Avenidas(senior center). Limits ability to attend classes at Avenidas.
- Provide a publicized program of bus transportation with stops near to homes to get seniors to activities & programs.
- Transportation to parks for senior for senior living communities like Moldaw.

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Park Spaces (Green Space)

- Don't limit Foothills park to PA residents only; it's wasteful.
- Limit use of P.A. parks to P.A citizens only.
- Open Foothills park to non-residents.
- Priority for residents, Rinconada park can be over run with east Palo Alto residents on warm weather weekends.
- More open space.
- Access to Baylands.
- Availability to all neighborhoods.
- It would be great if every neighborhood had a park within easy walking distance.
- More parks to accommodate recent population growth.
- Make parks more convenient.
- Eliminate the new trees planted at Cubberley fields.
- Keep Palo Alto green-parks, open space interested in outdoor clean-up/beautification efforts.
- Keep trees that are in danger watered in parks until drought eases.
- Keep up with dead and dying street trees
- More and larger trees.
- More trees in heritage park so there's more continuous field space.
- More trees in Mitchell park.
- More trees, more green.
- Park.
- Parks could use more trees to provides shade.
- Parks.
- Parks.
- Plant more trees on long streets.
- Provide shade for children @ Scott park shade sails? Swing area is roasting!
- Prune trees in community garden at Eleanor Park.
- Shade in the bridge playgrounds.
- Take better care of city trees.
- Use of only drought tolerant and native species of tree/plants.
- Finish El Camino Park.
- Build another soccer turf park like Mayfield but with adequate parking.
- More sports fields.
- Accelerated renovations/improvements to Palo Alto Baylands Park.
- Ensure the intense economic boom does not damage air quality & the health of our existing open space, parks & outdoor quality of life.
- More shade.
- Water the trees at parks.

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Park, Recreation, and Art Facilities and Amenities (other than bathrooms/restrooms)

- New play equipment.
- ADA access improvements.
- Provide access/facility for reach program.
- Are those community center facilities anywhere other than Cubberley? (Which is almost in mountain views- not near center Palo Alto).
- Add more picnic areas with modern grills.
- BBQ grills.
- Food trucks in the parks.
- More picnic areas.
- Parks - Semi-permanent camping facility options at Foothills Park (like permanent 'tents', etc.
- Place benches facing each other so people could visit & exchange & enjoy their community.
- Space to grill.
- Working drinking fountains.
- Basketball courts Downtown.
- Batting cages for Baylands athletic center.
- Finish the golf course. Delay is an expensive scandal!
- Fix up old par course stations.
- Gym facilities for city residents
- Improve the Rinconada tennis courts.
- Lighted fields.
- More gyms are better.
- More lighted fields for night use.
- Repair tennis courts at Howell park.
- Tennis courts at Greer park.
- Tennis courts nets, surface repairs.
- Track.
- Better lighting at night.
- Better lighting.
- Lighting at neighborhood parks to enable evening use (eg Ventura).
- Upgrade & update the Foothill park visitor center exhibits. They are very old & musty. This should be a place for vibrant & engaging environmental education/ stimulation.
- Update the children's playground areas in parks where this has not been done recently.
- Upgrade playground areas/surfaces at Rinconada Park.
- More spaces to reserve.
- We need a new theater like mountain view's.
- May be for the arts & recreation needs more space. Regarding parks more chairs.

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Bathrooms/Restrooms

- Add a restroom to parks with none except for small parks like we.
- Add bathroom facilities in bigger parks.
- All parks should have restrooms.
- Bathroom at Johnson park.
- Bathroom availability.
- Bathrooms & community rooms at parks.
- Bathrooms & trash collection & pick up at every park. Plus Downtown.
- Bathrooms (restrooms) in every park!
- Bathrooms at all parks.
- Bathrooms in city parks.
- Bathrooms in neighborhood parks.
- Bathrooms in some of the parks where there currently are none.
- Bathrooms.
- Bathrooms.
- Clean secure bathrooms.
- Cleaner bathrooms/drinking water.
- Cleaner restrooms.
- Having restrooms available at the park; example: Eleanor Pardee it's difficult to enjoy the park for any extended period with no access to restrooms. Also very inconvenient for soccer practices/games etc; the fact that no restrooms are available excludes using the local park for BBQ'S, picnics, gatherings with family/friends.
- Make sure they all have nice & clean restrooms available.
- Map of public restrooms.
- More bathrooms at parks.
- More bathrooms.
- Please clean public bathrooms more often.
- Restroom at all parks.
- Restroom facilities.
- Restrooms at all parks.
- Restrooms in Eleanor park.
- Restrooms.
- Restrooms.
- Restrooms.
- Restrooms.
- Restrooms.
- Restrooms.
- Restrooms.
- Safe, clean, accessible restroom. More playing fields.

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- Toilet facility at Bol park.
- Upgrade locker rooms at Rinconada pool.

Off-leash Dog Area

- Better dog runs in parks.
- Create dog and non-dog parks.
- Dog free parks.
- Dog park.
- Dog parks.
- Enforce dog on leash in neighborhood parks!
- Enforce leash laws please. (And I love dogs and often walk one).
- Enforce off-leash dog laws in the parks.
- Install additional dog run areas.
- Larger off leash dog park.
- More dog parks.
- More off leash dog park.
- More off leash dog parks (A Hoover, not like Greer, which is too small.)
- More off leash dog runs/areas.
- Need a bigger dog park.
- Off leash dog park.
- Require dogs online/leash.
- Set a place for the dogs when they go to the parks.
- Give the community a place to walk (i.e. get some exercise) with their dogs-preferably off leash.

Programs and Classes - General

- Closer activities/more convenient to Terman & Gunn.
- More class hours, all the classes are during weekday which do not work for families with both parents working full time.
- More weekend classes.
- Offer programs west of Alma.
- Free exercise classes.
- Gymnastics.
- Health/cardio/blood pressure/stroke athletes exercise longevity.
- Increase wellness classes.
- More dance classes - Hip Hop / Zumba after work / evening.
- More free yoga.
- More health and wellness classes & activities.
- More organized activities.

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- More recreational activities for the community.
- Park, recreation activities.
- Programs for the impaired to be included.
- Add an improve class!

Programs and Classes – Adult/Senior

- Additional adult recreation classes.
- Broader offer for adult education,
- Drop an outdoor senior exercise program.
- Elder conveniences.
- Evening fitness and art classes for adults.
- Fitness/exercise classes for working adults.
- Literacy/programs or ESL programs for adults.
- Many of us are getting older. More programs to help residents as they don't would be great: (a) Retirement planning. (b)Emphasis on open spaces; quality of outdoors.
- More adult acting programs.
- More adult body weight lifting bars and equipment.
- More art classes for adults.
- More available for adult without children. We are not all families and so much leaves us out.
- More evening/weekend classes for working adults.
- More opportunities for adult (not necessarily seniors) to take dance (ballet, ballroom, Bollywood) classes.
- More recreational activities for the senior citizens.
- More senior programs.
- Senior activities in the evening.
- Senior activities.
- Senior programs in SW Palo Alto (possibly at Gunn?).
- Senior wellness programs.
- Exercise classes for working people (after 6PM).
- Social events for singles.

Programs and Classes - Youth

- A center where youths can meet.
- Accommodate people with developmental disabilities.
- More dance for children up to 18.
- Children's theater plays that are not musicals.
- Improvement in recreation activities for teens.
- Make children's programs more accessible for families where both parents work.

