



## CITY OF PALO ALTO OFFICE OF THE CITY AUDITOR

January 28, 2017

The Honorable City Council  
Palo Alto, California

### **FY 2016 Performance Report, The National Citizen Survey™, and Citizen Centric Report**

The Office of the City Auditor presents the 15th 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, 2016 (FY 2016).

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 2007 through 2016. 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 to 9 custom questions, including 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 2016 Performance Report (PDF)
- Attachment B: FY 2016 National Citizen Survey (PDF)
- Attachment C: FY 2016 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.

# 2016

## CITY OF PALO ALTO PERFORMANCE REPORT

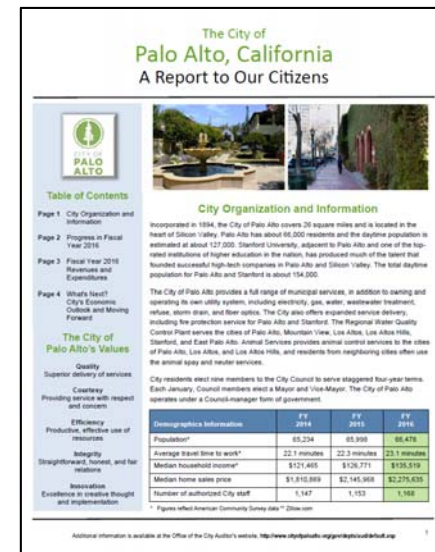
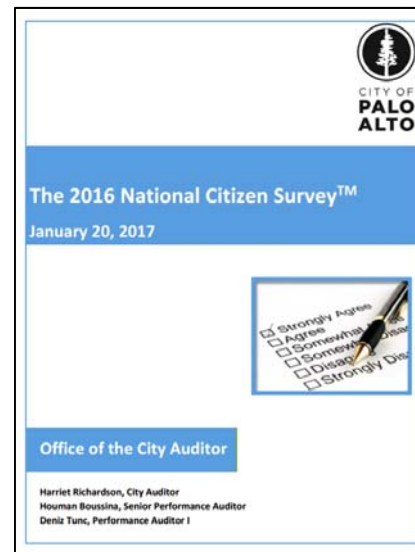
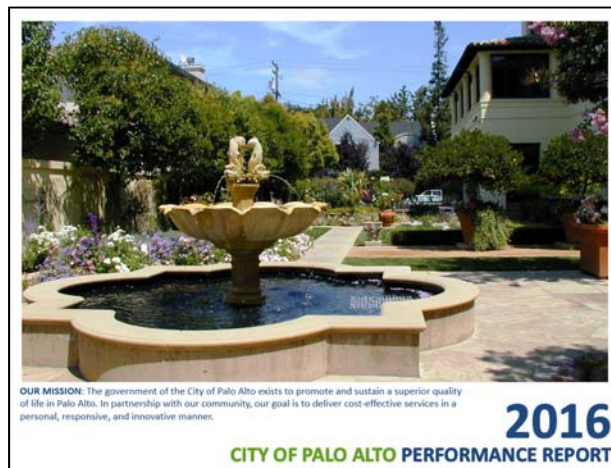
## PREFACE

The Office of the City Auditor presents the 15th annual performance report for the City of Palo Alto covering the fiscal year ending June 30, 2016 (FY 2016). 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 2007 through 2016.

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 15th 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 2007 through 2016 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/>.

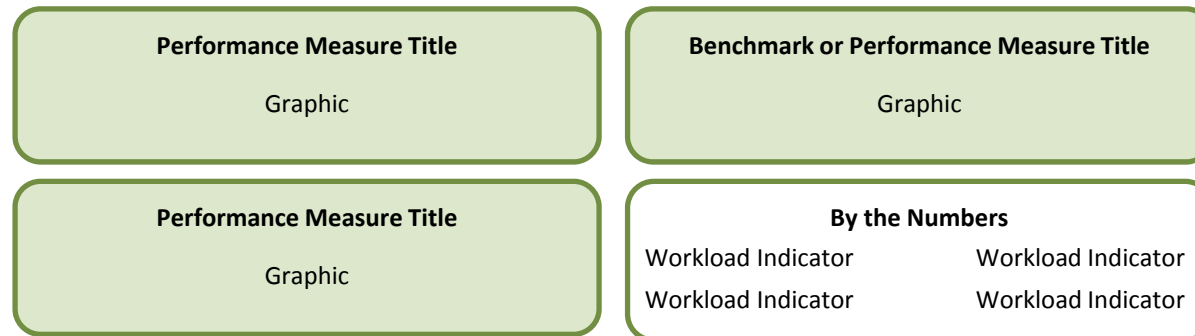
## SCOPE AND METHODOLOGY

The report provides information on various aspects of city performance, and to the extent possible, includes data for fiscal years 2007 through 2016. The departments provided us with data specific to their departments. We collected financial and staffing data from various city documents and the Office of Management and Budget in the Department of Administrative Services and benchmarking data from various external sources. The departments reviewed the data for accuracy after we formatted it into the report.

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

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

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



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

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

### A YEAR OF TRANSITION

This year’s performance report represents a second 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
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
<b>2016</b>	<b>267.9</b>
Percent change from 2015	3.4%
Percent change from 2007	23.9%

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

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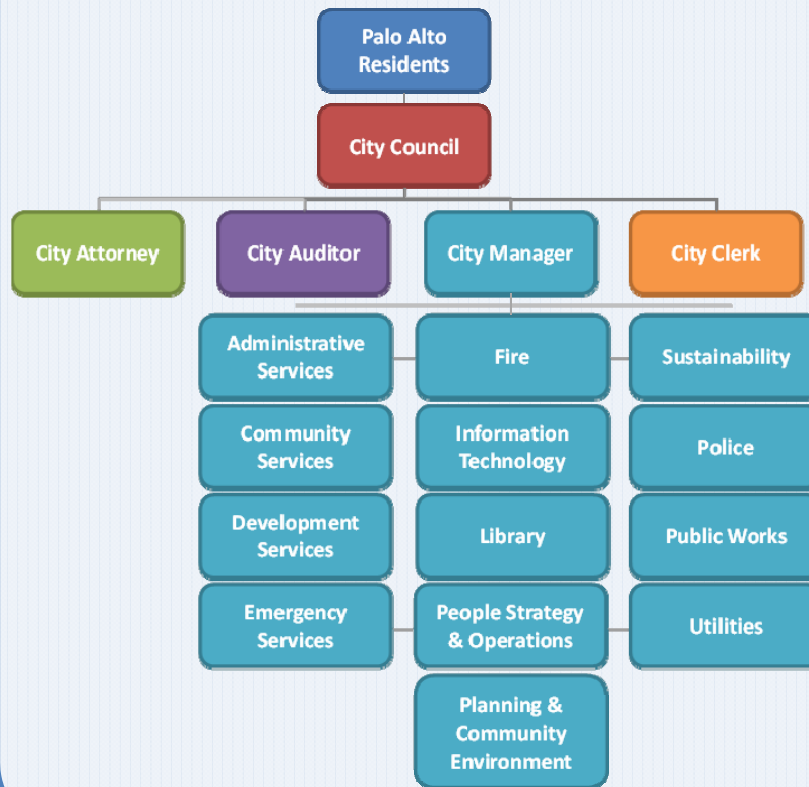


# Citywide Spending and Staffing

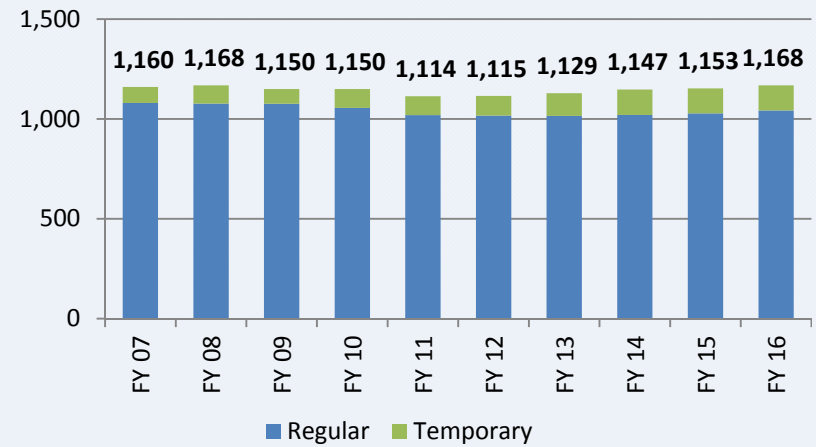
## Organizational Chart

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

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

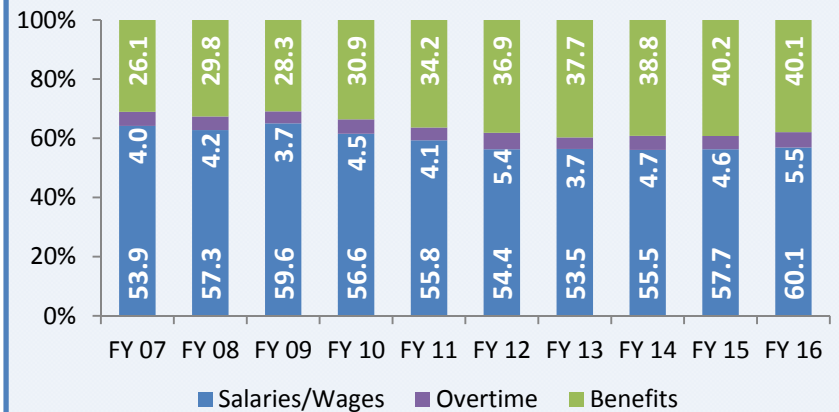


## Authorized Staffing



Source: Administrative Services Department

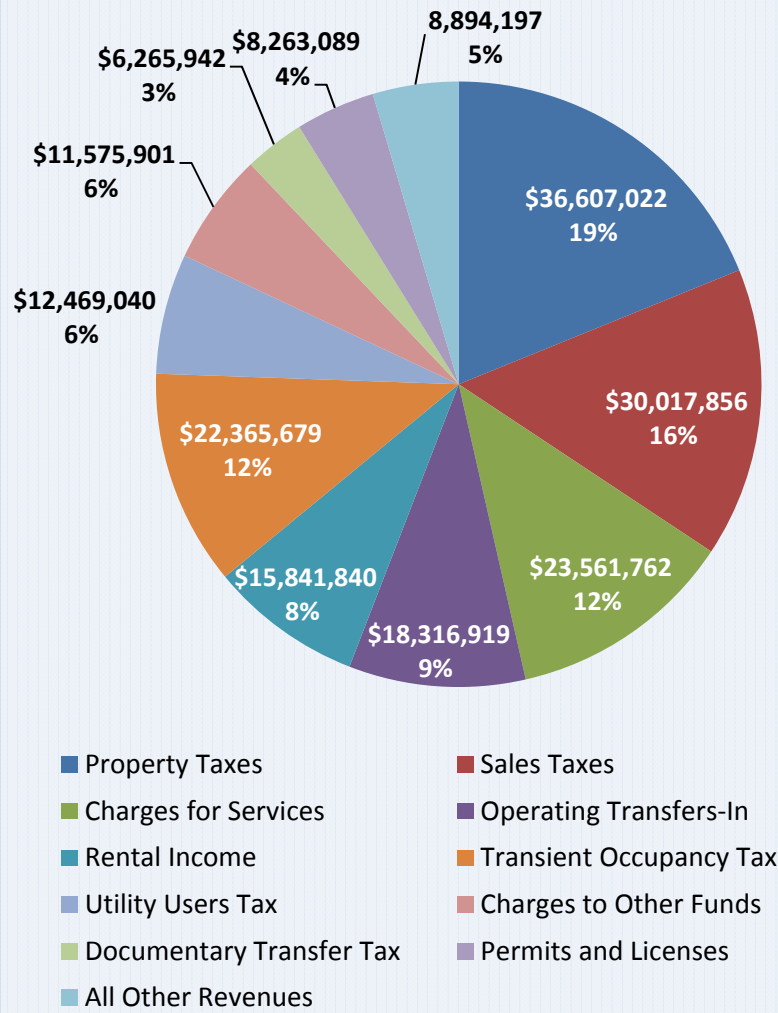
## General Fund Employee Costs (in millions)



Source: Administrative Services Department

# Citywide Spending and Staffing

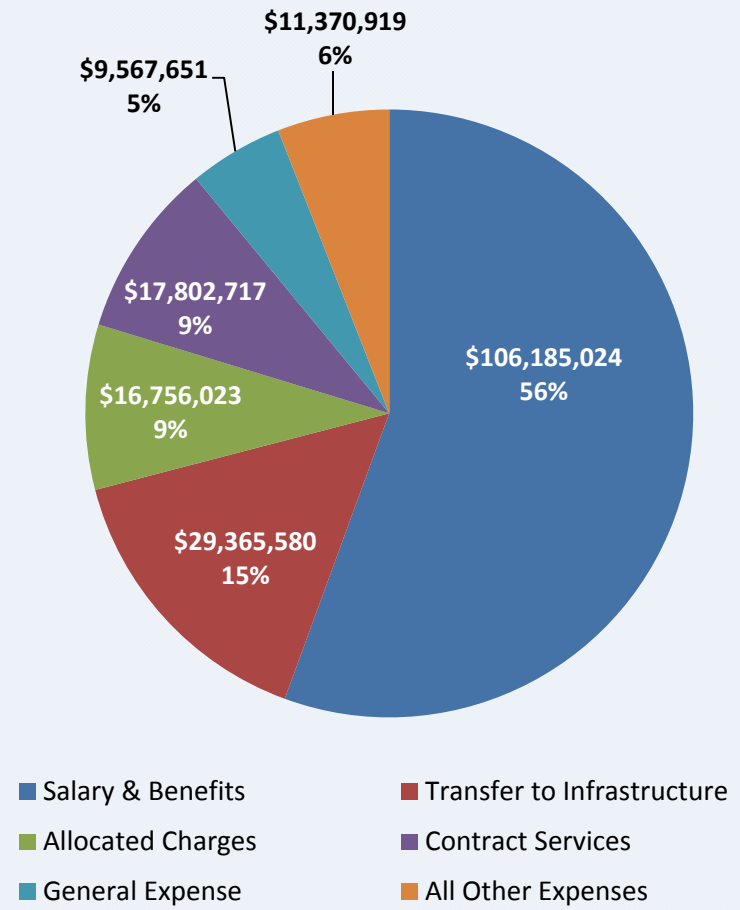
Source of FY 2016 General Fund Revenues



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

Source: Administrative Services Department

Use of FY 2016 General Fund Dollars  
(shown on a budgetary basis)

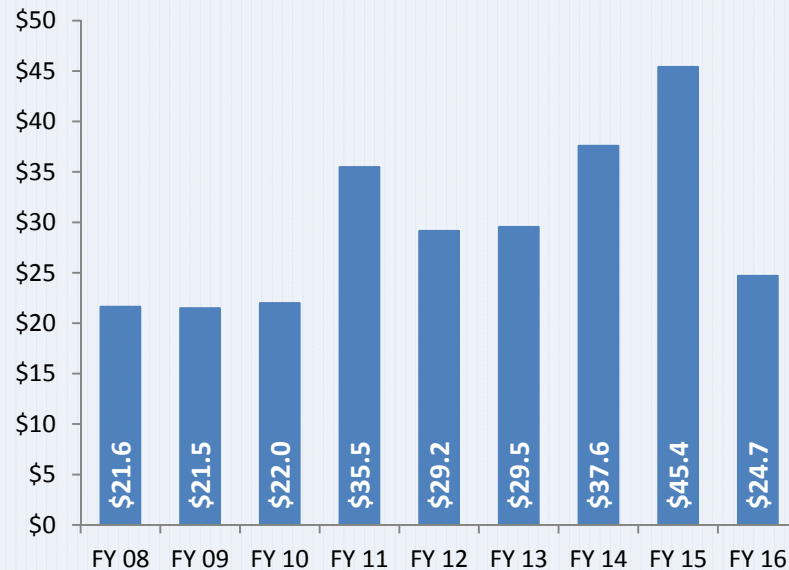


- Salary & Benefits
- Transfer to Infrastructure
- Allocated Charges
- Contract Services
- General Expense
- All Other Expenses

Source: Administrative Services Department

## Citywide Spending and Staffing

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

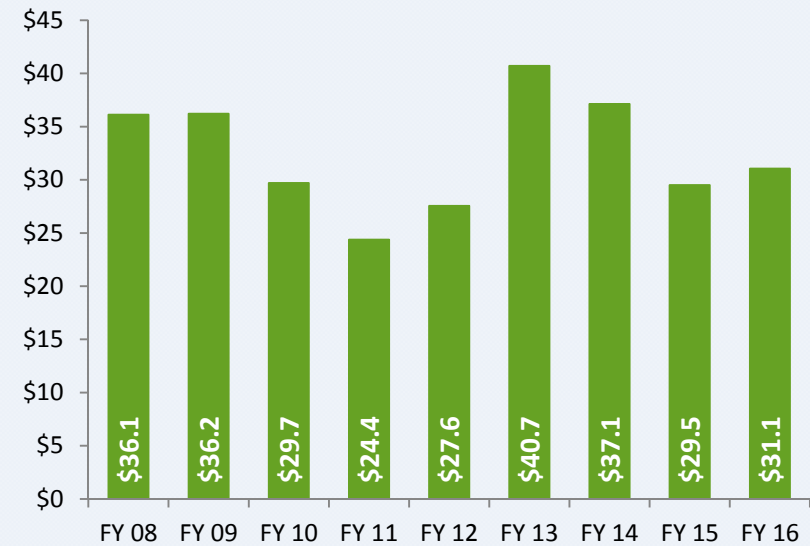


**5 General Fund Projects With  
Highest Actual Costs in FY 2016**

- Street Maintenance
- El Camino Park Restoration
- Sidewalk Repairs
- Traffic Signal and Intelligent Transportation System Upgrade
- City Hall First Floor Renovations

Source: Administrative Services Department

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



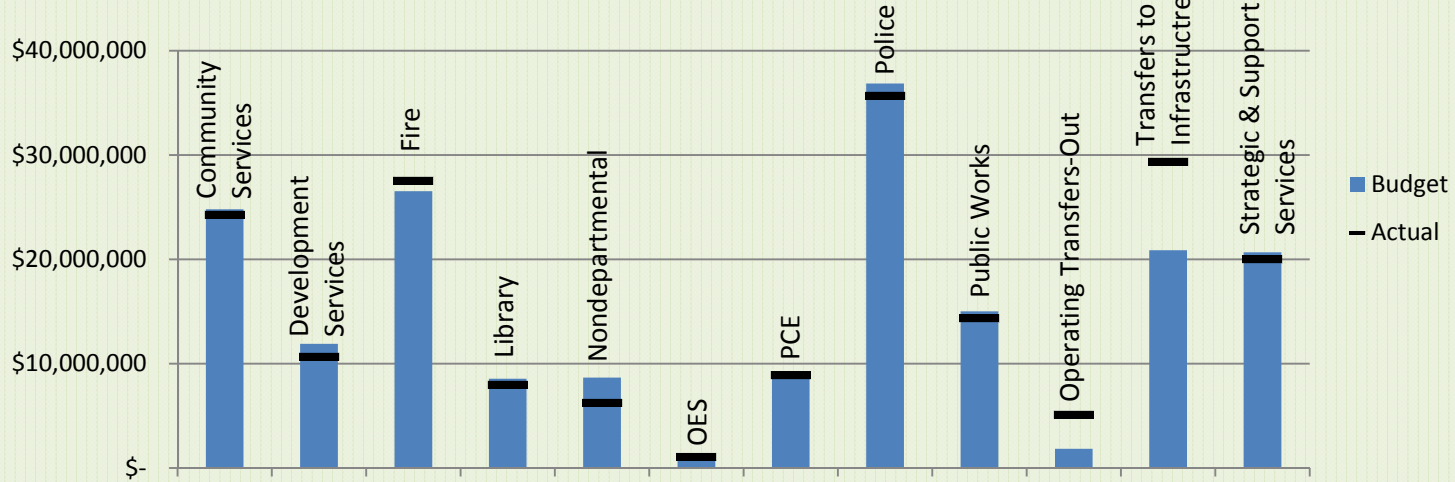
**5 Enterprise Fund Projects With  
Highest Actual Costs in FY 2016**

- Water Main Replacements Projects
- Wastewater Collection System Rehabilitation and Augmentation Projects
- Electric Customer Connections
- Electric Undergrounding Projects
- Electric System Improvements

Source: Administrative Services Department

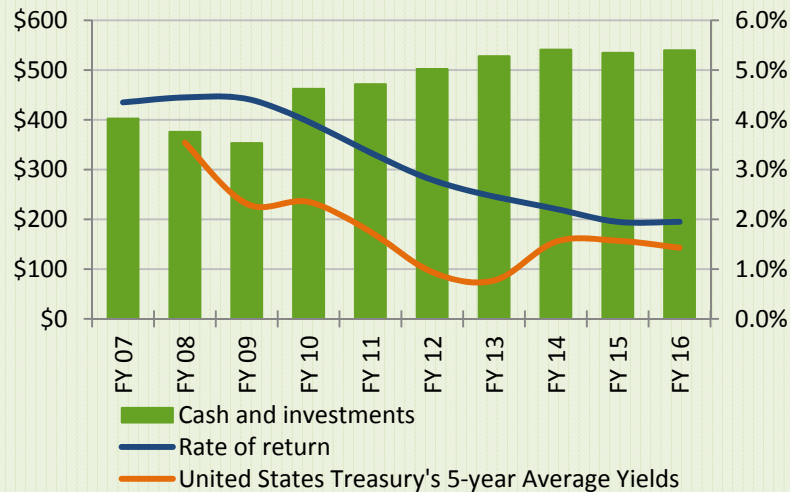
# Financial Responsibility

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



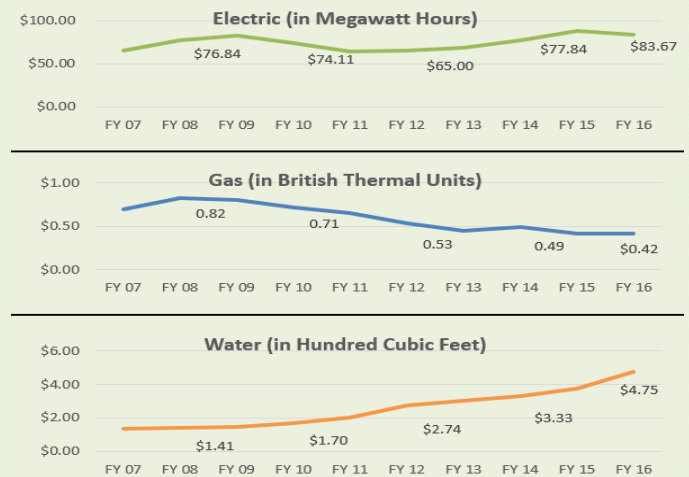
Source: Office of Management and Budget

**Cash and Investments and Rate of Return**

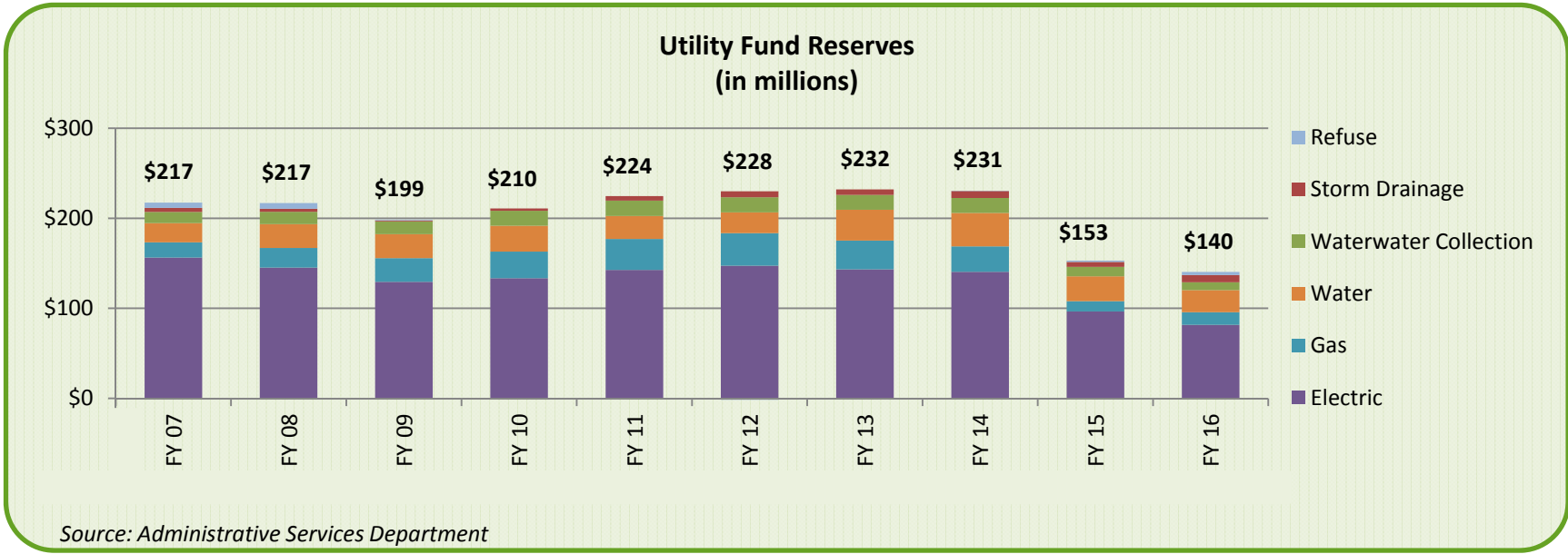
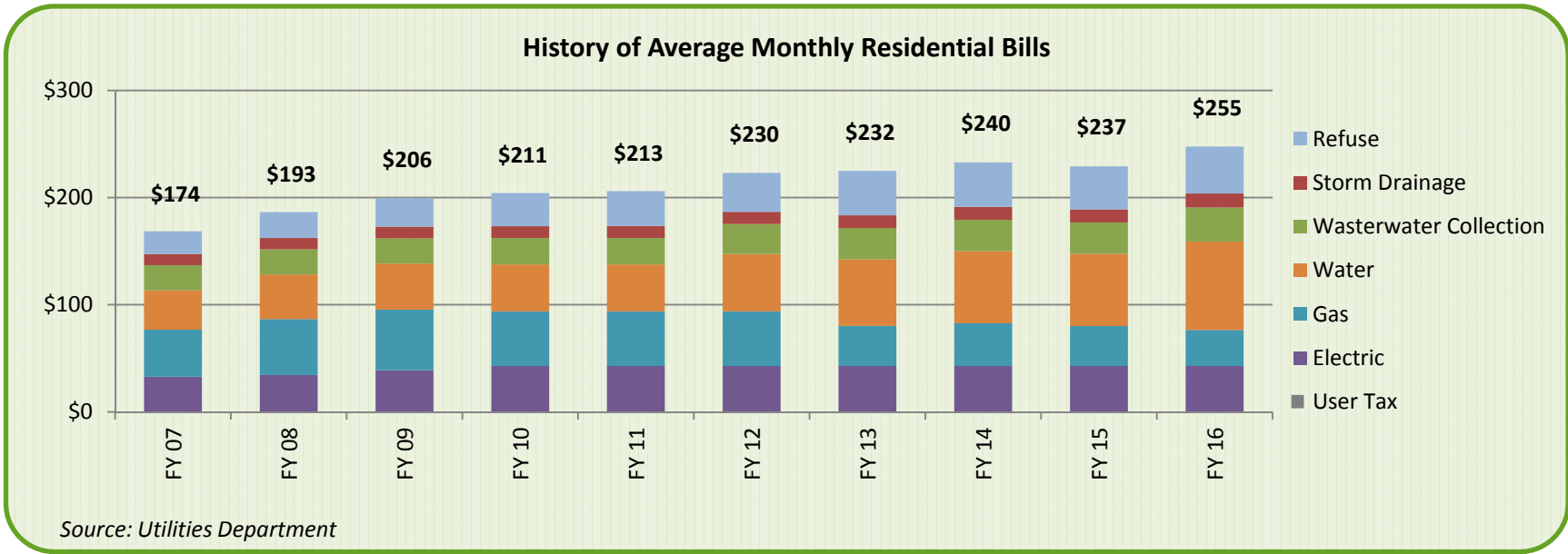


Source: Administrative Services Department

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

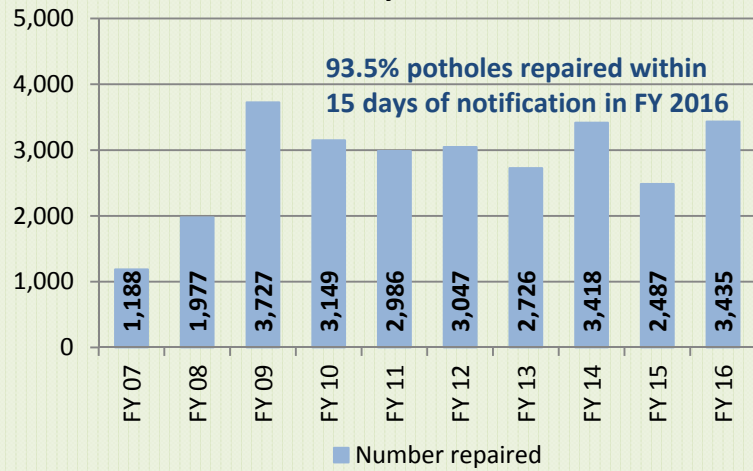


Source: Utilities Department



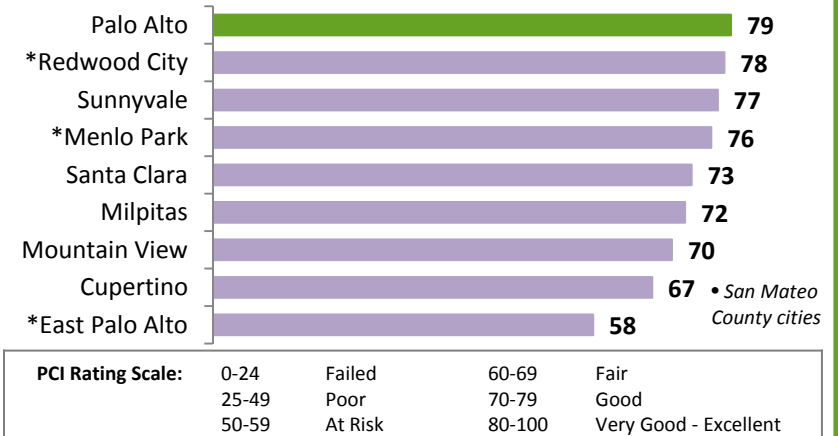
# Neighborhood Preservation

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



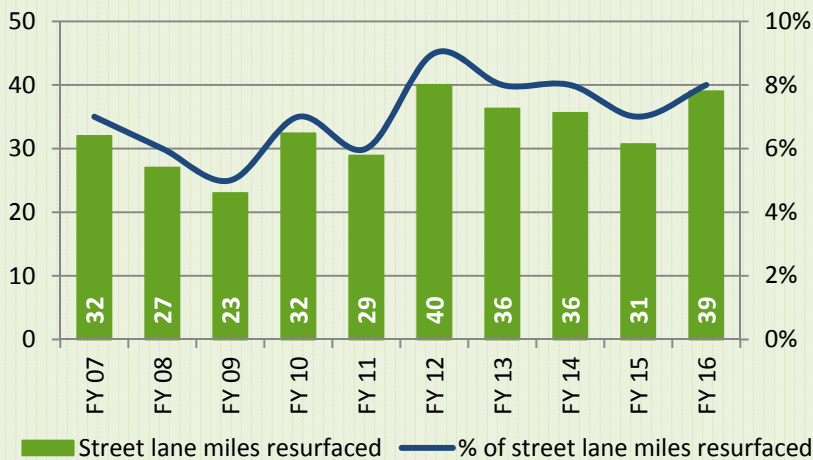
Source: Public Works Department

## Metropolitan Transportation Commission (MTC) CY 2015 Pavement Condition Index (PCI) Ratings



Source: MTC – Pavement Condition of Bay Area Jurisdictions CY 2015

## Street Lane Miles Resurfaced



Source: Public Works Department

## By the Numbers

**8%**  
Percent of the City's total 471 lane miles resurfaced in FY 2016, which increased by 1.5% from FY 2015

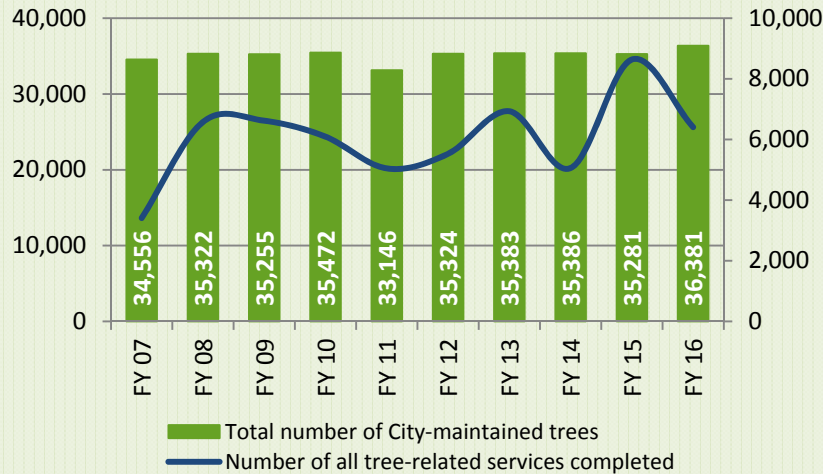
**1,847**  
Number of signs repaired or replaced, which decreased 44% from FY 2015 and increased 25% from FY 2007

**57%**  
**Citizen Survey:** Street repair rated as "excellent" or "good" in FY 2016, compared to 51% in FY 2015 and benchmarked as higher to other jurisdictions

**79**  
2016 Pavement Condition Index score rated as "good" in maintaining local street and road networks, based on a scale of 0 to 100

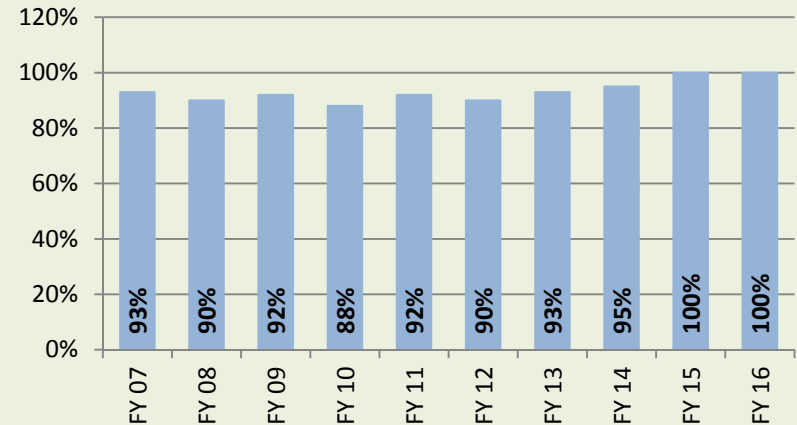
# Neighborhood Preservation

## Trees Maintained and Serviced



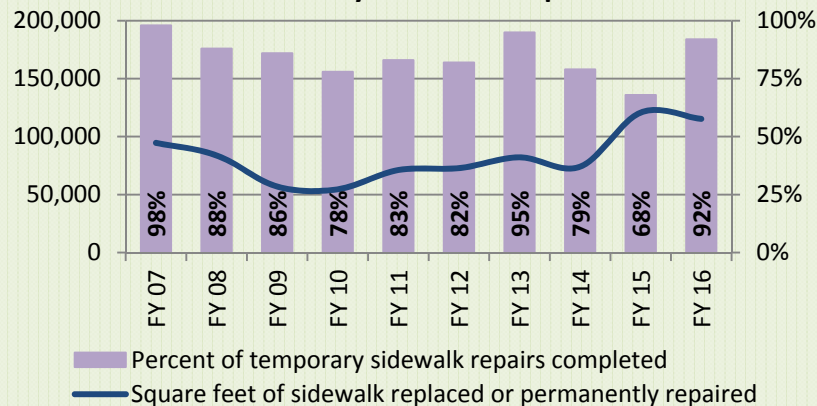
Source: Public Works Department

## 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

**387**

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

**20%**

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

**77%**

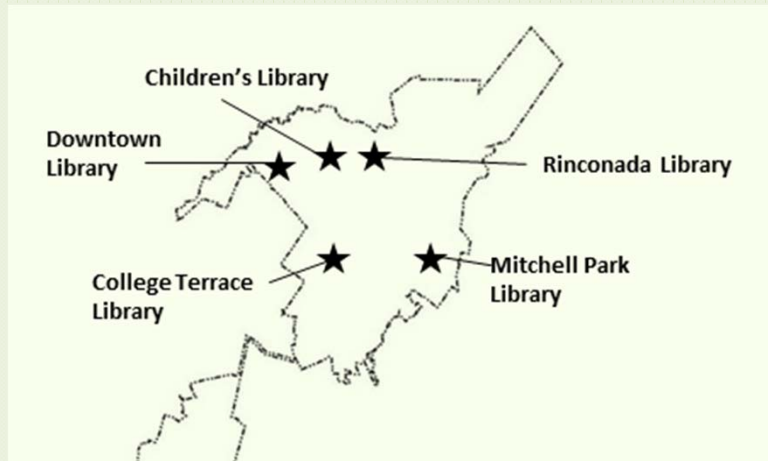
**Citizen Survey:** Street cleaning rated as "excellent" or "good", compared to 75% in FY 2015; benchmarked as similar to other jurisdictions

**61%**

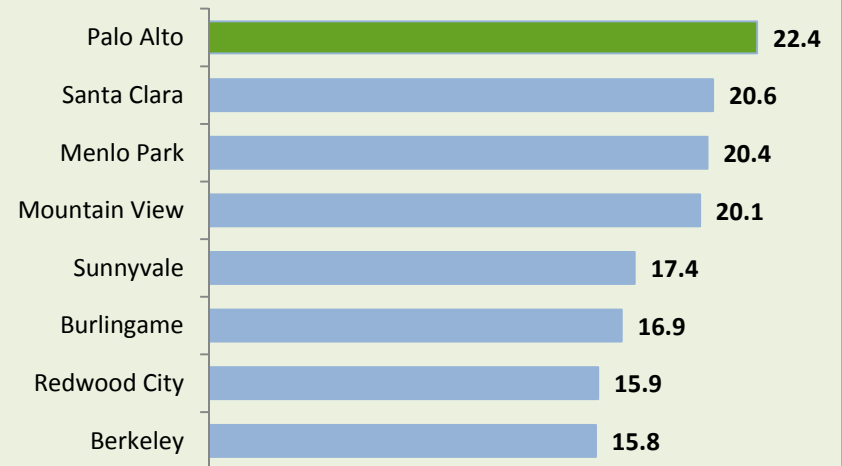
**Citizen Survey:** Sidewalk maintenance rated as "excellent" or "good", compared to 62% in FY 2015; benchmarked as similar to other jurisdictions

# Neighborhood Preservation

Map of Library Branch Locations



Comparison of Library Checkouts Per Capita



Source: California State Library Public Library Statistics 2014-2015

Library Visits and Checkouts



Source: Library Department

By the Numbers

**57,307**  
 Number of cardholders, which increased 8% from FY 2015 and increased 11% from FY 2007

**12,884**  
 Total library hours open annually, which increased 37% from FY 2007 and 14% from FY 2015

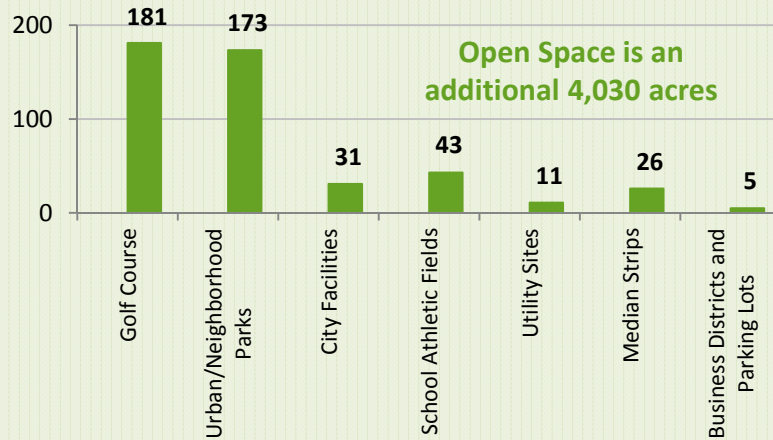
**71%**  
 Percent of Palo Alto residents who are cardholders, which increased 7% from FY 2015 and increased 13% from FY 2007

**2,681**  
 Meeting room reservations, which decreased 38% from FY 2015



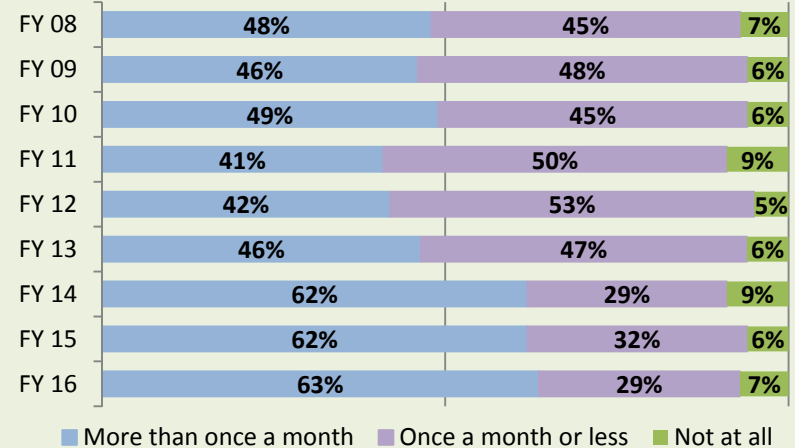
# Neighborhood Preservation

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



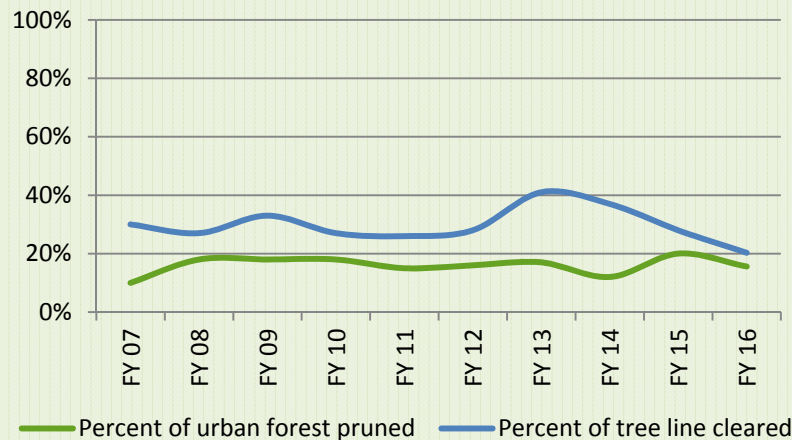
Source: Community Services Department

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



Source: 2016 National Citizen Survey™

## Urban Forest: Percent Pruned and Tree Line Cleared



Source: Public Works Department

## By the Numbers

**10,744**

Number of native plants in restoration projects, which decreased 91% from FY 2015 and decreased 23% from FY 2007

**320**

Participants in community garden program, which increased 3% from FY 2015 and increased 39% from FY 2007

**93%**

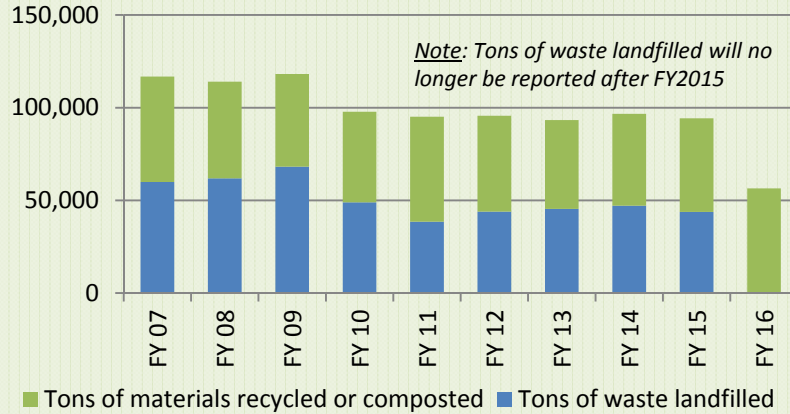
**Citizen Survey:** Visited a neighborhood park or City park at least once in the last 12 months

**152,505**

Visitors at Foothills Park, which decreased 10% from FY 2015 and increased 9% from FY 2007

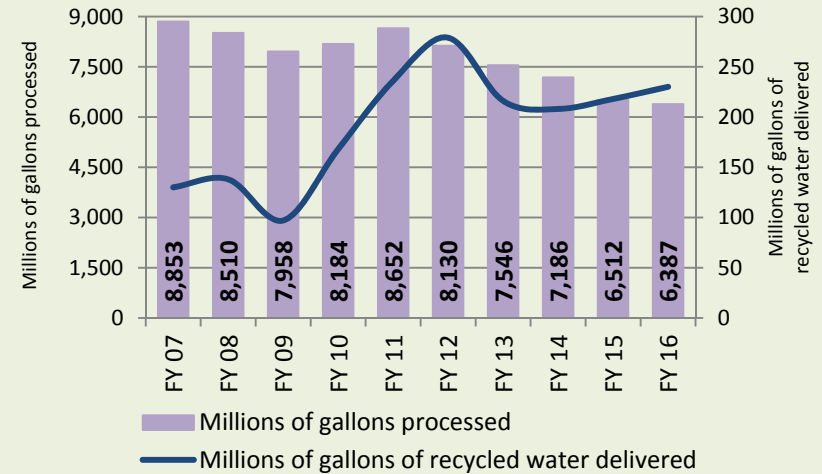
# Environmental Sustainability

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



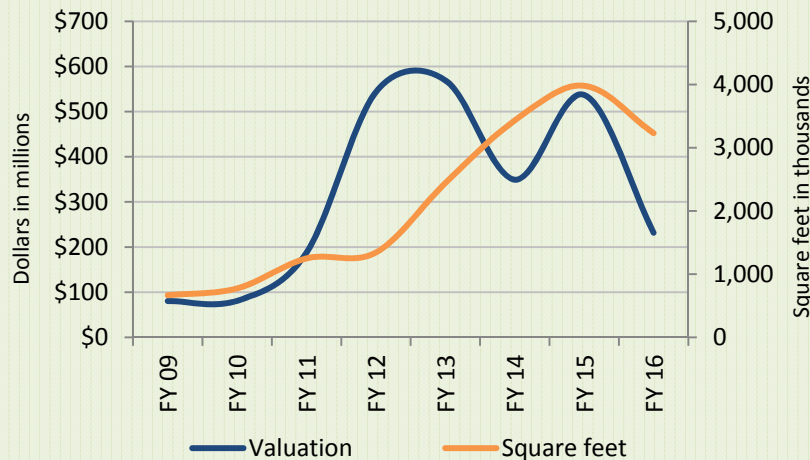
Sources: Public Works Department, California Department of Resources Recycling and Recovery (CalRecycle)

### Total Water Processed and Recycled



Source: Public Works Department

### Green Building with Mandatory Regulations



Source: Development Services Department

### By the Numbers

**56,438**

Tons of materials recycled or composted (i.e., do not end up in a landfill), increased 12% from FY 2015 and decreased 1% from FY 2007

**3,678,375**

Green Building energy savings per year in Kilo British Thermal Units, which decreased 7% from FY 2015

**4,920**

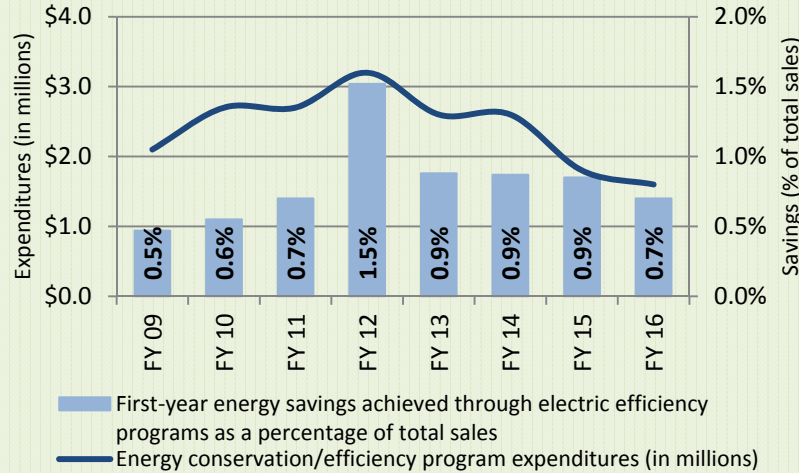
Number of households participating in the Household Hazardous Waste program, which increased 3% from FY 2015 and increased 3% from FY 2007

**36%**

Percent of commercial accounts with compostable service, which increased 29% from FY 2015

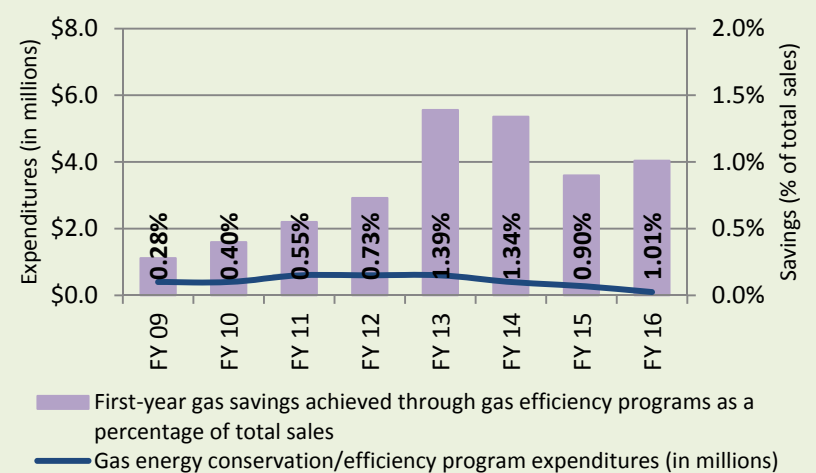
# Environmental Sustainability

## Electric Efficiency Program Expenditures and Savings



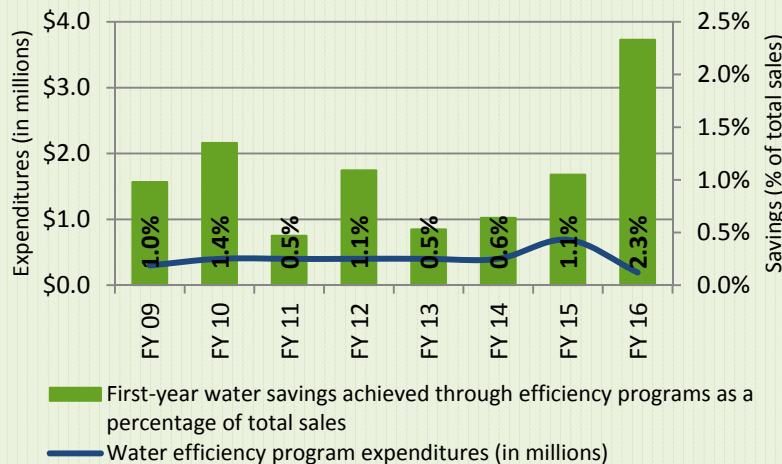
Source: Utilities Department

## Gas Energy Efficiency Program Expenditures Savings



Source: Utilities Department

## Water Conservation Expenditures and Savings



Source: Utilities Department

## By the Numbers

**31%**  
Percent of qualifying renewable electricity, including biomass, biogas, geothermal, small hydro facilities, solar, and wind, which increased 21% from FY 2006