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- More after-school activities right at the school.
- More classes for small children (under 5's).
- More school field trips to our parks, so our children may be more apt to use them.
- More special education classes for autism.
- Teen center/support services for mental health.

Information/Registration

- Better advertising.
- Better notifications as to what events are impending.
- Better publicity of events/activities.
- Better publicity of the activities. I rarely ever hear about programs/activities.
- Better publicity.
- Communicate better (insert in utility bills?).
- Communication about programs available.
- Easier on-line access.
- Easier reservation of picnic areas for residents.
- Get more info out there about are the activities.
- Give at least 3 wks notice for publicity of events. More information! I don't know what's available.
- More outreach, I don't even know the options.
- More vocal about availability.
- Online booking for book the Outdoor Recreation Programs Palo Alto resident reservation of picnic space made easier.
- Sign up is difficult online- glitchy.
- The city website does not seem to be organized to easily access current events. Like if I wanted to see what was happening at the library or art center today, it would be hard to find.
- The recreation centers could be more well publicized.
- Weekend soccer field reservation: I don't understand why AYSO (kids soccer organisation) is often kicked out by other groups at the last minute. The reservation system should be fair to all.

Art/Culture Improvements

- Actually be responsive to community opinion when choosing public art (recent new works are horrible).
- An event that brings all the community together rich and poor.
- Art & reading.
- Arts.
- Classes in film- making.
- Create gathering places activated by art.
- Eliminate amplified music at street fairs & the like.
- Ensure that there are spaces for public music and dance performances.

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- Festivals like in Europe not like we've had here.
- Frequent festivals or performances in different parks of the city.
- It would be nice if Theatreworks had a stable facility and didn't need to alternate between Lucy Stern and Mountain View.
- Less expensive art and other classes.
- More arts classes.
- More affordable art classes.
- Make the Children's Theater totaling self-supporting.
- More dance!- Do more during national dance week. Set up a stage or stages outside and invite Bay areas artists to perform. Pay for bigger name like- ODC Janice Garrett Robert Moses kin. May be coordinate w/ Stanford lively arts.
- More fairs.
- More games of local musical artists-it is all boring and "safe".
- More music in the parks.
- More musical program- on a Sun.
- More street music.
- Museum.
- Sound system in Lucy Stern theatre.
- Start a public mural program.
- The people who research and decide on city funded art could be more sensitive and knowledgeable. The "color of PA" was waste of money. Lytton plaza needed a fountain but it could have been a more beautiful one. The "rrun" sculpture on Alma weighs on the spirit of commuters. Palo Alto can do better in public art.
- Theater in the parks.
- Theatre.
- Update Lucie Stern theater.

Bike/Walking Path Improvements

- Add bike racks.
- Better bike lane coverage.
- Bike path no cars.
- Brick walkways around Lucie Stern center need to be recover. The bricks to the parking lot are uneven & dangerous!
- Create pedestrian only zone on university avenue with park/fountains/cafes redirect all car & bicycle traffic off university.
- Fix Baylands boardwalk.
- I spent last summer in Dublin, they have closed many of streets to traffic and turned them into walking/biking streets only. It's a welcome change to everyone.
- Make sidewalks less hazardous & tree root bumps produce fall & injuries.
- More bike lanes clearly marked.
- More bike path.
- More bike paths.

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- More bike ways.
- More bike/walking trails.
- More safe biking paths.
- More walking paths.
- Promote appropriate increased use of biking outdoor (non sports) activities at Foothills & Byxbee Parks.
- Repave bike paths and side streets.
- Restaurants are taking over sidewalks no room to walk safely!
- Sidewalks.
- Soft surface running, walking, and hiking trails in easily accessible places.

Maintenance/Cleanliness

- Better care for Boulware park enforce decency on homeless must meet commonly [?] in behavior.
- Better cleaning and pick-up.
- Entrance to Cubberley, especially left turn is very difficult & dangerous.
- Keep parks clean and well maintained.
- Maintain & enhance natural areas in parks.
- Maintain buildings.
- Make sure sprinklers are checked often. Have reported issues, and had to call multiple times to get it fixed.
- Regular attention to empty garbage cans or way for residents to help keep can empty.
- They're not bad, but could be cleaner.
- Upkeep of field, ground and building maintenance.

Pool Access/Swimming

- Access to pools.
- Better times for open swim & reduction in prices.
- Build an indoor swimming facility.
- Indoor swimming pool.
- Less crowded swimming pools.
- More pool space for aquatic programs.
- More public swimming pools.
- Open Rinconada wading pool year- round or open an indoor public pool.
- Use of school pools during summer.
- Water play areas. Rinconada pool is not enough access-would be great to have a free, easy to play in water area.
- Year round pool (indoor).

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Nothing/Don't Know

- Can't think of anything.
- City does an excellent job cannot think of any improvements in this area. Hanging banners over embarcadero looks "tacky" and is dangerous to do.
- Dont know.
- Don't know.
- Don't know.
- Don't know.
- Don't know.
- Don't know.
- I don't know.
- I have recently moved (2 1/2 months ago) to Palo Alto and do not know where Cubberley community center is.
- keep what the city is doing it works fine for me.
- N/A.
- N/A.
- N/A.
- No idea physically unable to participate.
- No opinion.
- Not involved enough to comment.
- Not sure.
- Too new to the area to respond.
- We are new here, all we see here is lots of nice activities and wonderful parks. Still exploring to know more to come up with something that needs improvement.

Other – Related to Community Services Department

- Police browsing for safety.
- Safe places for kids to be kids, inside and outside.
- Safety.
- Add food bank for homeless.
- Longer hours.
- Affordable long term recreation availability.
- Celebrating patriotic days.
- Eliminate the zoo as zoos are passe and the PA zoo an abomination.
- Encourage/support neighborhood gatherings to foster community.
- Finally the park from Stanford shopping look like it might open again. What a long wait?
- Have a park where children are NOT allowed.
- I like Palo Alto's parks, art & recreation very much. What I don't like is all the ugly, big, new office buildings. Their approval has ruined Palo Alto.

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- Let Deep Peninsula Dog Training Club use a local park for lessons, and Let West Bay Opera use the Lucie Stern Theater for free. I am not affiliated with them!
- Lower their priority.
- More entry-level youth employment.
- More funding for high quality staff to educate the community and maintain parks and buildings in a sustainable way.
- More indoor meeting spaces open on weekends and weeknights.
- Night sky watching at Foothill Park.
- Opening of top of land fill which has recently been covered & burrowing wild life cannot be allowed there because of the cap as dog off leash area. With trash cans.
- Our [?] designs for library- Cal Ave-start protected the land scape of park- potable water for trees. Recreation [?] need to allow a park to be a serene place!
- Outdoor area quiet; safe for seniors; bikes skate boards, etc.; benches; flowers; singing birds (not crows).
- Pare back programs to save money!
- Put the electrical wires underground in Barrow park. This was done in north Palo Alto but not in south Palo Alto.
- Remove the homeless people.
- Rinconada park.
- Sponsor city wide 5k/10k walk run.
- Stop using water on the parks/other govt properties.
- Use a drought resistant grass, less watering.
- Variety/availability/affordability/accessibility.