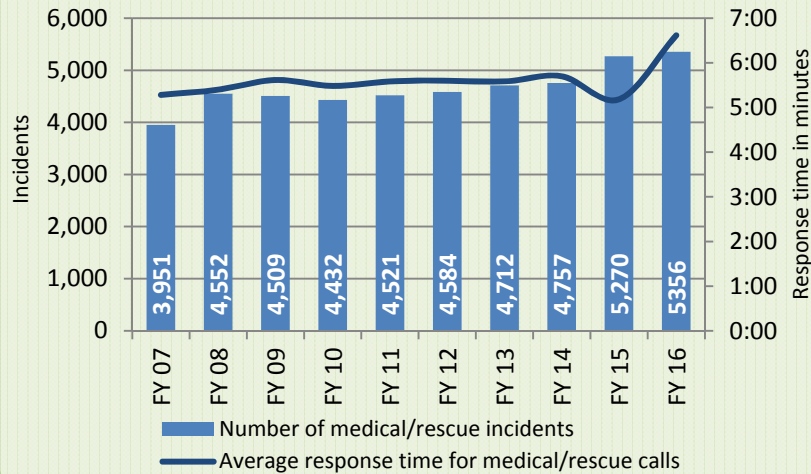
**143**  
Average residential gas usage in therms per capita, which increased by 13% from FY 2015 and decreased 25% from FY 2007

**0**  
Metric tons of electric supply carbon dioxide emissions in FY 2016; the carbon neutral plan effectively eliminated all greenhouse gas emissions from the City's electric supply

**25**  
Average residential water usage in hundred cubic feet per capita, which decreased 17% from FY 2015 and decreased 45% from FY 2007

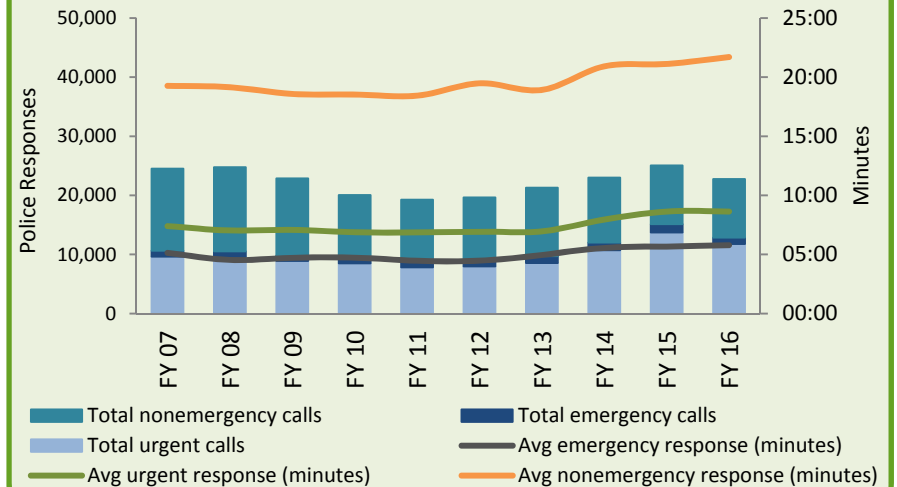
# Responsiveness – Public Safety Services

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



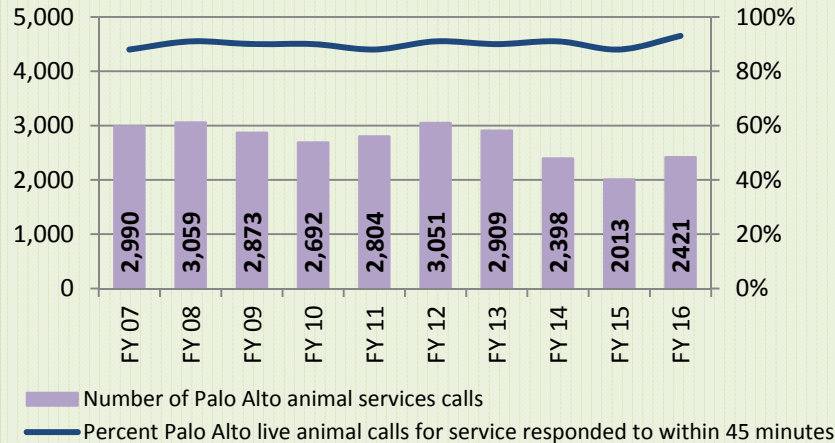
Source: Police Department

**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**

**90**

Number of hazardous materials incidents, which increased 11% from FY 2015 and increased 131% from FY 2007

**89%**

Police Department nonemergency calls responded to within 45 minutes, which remained the same as FY 2015 and decreased 2% from FY 2007

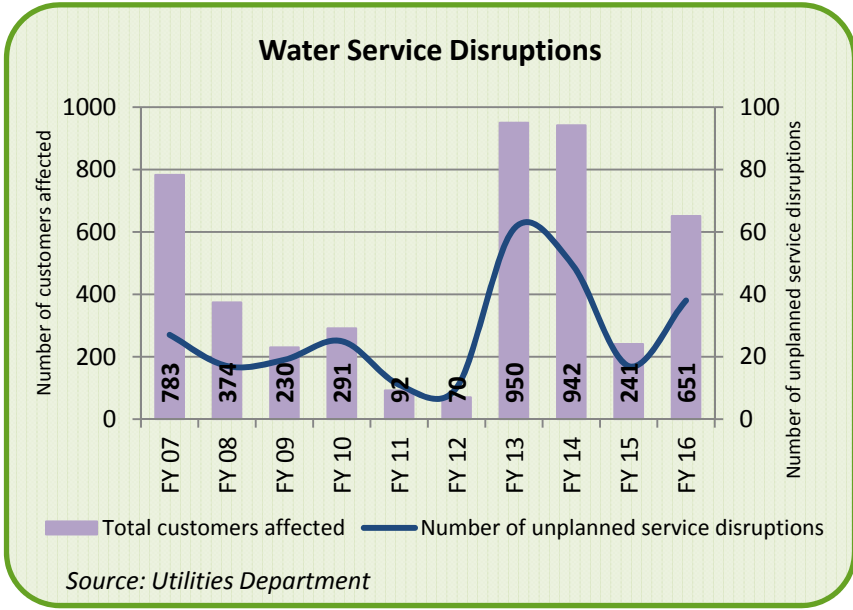
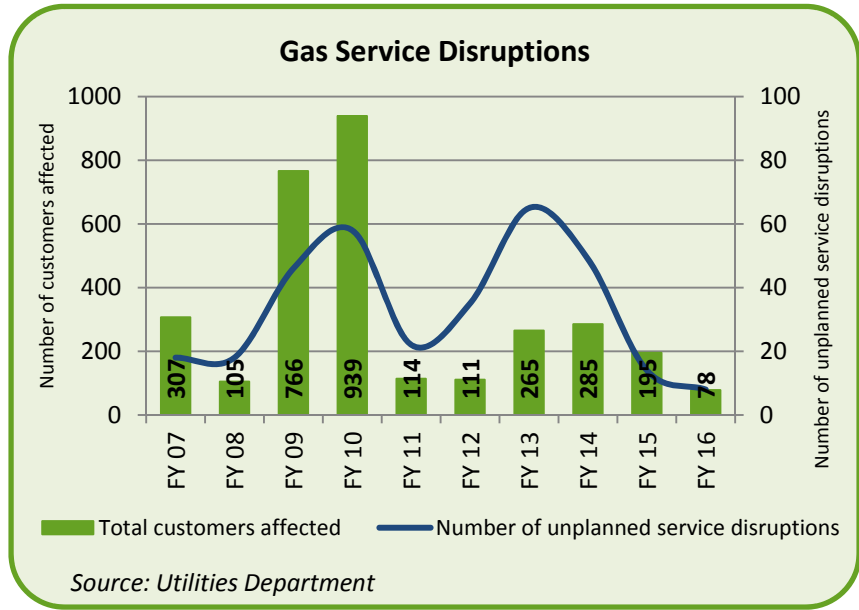
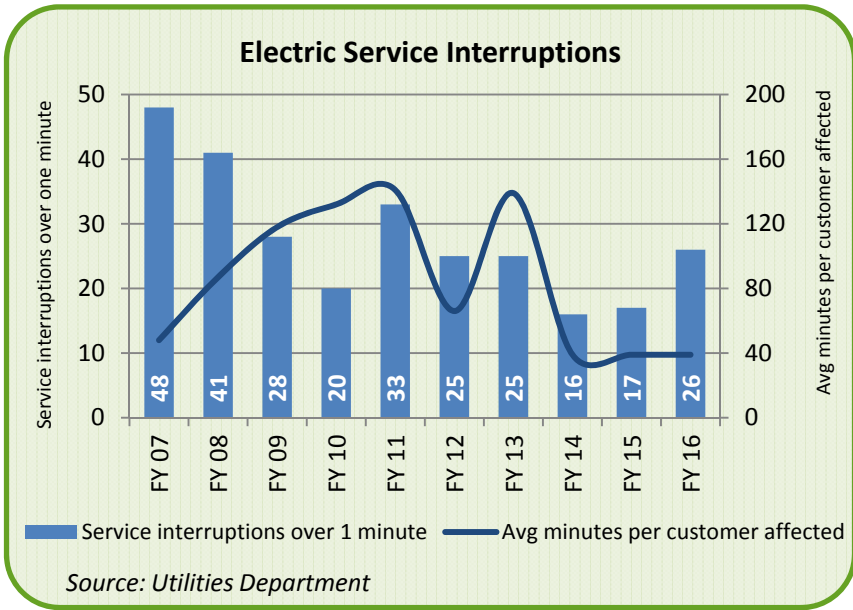
**63%**

Percent emergency calls dispatched within 60 seconds, which decreased 10% from FY 2015

**97%**

Percent of code enforcement cases resolved within 120 days, which increased 6% from FY 2015 and decreased 21% from FY 2007

# Responsiveness – Utility Services

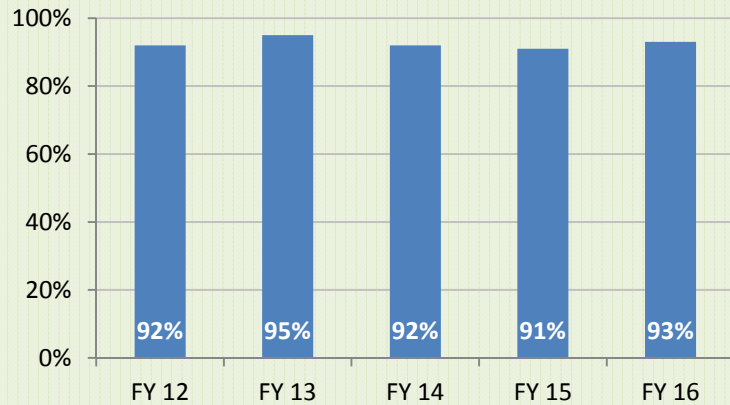


### By the Numbers

<p><b>72,765</b> Total number of electric, gas, and water customer accounts Electric – 29,304 Gas – 23,467 Water – 19,994 178 more accounts than FY 2015</p>	<p><b>39</b> Average power outage duration in minutes per customer affected, same as FY 2015</p>
<p><b>286</b> Number of gas leaks found, 36 ground leaks and 250 meter leaks, an increase of 15% total from FY 2015</p>	<p><b>651</b> Unplanned water service outages, which is an increase of 170% from FY 2015</p>

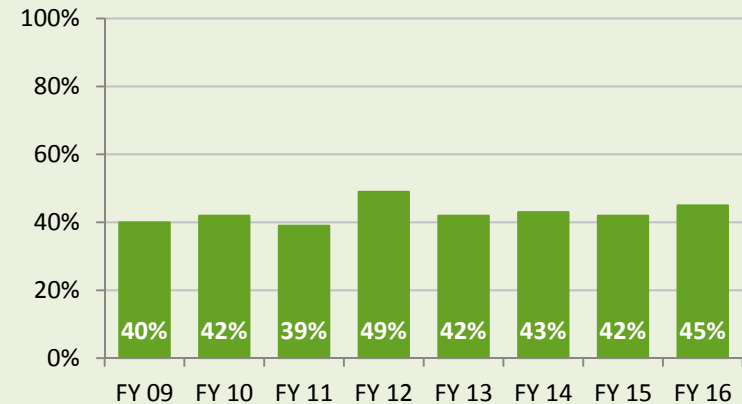
# Responsiveness – Internal City Services

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



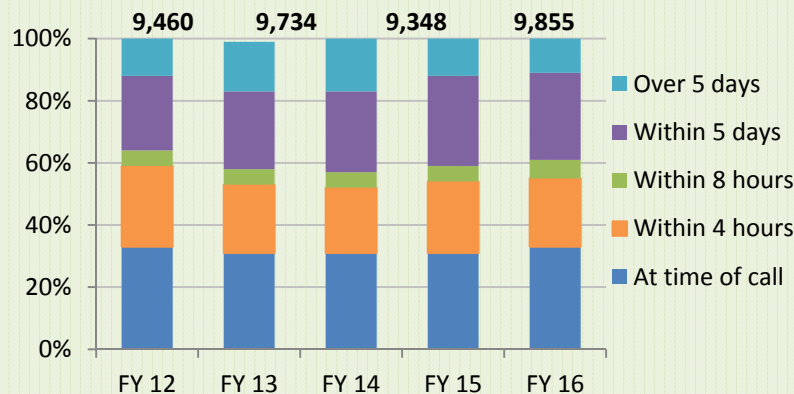
Source: Office of the City Attorney

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



Source: Office of the City Auditor

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



Source: Information Technology Department

## By the Numbers

**112**

Number of claims handled by the Office of the City Attorney in FY 2016, which increased 13% from FY 2015

**1,922**

Number of purchasing documents processed; \$226.5 million in goods and services purchased

**1,074**

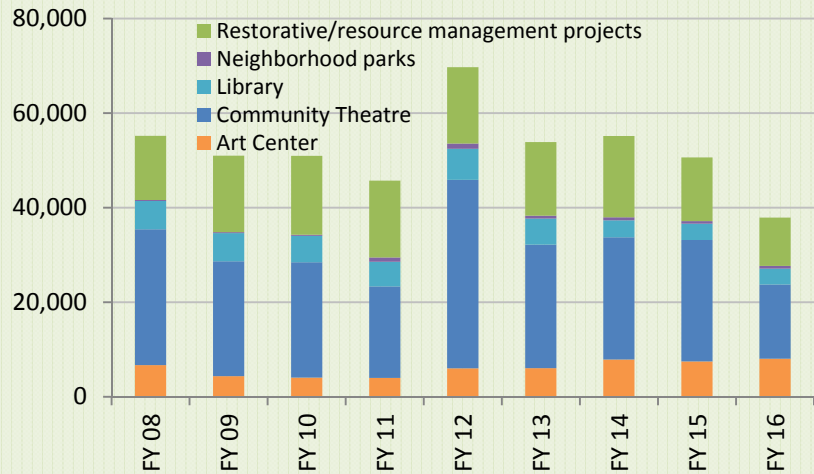
Workers' Compensation days lost to work-related illness or injury in FY 2016, which decreased 21% from FY 2015

**44%**

Percent of information technology security incidents remediated within one day in FY 2016, which decreased 8% from FY 2015

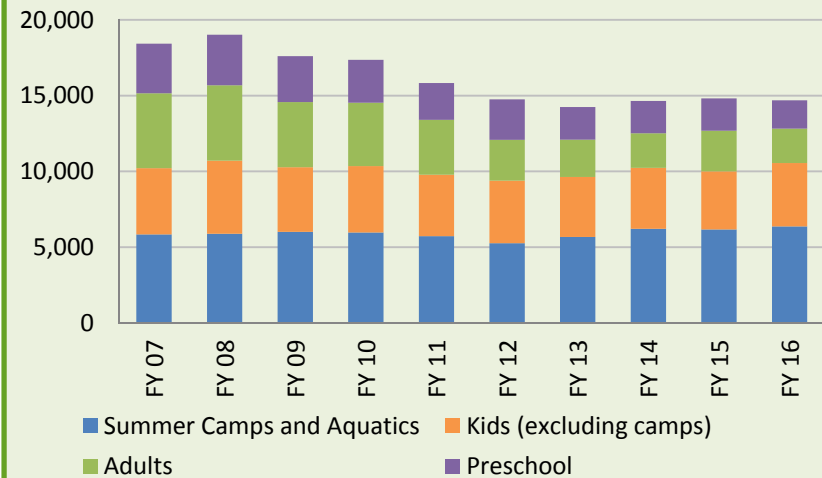
# Community Involvement and Enrichment

## 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

**185,574**

Number of titles in library collection, which increased 3% from FY 2015 and increased 11% from FY 2007

**2**

Average business days for new library materials to be available for customer use, which remained constant from FY 2015 and improved 78% from FY 2010

**1,452**

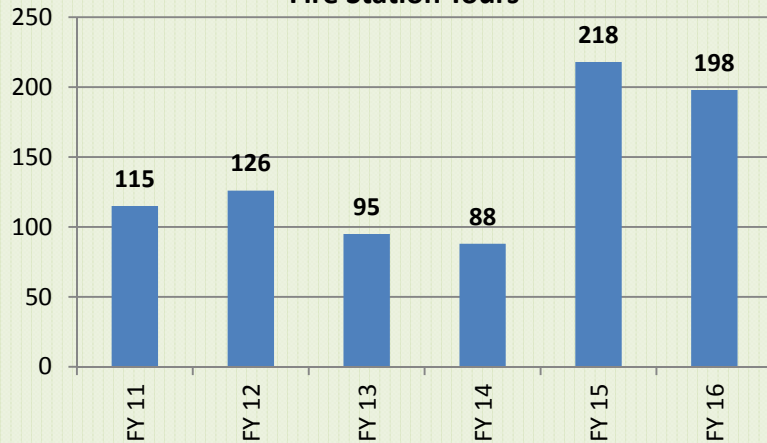
Number of library programs offered, which increased 39% from FY 2015 and increased 150% from FY 2007

**53,560**

Library program attendance, which increased 19% from FY 2015 and increased 77% from FY 2007

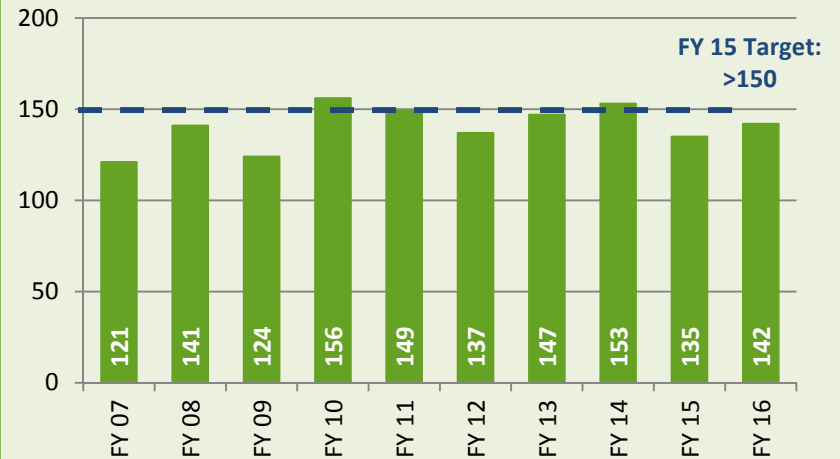
# Community Involvement and Enrichment

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



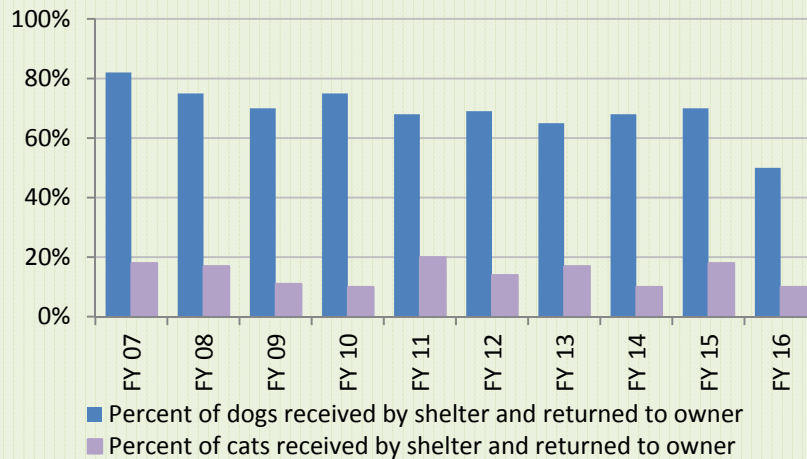
Source: Fire Department

**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**

**2,184**

Police Department number of animals handled, which increased 2% from FY 2014 and decreased 39% from FY 2007

**46**

Emergency Operations Center activations/deployments, which decreased 2% from FY 2015

**234**

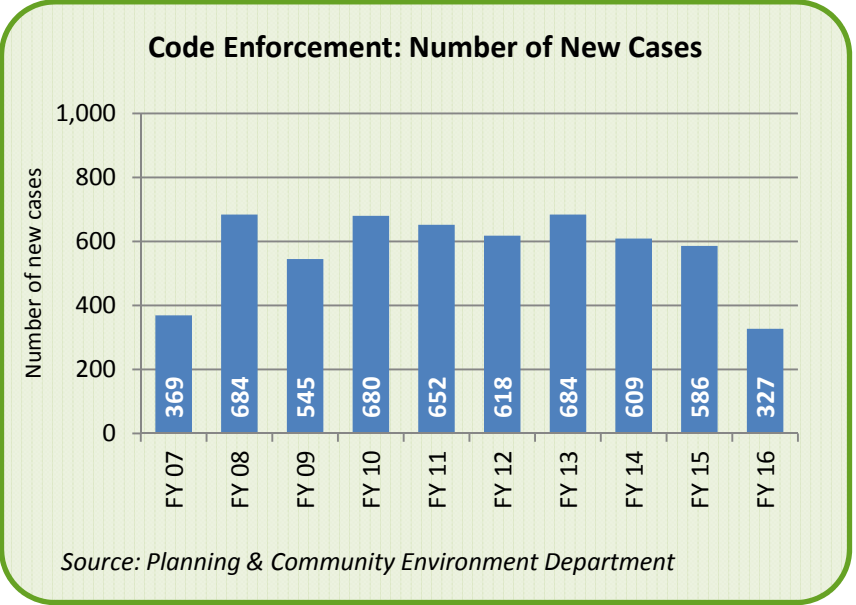
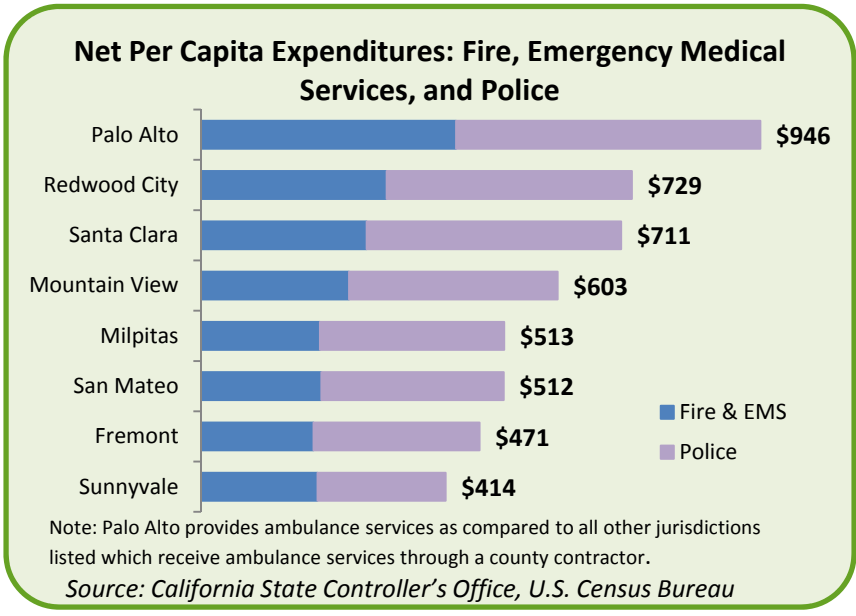
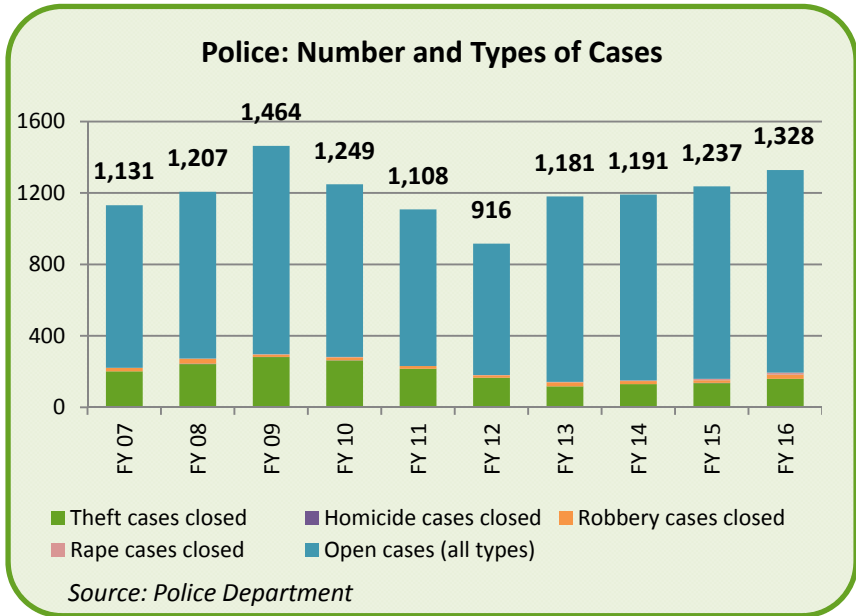
Office of Emergency Services presentations, training, and exercises, which increased 21% from FY 2015

**8**

Police Department average number of officers on patrol, which has remained constant from FY 2007 and FY 2015



# Safety, Health, and Well-Being



### By the Numbers

**35,650**

Fire public demo and station tour participants, which increased 24% from FY 2015

**87%**

Fire Department percent of permitted hazardous materials facilities inspected, which decreased 2% from FY 2015 and increased 34% from FY 2007

**68**

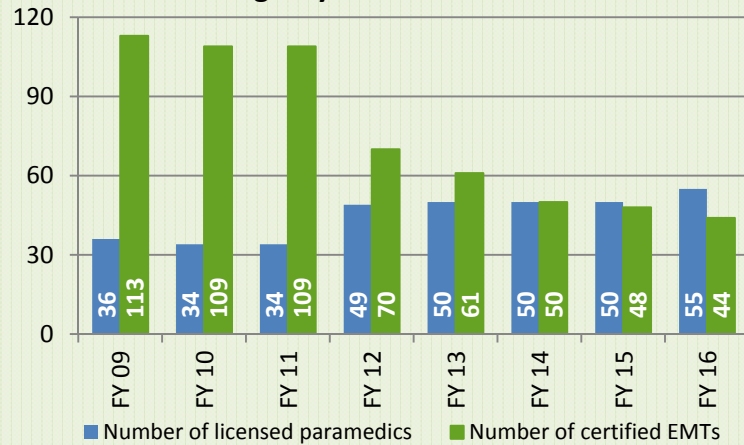
Reported crimes per 1,000 residents, which decreased 2% from FY 2015 and decreased 11% from FY 2007

**2,806**

Number of fire inspections completed, which increased 43% from FY 2015 and increased 175% from FY 2007

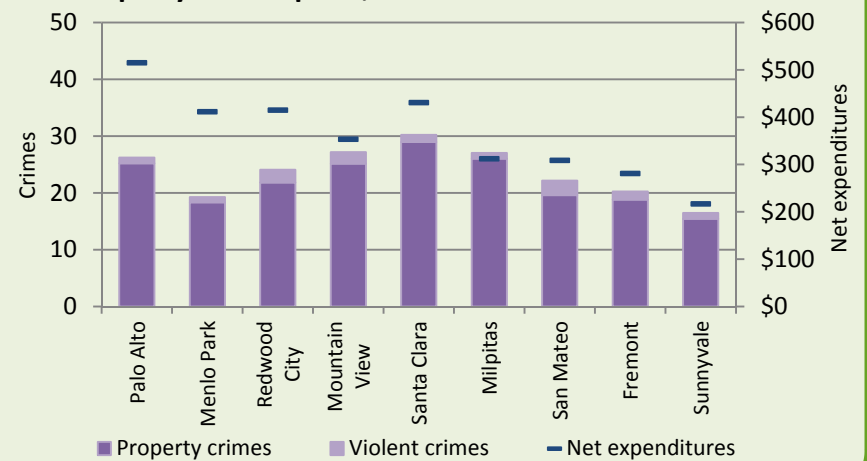
# Safety, Health, and Well-Being

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



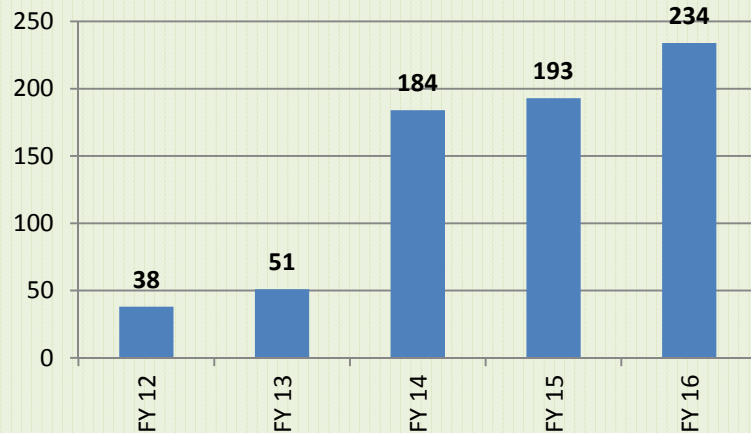
Source: Fire Department

**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**

**399**

Traffic collisions with injury, which increased 4% from FY 2015 and increased 37% from FY 2007

**300**

Fire Department average training hours per firefighter, which decreased 13% from FY 2015 and increased 28% from FY 2007

**71%**

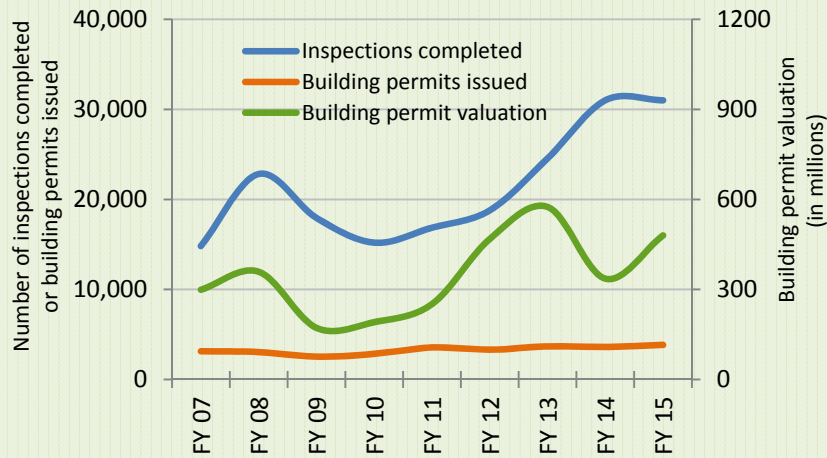
Percent of fires confined to the room or area of origin, which decreased 21% from FY 2015 and decreased 22% from FY 2007

**5,356**

Number of medical/rescue incidents, which increased 2% from FY 2015 and increased 36% from FY 2007

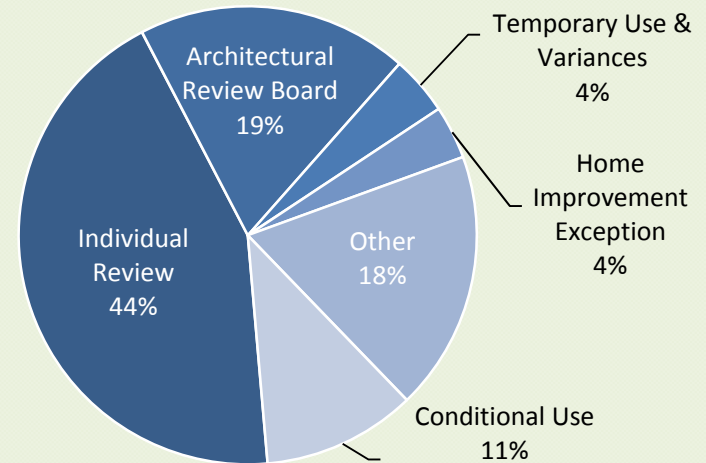
# Density and Development

## Inspections, Building Permits Issued and Valuation



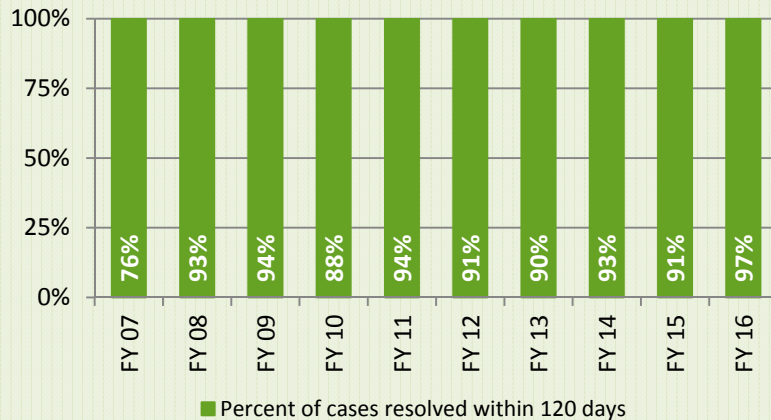
Source: Development Services Department

## Completed Planning Applications in FY 2015



Source: Planning & Community Environment Department

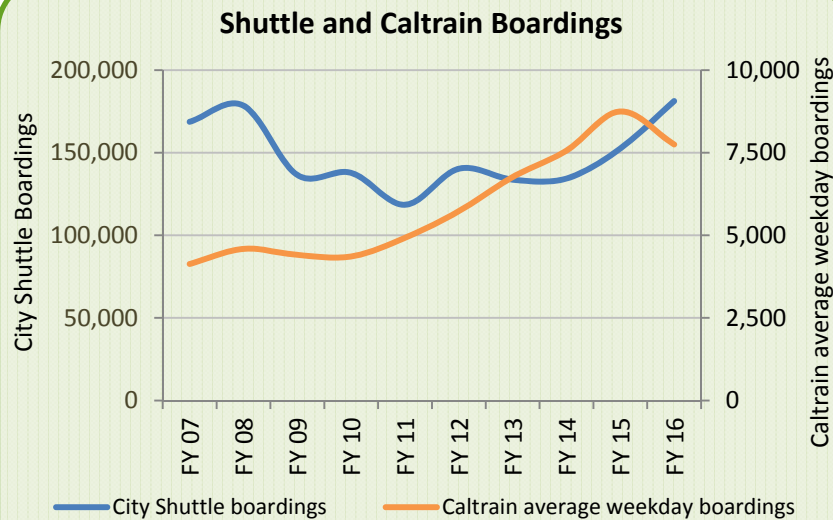
## Percent of Code Enforcement Cases Closed and Resolved Within 120 Days



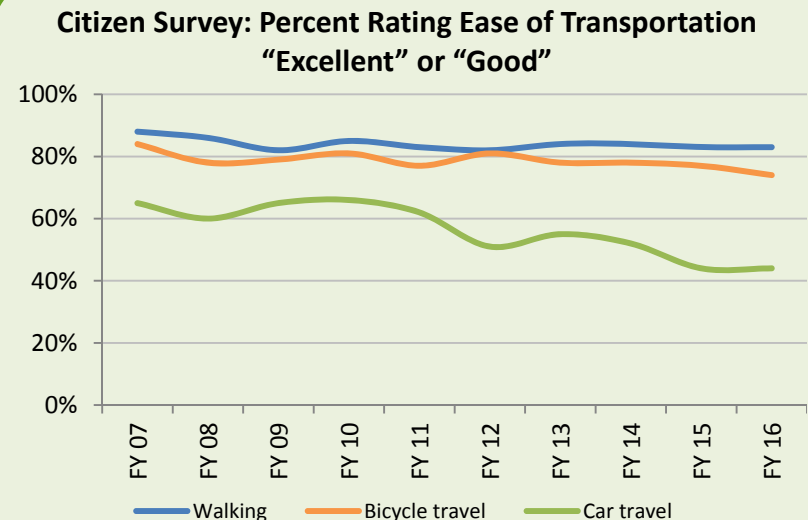
Source: Planning & Community Environment Department

## By the Numbers

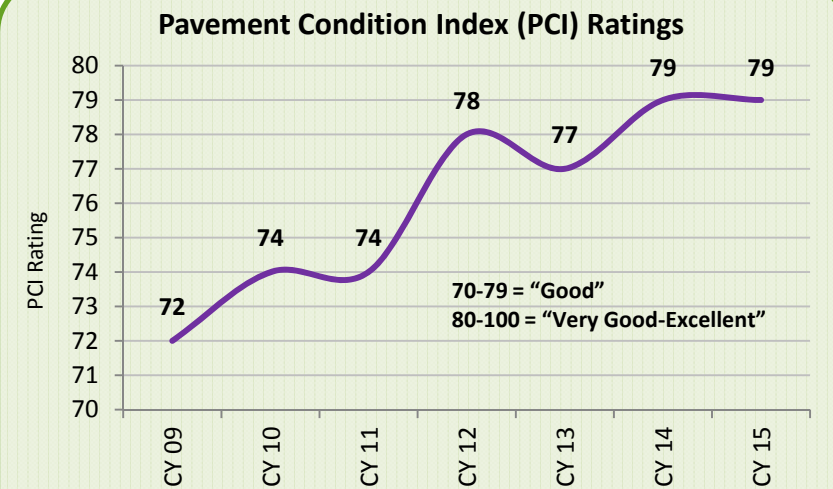
<p><b>23</b></p> <p>Average number of days to issue 3,492 building permits, which decreased 8% from FY 2015 and 77% from FY 2007</p>	<p><b>588</b></p> <p>Number of permits routed to all departments with on-time reviews, which increased 4% from FY 2015</p>
<p><b>682</b></p> <p>Number of permits approved over the counter, which increased 9% from FY 2015</p>	<p><b>27,680</b></p> <p>Number of inspections completed, which decreased 11% from FY 2015 and increased 87% from FY 2007</p>



Source: Planning & Community Environment Department and Caltrain



Source: 2016 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

**181,259**

Number of shuttle boardings, which increased 19% from FY 2015 and increased 7% from FY 2007

**\$1.98**

City's cost per shuttle boarding, which increased 2% from FY 2015 and decreased 1% from FY 2007

**7,751**

Caltrain average weekday boardings, which decreased 11% from FY 2015 and increased 88% from FY 2007

**59%**

**Citizen Survey:** Overall "built environment" (including overall design, buildings, parks, and transportation systems), comparing similar to other cities.

**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)												Enterprise funds (in millions)
	Community Services	Development Services	Fire <sup>1</sup>	Office of Emergency Services <sup>1</sup>	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services <sup>2</sup>	Non-departmental <sup>3</sup>	Operating transfers out <sup>4</sup>	Total	
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	\$9.9 <sup>5</sup>	\$26.2	\$1.2	\$8.0	\$7.4	\$34.6	\$13.3	\$18.4	\$7.3	\$22.3	\$171.5	\$236.7
<b>FY 16</b>	<b>\$24.3</b>	<b>\$10.7</b>	<b>\$27.6</b>	<b>\$1.0</b>	<b>\$8.0</b>	<b>\$8.9</b>	<b>\$35.7</b>	<b>\$14.3</b>	<b>\$20.0</b>	<b>\$6.2</b>	<b>\$34.5</b>	<b>\$191.0</b>	<b>\$238.3</b>
Change from:													
Last year	+5%	+8%	+5%	-11%	0%	+19%	+3%	+8%	+9%	-15%	+55%	+11%	+1%
FY 07	+21%	-	+28%	-	+36%	-6%	+38%	+15%	+27%	-27%	+170%	+44%	+25%

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

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

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

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

<sup>5</sup> 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)												Enterprise funds (in millions)
	Community Services	Development Services	Fire <sup>1</sup>	Office of Emergency Services <sup>1</sup>	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services <sup>2</sup>	Non-departmental <sup>3</sup>	Operating transfers out <sup>4</sup>	Total	
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
<b>FY 16</b>	<b>\$363</b>	<b>\$160</b>	<b>\$341</b>	<b>\$13</b>	<b>\$120</b>	<b>\$134</b>	<b>\$536</b>	<b>\$215</b>	<b>\$301</b>	<b>\$94</b>	<b>\$518</b>	<b>\$2,798</b>	<b>\$3,585</b>
Change from:													
Last year	+6%	+9%	+5%	-11%	0%	+20%	+4%	+9%	+10%	-14%	+56%	+12%	+1%
FY 07	+11%	-	+19%	-	+26%	-14%	+27%	+6%	+17%	-32%	+150%	+34%	+16%

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

<sup>2,3,4</sup> As footnoted above.

## AUTHORIZED STAFFING

	Authorized Staffing (FTE <sup>1</sup> ) – General Fund										Authorized Staffing (FTE <sup>1</sup> ) – Other Funds						
	Community Services	Development Services	Fire	Office of Emergency Services	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services <sup>2</sup>	Subtotal	Refuse	Storm Drainage	Wastewater Treatment	Electric, Gas, Water, Wastewater Collection, and Fiber Optics	Other <sup>3</sup>	Subtotal	Total
FY 07	148	-	128	-	57	55	168	68	100	724	35	10	69	243	78	435	1,160
FY 08	147	-	128	-	56	54	169	71	108	733	35	10	69	244	78	436	1,168
FY 09	146	-	128	-	57	54	170	71	102	727	35	10	70	235	74	423	1,150
FY 10	146	-	127	-	55	50	167	65	95	705	38	10	70	252	77	446	1,151
FY 11	124	-	125	-	52	47	161	60	89	657	38	10	70	263	76	457	1,114
FY 12	123	-	125	2	54	46	161	57	87	655	38	9	71	263	78	459	1,114
FY 13	126	-	120	3	58	53	157	59	90	667	26	10	71	269	85	462	1,129
FY 14	134	-	121	3	57	54	158	60	87	674	22	11	70	272	99	473	1,147
FY 15	138	42 <sup>4</sup>	108	3	59	29	158	56	91	684	16	10	71	272	100	469	1,153
<b>FY 16</b>	<b>143</b>	<b>43</b>	<b>107</b>	<b>3</b>	<b>65</b>	<b>32</b>	<b>158</b>	<b>56</b>	<b>92</b>	<b>700</b>	<b>15</b>	<b>10</b>	<b>70</b>	<b>268</b>	<b>104</b>	<b>468</b>	<b>1,168</b>
Change from:																	
Last year	+3%	+2%	-1%	0%	+9%	+11%	0%	+1%	+2%	+2%	-7%	+1%	-1%	-1%	+33%	0%	+1%
FY 07	-4%	-	-16%	-	+14%	-42%	-6%	-17%	-8%	-3%	-57%	+8%	+2%	+10%	+5%	+8%	+1%

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

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

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

<sup>4</sup> 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 <sup>1</sup> (in millions)	Overtime (in millions)	Employee benefits (in millions)	TOTAL (in millions)	Employee benefits rate <sup>2</sup>	As a percent of total General Fund expenditures
FY 07	1,080	80	1,160	18.9	\$53.9	\$4.0	\$26.1	\$84.0	48%	63%
FY 08	1,077	91	1,168	18.8	\$57.3	\$4.2	\$29.8	\$91.3	52%	64%
FY 09	1,076	74	1,150	18.1	\$59.6	\$3.7	\$28.3	\$91.6	48%	65%
FY 10	1,055	95	1,150	17.9	\$56.6	\$4.5	\$30.9	\$92.1	55%	63%
FY 11	1,019	95	1,114	17.2	\$55.8	\$4.1	\$34.2	\$94.2	61%	66%
FY 12	1,017	98	1,115	17.0	\$54.4	\$5.4	\$36.9	\$96.7	68%	60%
FY 13	1,015	114	1,129	17.0	\$53.5	\$3.7	\$37.7	\$94.9	71%	58%
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%
<b>FY 16</b>	<b>1,042</b>	<b>126</b>	<b>1,168</b>	<b>17.6</b>	<b>\$60.1</b>	<b>\$5.5</b>	<b>\$40.6</b>	<b>\$106.2</b>	<b>68%</b>	<b>56%</b>
Change from:										
Last year	+1%	+1%	+1%	+2%	+4%	+19%	+1%	+4%	-2%	-4%
FY 07	-4%	+58%	+1%	-7%	+11%	+36%	+56%	+26%	+20%	-7%

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

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

## CAPITAL SPENDING

	Governmental Funds (in millions)				Enterprise Funds (in millions)		
	Assigned for capital projects <sup>1</sup>	Net general capital assets	Capital outlay	Depreciation	Net capital assets	Capital expenditures	Depreciation
FY 07	\$33.6	\$335.7	\$17.5	\$11.0	\$383.8	\$28.9	\$12.7
FY 08	\$33.9	\$351.9	\$21.6	\$11.2	\$416.6	\$36.1	\$12.7
FY 09	\$24.8	\$364.3	\$21.5	\$9.6	\$426.1	\$36.2	\$13.6
FY 10	\$23.9	\$376.0	\$22.0	\$14.4	\$450.3	\$29.7	\$15.3
FY 11	\$19.4	\$393.4	\$35.5	\$14.4	\$465.7	\$24.4	\$15.9
FY 12	\$32.4	\$413.2	\$29.2	\$16.4	\$490.0	\$27.6	\$16.7
FY 13	\$45.4	\$428.9	\$29.5	\$15.9	\$522.3	\$40.7	\$17.6
FY 14	\$54.8	\$452.6	\$37.6	\$13.8	\$545.5	\$37.1	\$17.5
FY 15	\$52.2	\$485.2	\$45.4	\$15.6	\$558.5	\$29.5	\$18.4
<b>FY 16</b>	<b>\$63.1</b>	<b>\$496.0</b>	<b>\$24.7</b>	<b>\$17.1</b>	<b>\$576.8</b>	<b>\$31.1</b>	<b>\$19.2</b>
Change from:							
Last year	21%	+2%	-46%	+10%	+3%	+5%	+4%
FY 07	87%	+48%	+41%	+56%	+50%	+8%	+50%

<sup>1</sup> Previously "Infrastructure reserves," which is no longer shown in the City's Comprehensive Annual Financial Report.

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

### DEPARTMENTWIDE

	Operating Expenditures (in millions) <sup>1</sup>					CSD expenditures per capita	Total revenues <sup>3</sup> (in millions)	Authorized Staffing (FTE)			
	Administration and Human Services	Arts and Sciences	Open Space, Parks, and Golf	Recreation Services	Total <sup>2</sup>			Total	Temporary	Temporary as a percent of total	Per 1,000 residents
FY 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
<b>FY 16</b>	<b>\$3.9</b>	<b>\$5.6</b>	<b>\$9.2</b>	<b>\$6.2</b>	<b>\$24.8</b>	<b>\$373</b>	<b>\$7.1</b>	<b>142.7</b>	<b>65.3</b>	<b>46%</b>	<b>2.1</b>
Change from:											
Last year	+3%	+10%	+3%	17%	+8%	+8%	+4%	+3%	+4%	+1%	4%
FY 07	-	+42%	-	-	+23%	+14%	-1%	-4%	+33%	+13%	-11%

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

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

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

### DEPARTMENTWIDE CLASSES

	Total number of classes/camps offered <sup>1</sup>					Total enrollment <sup>1</sup>					Percent of class registrations online (Target: 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 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%
<b>FY 16</b>	<b>145</b>	<b>260</b>	<b>161</b>	<b>65</b>	<b>631</b>	<b>6,368</b>	<b>4,179</b>	<b>2,280</b>	<b>1,861</b>	<b>14,494</b>	<b>51%</b>	<b>18%</b>
Change from:												
Last year	-14%	-5%	-18%	-43%	-17%	+3%	+9%	-15%	-13%	-2%	-13%	+1%
FY 07	0%	+26%	-49%	-53%	-22%	+9%	-5%	-54%	-43%	-21%	+9%	+5%

<sup>1</sup> 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 <sup>1</sup>	Attendance at performances	Participants in performances and programs	Enrollment in music and dance classes <sup>2</sup>	Enrollment in theatre classes, camps, and workshops <sup>3</sup>	Outside funding	Number of performances	Attendance at performances	Number of performances	Attendance at performances
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
<b>FY 16</b>	<b>161</b>	<b>42,742</b>	<b>2,800</b>	<b>5,751</b>	<b>3,655</b>	<b>\$108,950</b>	<b>161</b>	<b>42,719</b>	<b>322</b>	<b>85,461</b>
Change from:										
Last year	-27%	+26%	+100%	+73%	+18%	-27%	-6%	+1%	-18%	+12%
FY 07	+16%	+85%	+52%	+381%	+674%	-	-6%	-6%	+4%	+24%

<sup>1</sup> 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.

<sup>2</sup> One program started offering classes on a drop-in basis in FY 2013. The enrollment for this program was calculated by dividing the number of drop-in participants by eight, which is a typical number of classes offered per registration. The department attributes the increase to an expansion of classes taught at schools.

<sup>3</sup> The department attributes the increase to a shift in emphasis from performance to education to promote a philosophy of life-long skills.