Other – Not Community Services Department

- Less traffic!!!
- Downtown parking is a huge problem. Too many city-sponsored "activities" that often close off Downtown P.A.-Affects parking, walking & life as near by residents. Too congested.
- Deal with vehicle dwellers.
- Affordable child care/preschool rent is unacceptably high for poor quality housing. We pay over \$4k/mo for a 1 bath home w/o air or dishwasher. Please consider tenants rights. Renters are human too.
- Improve traffic.
- Add more open days to college terrace library (left out of recent additions).
- Create a parking garage (free) in Downtown P.A.
- Eliminate parking on University Ave. Just through traffic and drive to parking places.
- Better inventory at libraries.
- Extend library hours-college terrace branch please!
- Longer hours at libraries.
- Longer library hours.
- Trim the city trees that/to protect the property owners!! Fix the damage to drive ways/cement areas as a result of those trees.

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- Better streets lighting. Neighborhood.
- More street lighting's.
- (1) Have some more landscaping workshops/talks to give people ideas about water wise parking strips & front yards, (2) Not really about parks/arts, but I wish there were better transportation options for from Palo Alto homes & airport in SJ & SF, such as more shuttle routes through town to connect with cal train at cal ave & university.
- Add one more high school.
- Affordable housing!! I work for a nonprofit & my rent increased 25% this year. I am going to lose my job and Palo Alto will lose the nonprofit.
- Affordable housing!!!
- Better organized.
- Better selection of library books.
- Cable service/internet services.
- City desperately needs more medium density housing so transportation works- like condos by California avenue station and senior housing that was rejected in measure d.
- Do something to mitigate airplane noise.
- Get rid of dishonest realtors & developers.
- Get together for business opportunities.
- Help homeless relocate away from Downtown.
- I don't give a crap, just give me cheaper housing.
- Keep noise level down early in the day.
- Kinder, gentler support staff & more flexible rules. i.e. new water meter installed, broke the pvc pipe at threads, made us pay because it was on our side of meter, shocking, they were rude, had lawyers call us. Dishonest & they knew it, disgusting.
- Less improvement in arts recreation park especially less arts. Give money to police, fireman, emt.
- Library book return from car.
- More housing.
- Palo alto needs more affordable housing and more socioeconomic diversity!
- Please limit condo/commercial development of El Camino. I am frustrated that existing business are all being ripped at all around my building. It will be to congested.
- Prohibit dogs on school grounds.
- Re-examine Palo Alto's original plan, and ban new housing.
- Reduce airplane noise.
- Regulation activities.
- Rental is too high!!!
- Tunnel the train tracks.
- Universal Wi-Fi.

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The following are responses that were originally submitted as a single response but were separated into their respective categories above:

- 1) Less traffic!!! 2) More open space.
- 1) Parking, parking, parking! Seniors have great difficulties parking near Avenidas(senior center). Limits ability to attend classes at Avenidas.
2) Downtown parking is a huge problem. Too many city-sponsored "activities" that often close off Downtown P.A.-Affects parking, walking & life as near by residents. Too congested.
- 1) Working drinking fountains 2) exercise classes for working people (after 6PM).
- 1) More art classes for adults; 2) more dance for children up to 18.
- 1) New play equipment, 2) ADA access improvements, 3) more shade, 4) more affordable art classes.
- 1) Give at least 3 wks notice for publicity of events 2) we need a new theater like mountain view's.
- 1) Online booking for book the Outdoor Recreation Programs 2) add food bank for homeless.
- 1) Eliminate the zoo as zoos are passe and the PA zoo an abomination and 2) make the Children's Theater totaling self-supporting.

Demographic Questions

Table 76: Question D1 - Response Percentages and Number of Respondents

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	2%	N=13	2%	N=16	2%	N=17	15%	N=101	79%	N=548	100%	N=695
Purchase goods or services from a business located in Palo Alto	1%	N=6	4%	N=26	32%	N=221	46%	N=320	18%	N=123	100%	N=696
Eat at least 5 portions of fruits and vegetables a day	2%	N=17	9%	N=65	26%	N=181	38%	N=263	24%	N=170	100%	N=697
Participate in moderate or vigorous physical activity	2%	N=12	8%	N=56	27%	N=188	38%	N=266	25%	N=170	100%	N=693
Read or watch local news (via television, paper, computer, etc.)	4%	N=28	15%	N=107	23%	N=158	30%	N=211	28%	N=197	100%	N=701
Vote in local elections	14%	N=99	5%	N=34	9%	N=61	22%	N=155	50%	N=349	100%	N=699

Table 77: Question D2 - Response Percentages and Number of Respondents

Would you say that in general your health is:	Percent	Number
Excellent	32%	N=220
Very good	40%	N=278
Good	24%	N=167
Fair	3%	N=22
Poor	1%	N=8
Total	100%	N=695

Table 78: Question D3 - Response Percentages and Number of Respondents

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	6%	N=40
Somewhat positive	26%	N=177
Neutral	56%	N=383
Somewhat negative	10%	N=69
Very negative	3%	N=20
Total	100%	N=688

Table 79: Question D4 - Response Percentages and Number of Respondents

What is your employment status?	Percent	Number
Working full time for pay	51%	N=353
Working part time for pay	13%	N=87
Unemployed, looking for paid work	4%	N=28
Unemployed, not looking for paid work	5%	N=37
Fully retired	24%	N=164
College student, unemployed	4%	N=26
Total	100%	N=695

Table 80: Question D5 - Response Percentages and Number of Respondents

Do you work inside the boundaries of Palo Alto?	Percent	Number
Yes, outside the home	22%	N=146
Yes, from home	14%	N=93
No	64%	N=423
Total	100%	N=662

Table 81: Question D6 - Response Percentages and Number of Respondents

How many years have you lived in Palo Alto?	Percent	Number
Less than 2 years	18%	N=124
2 to 5 years	17%	N=119
6 to 10 years	15%	N=105
11 to 20 years	16%	N=114
More than 20 years	34%	N=237
Total	100%	N=699

Table 82: Question D7 - Response Percentages and Number of Respondents

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	58%	N=403
Building with two or more homes (duplex, townhome, apartment or condominium)	38%	N=267
Mobile home	0%	N=2
Other	4%	N=25
Total	100%	N=697

Table 83 Question D8 - Response Percentages and Number of Respondents

Is this house, apartment or mobile home...	Percent	Number
Rented	44%	N=304
Owned	56%	N=385
Total	100%	N=689

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Table 84: Question D9 - Response Percentages and Number of Respondents

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	11%	N=73
\$1,000 to \$1,499 per month	9%	N=59
\$1,500 to \$1,999 per month	10%	N=68
\$2,000 to \$2,499 per month	12%	N=82
\$2,500 to \$2,999 per month	8%	N=56
\$3,000 to \$3,499 per month	9%	N=61
\$3,500 to 3,999 per month	8%	N=52
\$4,000 to \$4,499 per month	8%	N=55
\$4,500 to \$4,999 per month	5%	N=36
\$5,000 or more per month	20%	N=132
Total	100%	N=675

Table 85: Question D10 - Response Percentages and Number of Respondents

Do any children 17 or under live in your household?	Percent	Number
No	63%	N=435
Yes	37%	N=260
Total	100%	N=695

Table 86: Question D11 - Response Percentages and Number of Respondents

Are you or any other members of your household aged 65 or older?	Percent	Number
No	70%	N=485
Yes	30%	N=210
Total	100%	N=695

Table 87: Question D12 - Response Percentages and Number of Respondents

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	5%	N=36
\$50,000 to \$99,999	18%	N=116
\$100,000 to \$149,999	17%	N=111
\$150,000 to \$199,999	11%	N=72
\$200,000 to \$249,999	12%	N=77
\$250,000 to \$299,999	7%	N=48
\$300,000 or more	25%	N=162
Total	100%	N=662

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Table 88: Question D13 - Response Percentages and Number of Respondents