## ARTS AND SCIENCES DIVISION - MUSEUMS

	Art Center <sup>1</sup>					Public Art	Junior Museum & Zoo		Science Interpretation	
	Exhibition visitors <sup>2</sup>	Total attendance (users)	Enrollment in art classes, camps, and workshops (adults and children)	Outside funding for visual arts programs	Attendance at Project LOOK! and outreach	Number of new public art installations	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 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
<b>FY 16</b>	<b>38,225</b>	<b>108,865</b>	<b>3,158</b>	<b>\$259,737</b>	<b>6,947</b>	<b>8</b>	<b>2,991</b>	<b>11,530</b>	<b>974</b>	<b>3,390</b>
Change from:										
Last year	+75%	+20%	-2%	+29%	-6%	+33%	+12%	-13%	+698%	+7%
FY 07	+136%	+55%	-20%	-25%	+1%	+700%	+66%	+355%	+1446%	+177%

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

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

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

	Open Space			Golf				
	Visitors at Foothills Park	Volunteer hours for restorative/resource management projects <sup>1</sup>	Number of native plants in restoration projects <sup>2</sup>	Number of rounds of golf	Golf Course revenue (in millions)	Golf Course operating expenditures (in millions)	Golf course debt service (in millions)	Net revenue/ (cost)
FY 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)
<b>FY 16</b>	<b>152,505</b>	<b>10,206</b>	<b>10,744</b>	<b>42,573</b>	<b>\$1.6</b>	<b>\$1.8</b>	<b>\$0.4</b>	<b>(\$678,000)</b>
Change from:								
Last year	-10%	-24%	-91%	+1%	-1%	+1%	0%	+6%
FY 07	+9%	-10%	-23%	-44%	-50%	-28%	-29%	-1676%

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

<sup>2</sup> The increase is due to 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 <sup>1</sup> (in millions)	Total (in millions)	Per acre <sup>2</sup>					
FY 07	\$2.7	\$0.6	\$0.7	\$3.9	\$15,042	70,769	22	150	231	
FY 08	\$2.9	\$0.6	\$0.7	\$4.2	\$15,931	63,212	22	180	233	
FY 09	\$3.0	\$0.7	\$0.7	\$4.4	\$16,940	45,762	35	212	238	
FY 10	\$3.0	\$0.5	\$0.6	\$4.1	\$15,413	41,705	12	260	238	
FY 11	\$3.2	\$0.4	\$0.5	\$4.1	\$15,286	42,687	25	927	260	
FY 12	\$3.5	\$0.4	\$0.6	\$4.5	\$16,425	44,226	27	1,120	292	
FY 13	\$3.8	\$0.4	\$0.6	\$4.8	\$17,563	N/A <sup>3</sup>	47	637	292	
FY 14	\$4.0	\$0.4	\$0.6	\$5.0	\$18,244	N/A <sup>3</sup>	36	638	292	
FY 15	\$3.9	\$0.5	\$0.7	\$5.1	\$18,593	47,504	37	551	310	
<b>FY 16</b>	<b>\$3.8</b>	<b>\$0.5</b>	<b>\$0.7</b>	<b>\$5.0</b>	<b>\$1,201</b>	<b>65,723</b>	<b>35</b>	<b>586</b>	<b>320</b>	
Change from:										
Last year	-3%	+2%	+14%	-1%	-94%	+38%	-5%	+6%	+3%	
FY 07	+42%	-15%	+8%	+28%	-92%	-7%	+59%	+291%	+39%	

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

<sup>2</sup> Per Acre calculation changed in FY2016 to include 4,030 acres of Open Space.

<sup>3</sup> 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	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 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
<b>FY 16</b>	<b>527</b>	<b>3,805</b>	<b>1,538</b>	<b>177</b>	<b>559</b>	<b>6,606</b>	<b>57,525</b>	<b>28,559</b>	<b>\$0.9</b>	<b>35</b>	<b>\$1.8</b>
Change from:											
Last year	-53%	+28%	+8%	+11%	-15%	+3%	+67%	-2%	+12%	-3%	+3%
FY 07	-56%	-28%	+11%	-22%	+104%	-23%	-	-22%	+16%	-10%	+30%

**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.

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

	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
<b>FY 16</b>	<b>\$2.4</b>	<b>\$4.5</b>	<b>\$1.9</b>	<b>(\$0.0)</b>	<b>\$0.3</b>	<b>\$0.6</b>	<b>\$0.9</b>	<b>\$10.7</b>	<b>\$160</b>	<b>\$12.3</b>	<b>43</b>
Change from:											
Last year	+19%	+6%	+14%	-102%	+113%	-7%	-12%	+8%	+8%	+4%	+2%
FY 07	-	-	-	-	-	-	-	-	-	-	-

<sup>1</sup> 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 inspections completed	Valuation of construction for issued permits (in millions)	Building permit revenue (in millions)
	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)				
FY 07	-	-	3,136	27	102	-	14,822	\$298.7	\$4.6	
FY 08	292	-	3,046	23	80	-	22,820	\$358.9	\$4.2	
FY 09	230	394	2,543	31	63	123	17,945	\$172.1	\$3.6	
FY 10	218	326	2,847	30	44	162	15,194	\$191.2	\$4.0	
FY 11	371	532	3,559	35	47	109	16,858	\$251.1	\$5.6	
FY 12	345	644	3,320	22	38	127	18,778	\$467.9	\$6.8	
FY 13	470	602	3,682	24	39 <sup>1</sup>	121	24,548	\$574.7	\$10.1	
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	
<b>FY 16</b>	<b>588</b>	<b>682</b>	<b>3,492</b>	<b>21</b>	<b>23</b>	<b>136</b>	<b>27,680</b>	<b>\$387.3</b>	<b>\$8.4</b>	
Change from:										
Last year	+4%	+9%	-9%	-9%	-8%	-13%	-11%	-19%	-10%	
FY 07	-	-	+11%	-22%	-77%	-	+87%	+30%	+82%	

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

GREEN BUILDING<sup>1</sup>

	Green Building permit applications processed	Green Building with mandatory regulations		Construction debris for completed projects <sup>2</sup> (in tons)			Energy savings per year <sup>3</sup> (in kBtu)
		Valuation	Square feet	Salvaged	Recycled	Disposed to landfill	
FY 09	341	\$80,412,694	666,500	67	3,503	575	-
FY 10	556	\$81,238,249	774,482	69	9,050	1,393	-
FY 11	961	\$187,725,366	1,249,748	13,004	34,590	4,020	-
FY 12	887	\$543,237,137	1,342,448	23,617	45,478	5,015	-
FY 13	1,037	\$569,451,035	2,441,575	9,408	44,221	3,955	1,922,532
FY 14	0 <sup>4</sup>	\$349,128,085	3,432,025	7,186	38,381	5,421	3,141,510
FY 15	0 <sup>4</sup>	\$537,328,177	3,982,320	656	93,392	9,067	3,958,713
<b>FY 16</b>	<b>0<sup>4</sup></b>	<b>\$231,633,489</b>	<b>3,230,939</b>	<b>382</b>	<b>38,609</b>	<b>4,698</b>	<b>3,678,375</b>
Change from:							
Last year	-	-57%	-19%	-42%	-59%	-48%	-7%
FY 09	-	+188%	+385%	+470%	+1002%	+717%	-

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

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

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

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

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

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

	Operating Expenditures (in millions)						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 <sup>2</sup>	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 <sup>3</sup>	\$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	\$4,941 <sup>4</sup>
<b>FY 16</b>	<b>\$1.1</b>	<b>\$5.7</b>	<b>\$2.6</b>	<b>\$2.9</b>	<b>\$2.1</b>	<b>\$14.4</b>	<b>\$16.2</b>	<b>36.1</b>	<b>1,371</b>	<b>\$4,971</b>
Change from:										
Last year	+83%	-15%	+10%	+4%	+10%	+5%	+12%	+7%	-6%	+1%
FY 07	-	-	-	-	-	-	-	-	-	-

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

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

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

<sup>4</sup> 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: <sup>1</sup>					Percent of security incidents remediated within 1 day	City Staff Survey Percent rating IT services as "excellent" (Target: 90%)
		At time of call (Target: 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% <sup>2</sup>	94%
FY 15	9,855	31%	23%	5%	29%	12%	52%	89%
<b>FY 16</b>	<b>10,748</b>	<b>33%</b>	<b>22%</b>	<b>6%</b>	<b>28%</b>	<b>11%</b>	<b>44%</b>	<b>93%</b>
Change from:								
Last year	+9%	+2%	-1%	+1%	-1%	-1%	-8%	+4%
FY 07	-	-	-	-	-	-	-	-

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

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

**Mission:** To 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 <sup>1</sup>	FTE per 1,000 hours open
	Administration	Collections and Technical Services	Public Services	Total		Regular	Temporary/hourly	TOTAL				
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
<b>FY 16</b>	<b>\$0.6</b>	<b>\$2.3</b>	<b>\$5.7</b>	<b>\$8.6</b>	<b>\$129</b>	<b>48.0</b>	<b>16.8</b>	<b>64.8</b>	<b>1,027</b>	<b>3,358</b>	<b>12,884</b>	<b>5.0</b>
Change from:												
Last year	-39%	-10%	+27%	+7%	+8%	+7%	+13%	+9%	-9%	-3%	+14%	-4%
FY 07	+13%	+55%	+47%	+46%	+35%	+8%	+33%	+14%	-5%	-43%	+37%	-17%

<sup>1</sup> 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 <sup>1</sup>	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 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 <sup>2</sup>	4.68	187,359	1,559,932	23.8	5.10 <sup>2</sup>	88%	211,270	9.5 <sup>3</sup>
FY 13	215,416	41,440	20,893	-	277,749	4.19	157,594	1,512,975	22.8	5.45	87%	204,581	4.0
FY 14	235,372	47,080	58,968 <sup>4</sup>	19,683	361,103 <sup>2</sup>	5.47 <sup>2</sup>	173,905	1,364,872	20.4	3.78 <sup>2</sup>	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
<b>FY 16</b>	<b>248,319</b>	<b>47,727</b>	<b>145,165</b>	<b>20,081</b>	<b>461,292</b>	<b>6.94</b>	<b>185,874</b>	<b>1,400,926</b>	<b>21.1</b>	<b>3.04</b>	<b>100%</b>	<b>189,762</b>	<b>2.0</b>
Change from:													
Last year	0%	-7%	+97%	-65%	+7%	+8%	+3%	-7%	-6%	-13%	+8%	+2%	0%
FY 07	+3%	+56%	-	-	+70%	+57%	+11%	-1%	-9%	-42%	+12%	-9%	-

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

<sup>2</sup> Prior year correction.

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

<sup>4</sup> 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 <sup>1</sup>		
									Total offered	Total attendance	Number of participants in teen library programs (Target: 2,500)
FY 07	53,099	58%	862,081	-	57,255	52,020	149,280	11,725	580	30,221	1,900
FY 08	53,740	63%	881,520	-	48,339	49,148	137,261	12,017	669	37,955	1,573
FY 09	54,878	63%	875,847	-	46,419	111,228 <sup>2</sup>	145,143	12,290	558	36,582	1,588
FY 10	51,969	61%	851,037	-	55,322	150,895 <sup>2</sup>	134,053	9,720	485	35,455	1,906
FY 11	53,246	64%	776,994	-	53,538	51,111	111,076	5,279	425	24,092	1,795
FY 12	60,283	69%	843,981	846	43,269	42,179	112,910	4,829	598	30,916	2,211
FY 13	51,007	61%	827,171	1,223	43,476	31,041	70,195	3,662	745	40,405	2,144
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
<b>FY 16</b>	<b>57,307</b>	<b>71%</b>	<b>831,206</b>	<b>2,681</b>	<b>2,620</b>	<b>51,166</b>	<b>150,489</b>	<b>1,251</b>	<b>1,452</b>	<b>53,560</b>	<b>4,559</b>
Change from:											
Last year	+11%	+7%	+2%	-38%	-96%	+60%	+43%	+9%	+39%	+19%	+66%
FY 07	+8%	+13%	-4%	-	-95%	-2%	+1%	-89%	+150%	+77%	+140%

<sup>1</sup> Programs include planned events for the public that promote reading, support school readiness and education, and encourage life-long learning. Many programs are sponsored by the Friends of the Palo Alto Library. 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.

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



**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)					Expenditures per capita	Revenue (in millions)	Authorized staffing (FTE)
	Administration	Planning & Transportation	Building <sup>1</sup>	Economic Development <sup>2</sup>	Total			
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
<b>FY 16</b>	<b>\$1.4</b>	<b>\$7.6</b>	<b>-</b>	<b>-</b>	<b>\$8.9</b>	<b>\$134</b>	<b>\$1.8</b>	<b>32</b>
Change from:								
Last year	+12%	+22%	-	-	+20%	+21%	+2%	+11%
FY 07	+97%	+45%	-	-	+6%	-13%	-72%	-42%

<sup>1</sup> 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.

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

**CURRENT PLANNING & CODE ENFORCEMENT**

	Planning applications received	Planning applications completed	Architectural Review Board applications completed	Average weeks to complete staff-level applications	Code Enforcement		
					Number of new cases	Number of reinspections	Percent of cases resolved within 120 days
FY 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%
<b>FY 16</b>	<b>393</b>	<b>383</b>	<b>46</b>	<b>18.4</b>	<b>327</b>	<b>-</b>	<b>97%</b>
Change from:							
Last year	-8%	+14%	-74%	+19%	-44%	-	+6%
FY 07	+2%	+28%	-54%	+37%	-11%	-	+21%

**ADVANCE PLANNING**

	Number of residential units	Median price of a single family home in Palo Alto (in millions)	Estimated new jobs (job losses) resulting from projects approved during the year <sup>1</sup>	Number of new housing units approved	Cumulative number of below market rate (BMR) units
FY 07	27,763	\$1.52	-	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
<b>FY 16</b>	<b>28,919</b>	<b>\$2.28</b>	<b>341</b>	<b>38</b>	<b>487</b>
Change from:					
Last year	+1%	-8%	-15%	+217%	+8%
FY 07	+4%	+50%	-	-93%	+28%

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

**TRANSPORTATION**

	City shuttle boardings <sup>1</sup>	City's cost per shuttle boarding	Caltrain average weekday boardings	Average number of employees participating in the City commute program <sup>2</sup>
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	152,571 <sup>3</sup>	\$1.95	8,750	113
<b>FY 16</b>	<b>181,259</b>	<b>\$1.98</b>	<b>7,751</b>	<b>243</b>
Change from:				
Last year	+19%	+2%	-11%	+115%
FY 07	+7%	-1%	+88%	+131%

<sup>1</sup> Starting FY 15, a new East Palo Alto route is included.

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

<sup>3</sup> 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)						Resident population of area served <sup>1</sup>	Expenditures per resident served	Revenue (in millions)	Resident population served per fire station <sup>1,4</sup>	Authorized Staffing		
	Administration	Emergency response	Environmental and fire safety	Training and personnel management	Records and information	Total					Total (FTE)	Per 1,000 residents served	Overtime as a percent of regular salaries
FY 07	\$1.6	\$15.0	\$2.0	\$2.0	\$0.9	\$21.6	75,194	\$287	\$9.9	12,532	127.5	1.70	21%
FY 08	\$1.6	\$16.7	\$2.4	\$2.3	\$1.0	\$24.0	75,982	\$316	\$9.7	12,664	128.1	1.69	18%
FY 09	\$0.4	\$17.4	\$2.3	\$2.3	\$1.0	\$23.4	77,305	\$303	\$11.0	12,884	127.7	1.65	16%
FY 10	\$2.3	\$19.3	\$2.5	\$2.6	\$1.0	\$27.7	78,161	\$355	\$10.6	13,027	126.5	1.62	26%
FY 11	\$1.6	\$20.8	\$2.6	\$2.7	\$1.0	\$28.7	78,662	\$365	\$12.0	13,110	125.1	1.59	21%
FY 12 <sup>2</sup>	\$1.7	\$20.9	\$2.4	\$2.8	\$1.0	\$28.8	79,252	\$364	\$13.7	13,209	125.2	1.58	37%
FY 13	\$1.9	\$22.5	\$1.7	\$0.8	\$0.3	\$27.3	80,127	\$340	\$12.4 <sup>3</sup>	13,355	120.3	1.50	19%
FY 14	\$1.9	\$23.3	\$1.7	\$0.9	\$0.3	\$28.2	79,838	\$353	\$12.0 <sup>3</sup>	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%
<b>FY 16</b>	<b>\$1.4</b>	<b>\$23.5</b>	<b>\$0.3</b>	<b>\$1.0</b>	<b>\$0.4</b>	<b>\$26.5</b>	<b>80,691</b>	<b>\$329</b>	<b>\$10.8</b>	<b>13,449</b>	<b>107.0</b>	<b>1.33</b>	<b>29%</b>
Change from:													
Last year	-31%	+2%	+124%	+15%	+33%	+1%	0%	+1%	-13%	0%	-1%	-1%	+5%
FY 07	-17%	+57%	-87%	-51%	-54%	+23%	+7%	+15%	+9%	7%	-16%	-22%	+9%

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

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

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

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

## CALLS FOR SERVICE

	Calls for service							Average response time <sup>2</sup> (minutes)		Percent of calls responded promptly <sup>2</sup>			
	Fire	Medical/rescue	False alarms	Service calls	Hazardous condition	Other <sup>1</sup>	TOTAL	Average number of calls per day	Fire calls (Target: 6:00)	Medical/rescue calls (Target: 6:00)	Fire emergencies within 8 minutes (Target: 90%)	Emergency medical requests within 8 minutes (Target: 90%)	Paramedic calls within 12 minutes <sup>3</sup> (Target: 90%)
FY 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%
<b>FY 16</b>	<b>150</b>	<b>5,356</b>	<b>1,046</b>	<b>541</b>	<b>180</b>	<b>1,609</b>	<b>8,882</b>	<b>24</b>	<b>5:06</b>	<b>6:37</b>	<b>94%</b>	<b>79%</b>	<b>90%</b>
Change from:													
Last year	+11%	+2%	-3%	+21%	+24%	+9%	+4%	+4%	+3%	+28%	+2%	-3%	+1%
FY 07	-32%	+36%	-18%	+49%	-10%	+31%	+23%	+23%	-12%	+25%	+7%	-13%	-7%

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

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

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

## SUPPRESSION, FIRE SAFETY, AND EMERGENCY MEDICAL SERVICES

	Suppression and Fire Safety							Emergency Medical Services		
	Fire incidents	Percent of fires confined to the room or area of origin <sup>1</sup> (Target: 90%)	Number of residential structure fires	Number of fire deaths	Fire response vehicles <sup>2</sup>	Fire safety presentations, including demonstrations and fire station tours	Average training hours per firefighter	Medical/rescue incidents	Number of ambulance transports	Ambulance revenue (in millions)
FY 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
<b>FY 16</b>	<b>150</b>	<b>71%</b>	<b>12</b>	<b>0</b>	<b>29</b>	<b>198</b>	<b>300</b>	<b>5,356</b>	<b>3,842</b>	<b>\$3.4</b>
Change from:										
Last year	+11%	-21%	-20%	0%	+7%	-9%	-13%	+2%	-1%	+11%
FY 07	-32%	-22%	-82%	-100%	+16%	-	+28%	+36%	+52%	+78%

<sup>1</sup> Includes fires in other jurisdictions responded to as part of the City's aid agreements. The department indicated that these figures will be restated in the future to exclude fires in other communities to more accurately measure progress toward its target of 90%, which is for Palo Alto fires only. The department defines containment of structure fires as those incidents in which fire is suppressed and does not spread beyond the involved area upon firefighter arrival.

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

## HAZARDOUS MATERIALS AND INSPECTIONS

	Hazardous Materials				Number of fire inspections (Target: 850)	Number of plan reviews <sup>3</sup>
	Incidents <sup>1</sup>	Permitted facilities	Permitted facilities inspected <sup>2</sup>	Percent of permitted hazardous materials facilities inspected <sup>2</sup>		
FY 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
<b>FY 16</b>	<b>90</b>	<b>428</b>	<b>374</b>	<b>87%</b>	<b>2,806</b>	<b>1,724</b>
Change from:						
Last year	+11%	+1%	-1%	-1%	+43%	+41%
FY 07	+131%	-15%	+40%	+34%	+175%	+86%

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

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

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

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

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

	Operating expenditures (in millions)	Revenues (in millions)	Authorized staffing (FTE)	Presentations, training sessions, and exercises (Target: 50)	Emergency Operations Center activations/ deployments <sup>2</sup>	Grant contributions received
FY 12	\$0.60	\$0.16	4.0	38	27	\$139,300
FY 13	\$0.75	\$0.14	3.5	51	48	\$24,530
FY 14	\$0.93	\$0.09	3.5	184	26	\$13,986
FY 15	\$1.17	\$0.09	3.5	193	47	\$24,500
<b>FY 16</b>	<b>\$1.04</b>	<b>\$0.09</b>	<b>3.5</b>	<b>234</b>	<b>46</b>	<b>\$0</b>
Change from:						
Last year	-11%	0%	0%	+21%	-2%	-100%
FY 07	-	-	-	-	-	-

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

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

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

## DEPARTMENTWIDE

	Operating Expenditures (in millions)									Expenditures per resident	Revenue (in millions)
	Administration	Field Services	Technical Services	Investigations and Crime Prevention	Traffic Services	Parking Services	Police Personnel Services	Animal Services	Total		
FY 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
<b>FY 16</b>	<b>\$1.2</b>	<b>\$15.7</b>	<b>\$7.3</b>	<b>\$4.7</b>	<b>\$2.6</b>	<b>\$1.2</b>	<b>\$1.4</b>	<b>\$1.6</b>	<b>\$35.7</b>	<b>\$536</b>	<b>\$4.1</b>
Change from:											
Last year	+76%	+1%	-2%	+13%	+5%	+4%	-8%	+1%	+3%	+4%	-8%
FY 07	+102%	+42%	+20%	+53%	+52%	+29%	+44%	+7%	+38%	+27%	-16%

## STAFFING, EQUIPMENT, AND TRAINING

	Authorized Staffing (FTE)							Training hours per officer <sup>2</sup> (Target: 145)	Overtime as a percent of regular salaries	Citizen commendations received (Target: >150)	Citizen complaints filed (sustained)
	Total	Per 1,000 residents	Number of police officers	Police officers per 1,000 residents	Average number of officers on patrol <sup>1</sup>	Number of patrol vehicles	Number of motorcycles				
FY 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)
<b>FY 16</b>	<b>158.4</b>	<b>2.4</b>	<b>92</b>	<b>1.38</b>	<b>8</b>	<b>30</b>	<b>6</b>	<b>136</b>	<b>16%</b>	<b>142</b>	<b>1 (0)</b>
Change from:											
Last year	0%	+1%	0%	+1%	0%	0%	0%	-2%	+1%	+5%	-86%
FY 07	-6%	-13%	-1%	-9%	0%	0%	-33%	-4%	0%	+17%	-91%

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

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

## CALLS FOR SERVICE

	Police Department Total <sup>1</sup> (Target: 55,000)	False alarms	Percent emergency calls dispatched within 60 seconds	Average response time (minutes)			Percent of calls responded promptly		
				Emergency calls (Target: 5:00)	Urgent calls (Target: 8:00)	Nonemergency calls (Target: 45:00)	Emergency calls within 6 minutes (Target: 90%)	Urgent calls within 10 minutes (Target: 90%)	Nonemergency calls within 45 minutes
FY 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 <sup>1</sup>	7:57 <sup>1</sup>	20:55 <sup>2</sup>	72%	77%	90%
FY 15	59,795	2,595	73%	5:40	8:38	21:07	75%	74%	89%
<b>FY 16</b>	<b>53,870</b>	<b>2,722</b>	<b>63%</b>	<b>5:47</b>	<b>8:38</b>	<b>21:42</b>	<b>63%</b>	<b>74%</b>	<b>89%</b>
Change from:									
Last year	-10%	+5%	-10%	+2%	0%	+3%	-12%	0%	0%
FY 06	-10%	+4%	-33%	+13%	+17%	+13%	-10%	-5%	-2%

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

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

## CRIME

	Reported crimes				Arrests		Number of cases/percent of cases cleared or closed for part I crimes <sup>1,5</sup>			
	Part I <sup>1</sup> (Target: <2,000)	Part II <sup>2</sup>	Per 1,000 residents	Per officer <sup>3</sup>	Total <sup>4</sup>	Juvenile	Homicide	Rape	Robbery	Theft
FY 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%)
<b>FY 16</b>	<b>1,613</b>	<b>2,889</b>	<b>68</b>	<b>49</b>	<b>2,988</b>	<b>61</b>	<b>0/(100%)</b>	<b>11(100%)</b>	<b>31/(77%)</b>	<b>1,286(12%)+1</b>
Change from:										
Last year	+1%	-5%	-2%	-3%	-9%	-49%	-100%	-8%	+48%	+7%
FY 07	-13%	+3%	-11%	-3%	-2%	-75%	-	+450%	-16%	+18%

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

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

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

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

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



## TRAFFIC AND PARKING CONTROL

	Traffic collisions					Citations issued			
	Total	Per 1,000 residents	With injury (Target: <375) (percent of total)	Bicycle/pedestrian	Alcohol related	DUI Arrests	Traffic stops	Traffic	Parking
FY 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
<b>FY 16</b>	<b>1,040</b>	<b>16</b>	<b>399 (38%)</b>	<b>116</b>	<b>44</b>	<b>166</b>	<b>11,024</b>	<b>8,094</b>	<b>37,624</b>
Change from:									
Last year	0%	+1%	+4%	-7%	-8%	-31%	-30%	-19%	-9%
FY 07	-17%	-24%	+37%	+13%	+42%	-35%	-29%	+30%	-34%

## ANIMAL SERVICES

	Animal service calls				Number of animals handled	Percent of dogs received by shelter and returned to owner	Percent of cats received by shelter and returned to owner
	Revenue (in millions)	Palo Alto	Regional <sup>1</sup>	Percent of Palo Alto live calls responded to within 45 minutes (Target: 93%)			
FY 07	\$1.0	2,990	1,773	88%	3,578	82%	18%
FY 08	\$1.2	3,059	1,666	91%	3,532	75%	17%
FY 09	\$1.0	2,873	1,690	90%	3,422	70%	11%
FY 10	\$1.4	2,692	1,602	90%	3,147	75%	10%
FY 11	\$1.0	2,804	1,814	88%	3,323	68%	20%
FY 12	\$1.0	3,051	1,793	91%	3,379	69%	14%
FY 13	\$1.3	2,909	1,057 <sup>2</sup>	90%	2,675	65%	17%
FY 14	\$0.4	2,398	695	91%	2,480	68%	10%
FY 15	\$0.7	2,013	566	88%	2,143	70%	18%
<b>FY 16</b>	<b>\$0.6</b>	<b>2,421</b>	<b>490</b>	<b>93%</b>	<b>2,184</b>	<b>50%</b>	<b>10%</b>
Change from:							
Last year	-17%	+20%	-13%	+5%	+2%	-20%	-8%
FY 07	-47%	-19%	-72%	+5%	-39%	-32%	-8%

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

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

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

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

	Operating Expenditures (in millions)		Streets			Sidewalks	Facilities		
	Streets	City facilities	Number of potholes repaired	Percent of potholes repaired within 15 days of notification	Number of signs repaired or replaced	Percent of temporary repairs completed within 15 days of initial inspection	Total square feet of facilities maintained	Maintenance cost per square foot	Custodial cost per square foot
FY 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
<b>FY 16</b>	<b>\$3.3</b>	<b>\$5.9</b>	<b>3,435</b>	<b>94%</b>	<b>1,847</b>	<b>92%</b>	<b>1,657,480</b>	<b>\$2.11</b>	<b>\$1.06</b>
Change from:									
Last year	+20%	+31%	+38%	+4%	-44%	+24%	0%	+14%	0%
FY 07	+53%	+21%	+189%	+12%	+25%	-6%	+3%	+53%	+2%

### PUBLIC SERVICES – TREES

	Operating expenditures (in millions)	Authorized staffing <sup>1</sup> (FTE)	Total number of City-maintained trees <sup>2</sup>	Number of trees planted <sup>3</sup> (Target: 250)	Number of all tree-related services completed <sup>4</sup> (Target: 6,000)	Percent of urban forest pruned	Percent of total tree line cleared (Target: 25%)	Number of tree-related electrical service disruptions
FY 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
<b>FY 16</b>	<b>\$2.8</b>	<b>12.9</b>	<b>36,381</b>	<b>387</b>	<b>6,405</b>	<b>16%</b>	<b>20%</b>	<b>4</b>
Change from:								
Last year	+2%	0%	+3%	+27%	-26%	-4%	-8%	+33%
FY 07	+28%	-8%	+5%	+136%	+88%	+6%	-10%	-73%

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

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

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

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

## ENGINEERING SERVICES

	Operating expenditures (in millions)	Authorized staffing (FTE)	Number of private development permits issued <sup>1</sup>		Lane miles resurfaced	Percent of lane miles resurfaced	Square feet of sidewalk replaced or permanently repaired <sup>2</sup>	Number of ADA <sup>3</sup> ramps installed
			Total (Target: 250)	Per FTE (Target: 77)				
FY 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
<b>FY 16</b>	<b>\$0.8</b>	<b>7.4</b>	<b>459</b>	<b>115</b>	<b>39.0</b>	<b>8%</b>	<b>115,293</b>	<b>131</b>
Change from:								
Last year	-38%	+27%	+13%	+13%	+27%	+2%	-5%	+64%
FY 07	-57%	-49%	+113%	+38%	+22%	+1%	+22%	+87%

<sup>1</sup> Includes permits for street work, encroachment, and excavation and grading.

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

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

	Capital Expenditures <sup>1</sup> – General Fund (in millions)				Capital Expenditures <sup>1</sup> – Enterprise Funds (in millions)			Capital Authorized Staffing (FTE) <sup>2</sup>			
	Streets (Target: \$3.8)	Sidewalks	Parks	Facilities (Target: \$16.9)	Storm Drainage	Wastewater Treatment	Refuse	Streets	Sidewalks	Parks	Structures
FY 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
<b>FY 16</b>	<b>\$7.7</b>	<b>\$3.1</b>	<b>\$5.1</b>	<b>\$4.7</b>	<b>\$0.8</b>	<b>\$2.9</b>	<b>\$1.9</b>	<b>5.3</b>	<b>4.3</b>	<b>3.5</b>	<b>11.1</b>
Change from:											
Last year	+16%	+9%	-23%	-72%	-55%	-31%	-14%	+54%	-42%	-5%	+22%
FY 07	+49%	+27%	+496%	-34%	-43%	+63%	0%	+275%	-43%	+75%	+33%

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

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

**STORM DRAINAGE**

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Reserves (in millions)	Average monthly residential bill	Authorized staffing (FTE)	Feet of storm drain pipelines cleaned (Target: 100,000)	Calls for assistance with storm drains <sup>2</sup>	Percent of industrial/commercial sites in compliance with storm water regulations (Target: 80%)
FY 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 <sup>3</sup>	\$11.99	10.6	173,185	35	79%
FY 15	\$6.4	\$4.9	\$5.6	\$12.30	10.2	161,895	129	83%
<b>FY 16</b>	<b>\$6.9</b>	<b>\$4.2</b>	<b>\$8.0</b>	<b>\$13.03</b>	<b>10.3</b>	<b>196,519</b>	<b>59</b>	<b>82%</b>
Change from:								
Last year	+8%	-16%	+42%	+6%	0%	+21%	-54%	-1%
FY 07	+30%	-4%	+79%	+28%	+8%	-32%	+1375%	+11%

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

<sup>2</sup> Estimated.

**WASTEWATER TREATMENT AND ENVIRONMENTAL COMPLIANCE**

	Wastewater Treatment Fund				Regional Water Quality Control Plant			Watershed Protection		
	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Percent of operating expenditures reimbursed by other jurisdictions	Reserves (in millions)	Authorized staffing (FTE)	Millions of gallons processed <sup>2</sup> (Target: 8,200)	Fish toxicity test – percent survival (Target: 100%)	Authorized staffing (FTE)	Inspections of industrial/commercial sites <sup>3</sup>	Percent of wastewater treatment discharge tests in compliance (Target: 99%)
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%
FY 09	\$29.1	\$39.3	63%	\$12.9	54.3	7,958	100%	13.7	250	98.90%
FY 10	\$17.6	\$22.4	62%	\$11.8	54.3	8,184	100%	13.7	300	98.82%
FY 11	\$20.9	\$20.5	61%	\$15.8	55.5	8,652	100%	13.7	295	99.00%
FY 12	\$22.8	\$19.8	60%	\$18.0	55.0	8,130	100%	14.6	300	99.27%
FY 13	\$21.9	\$20.8	63%	\$18.9	55.5	7,546	100%	14.6	362	99.80%
FY 14	\$18.8	\$21.2	61%	\$14.7 <sup>4</sup>	55.6	7,186	100%	13.8	443	99.70%
FY 15	\$24.4	\$22.8	64%	(\$2.8)	59.7	6,512	100%	13.5	450	99.40%
<b>FY 16</b>	<b>\$24.0</b>	<b>\$23.1</b>	<b>64%</b>	<b>(\$2.1)</b>	<b>56.8</b>	<b>6,387</b>	<b>100%</b>	<b>13.5</b>	<b>397</b>	<b>99.67%</b>
Change from:										
Last year	-1%	+1%	0%	-24%	-5%	-2%	0%	0%	-12%	0%
FY 07	+36%	+13%	0%	-115%	+4%	-28%	0%	-3%	+248%	0%

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

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

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

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

## REFUSE/ZERO WASTE

	Operating Revenues (in millions)	Operating Expenditures <sup>1</sup> (in millions)	Reserves	Monthly Residential Bill (32 gallon container)	Authorized Staffing (FTE)	Total tons of waste landfilled <sup>2</sup>	Percent of all sweeping routes completed (residential and commercial)
FY 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 <sup>3</sup>	\$41.54	22.0	47,088	95%
FY 15	\$32.9	\$30.3	\$1.4	\$40.14	18.9	43,730	100%
<b>FY 16</b>	<b>\$32.6</b>	<b>\$32.6</b>	<b>\$3.5</b>	<b>\$43.75</b>	<b>15.2</b>	<b>-<sup>3</sup></b>	<b>100%</b>
Change from:							
Last year	-1%	+7%	+145%	+9%	-20%	-	0%
FY 067	+24%	+30%	+41%	+105%	-56%	-	+7%

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

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

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

<sup>3</sup> Per the department, this measure will no longer be reported.

	Tons of materials recycled or composted <sup>1</sup>	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 <sup>2</sup> (Target: 36%)
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%
<b>FY 16</b>	<b>56,438</b>	<b>4,920</b>	<b>38%</b>	<b>36%</b>
Change from:				
Last year	+12%	+3%	+3%	+29%
FY 07	-1%	+3%	-	-

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

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

## CITY VEHICLES AND EQUIPMENT

	Expenditures				Authorized staffing (FTE)	Current value of vehicle and equipment (in millions)	Number of alternative fuel vehicles (Target: 67)	Percent of nonemergency vehicles using alternative fuels or technologies (Target: 26%)
	Operating revenues (in millions)	Operating expenditures (in millions)	Replacements and additions (in millions)	Operations and maintenance (in millions)				
FY 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%
<b>FY 16</b>	<b>\$9.1</b>	<b>\$8.6</b>	<b>\$3.0</b>	<b>\$5.6</b>	<b>17.3</b>	<b>\$11.2</b>	<b>51</b>	<b>27%</b>
Change from:								
Last year	+13%	+1%	+3%	0%	-13%	+13%	0%	+1%
FY 07	+42%	+23%	+107%	+69%	+8%	-5%	-35%	+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 <sup>1</sup>	
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%
<b>FY 16</b>	<b>1,213,613</b>	<b>51,421</b>	<b>11.8</b>	<b>\$2,900</b>	<b>92%</b>
Change from:					
Last year	-14%	-6%	+15%	-6%	+2%
FY 07	-34%	+23%	+74%	+54%	+6%

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

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

## ELECTRIC

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Capital expenditures <sup>2</sup> (in millions)	General Fund transfers (in millions)	Electric Fund reserves (in millions)	Authorized staffing (FTE)	Electricity purchases (in millions)	Average purchase cost (per megawatt hour)	Energy Conservation/ Efficiency Program expenditures (in millions)	Average monthly residential bill <sup>3</sup>
FY 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
<b>FY 16</b>	<b>\$122.7</b>	<b>\$139.4</b>	<b>\$9.7</b>	<b>\$11.7</b>	<b>\$81.71</b>	<b>114.0</b>	<b>\$73.4</b>	<b>\$83.67</b>	<b>\$1.6</b>	<b>\$42.76</b>
Change from:										
Last year	-1%	0%	+35%	+2%	-15%	-4%	-6%	-6%	-11%	0%
FY 07	+13%	+18%	-8%	+32%	-48%	0%	+18%	+29%	+7%	+31%

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

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

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

<sup>4</sup> 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 <sup>1</sup> )				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 <sub>2</sub> <sup>3</sup> emissions (in metric tons)
	Number of customer accounts	Residential	Commercial and other	Average residential usage per capita	Renewable large hydro facilities	Qualifying renewables <sup>2</sup>	Electric savings achieved annually through efficiency programs (% of total sales)				
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 <sup>3</sup>
FY 15	29,065	145,284	791,559	2.17	27%	22%	0.60%	17	39	1.2	-
<b>FY 16</b>	<b>29,304</b>	<b>150,112</b>	<b>787,045</b>	<b>2.26</b>	<b>32%</b>	<b>31%</b>	<b>0.70%</b>	<b>26</b>	<b>39</b>	<b>0</b>	<b>-</b>
Change from:											
Last year	+1%	+3%	-1%	+4%	+5%	+9%	0%	+53%	+2%	-100%	-
FY 07	+2%	-8%	-4%	-15%	-52%	+21%	-	-46%	-18%	-400%	-

<sup>1</sup> Megawatt hours.

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

<sup>3</sup> In FY 2014, the carbon neutral plan effectively eliminated all greenhouse gas emissions from the City's electric supply.

## GAS

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Capital expenditures <sup>2</sup> (in millions)	General Fund transfers (in millions)	Gas Fund reserves (in millions)	Authorized staffing (FTE)	Gas purchases (in millions)	Average purchase cost (per therm)	Average monthly residential bill <sup>3</sup>
FY 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	\$11.5 <sup>4</sup>	55.4	\$10.5	0.41	\$37.39
<b>FY 16</b>	<b>\$30.7</b>	<b>\$28.1</b>	<b>\$2.8</b>	<b>\$6.2</b>	<b>\$14.0</b>	<b>52.5</b>	<b>\$8.1</b>	<b>0.42</b>	<b>\$33.64</b>
Change from:									
Last year	-2%	-18%	-63%	+8%	+22%	-5%	-23%	+2%	-10%
FY 07	-29%	-30%	-22%	+108%	-17%	+10%	-63%	-39%	-24%

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

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

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

<sup>4</sup> 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 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
<b>FY 16</b>	<b>23,467</b>	<b>9,535,377</b>	<b>17,183,260</b>	<b>143</b>	<b>1.01%</b>	<b>8</b>	<b>78</b>	<b>36</b>	<b>250</b>
Change from:									
Last year	0%	+12%	+4%	+13%	+12%	-43%	-60%	-41%	+33%
FY 07	0%	-19%	-12%	-25%	-	-56%	-75%	-36%	+194%



## WATER

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Capital expenditures <sup>2</sup> (in millions)	General Fund transfers (in millions)	Water Fund reserves (in millions)	Authorized staffing (FTE)	Water purchases (in millions)	Average purchase costs (per 100 CCF <sup>3</sup> )	Average monthly residential bill <sup>4</sup>	Total water in CCF sold (in millions)
FY 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	\$27.5 <sup>5</sup>	51.1	\$15.7	\$3.77	\$67.35	4.4
<b>FY 16</b>	<b>\$39.8</b>	<b>\$42.1</b>	<b>\$8.4</b>	<b>\$0.0</b>	<b>\$24.5</b>	<b>47.7</b>	<b>\$17.6</b>	<b>\$4.75</b>	<b>\$82.51</b>	<b>3.81</b>
Change from:										
Last year	+3%	+22%	+99%	0	-11%	-7%	+12%	+26%	+23%	-13%
FY 07	+52%	+75%	+117%	0	-15%	+7%	+126%	+260%	+124%	-30%

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

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

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

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

<sup>5</sup> 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 <sup>1</sup> )					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 <sup>2</sup>	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 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%
<b>FY 16</b>	<b>19,994</b>	<b>1,696,383</b>	<b>2,113,336</b>	<b>25</b>	<b>2.33%</b>	<b>38</b>	<b>651</b>	<b>0%</b>	<b>100%</b>
Change from:									
Last year	0%	-17%	-11%	-17%	+122%	+124%	+170%	+1%	0%
FY 07	+1%	-40%	-21%	-45%	-	+41%	-17%	-1%	0%

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

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

## WASTEWATER COLLECTION

	Operating revenues (in millions)	Operating expenditures <sup>1</sup> (in millions)	Capital expenditures <sup>2</sup> (in millions)	Wastewater Collection Fund reserves (in millions)	Authorized staffing (FTE)	Average monthly residential bill <sup>3</sup>	Number of customer accounts	Percent miles of mains cleaned/treated	Percent miles of sewer lines replaced	Number of sewage overflows	Percent sewage spills and line blockage responses within 2 hours
FY 07	\$15.7	\$19.1	\$7.7	\$12.4	25.4	\$23.48	21,789	69%	3%	152	99.00%
FY 08	\$16.6	\$15.7	\$3.6	\$13.8	28.0	\$23.48	21,970	40%	1%	164	99.00%
FY 09	\$15.5	\$15.0	\$2.9	\$14.1	25.5	\$23.48	22,210	44%	1%	277	100.00%
FY 10	\$15.9	\$13.4	\$2.8	\$16.6	26.1	\$24.65	22,231	66%	2%	348	100.00%
FY 11	\$16.1	\$15.5	\$2.6	\$17.1	28.5	\$24.65	22,320	75%	2%	332	100.00%
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	\$10.5 <sup>4</sup>	31.0	\$29.31	21,990	61%	0%	96	96.85%
<b>FY 16</b>	<b>\$17.2</b>	<b>\$19.1</b>	<b>\$3.5</b>	<b>\$8.7</b>	<b>29.0</b>	<b>\$31.95</b>	<b>22,016</b>	<b>64%</b>	<b>2%</b>	<b>95</b>	<b>100.00%</b>
Change from:											
Last year	0%	+20%	+110%	-17%	-6%	+9%	0%	+3%	+2%	-1%	+3%
FY 07	+9%	0%	-54%	-30%	+15%	+36%	+1%	-5%	-2%	-38%	+1%

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

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

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

<sup>4</sup> 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 <sup>1</sup> (in millions)	Capital expenditures <sup>2</sup> (in millions)	Fiber Optics Fund reserves (in millions)	Authorized staffing (FTE)	Number of customer accounts	Number of service connections	Backbone fiber miles
FY 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	42.1
<b>FY 16</b>	<b>\$5.0</b>	<b>\$2.6</b>	<b>\$0.6</b>	<b>\$23.9</b>	<b>6.5</b>	<b>108</b>	<b>219</b>	<b>42.1</b>
Change from:								
Last year	-2%	+29%	-45%	+13%	-22%	+69%	-4%	0%
FY 07	+119%	+92%	0%	-99%	+110%	+120%	+36%	+4%

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

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

**Missions:**

City Manager: 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 <sup>1</sup>	City Attorney's Office	City Clerk's Office	City Auditor's Office	City Manager's Office <sup>1</sup>	City Attorney's Office	City Clerk's Office	City Auditor's Office
FY 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
<b>FY 16</b>	<b>\$3.1</b>	<b>\$2.8</b>	<b>\$1.0</b>	<b>\$1.1</b>	<b>9.0</b>	<b>11.0</b>	<b>6.2</b>	<b>5.0</b>
Change from:								
Last year	+31%	+8%	-7%	+1%	-11%	0%	0%	0%
FY 07	+82%	+12%	+11%	+24%	+1%	-5%	-15%	+22%

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

	City Attorney		City Clerk		City Auditor			Sales and use tax revenue recoveries <sup>2</sup>
	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%)	Percentage of Public Records Requests responded to within the required ten days (Target: 100%)	Number of major work products issued <sup>1</sup>	Number of major work products issued <sup>2</sup> per audit staff	Percent of open audit recommendations implemented over the last five years (Target: 75%)	
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
<b>FY 16</b>	<b>112</b>	<b>93%</b>	<b>97%</b>	<b>98%</b>	<b>4</b>	<b>0.8</b>	<b>45%</b>	<b>\$117,186</b>
Change from:								
Last year	+13%	0%	+7%	+3%	0%	-20%	+3%	0%
FY 07	-25%	-	-	-	0%	-60%	-	+49%

<sup>1</sup> Includes audits, the annual Performance Report, and the annual National Citizen Survey™.

<sup>2</sup> Includes other nonrecurring revenues from transient occupancy tax, alternative fuel tax credit, and/or unclaimed property in fiscal years 2005 through 2007 and fiscal years 2010 through 2013.

**Mission:** To provide proactive 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 <sup>1</sup>	Value of goods and services purchased (in millions)	Number of purchasing documents processed	Procurement Card <sup>2</sup>		Total lease payments received (in millions)
	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 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
<b>FY 16</b>	<b>\$7.6</b>	<b>42.0</b>	<b>\$51.6</b>	<b>\$539.7</b>	<b>1.82%</b>	<b>10,144</b>	<b>16</b>	<b>\$226.5</b>	<b>1,922</b>	<b>17,799</b>	<b>\$7.8</b>	<b>\$4.4</b>
Change from:												
Last year	+7%	0%	+7%	+1%	0%	0%	-60%	+75%	+13%	0%	+15%	+9%
FY 07	+9%	-20%	+88%	+34%	-3%	-31%	-	+111%	-29%	+73%	-	-

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

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

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

### PEOPLE STRATEGY AND OPERATIONS DEPARTMENT

	General Fund		Turnover of employees within first year <sup>1</sup> (Target: 1%)	Workers' Compensation				
	Operating expenditures (in millions)	Authorized staffing (FTE)		Estimated cost incurred <sup>2</sup> (in thousands)	Claims Paid <sup>2</sup> (in thousands)	Estimated costs outstanding <sup>2</sup> (in thousands)	Number of claims filed with days away from work <sup>3</sup>	Days lost to work-related illness or injury <sup>4</sup>
FY 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
<b>FY 16</b>	<b>\$3.6</b>	<b>16.7</b>	<b>13%</b>	<b>\$861</b>	<b>\$280</b>	<b>\$582</b>	<b>44</b>	<b>1,074</b>
Change from:								
Last year	+9%	0%	-3%	-23%	-46%	-3%	+22%	-21%
FY 07	+38%	+7%	+7%	-59%	-86%	+229%	-42%	-52%

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

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

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

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

THIS IS AN UPDATED VERSION. UPDATES WERE MADE TO THE TEXT ON PAGE 21-  
TABLE 34-LINES 3, 4, AND 5 OF THE NCS.



CITY OF  
**PALO  
ALTO**

# The 2016 National Citizen Survey™

January 20, 2017



## Office of the City Auditor

**Harriet Richardson, City Auditor**

**Houman Boussina, Senior Performance Auditor**

**Deniz Tunc, Performance Auditor I**

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## Office of the City Auditor

### EXECUTIVE SUMMARY: The 2016 National Citizen Survey™

The Honorable City Council  
Palo Alto, California

This report presents the results of the 14th annual National Citizen Survey™ (NCS™) for the City of Palo Alto. We contract with the National Research Center to conduct the statistically valid NCS™, which gathers resident opinions across a range of community issues, including the quality of the community and City-provided services.

#### 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 validity 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
- Six geographic 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 2015. The response rate increased one percentage point, to 26 percent, in 2016. 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: 2003 through 2016**

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Response Rate<sup>1</sup></b>	48%	51%	43%	42%	38%	36%	37%	36%	37%	27%	29%	27%	25%	26%
<b>Number of Responses</b>	557	582	508	495	437	415	424	624 <sup>2</sup>	427	316	337	796	721	744

<sup>1</sup> 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., because the housing unit was vacant.

<sup>2</sup> 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

##### *Quality of Life*

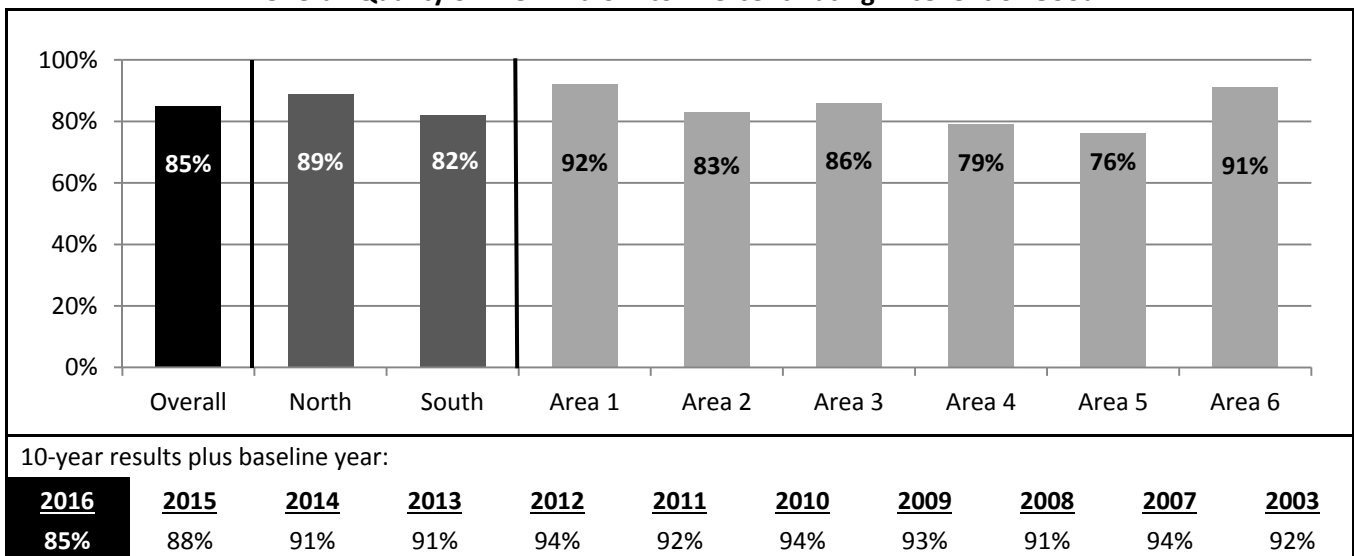
Residents generally like living in Palo Alto: 85 percent of respondents rated the overall quality of life in Palo Alto as excellent or good, and 75 percent of respondents said it is very or somewhat likely that they would remain in Palo Alto for the next five years. However, both of these percentages have declined over time, and this is the second year that less than 90 percent of respondents rated the overall quality of life as excellent or good and the first year that less than 80 percent of respondents said that they are likely to remain in Palo Alto for the next five years.