	Percent	Number
Are you Spanish, Hispanic or Latino?		
No, not Spanish, Hispanic or Latino	96%	N=658
Yes, I consider myself to be Spanish, Hispanic or Latino	4%	N=30
Total	100%	N=688

Table 89: Question D14 - Response Percentages and Number of Respondents

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=2
Asian, Asian Indian or Pacific Islander	28%	N=193
Black or African American	1%	N=7
White	70%	N=479
Other	4%	N=26

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

Table 90: Question D15 - Response Percentages and Number of Respondents

In which category is your age?	Percent	Number
18 to 24 years	5%	N=31
25 to 34 years	17%	N=118
35 to 44 years	16%	N=110
45 to 54 years	25%	N=171
55 to 64 years	12%	N=79
65 to 74 years	12%	N=81
75 years or older	14%	N=100
Total	100%	N=690

Table 91: Question D16 - Response Percentages and Number of Respondents

What is your sex?	Percent	Number
Female	51%	N=352
Male	49%	N=336
Total	100%	N=688

Table 92 Question D17 - Response Percentages and Number of Respondents

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	60%	N=414
Land line	22%	N=150
Both	19%	N=128
Total	100%	N=692

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Table 93: Question D18 - Response Percentages and Number of Respondents without "Don't Know" Responses

Do you consider yourself to be one or more of the following? (Check all that apply.)	Percent	Number
Heterosexual	96%	N=549
Lesbian	1%	N=3
Gay	2%	N=11
Bisexual	3%	N=15
Transgender	1%	N=3

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

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



OFFICE OF THE CITY AUDITOR

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

Presorted
First Class Mail
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Boulder, CO
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CITY OF
**PALO
ALTO**

OFFICE OF THE CITY AUDITOR

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

Attachment
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO.94

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

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
Neighborliness 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>
Attended a local public meeting	1	2	3	4
Watched (online or on television) a local public meeting.....	1	2	3	4

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
State 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 you had a maintenance issue to report to the City of Palo Alto, what method would you be most likely to use? (Please pick one.)

- Contact the City Manager's office
- Contact a City Council member
- E-mail the appropriate city department
- Call the appropriate city department
- Call the main number for the City
- Submit a notification electronically on the City's website through the "Make a Service Request" link on the City's website
- Use Palo Alto 311 phone app to notify the appropriate city department
- Visit City Hall

15. What method(s), if any, have you used to provide feedback or engage with the City on issues in Palo Alto in the past 12 months? Please check all that apply:

- In-person community meetings
- City council meetings
- Email
- Phone call
- Nextdoor (private neighborhood network)
- Open City Hall (online civic engagement portal)
- Social media channels (Facebook, Twitter)
- Use the "Contact the City" link on the City of Palo Alto website
- I have not contacted the City about any issues in the last 12 months

16. How frequently, if at all, do you shop...

	<i>Once a day or more</i>	<i>1-5 times a week</i>	<i>1-3 times a month</i>	<i>Not at all</i>
In your neighborhood	1	2	3	4
In other parts of Palo Alto	1	2	3	4
In neighboring cities	1	2	3	4
Online	1	2	3	4

17. How frequently, if at all, do you eat out for any meal...

	<i>Once a day or more</i>	<i>1-5 times a week</i>	<i>1-3 times a month</i>	<i>Not at all</i>
In your neighborhood	1	2	3	4
In other parts of Palo Alto	1	2	3	4
In neighboring cities	1	2	3	4
By ordering take-out/delivery	1	2	3	4

18. How often, if at all, do you participate in each of the following waste programs when you have these types of waste to dispose of?

	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Usually</i>	<i>Always</i>
Residential food scraps collection program	1	2	3	4	5
Home composting	1	2	3	4	5
Palo Alto's weekly household hazardous waste collection program	1	2	3	4	5

19. Please rate the quality of Palo Alto’s trees and landscaping for:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Businesses.....	1	2	3	4	5
Residential homes.....	1	2	3	4	5
Walking and biking.....	1	2	3	4	5
Schools.....	1	2	3	4	5
Streets.....	1	2	3	4	5
Parks.....	1	2	3	4	5

20. If you did not have access to a car for your usual daily transportation around town, how convenient (based on time and proximity), would you consider each of the following methods of getting around?

	<i>Very convenient</i>	<i>Somewhat convenient</i>	<i>Somewhat inconvenient</i>	<i>Very inconvenient</i>
Walking.....	1	2	3	4
Biking.....	1	2	3	4
Bus.....	1	2	3	4
Train.....	1	2	3	4
Free shuttle.....	1	2	3	4
Taxi.....	1	2	3	4
Uber/Lyft or similar rideshare service.....	1	2	3	4
Carpooling.....	1	2	3	4

21. If you did not have access to a car to get around town and convenience (based on time and proximity) was not an issue, what is your preference for each of the following methods of getting around?

	<i>Prefer a lot</i>	<i>Somewhat prefer</i>	<i>Do not prefer</i>
Walking.....	1	2	3
Biking.....	1	2	3
Bus.....	1	2	3
Train.....	1	2	3
Free shuttle.....	1	2	3
Taxi.....	1	2	3
Uber/Lyft or similar rideshare service.....	1	2	3
Carpooling.....	1	2	3

22. Please rate how important, if at all, it would be to redevelop the Cubberley Community Center for each of the following purposes:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>
School(s).....	1	2	3	4
Playing fields.....	1	2	3	4
Community center.....	1	2	3	4

23. The City of Palo Alto and Palo Alto Unified School District are working together on a master plan for the Cubberley Community Center to meet future community and school needs. Please indicate how much of a priority, if at all, each of the following community programs at Cubberley are to you.

	<i>High Priority</i>	<i>Medium priority</i>	<i>Not a priority</i>
Child care.....	1	2	3
Cubberley Artist Studio Program.....	1	2	3
Dance studios.....	1	2	3
Outdoor sports.....	1	2	3
Indoor sports and health programs.....	1	2	3
Senior wellness, including stroke and cardiovascular programs.....	1	2	3
Education – private schools and special interest classes.....	1	2	3
Rooms available to rent for other activities.....	1	2	3
Other (please specify).....	1	2	3

24. Please share one improvement to the City of Palo Alto’s parks, arts, or recreation activities and programs that the City could make to better serve the community. _____

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

**OFFICE OF THE CITY AUDITOR**

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

October 2015

Dear City of Palo Alto Resident:

Please help us shape the future of Palo Alto! You have been randomly selected to participate in the 2015 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/paloalto.htm

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

Thank you for your time and participation!

Sincerely,

Harriet Richardson
City Auditor



CITY OF
**PALO
ALTO**

OFFICE OF THE CITY AUDITOR

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

October 2015

Dear City of Palo Alto Resident:

Here's a second chance if you haven't already responded to the 2015 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 2015 Palo Alto Citizen Survey.

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Sincerely,

Harriet Richardson
City Auditor

The National Citizen Survey™

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.