The average rating for all of the quality of life questions is 79 percent, primarily because only 50 percent of respondents rated Palo Alto as an excellent or good place to retire. This is the first year that the average fell below 80 percent, primarily because the average in area 5 declined significantly, from an average rating of 84 percent in 2015 to 69 percent in 2016.

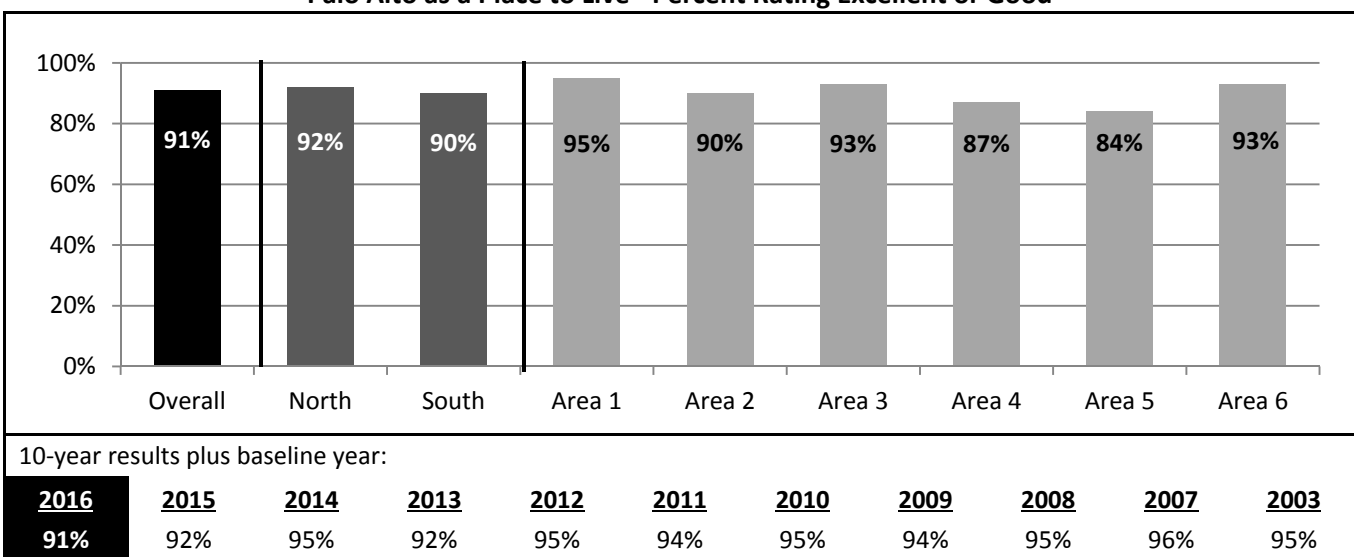
The number of residents who said they are very or somewhat likely to remain in Palo Alto for the next five years fell from 80 percent in 2015 to 75 percent in 2016. This is the first year that the average fell below 80 percent and represents declines of one to ten percentage points in all of the geographic areas except area 5, which increased six percentage points. The likelihood of residents in the six geographic areas remaining in Palo Alto for the next five years ranged from 70 percent in area 4 to 82 percent in area 3.

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

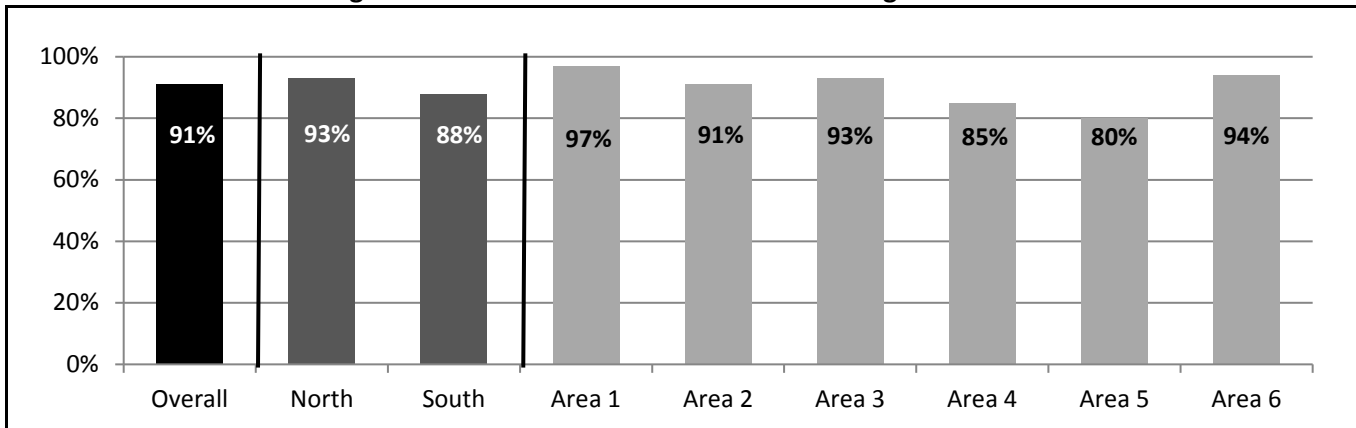
**Overall Quality of Life in Palo Alto - Percent Rating Excellent or Good**



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



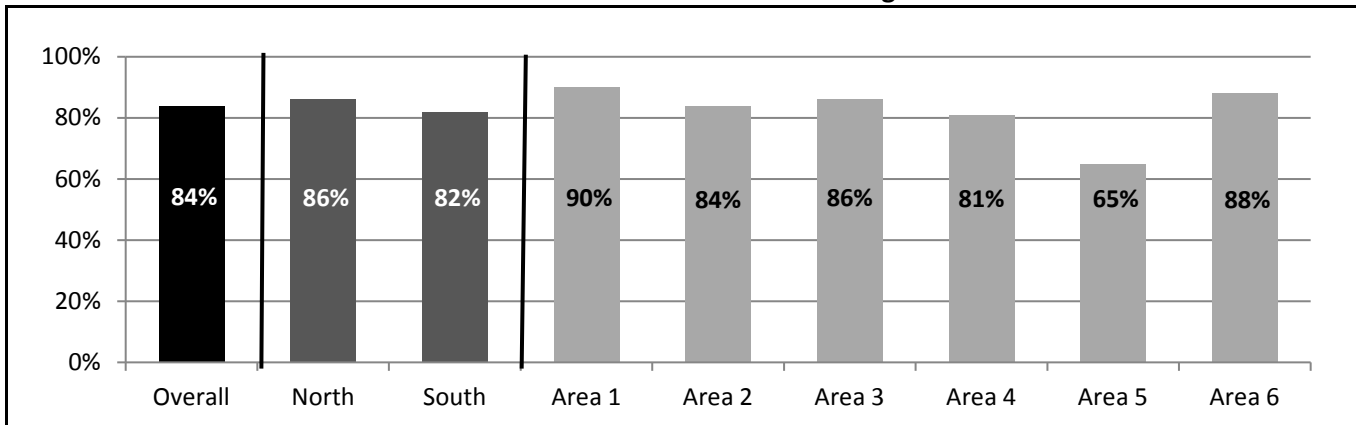
### Your Neighborhood as a Place to Live - Percent Rating Excellent or Good



10-year results plus baseline year:

<u>2016</u>	<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>2003</u>
91%	90%	92%	91%	90%	90%	91%	90%	91%	91%	88%

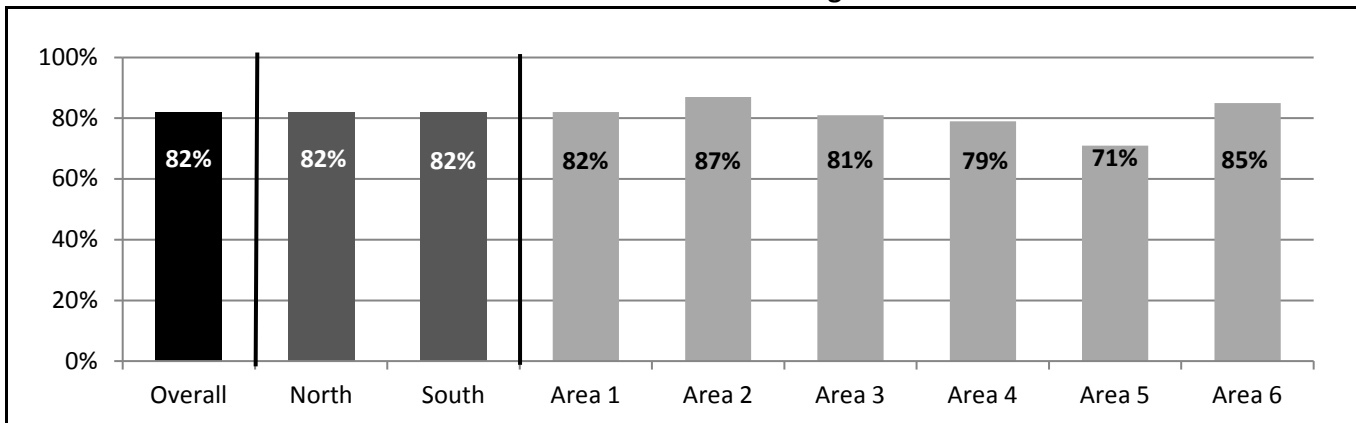
### Palo Alto as a Place to Raise Children - Percent Rating Excellent or Good



10-year results plus baseline year:

<u>2016</u>	<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>2003</u>
84%	87%	93%	90%	92%	93%	93%	91%	94%	92%	90%

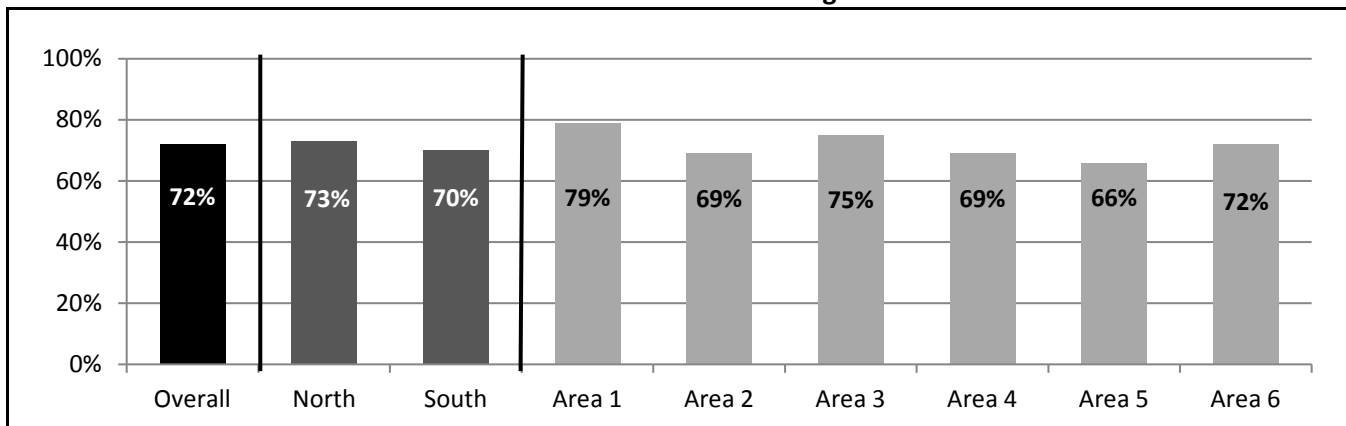
### Palo Alto as a Place to Work - Percent Rating Excellent or Good



10-year results plus baseline year:

<u>2016</u>	<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>2003</u>
82%	87%	86%	89%	88%	89%	87%	87%	90%	90%	N/A

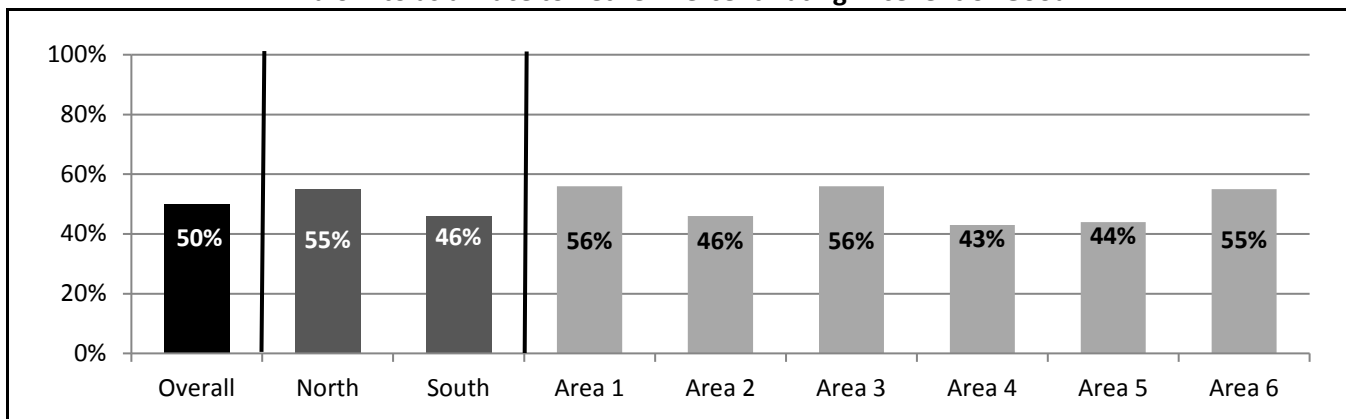
**Palo Alto as a Place to Visit - Percent Rating Excellent or Good**



10-year results plus baseline year:

<u>2016</u>	<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>2003</u>
72%	74%	75%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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



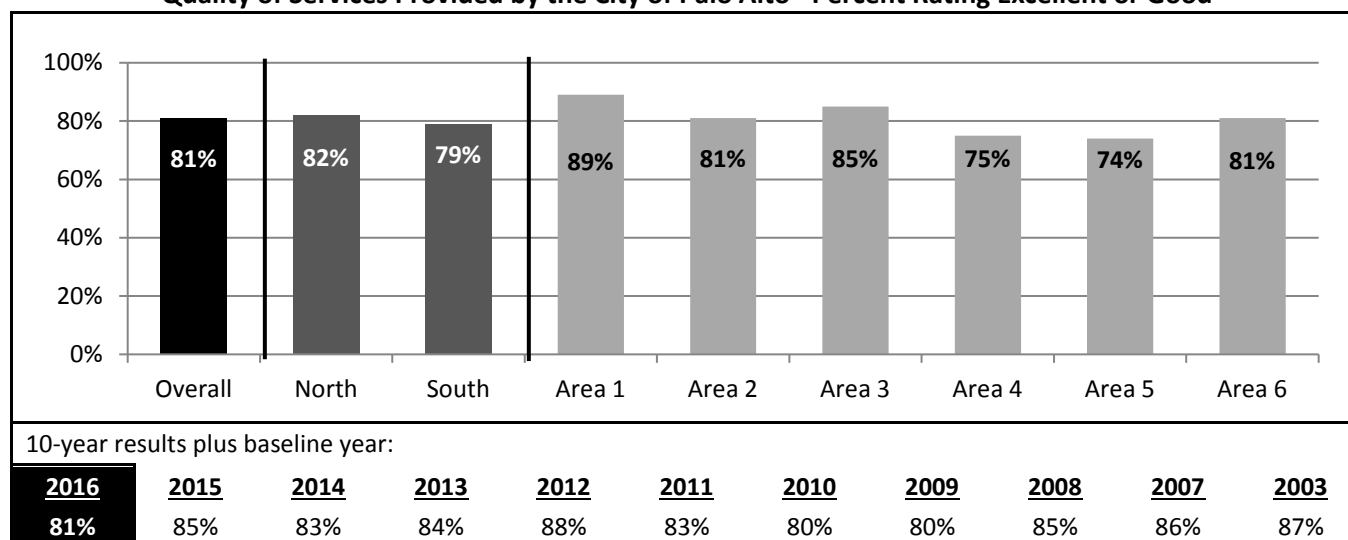
10-year results plus baseline year:

<u>2016</u>	<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>2003</u>
50%	52%	60%	56%	68%	68%	65%	64%	67%	61%	68%

**Quality of Services**

The NCS™ also collects residents’ opinions regarding the quality of services provided by the City of Palo Alto. Although the percentage of residents who rated the quality of Palo Alto services as excellent or good declined four percentage points from 2015 to 2016, that decline is not statistically significant and may be more representative of the fluctuations in this rating that have occurred over the years.

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



### Results by Facet

The NCS™ collects residents' opinions across eight facets. Although overall ratings declined in 2016 for five of the eight facets, only the decline in community engagement was statistically meaningful. Residents' attitudes toward these facets of life in Palo Alto are generally less favorable than their attitudes toward the overall quality of life in Palo Alto, which had an average excellent/good rating of 79 percent.

### Survey Results by Facet

Area	Average Percent Rating Excellent or Good		Range of Percent Rating Excellent or Good		Percent Rating Essential or Very Important	
	2016	2015	2016	2015	2016	2015
Safety	86%	86%	69% to 97%	74% to 97%	80%	82%
Natural environment	83%	83%	78% to 90%	73% to 88%	84%	81%
Education and enrichment	78%	82%	39% to 91%	49% to 92%	70%	67%
Recreation and wellness	74%	78%	46% to 91%	53% to 93%	65%	61%
Economy	67%	69%	7% to 83%	8% to 87%	82%	78%
Built environment	62%	63%	6% to 89%	8% to 91%	82%	80%
Community engagement	61%	66%	40% to 79%	48% to 82%	73%	71%
Mobility	57%	57%	28% to 80%	26% to 83%	80%	82%

Most residents were pleased with the areas of safety and the natural environment, as shown by the 86 percent and 83 percent average ratings of excellent or good in those areas, but generally did not favorably view the economy, built environment, community engagement, and mobility facets, which all had average excellent or good ratings of less than 70 percent. The following questions had average excellent/good ratings that were 50 percent or less.

Looking at the results by facet based on the number of questions in each facet produces similar results. Only Safety and the Natural Environment had more questions, 10 of 13 and 10 of 16, respectively, where the excellent or good rating was 80 percent or higher than the number of questions that rated less than 80 percent. Only one of the 26 Community Engagement questions and 3 of the 19 mobility questions had excellent or good ratings that were 80 percent or higher.

### Questions With An Average Excellent/Good Rating of 50 Percent or Less

Facet	Question	Excellent/Good Percentage
Built environment	Availability of affordable quality housing	6%
	Variety of housing options	17%
	Land use, planning, and zoning	37%
	Overall quality of new development	42%
Community engagement	Overall direction that Palo Alto is taking	40%
	Generally acting in the best interest of the community	44%
	The job Palo Alto government does at welcoming citizen involvement	44%
	Overall confidence in Palo Alto government	44%
	Treating all residents fairly	47%
Economy	Cost of living in Palo Alto	7%
Education and enrichment	Availability of affordable quality child care/preschool	39%
Mobility	Ease of travel by public transportation in Palo Alto	28%
	Traffic flow on major streets	30%
	Ease of public parking	33%
	Bus or transit services	42%
	Ease of travel by car in Palo Alto	44%
	Traffic signal timing	50%
Recreation and wellness	Availability of affordable quality mental health care	46%

Residents' low participation rate in certain community engagement activities means that most residents do not provide input on issues that could affect the direction of City policies. For example, respondents reported that, in the last 12 months, only:

- 28 percent campaigned or advocated for an issue, cause, or candidate (was 24 percent in 2015)
- 21 percent attended a local public meeting (was 22 percent in 2015)
- 14 percent watched (online or on television) a local public meeting (was 18 percent in 2015)
- 17 percent contacted Palo Alto elected officials (in-person, phone, email, or web) to express their opinion (was 15 percent in 2015)

Some responses seem to contradict others. For example, many respondents rated the quality of code enforcement as fair or poor although they also said they had not observed any code violations. We ran a correlation analysis of the question that asked if the resident had observed a code violation and the question that asked residents to rate the quality of code enforcement. There was a weak positive correlation coefficient of 0.32.<sup>1</sup> Another example is how respondents rated the overall quality of life (85 percent rated it as excellent or good) compared to the average excellent or good rating of 67 percent for the survey as a whole, which addresses various aspects of quality of life in Palo Alto.

<sup>1</sup> 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 decreased, 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.

### Changes From Last Year and Over Time

Overall, ratings in the City were generally stable, with 111 questions rated similarly in 2015 and 2016. Results are generally considered similar if the ratings from one year to the next if they differ by less than five percentage points, which is statistically meaningful. Residents responded more favorably to two questions and less favorably to 22 questions in 2016 than in 2015:

Survey Question	2015	2016	Percentage Point Change
How safe or unsafe you feel in Palo Alto's downtown/commercial areas after dark (very/somewhat safe)	67%	74%	+7%
Street repair (excellent/good)	51%	57%	+6%
Availability of affordable quality health care (excellent/good)	70%	65%	-5%
Overall quality of business and service establishments in Palo Alto (excellent/good)	77%	72%	-5%
Recreation centers or facilities (excellent/good)	86%	81%	-5%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) (excellent/good)	74%	69%	-5%
Public places where people want to spend time (excellent/good)	81%	75%	-6%
Attended a City-sponsored event (at least once in last 12 months)	57%	51%	-6%
Treating all residents fairly (excellent/good)	53%	47%	-6%
Availability of affordable quality mental health care (excellent/good)	53%	46%	-7%
Overall quality of new development in Palo Alto (excellent/good)	49%	42%	-7%
Opportunities to participate in community matters (excellent/good)	76%	69%	-7%
Opportunities to learn about City services through social media websites such as Twitter and Facebook (excellent/good)	75%	68%	-7%
Bus or transit services (excellent/good)	49%	42%	-7%
Code enforcement (weeds, abandoned buildings, etc.) (excellent/good)	59%	52%	-7%
The value of services for the taxes paid to Palo Alto (excellent/good)	65%	58%	-7%
How well Palo Alto government does at being honest (excellent/good)	62%	55%	-7%
Recommend living in Palo Alto to someone who asks (excellent/good)	80%	72%	-8%
Economic development (excellent/good)	69%	61%	-8%
The overall direction that Palo Alto is taking (excellent/good)	48%	40%	-8%
Overall confidence in Palo Alto government (excellent/good)	53%	44%	-9%
How well Palo Alto government does at generally acting in the best interest of the community (excellent/good)	53%	44%	-9%
Availability of affordable quality child care/preschool (excellent/good)	49%	39%	-10%
The job Palo Alto government does at welcoming citizen involvement (excellent/good)	61%	50%	-11%

Although not showing a statistically meaningful change from the prior year, residents' opinions in several areas have improved or declined over time, which is more likely to represent real shifts in residents' perspectives. Since 2006, the changes in responses to 39 questions have been statistically meaningful:

<b>Areas That Improved or Declined Over Time</b>	<b>2006</b>	<b>2016</b>	<b>Percentage</b>	<b>Trend</b>
<b>Percent Rating Excellent or Good</b>	<b>Rating</b>	<b>Rating</b>	<b>Point Change</b>	
Variety of library materials (excellent/good)	59%	82%	+23%	↑
Neighborhood branch libraries (excellent/good)	73%	89%	+16%	↑
Storm drainage (excellent/good)	61%	75%	+14%	↑
Public library services (excellent/good)	78%	91%	+13%	↑
Quality of services provided by the federal government (excellent/good)	33%	46%	+13%	↑
Employment opportunities (excellent/good)	59%	70%	+11%	↑
Street repair (excellent/good)	47%	57%	+10%	↑
Sidewalk maintenance (excellent/good)	52%	61%	+9%	↑
How safe or unsafe you feel in your neighborhood after dark (very/somewhat safe)	79%	87%	+8%	↑
Availability of affordable quality health care (excellent/good)	57%	65%	+8%	↑
Quality of services provided by state government (excellent/good)	38%	46%	+8%	↑
How safe or unsafe you feel in Palo Alto's downtown/commercial areas after dark (very/somewhat safe)	67%	74%	+7%	↑
Drinking water (excellent/good)	80%	87%	+7%	↑
Public information services (excellent/good)	72%	78%	+6%	↑
Street lighting (excellent/good)	66%	71%	+5%	↑
Sewer services (excellent/good)	83%	88%	+5%	↑
Street tree maintenance (excellent/good)	66%	71%	+5%	↑
Gas utility (excellent/good)	82%	87%	+5%	↑
Overall image or reputation of Palo Alto (excellent/good)	91%	86%	-5%	↓
Availability of affordable quality housing (excellent/good)	11%	6%	-5%	↓
Traffic signal timing (excellent/good)	55%	50%	-5%	↓
Garbage collection (excellent/good)	92%	87%	-5%	↓
Recreational opportunities (excellent/good)	83%	77%	-6%	↓
Attended a local public meeting (at least once in the last 12 months)	27%	21%	-6%	↓
Quality of services provided by the City of Palo Alto (excellent/good)	87%	81%	-6%	↓
Ease of walking in Palo Alto (excellent/good)	87%	80%	-7%	↓
The overall quality of life in Palo Alto (excellent/good)	92%	85%	-7%	↓
Palo Alto as a place to raise children (excellent/good)	92%	84%	-8%	↓
Volunteered your time to some group/activity in Palo Alto (at least once in the last 12 months)	53%	45%	-8%	↓
Traffic flow on major streets (excellent/good)	39%	30%	-9%	↓
Sense of community (excellent/good)	66%	57%	-9%	↓
Code enforcement (weeds, abandoned buildings, etc.) (excellent/good)	61%	52%	-9%	↓
Land use, planning, and zoning (excellent/good)	50%	37%	-13%	↓
Bus or transit services (excellent/good)	58%	42%	-16%	↓
Ease of travel by car in Palo Alto (excellent/good)	60%	44%	-16%	↓
Watched (online or television) a local public meeting (at least once in the last 12 months)	31%	14%	-17%	↓
Palo Alto as a place to retire (excellent/good)	68%	50%	-18%	↓
Overall quality of new development in Palo Alto (excellent/good)	62%	42%	-20%	↓
Ease of travel by public transportation in Palo Alto (excellent/good)	60%	28%	-32%	↓



### 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 grey in the report. The following table shows the statistically significant variances for the North and South subgroups.