Adams County, CO	441,603	Brookline CDP, MA	58,732
Airway Heights city, WA	6,114	Broomfield city, CO	55,889
Albany city, OR	50,158	Brownsburg town, IN	21,285
Albemarle County, VA	98,970	Bryan city, TX	76,201
Albert Lea city, MN	18,016	Burien city, WA	33,313
Algonquin village, IL	30,046	Burleson city, TX	36,690
Aliso Viejo city, CA	47,823	Cabarrus County, NC	178,011
Altoona city, IA	14,541	Cambridge city, MA	105,162
American Canyon city, CA	19,454	Canton city, SD	3,057
Ames city, IA	58,965	Cape Coral city, FL	154,305
Andover CDP, MA	8,762	Cape Girardeau city, MO	37,941
Ankeny city, IA	45,582	Carlisle borough, PA	18,682
Ann Arbor city, MI	113,934	Carlsbad city, CA	105,328
Annapolis city, MD	38,394	Carroll city, IA	10,103
Apache Junction city, AZ	35,840	Cartersville city, GA	19,731
Apple Valley town, CA	69,135	Cary town, NC	135,234
Arapahoe County, CO	572,003	Casa Grande city, AZ	48,571
Arkansas City city, AR	366	Casper city, WY	55,316
Arlington city, TX	365,438	Castine town, ME	1,366
Arlington County, VA	207,627	Castle Pines North city, CO	10,360
Arvada city, CO	106,433	Castle Rock town, CO	48,231
Asheville city, NC	83,393	Centennial city, CO	100,377
Ashland city, OR	20,078	Centralia city, IL	13,032
Ashland town, VA	7,225	Chambersburg borough, PA	20,268
Aspen city, CO	6,658	Chandler city, AZ	236,123
Auburn city, AL	53,380	Chanhassen city, MN	22,952
Auburn city, WA	70,180	Chapel Hill town, NC	57,233
Augusta CCD, GA	134,777	Charlotte city, NC	731,424
Aurora city, CO	325,078	Charlotte County, FL	159,978
Austin city, TX	790,390	Charlottesville city, VA	43,475
Bainbridge Island city, WA	23,025	Chattanooga city, TN	167,674
Baltimore city, MD	620,961	Chesterfield County, VA	316,236
Bartonville town, TX	1,469	Chippewa Falls city, WI	13,661
Battle Creek city, MI	52,347	Citrus Heights city, CA	83,301
Bay City city, MI	34,932	Clackamas County, OR	375,992
Baytown city, TX	71,802	Clarendon Hills village, IL	8,427
Bedford city, TX	46,979	Clayton city, MO	15,939
Bedford town, MA	13,320	Clearwater city, FL	107,685
Bellevue city, WA	122,363	Cleveland Heights city, OH	46,121
Bellingham city, WA	80,885	Clive city, IA	15,447
Beltrami County, MN	44,442	Clovis city, CA	95,631
Benbrook city, TX	21,234	College Park city, MD	30,413
Bend city, OR	76,639	College Station city, TX	93,857
Benicia city, CA	26,997	Colleyville city, TX	22,807
Bettendorf city, IA	33,217	Collinsville city, IL	25,579
Billings city, MT	104,170	Columbia city, MO	108,500
Blaine city, MN	57,186	Columbia city, SC	129,272
Bloomfield Hills city, MI	3,869	Columbia Falls city, MT	4,688
Bloomington city, MN	82,893	Columbus city, WI	4,991
Blue Springs city, MO	52,575	Commerce City city, CO	45,913
Boise City city, ID	205,671	Concord city, CA	122,067
Boone County, KY	118,811	Concord town, MA	17,668
Boulder city, CO	97,385	Cookeville city, TN	30,435
Bowling Green city, KY	58,067	Coon Rapids city, MN	61,476
Brentwood city, MO	8,055	Copperas Cove city, TX	32,032
Brentwood city, TN	37,060	Coronado city, CA	18,912
Brighton city, CO	33,352	Corvallis city, OR	54,462
Bristol city, TN	26,702	Creve Coeur city, MO	17,833
Broken Arrow city, OK	98,850	Cross Roads town, TX	1,563
Brookfield city, WI	37,920	Crystal Lake city, IL	40,743

The National Citizen Survey™

Dacono city, CO	4,152	Galveston city, TX	47,743
Dade City city, FL	6,437	Gardner city, KS	19,123
Dakota County, MN	398,552	Geneva city, NY	13,261
Dallas city, OR	14,583	Georgetown city, TX	47,400
Dallas city, TX	1,197,816	Gilbert town, AZ	208,453
Danville city, KY	16,218	Gillette city, WY	29,087
Dardenne Prairie city, MO	11,494	Glendora city, CA	50,073
Davenport city, IA	99,685	Glenview village, IL	44,692
Davidson town, NC	10,944	Globe city, AZ	7,532
Dayton city, OH	141,527	Golden Valley city, MN	20,371
Decatur city, GA	19,335	Goodyear city, AZ	65,275
Del Mar city, CA	4,161	Grafton village, WI	11,459
Delray Beach city, FL	60,522	Grand Blanc city, MI	8,276
Denison city, TX	22,682	Grand Island city, NE	48,520
Denton city, TX	113,383	Grass Valley city, CA	12,860
Denver city, CO	600,158	Greeley city, CO	92,889
Derby city, KS	22,158	Green Valley CDP, AZ	21,391
Des Peres city, MO	8,373	Greenville city, NC	84,554
Destin city, FL	12,305	Greenwich town, CT	61,171
Dorchester County, MD	32,618	Greenwood Village city, CO	13,925
Dothan city, AL	65,496	Greer city, SC	25,515
Douglas County, CO	285,465	Guilford County, NC	488,406
Dover city, NH	29,987	Gunnison County, CO	15,324
Dublin city, CA	46,036	Gurnee village, IL	31,295
Duluth city, MN	86,265	Hailey city, ID	7,960
Duncanville city, TX	38,524	Haines Borough, AK	2,508
Durham city, NC	228,330	Hallandale Beach city, FL	37,113
Eagle town, CO	6,508	Hamilton city, OH	62,477
East Baton Rouge Parish, LA	440,171	Hanover County, VA	99,863
East Grand Forks city, MN	8,601	Harrisonburg city, VA	48,914
East Lansing city, MI	48,579	Harrisonville city, MO	10,019
Eau Claire city, WI	65,883	Hayward city, CA	144,186
Eden Prairie city, MN	60,797	Henderson city, NV	257,729
Edgerton city, KS	1,671	Herndon town, VA	23,292
Edgewater city, CO	5,170	High Point city, NC	104,371
Edina city, MN	47,941	Highland Park city, IL	29,763
Edmond city, OK	81,405	Highlands Ranch CDP, CO	96,713
Edmonds city, WA	39,709	Hillsborough town, NC	6,087
El Cerrito city, CA	23,549	Holland city, MI	33,051
El Dorado County, CA	181,058	Honolulu County, HI	953,207
El Paso city, TX	649,121	Hooksett town, NH	13,451
Elk Grove city, CA	153,015	Hopkins city, MN	17,591
Elk River city, MN	22,974	Hopkinton town, MA	14,925
Elko New Market city, MN	4,110	Hoquiam city, WA	8,726
Elmhurst city, IL	44,121	Horry County, SC	269,291
Encinitas city, CA	59,518	Hudson city, OH	22,262
Englewood city, CO	30,255	Hudson town, CO	2,356
Erie town, CO	18,135	Hudsonville city, MI	7,116
Escambia County, FL	297,619	Huntersville town, NC	46,773
Estes Park town, CO	5,858	Hurst city, TX	37,337
Fairview town, TX	7,248	Hutchinson city, MN	14,178
Farmington Hills city, MI	79,740	Hutto city, TX	14,698
Fayetteville city, NC	200,564	Hyattsville city, MD	17,557
Fishers town, IN	76,794	Independence city, MO	116,830
Flower Mound town, TX	64,669	Indian Trail town, NC	33,518
Forest Grove city, OR	21,083	Indianola city, IA	14,782
Fort Collins city, CO	143,986	Iowa City city, IA	67,862
Fort Smith city, AR	86,209	Issaquah city, WA	30,434
Fort Worth city, TX	741,206	Jackson County, MI	160,248
Fountain Hills town, AZ	22,489	James City County, VA	67,009
Franklin city, TN	62,487	Jefferson City city, MO	43,079
Fredericksburg city, VA	24,286	Jefferson County, CO	534,543
Fremont city, CA	214,089	Jefferson County, NY	116,229
Friendswood city, TX	35,805	Jerome city, ID	10,890
Fruita city, CO	12,646	Johnson City city, TN	63,152
Gahanna city, OH	33,248	Johnston city, IA	17,278
Gaithersburg city, MD	59,933	Jupiter town, FL	55,156

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Kalamazoo city, MI	74,262	Menlo Park city, CA	32,026
Kansas City city, KS	145,786	Mercer Island city, WA	22,699
Kansas City city, MO	459,787	Meridian charter township, MI	39,688
Keizer city, OR.....	36,478	Meridian city, ID	75,092
Kenmore city, WA.....	20,460	Merriam city, KS.....	11,003
Kennedale city, TX.....	6,763	Mesa County, CO	146,723
Kennett Square borough, PA	6,072	Miami Beach city, FL	87,779
Kettering city, OH.....	56,163	Miami city, FL	399,457
Key West city, FL.....	24,649	Middleton city, WI.....	17,442
King County, WA	1,931,249	Midland city, MI.....	41,863
Kirkland city, WA	48,787	Milford city, DE	9,559
Kirkwood city, MO	27,540	Milton city, GA	32,661
Knoxville city, IA.....	7,313	Minneapolis city, MN	382,578
La Mesa city, CA.....	57,065	Mission Viejo city, CA	93,305
La Plata town, MD	8,753	Modesto city, CA	201,165
La Porte city, TX.....	33,800	Monterey city, CA.....	27,810
La Vista city, NE	15,758	Montgomery County, VA.....	94,392
Lafayette city, CO	24,453	Monticello city, UT.....	1,972
Laguna Beach city, CA	22,723	Monument town, CO	5,530
Laguna Hills city, CA	30,344	Moorestown town, NC.....	32,711
Laguna Niguel city, CA	62,979	Morristown city, TN	29,137
Lake Oswego city, OR.....	36,619	Morrisville town, NC	18,576
Lake Stevens city, WA.....	28,069	Moscow city, ID	23,800
Lake Worth city, FL.....	34,910	Mountain Village town, CO.....	1,320
Lake Zurich village, IL.....	19,631	Mountlake Terrace city, WA	19,909
Lakeville city, MN.....	55,954	Muscatine city, IA	22,886
Lakewood city, CO.....	142,980	Naperville city, IL	141,853
Lane County, OR	351,715	Needham CDP, MA	28,886
Larimer County, CO	299,630	New Braunfels city, TX	57,740
Las Cruces city, NM	97,618	New Brighton city, MN.....	21,456
Las Vegas city, NV	583,756	New Hanover County, NC	202,667
Lawrence city, KS	87,643	New Orleans city, LA	343,829
League City city, TX	83,560	New Smyrna Beach city, FL	22,464
Lee's Summit city, MO	91,364	Newberg city, OR.....	22,068
Lehi city, UT	47,407	Newport Beach city, CA	85,186
Lenexa city, KS.....	48,190	Newport News city, VA	180,719
Lewis County, NY	27,087	Newton city, IA	15,254
Lewisville city, TX	95,290	Noblesville city, IN	51,969
Libertyville village, IL	20,315	Nogales city, AZ.....	20,837
Lincoln city, NE.....	258,379	Norfolk city, VA.....	242,803
Lindsborg city, KS.....	3,458	North Richland Hills city, TX.....	63,343
Littleton city, CO.....	41,737	Northglenn city, CO.....	35,789
Livermore city, CA	80,968	Novato city, CA	51,904
Lombard village, IL.....	43,165	Novi city, MI	55,224
Lone Tree city, CO.....	10,218	O'Fallon city, IL.....	28,281
Long Grove village, IL	8,043	O'Fallon city, MO.....	79,329
Longmont city, CO.....	86,270	Oak Park village, IL	51,878
Longview city, TX	80,455	Oakland city, CA	390,724
Los Alamos County, NM	17,950	Oakland Park city, FL.....	41,363
Louisville city, CO	18,376	Oakley city, CA	35,432
Lynchburg city, VA.....	75,568	Ogdensburg city, NY	11,128
Lynnwood city, WA	35,836	Oklahoma City city, OK.....	579,999
Macomb County, MI.....	840,978	Olathe city, KS	125,872
Madison city, WI.....	233,209	Old Town city, ME	7,840
Manhattan Beach city, CA	35,135	Olmsted County, MN	144,248
Mankato city, MN.....	39,309	Olympia city, WA	46,478
Maple Grove city, MN.....	61,567	Orland Park village, IL	56,767
Maple Valley city, WA	22,684	Oshkosh city, WI.....	66,083
Maricopa County, AZ.....	3,817,117	Oshemo charter township, MI	21,705
Martinez city, CA	35,824	Osteo County, MI	24,164
Maryland Heights city, MO	27,472	Overland Park city, KS.....	173,372
Matthews town, NC	27,198	Oviedo city, FL.....	33,342
McAllen city, TX.....	129,877	Paducah city, KY	25,024
McDonough city, GA	22,084	Palm Coast city, FL.....	75,180
McKinney city, TX	131,117	Papillion city, NE	18,894
McMinnville city, OR.....	32,187	Park City city, UT	7,558
Medford city, OR	74,907	Parker town, CO	45,297

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Parkland city, FL	23,962	San Jose city, CA	945,942
Pasadena city, CA	137,122	San Juan County, NM	130,044
Pasco city, WA	59,781	San Marcos city, CA	83,781
Pasco County, FL	464,697	San Marcos city, TX	44,894
Pearland city, TX	91,252	San Rafael city, CA	57,713
Peoria city, AZ	154,065	Sandy Springs city, GA	93,853
Peoria city, IL	115,007	Sanford city, FL	53,570
Peoria County, IL	186,494	Sangamon County, IL	197,465
Petoskey city, MI	5,670	Santa Clarita city, CA	176,320
Pflugerville city, TX	46,936	Santa Fe County, NM	144,170
Phoenix city, AZ	1,445,632	Santa Monica city, CA	89,736
Pinal County, AZ	375,770	Sarasota County, FL	379,448
Pinehurst village, NC	13,124	Savage city, MN	26,911
Piqua city, OH	20,522	Scarborough CDP, ME	4,403
Pitkin County, CO	17,148	Schaumburg village, IL	74,227
Plano city, TX	259,841	Scott County, MN	129,928
Platte City city, MO	4,691	Scottsdale city, AZ	217,385
Plymouth city, MN	70,576	Seaside city, CA	33,025
Pocatello city, ID	54,255	SeaTac city, WA	26,909
Polk County, IA	430,640	Sevierville city, TN	14,807
Pompano Beach city, FL	99,845	Shawnee city, KS	62,209
Port Huron city, MI	30,184	Sheboygan city, WI	49,288
Port Orange city, FL	56,048	Shoreview city, MN	25,043
Portland city, OR	583,776	Shorewood city, MN	7,307
Post Falls city, ID	27,574	Shorewood village, IL	15,615
Prince William County, VA	402,002	Shorewood village, WI	13,162
Prior Lake city, MN	22,796	Sioux Center city, IA	7,048
Provo city, UT	112,488	Sioux Falls city, SD	153,888
Pueblo city, CO	106,595	Skokie village, IL	64,784
Purcellville town, VA	7,727	Snellville city, GA	18,242
Queen Creek town, AZ	26,361	Snowmass Village town, CO	2,826
Radnor township, PA	31,531	South Kingstown town, RI	30,639
Ramsey city, MN	23,668	South Lake Tahoe city, CA	21,403
Rapid City city, SD	67,956	South Portland city, ME	25,002
Raymore city, MO	19,206	Southborough town, MA	9,767
Redmond city, WA	54,144	Southlake city, TX	26,575
Rehoboth Beach city, DE	1,327	Sparks city, NV	90,264
Reno city, NV	225,221	Spokane Valley city, WA	89,755
Reston CDP, VA	58,404	Spring Hill city, KS	5,437
Richmond city, CA	103,701	Springboro city, OH	17,409
Richmond Heights city, MO	8,603	Springfield city, MO	159,498
Rifle city, CO	9,172	Springfield city, OR	59,403
Rio Rancho city, NM	87,521	Springville city, UT	29,466
River Falls city, WI	15,000	St. Charles city, IL	32,974
Riverdale city, UT	8,426	St. Cloud city, FL	35,183
Riverside city, CA	303,871	St. Cloud city, MN	65,842
Riverside city, MO	2,937	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
Rogers city, MN	8,597	Steamboat Springs city, CO	12,088
Rolla city, MO	19,559	Sterling Heights city, MI	129,699
Roselle village, IL	22,763	Sugar Grove village, IL	8,997
Rosemount city, MN	21,874	Sugar Land city, TX	78,817
Roseville city, MN	33,660	Summit city, NJ	21,457
Roswell city, GA	88,346	Summit County, UT	36,324
Round Rock city, TX	99,887	Sunnyvale city, CA	140,081
Royal Oak city, MI	57,236	Surprise city, AZ	117,517
Saco city, ME	18,482	Suwanee city, GA	15,355
Sahuarita town, AZ	25,259	Tacoma city, WA	198,397
Sammamish city, WA	45,780	Takoma Park city, MD	16,715
San Anselmo town, CA	12,336	Tamarac city, FL	60,427
San Antonio city, TX	1,327,407	Temecula city, CA	100,097
San Carlos city, CA	28,406	Tempe city, AZ	161,719
San Diego city, CA	1,307,402	Temple city, TX	66,102
San Francisco city, CA	805,235	The Woodlands CDP, TX	93,847

The National Citizen Survey™

Thornton city, CO	118,772	West Chester borough, PA	18,461
Thousand Oaks city, CA	126,683	West Des Moines city, IA	56,609
Tigard city, OR	48,035	West Richland city, WA.....	11,811
Tracy city, CA.....	82,922	Western Springs village, IL	12,975
Tualatin city, OR.....	26,054	Westerville city, OH.....	36,120
Tulsa city, OK.....	391,906	Westlake town, TX.....	992
Twin Falls city, ID.....	44,125	Westminster city, CO.....	106,114
Tyler city, TX.....	96,900	Weston town, MA.....	11,261
Umatilla city, OR.....	6,906	Wheat Ridge city, CO	30,166
Upper Arlington city, OH	33,771	White House city, TN.....	10,255
Urbandale city, IA.....	39,463	Wichita city, KS.....	382,368
Vail town, CO	5,305	Williamsburg city, VA.....	14,068
Vancouver city, WA	161,791	Wilmington city, NC.....	106,476
Vestavia Hills city, AL.....	34,033	Wilsonville city, OR.....	19,509
Victoria city, MN	7,345	Winchester city, VA	26,203
Virginia Beach city, VA	437,994	Windsor town, CO.....	18,644
Wake Forest town, NC	30,117	Windsor town, CT	29,044
Walnut Creek city, CA	64,173	Winnetka village, IL.....	12,187
Washington County, MN.....	238,136	Winston-Salem city, NC	229,617
Washington town, NH.....	1,123	Winter Garden city, FL.....	34,568
Washoe County, NV	421,407	Woodbury city, MN.....	61,961
Watauga city, TX	23,497	Woodland city, CA.....	55,468
Wauwatosa city, WI.....	46,396	Woodland city, WA.....	5,509
Waverly city, IA.....	9,874	Wrentham town, MA	10,955
Weddington town, NC.....	9,459	Yakima city, WA.....	91,067
Wentzville city, MO	29,070	York County, VA.....	65,464
West Carrollton city, OH.....	13,143	Yorktown town, IN.....	9,405

The City of Palo Alto, California

A Report to Our Citizens

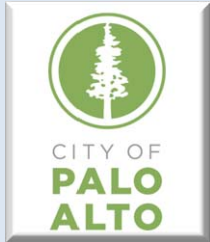


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- Page 2** Progress in Fiscal Year 2015
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- Page 4** What's Next? City's Economic Outlook and Moving Forward

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



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 about 67,000 residents and the daytime population is estimated at more than 128,000. 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 154,000.

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. Animal Services provides animal control services to the cities of Palo Alto, Los Altos, and Los Altos Hills, and residents from neighboring cities often use the animal spay and neuter services.

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.

Demographics Information	FY 2013	FY 2014	FY 2015
Population*	65,498	66,029	66,968
Average travel time to work*	22.0 minutes	22.1 minutes	22.3 minutes
Median household income*	\$118,396	\$122,366	\$151,370
Median price of single family home	\$1,992,500	\$1,880,250	\$2,465,000
Number of authorized City staff	1,129	1,147	1,153

* Figures reflect American Community Survey data

How We Have Progressed

Progress in Fiscal Year 2015



Key Measures

All percent ratings as “excellent/good”

	FY 2013	FY 2014	FY 2015	Ranking compared to other surveyed jurisdictions
GENERAL COMMUNITY CHARACTERISTICS				
Palo Alto as a place to live	92%	95%	92%	Similar
Palo Alto as a place to visit	n/a	75%	74%	Similar
Overall quality of life in Palo Alto	91%	91%	88%	Similar
Overall image or reputation of Palo Alto	90%	92%	88%	Higher
Overall appearance of Palo Alto	85%	89%	89%	Higher
Cost of living in Palo Alto	n/a	11%	8%	Much lower
STEWARDSHIP				
General Fund Operating Expenditures Per Capita (in millions)	\$2,400	\$2,412	\$2,492	
Generally acting in the best interest of the community	n/a	54%	53%	Similar
Economic development	61%	73%	69%	Higher
Overall natural environment in Palo Alto	83%	88%	86%	Similar
Your neighborhood as a place to live	91%	92%	90%	Similar
Preservation of natural areas such as open space, farmlands, and greenbelts	79%	80%	77%	Higher
PUBLIC SERVICE				
Overall confidence in Palo Alto government	n/a	52%	53%	Similar
Services provided by Palo Alto	84%	83%	85%	Similar
The value of services for taxes paid to Palo Alto	66%	66%	65%	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	79%	81%	74%	Similar
Police services	86%	87%	88%	Similar
Fire services	93%	95%	97%	Similar
COMMUNITY				
Overall feeling of safety in Palo Alto as “very/somewhat safe”	n/a	92%	91%	Similar
Overall ease of getting to the places you usually have to visit	n/a	71%	65%	Similar
Overall “built environment” of Palo Alto (including overall design, buildings, parks, and transportation systems)	n/a	67%	63%	Similar
Openness and acceptance of the community toward people of diverse backgrounds	76%	76%	68%	Lower
Opportunity to participate in community matters	n/a	75%	76%	Similar
Opportunities to volunteer	82%	83%	80%	Similar

Themes for 2015

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

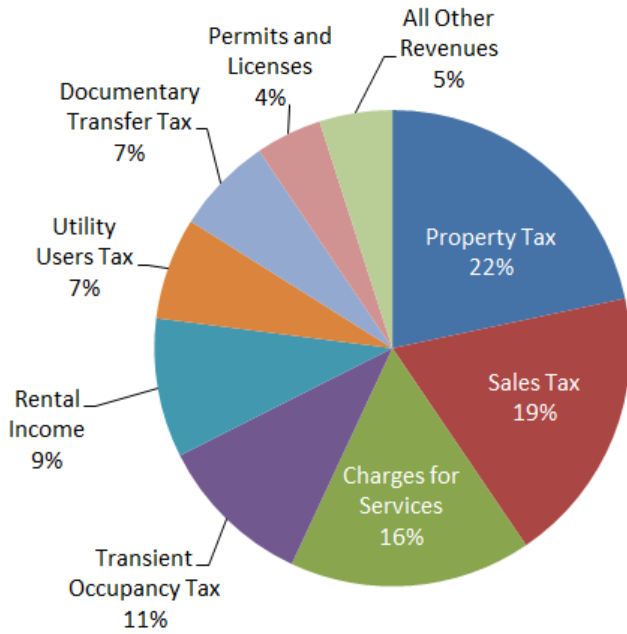
► Community:

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

The City's Finances

Revenues and Expenditures

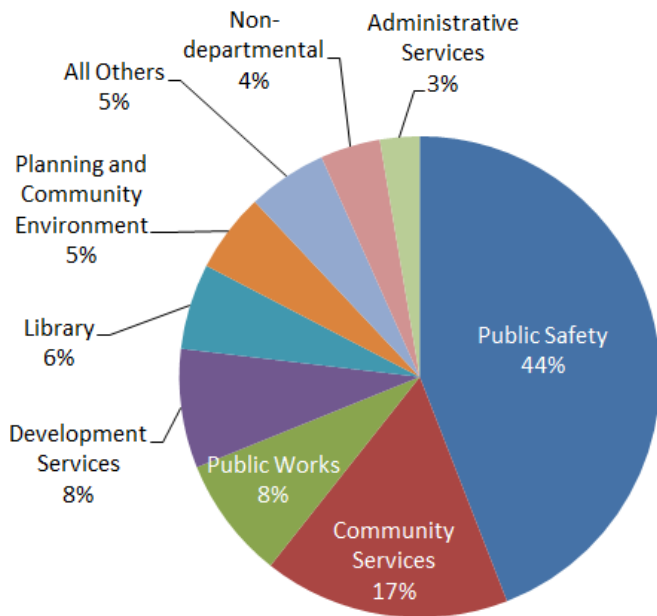
Primary Sources of General Fund Revenues



Revenues by Source	FY 2014 Actual Revenues	FY 2015 Actual Revenues
Property Tax	\$30.6 million	\$34.1 million
Sales Tax	\$29.4 million	\$29.7 million
Charges for Services	\$24.0 million	\$25.9 million
Transient Occupancy Tax	\$12.2 million	\$16.7 million
Rental Income	\$14.2 million	\$14.9 million
Utility Users Tax	\$11.0 million	\$10.9 million
Documentary Transfer Tax	\$7.8 million	\$10.4 million
All Other Revenues	\$5.5 million	\$7.8 million
Permits and Licenses	\$7.0 million	\$7.1 million
Total Revenues:	\$141.7 million	\$157.5 million

Source: FY 2015 Comprehensive Annual Financial Report (CAFR)

Primary General Fund Expenditures



Expenditures by Source	FY 2014 Actual Expenditures	FY 2015 Actual Expenditures
Public Safety	\$61.7 million	\$61.2 million
Community Services	\$22.5 million	\$23.0 million
Public Works	\$11.5 million	\$11.4 million
Development Services	n/a*	\$11.1 million
Library	\$7.3 million	\$8.0 million
Planning and Community Environment	\$13.2 million	\$7.4 million
All Others	\$7.3 million	\$7.4 million
Nondepartmental	\$8.0 million	\$5.6 million
Administrative Services	\$3.0 million	\$3.7 million
Total Expenditures:	\$134.5 million	\$138.8 million

Source: FY 2015 Comprehensive Annual Financial Report (CAFR)

* In prior years, the expenditure for Development Services was included in other department figures, primarily Planning and Community Environment.

What's Next?

City's Budget and Accomplishments

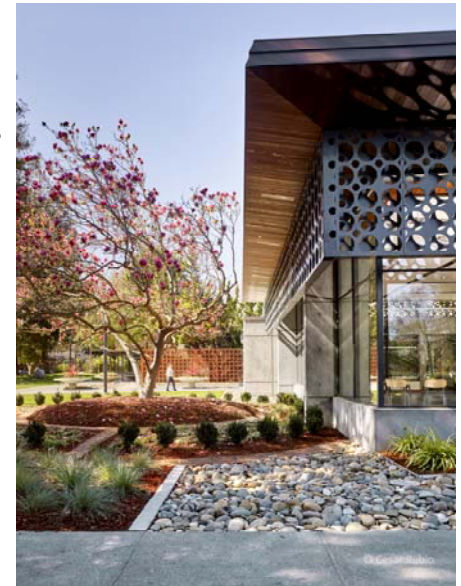
From the City Manager

Palo Alto is truly a special place - a community with a rich history of entrepreneurship, with some of the world's smartest and most creative people. With an unparalleled quality of life, there is no better place than Palo Alto to live, work, raise a family, grow a business or visit. Palo Alto continues to be a driving force in the global economy, a leader in sustainability, and the innovations developed here change the world.

City Council 2015 Priorities

The City Council held its annual retreat in Jan. 2015 to discuss and adopt its priorities. Each year, the Council sets its priorities giving the community a clear definition of what the City is trying to accomplish. For 2015, the Council adopted four priorities that will receive significant attention throughout the year. The 2015 Council Priorities are:

- The Built Environment: Multi-modal transportation, parking and livability
- Infrastructure Strategy and Implementation
- Healthy City, Healthy Community
- Completion of the Comprehensive Plan update with increased focus from Council



City of Palo Alto Budget

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.

In June 2015, the City Council adopted the Budget for Fiscal Year 2016 (July 1, 2015 through June 30, 2016) in the amount of \$563.6 million, which includes ongoing funding for the City's public safety, library, parks and recreation, utility, and internal support department functions as well as improvements to our roads, facilities, and utility infrastructure. Despite the growing economy and increased tax revenues, the City continues to prudently enhance service levels while remaining cognizant of the City's long-term fiscal sustainability.

To enhance the quality of life for residents, City's budget included increased Library opening hours for the newly renovated and expanded facilities, added funding for special events, and added staff to respond quicker to code enforcement cases. Further, we added staff to support initiatives in response to the City's parking and transportation issues such as the Residential Preferential Parking program, Downtown and California Avenue parking studies, and commute programs through a Transportation Management Authority. In addition, the City will continue the rehabilitation of streets and sidewalks and make improvements to the existing utility infrastructure. Furthermore, the City's Utility continues to provide excellent services in the delivery of electricity, gas, and water as well as wastewater treatment and garbage and recycling collection services at competitive rates.

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 (under Tools & Resources)

The Office of the City Auditor is responsible for independently evaluating the City's programs, services, and departments. For 14 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>