Percent Rating Excellent or Good (if not excellent or good, other rating indicated in parentheses)	North	South	Overall	Difference
				North less South
Bus or transit services	51%	33%	42%	18%
Ease of walking in Palo Alto	86%	75%	80%	11%
Used bus, rail or other public transportation instead of driving (in last 12 months)	58%	48%	53%	10%
Palo Alto as a place to retire	55%	46%	50%	9%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	64%	55%	59%	9%
Overall quality of business and service establishments in Palo Alto	76%	67%	72%	9%
Vibrant downtown/commercial area	78%	69%	73%	9%
Crime prevention	84%	76%	80%	8%
Overall quality of life in Palo Alto	89%	82%	85%	7%
Shopping opportunities	83%	77%	80%	6%
Walked or biked instead of driving	90%	84%	87%	6%
Your neighborhood as a place to live	93%	88%	91%	5%
Visited a neighborhood or City park	90%	95%	93%	-5%
K-12 education	87%	93%	89%	-6%
Variety of library materials	78%	86%	82%	-8%
Opportunities to volunteer	72%	81%	77%	-9%
Sidewalk maintenance	55%	66%	61%	-11%
Used Palo Alto public libraries or their services at least once in last 12 months	67%	78%	73%	-11%
Opportunities to learn about City services through social media websites such as Twitter and Facebook	61%	74%	68%	-13%

### Demographic Analysis

We analyzed the survey results by demographic characteristics, with a focus on the questions related to quality of life; mobility; and the built environment, including housing; and identified some trends:

- Quality of Life – There were several trends in how different demographic groups responded to the quality of life questions:
  - Males and females similarly rated four of the five quality of life questions as excellent or good. Males rated Palo Alto as a place to work about eight percentage points higher than females. Females rated Palo Alto as a place to raise children and Palo Alto as a place to visit about six and nine percentage points, respectively, higher than males.
  - Homeowners gave excellent or good ratings that were 6 to 18 percentage points higher than renters did for six of the quality of life questions. Homeowners and renters rated Palo Alto as a place to work similarly.
  - Except for Palo Alto as a place to retire, residents with children living in the household gave higher percentages of excellent or good ratings for the quality of life questions than residents who did not have children living in the household.

- Residents in the survey's highest household income bracket, \$300,000 or more annually, gave higher percentages of excellent or good ratings six of the seven quality of life questions than residents in the other household income brackets.
- 91 percent of respondents rated their neighborhood as an excellent or good place to live, but only 82 percent of respondents with household incomes of less than \$50,000 and only 83 percent of respondents in the 25-34 age bracket rated their neighborhood as an excellent or good place to live.
- 83 percent of respondents in the 35-44 age bracket, a bracket that is more likely to have children living in the household, rated Palo Alto as an excellent or good place to raise children, compared to a range of 55 percent (18-24 age bracket) to 77 percent (45-54 age bracket) in the other age brackets.
- Respondents were more likely to rate Palo Alto as an excellent or good place to work if they were already working either full- or part-time for pay or were less than 65 years old.
- Respondents who are fully retired, 65 years or older, or lived in Palo Alto for more than 20 years were more likely than other respondents to rate Palo Alto as an excellent or good place to retire.
- Although not specifically a quality of life question, we also identified trends in responses related to the value of services for taxes paid to Palo Alto. Residents who have lived in Palo Alto more than 20 years gave the highest percentage of excellent or good ratings, 53 percent, than other residents. 54 percent of homeowners who responded to the question rated it excellent or good compared to 39 percent of renters. Respondents with annual household incomes of \$150,000 or more rated the question as excellent or good more often than lower-income respondents.
- Mobility
  - Residents who have lived in Palo Alto for more than 20 years gave the lowest percentage of excellent or good ratings for five of the six mobility questions and the second lowest percentage for the sixth question, ease of travel by bicycle in Palo Alto.
  - Renters gave a higher percentage of excellent or good ratings than homeowners gave for five of the six mobility questions, with a difference of four to ten percentage points.
  - Unemployed residents gave a higher percentage of excellent or good ratings than residents who work for pay gave. In contrast, residents who work for pay were more likely to say that it is very or somewhat important for the City to focus on the overall ease of getting to places they normally have to visit.
  - Residents' ratings of the ease of public parking mirrored the amount of time they have lived in Palo Alto – the longer they have lived here, the less likely they were to rate it as excellent or good. Forty percent of respondents who have lived here for two to five years rated it as excellent or good. That number gradually declined, to 24 percent, for respondents who have lived here for more than 20 years.
  - Respondents under age 65 gave higher percentages of excellent or good ratings to the questions related to ease of getting around using various modes of transportation (mode not specified, by car, using public transportation, or on a bicycle) compared to respondents age 65 or older. Although the difference was only 4 percentage points for ease of travel by public transportation, there was a 34 percentage point difference for ease of travel by car in Palo Alto.
- Built Environment
  - Although 14 percent of renters rated the variety of housing options as excellent or good compared to 19 percent of homeowners, renters gave slightly higher ratings of excellent or good, 6 percent,

compared to homeowners' 5 percent rating, when asked about the availability of affordable quality housing.

- Respondents who have a household income of less than \$25,000 annually gave the highest percentage of excellent or good ratings to the two housing questions – 27 percent for the variety of housing options compared to 17 percent overall, and 12 percent for availability of affordable quality housing compared to 6 percent overall.
- No respondents in the 18-24 age bracket gave ratings of excellent or good to either of the two housing questions.
- 52 percent of the respondents who have lived in Palo Alto for more than 20 years gave an excellent or good rating to the overall built environment compared to 63 percent of all other respondents.
- 25 percent of respondents who are fully retired, 27 percent of respondents who have lived in Palo Alto for more than 20 years, and 26 percent of respondents age 65 or older gave excellent or good ratings for the overall quality of new development in Palo Alto compared to an overall rating of 42 percent.
- Respondents who are retired or have lived in Palo Alto for more than 20 years were less likely to give excellent or good ratings for land use, planning, and zoning. Their ratings were 23 percent and 24 percent, respectively, compared to the overall rating of 37 percent.
- 74 percent of respondents who have lived in Palo Alto for five years or less and 86 percent of homeowners felt it was very or somewhat important for Palo Alto to focus on the overall built environment compared to 84 percent of those who have lived in Palo Alto for six or more years and 73 percent of renters.

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 on 2 questions, higher on 23 questions, lower on 9 questions, and much lower on 3 questions.

### Palo Alto's Ratings Compared to Benchmark Communities

<u>Much Higher</u>	
Overall opportunities for education and enrichment	Employment opportunities
<u>Higher</u>	
Adult educational opportunities	Overall economic health of Palo Alto
Availability of preventive health services	Overall feeling of safety in 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 live
Drinking water	Palo Alto open space
Ease of travel by bicycle in Palo Alto	Preservation of natural areas such as open space, farmlands and greenbelts
Ease of walking in Palo Alto	Shopping opportunities
Health and wellness opportunities in Palo Alto	Street cleaning
K-12 education	Utility billing
Made efforts to conserve water	Vibrant downtown/commercial area
Opportunities to attend cultural/arts/music activities	Yard waste pick-up
Overall appearance of Palo Alto	
<u>Lower</u>	
Ease of public parking	Overall quality of new development in Palo Alto
Ease of travel by car in Palo Alto	Overall direction that Palo Alto is taking
Ease of travel by public	Palo Alto as a place to retire
Watched (online or on television) a local public meeting transportation in Palo Alto	Recommend living in Palo Alto to someone who asks
	Traffic flow on major streets
<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 9 custom questions (14 through 22) regarding transportation, residents' interest in converting to being "green," and Cubberley Community Center, as well as 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. Some of the transportation questions, the Cubberley question, and the open-ended question were repeat questions from last year's survey.

#### Transportation

Palo Alto residents' primary mode of transportation for getting around town is driving (77 percent), followed by walking (13 percent), and biking (8 percent), and riding a bus (1 percent). Other modes of transportation make up less than one percent of residents' primary mode of transportation. As in 2015, residents cited biking and walking as the most convenient ways to get around town without a car, with 74 percent of respondents rating biking and 71 percent rating walking as "very convenient" or "somewhat convenient." These are also residents' preferred method for getting around town without a car when convenience is not an issue; however, walking is becomes more preferred (94 percent) than biking (75 percent). Bus, train, free shuttle, taxi, rideshare services, and carpooling were less preferred. For details, see tables 62-66 in the report.

### *Interest in Converting to “Green”*

We asked questions to assess residents’ interest in reducing greenhouse gas emissions. We asked about the likelihood that they would purchase a non-gas vehicle if they planned to buy a new one within the next two years, and we asked about their interest in converting their home heating system or major appliances (hot water heater, cooktop or stove, and clothes dryer) from natural gas or other fuels to electricity based on various levels of increases in their energy bill.

There was significant overlap in how residents responded to the question about their interest in converting from a gas car to another type of energy-sourced vehicle. Although 392 respondents (71 percent) said that they were very or somewhat likely to purchase a gas car, 252 of those same respondents also said they were very or somewhat likely to purchase a hybrid, 160 were very or somewhat likely to purchase a plug-in hybrid, and 150 were very or somewhat likely to purchase an electric car. This overlap prevented us from being able to draw conclusions regarding the true likelihood that residents will convert to a non-gas vehicle.

We were also unable to draw conclusions regarding residents’ true level of interest in converting their heating system or major appliances to electricity because of a lack of alignment in their responses. In all instances, the likelihood of residents being willing to convert to electricity was highest if their energy bill remained the same and declined if their energy bill would increase. However, the number of respondents who said in a preliminary question that they already had electric-powered heating systems or appliances did not match what they said in the specific questions about their interest in converting to electricity. For example, 485 respondents said in the preliminary question that their clothes dryer is powered by electricity and 146 respondents said it is powered by natural gas or other fuel, but when asked about their interest in converting to electricity, only 248 said their clothes dryer was already electric and 181 said that they would be very or somewhat likely to convert to electricity. However, based on the responses to the preliminary question, which show that almost 70 percent of respondents’ hot water heaters and home heating systems are nonelectric, those two systems could be an area for the City to focus on if they want to encourage residents to convert those to electric.

### *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 the same as in 2015, with no statistically meaningful difference in opinions (Tables 75 and 76 in the report):

Response Category	Percent of High and Medium Priority Responses	
	2015	2016
Indoor sports and health programs	75%	74%
Outdoor sports	72%	71%
Senior wellness, including stroke and cardiovascular programs	69%	70%
Rooms available to rent for other activities	65%	61%
Education – private schools and special interest classes	61%	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 finalizes its long range parks, recreation, trails, and open space master plan. Slightly more than half of the respondents (397 of 744) provided ideas, which we categorized into 15 topic areas (Table 77 in the report). Adding bathrooms/restrooms to City parks remained residents' top priority in 2016, but their other priorities changed from 2015:

Response Category	Number of Responses	
	2015	2016
Bathrooms/Restrooms	36	39
Programs and Classes – General	16	39
Dog Parks/Leash Enforcement	19	33
Park, Recreation, and Art Facilities and Amenities (other than bathrooms/restrooms)	34	32
Park Spaces (Green Space)	35	25
Information/Registration	18	22
Maintenance/Cleanliness	10	21
Parking/Transportation	17	20
Bike/Walking Path Improvements	20	16
Programs and Classes - Adult/Senior	22	15



**THE NCS**<sup>TM</sup>  
The National Citizen Survey<sup>TM</sup>

# Palo Alto, CA

Report of Results

2016



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The National Citizen Survey™  
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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](mailto: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

## The National Citizen Survey™

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  $N^{\text{th}}$  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 and Figure 2 (page 4 and 5) display maps of the households selected to receive the survey.

## The National Citizen Survey™

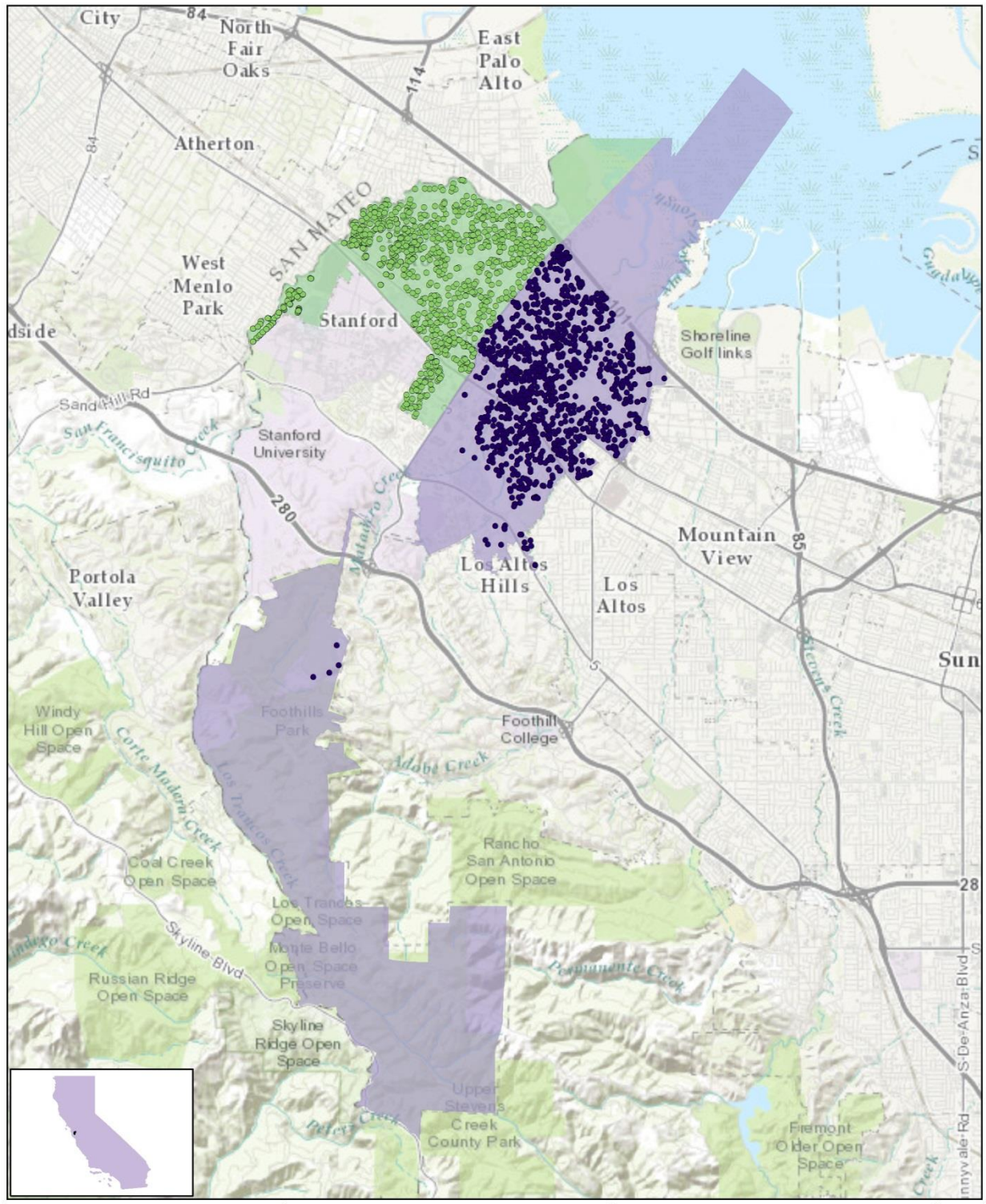
**Survey Administration and Response**

Selected households received three mailings, one week apart, beginning on August 24, 2016. 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 2,896 households that received the survey, 744 completed the survey, providing an overall response rate of 26 percent. Of the 744 completed surveys, 116 (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 22 percent to 36 percent.

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Figure 1: Location of Survey Recipients – North/South



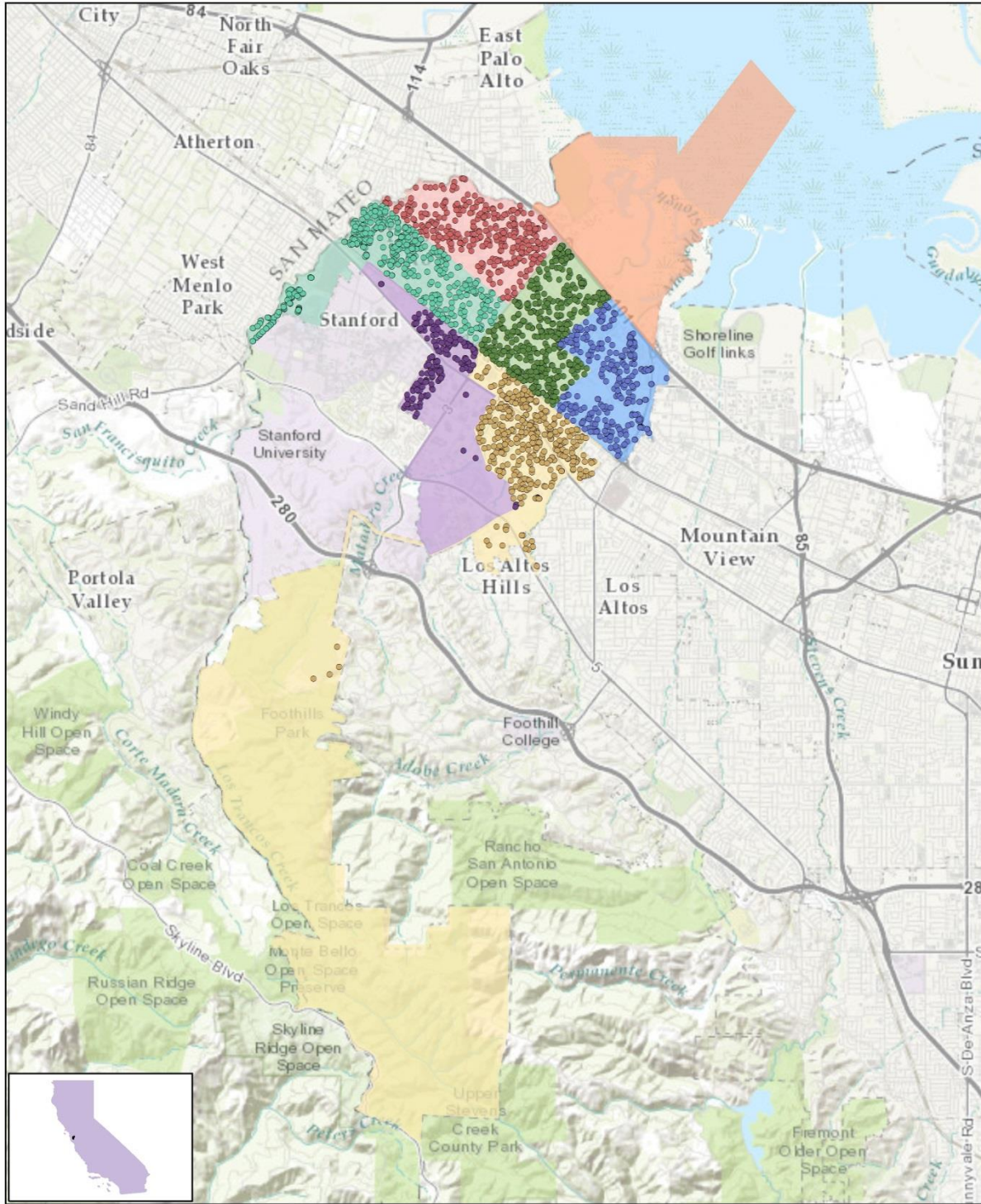
Survey Recipients in Palo Alto, CA

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, Stanford West

Neighborhoods in South Palo Alto: Midtown, St. Claire Gardens, South of Midtown, Palo Verde, Adobe Meadows/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, Stanford Research Park

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Figure 2: Location of Survey Recipients – Area



Survey Recipients in Palo Alto, CA

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

## The National Citizen Survey™

## 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.<sup>1</sup>

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 (744 completed surveys).

For subgroups of responses, the margin of error increases because the number of responses 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 declines to approximately plus or minus five percentage points since the number of responses for the North were 360 and for the South were 384. Further, for each of the six areas within Palo Alto, the margin of error rises to approximately plus or minus thirteen percentage points since number of responses were 115 for Area 1, 136 for Area 2, 107 for Area 3, 136 for Area 4, 55 for Area 5 and 195 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 (55).

Table 1: Survey Response Rates by Area

	Number mailed	Undeliverable	Eligible	Returned	Response rate
Overall	3000	104	2896	744	26%
North	1498	65	1433	360	25%
South	1502	39	1463	384	26%
Area 1	325	5	320	115	36%
Area 2	519	19	500	136	27%
Area 3	374	1	373	107	29%
Area 4	592	19	573	136	24%
Area 5	256	6	250	55	22%
Area 6	934	54	880	195	22%

## 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 by comparing to the original survey form. Range checks, checks for duplicate submissions 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

<sup>1</sup> 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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used for weighting were housing tenure (rent or own), housing unit type (attached or detached), race, ethnicity, and sex and age. The results of the weighting scheme are presented in Table 2.

Table 2: Palo Alto, CA 2016 Weighting Table

Characteristic	Population Norm	Unweighted Data	Weighted Data
<b>Housing</b>			
Rent home	44%	32%	43%
Own home	56%	68%	57%
Detached unit	57%	62%	57%
Attached unit	43%	38%	43%
<b>Race and Ethnicity</b>			
White	68%	69%	68%
Not white	32%	31%	32%
Not Hispanic	95%	97%	95%
Hispanic	5%	3%	5%
<b>Sex and Age</b>			
Female	52%	57%	52%
Male	48%	43%	48%
18-34 years of age	22%	10%	21%
35-54 years of age	41%	29%	40%
55+ years of age	37%	61%	39%
Females 18-34	10%	5%	10%
Females 35-54	21%	17%	21%
Females 55+	20%	34%	21%
Males 18-34	12%	5%	12%
Males 35-54	20%	13%	20%
Males 55+	17%	26%	18%
<b>Areas</b>			
North	50%	48%	49%
South	50%	52%	51%
Area 1	13%	15%	14%
Area 2	19%	18%	18%
Area 3	13%	14%	12%
Area 4	19%	18%	20%
Area 5	8%	7%	8%
Area 6	29%	26%	28%

## 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 2016 ratings for the City of Palo Alto to the 10 previous years of survey results (going back to 2006) and displaying 2003 data, the year when surveying started.

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.

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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<sup>2</sup> between the 2015 and 2016 surveys; otherwise, the comparisons between 2015 and 2016 are noted as being “similar.” When comparing results over time, small differences (those with less than a 5 percent difference compared to 2015) 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 2015) 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 2016 generally remained stable. Of the 145 items for which comparisons were available, 120 items were rated similarly in 2015 and 2016, 23 items showed a decrease in ratings and 2 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 as 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.

Table 3: Benchmark Database Characteristics

Region <sup>3</sup>	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%

### Interpreting the Results

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

<sup>3</sup> 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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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 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 where 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) and for custom questions only for the years in which the questions were asked. 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 2015 and 2016 surveys; otherwise, the comparison between 2015 and 2016 are noted as being "similar."

Geographic comparisons are made for questions 1 through 13 (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."

## The National Citizen Survey™

## Question 1

Table 3: 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	49%	N=356	42%	N=307	8%	N=61	1%	N=5	0%	N=2	100%	N=731
Your neighborhood as a place to live	53%	N=392	37%	N=272	8%	N=59	1%	N=9	0%	N=2	100%	N=734
Palo Alto as a place to raise children	39%	N=285	33%	N=241	12%	N=90	1%	N=8	14%	N=104	100%	N=728
Palo Alto as a place to work	36%	N=264	31%	N=226	13%	N=93	2%	N=15	18%	N=128	100%	N=726
Palo Alto as a place to visit	32%	N=232	36%	N=258	21%	N=150	6%	N=43	6%	N=42	100%	N=725
Palo Alto as a place to retire	20%	N=148	22%	N=162	21%	N=152	21%	N=153	15%	N=108	100%	N=724
The overall quality of life in Palo Alto	37%	N=271	48%	N=350	13%	N=96	1%	N=10	0%	N=1	100%	N=729

Table 4: 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	49%	N=356	42%	N=307	8%	N=61	1%	N=5	100%	N=730
Your neighborhood as a place to live	54%	N=392	37%	N=272	8%	N=59	1%	N=9	100%	N=732
Palo Alto as a place to raise children	46%	N=285	39%	N=241	14%	N=90	1%	N=8	100%	N=625
Palo Alto as a place to work	44%	N=264	38%	N=226	16%	N=93	2%	N=15	100%	N=598
Palo Alto as a place to visit	34%	N=232	38%	N=258	22%	N=150	6%	N=43	100%	N=683
Palo Alto as a place to retire	24%	N=148	26%	N=162	25%	N=152	25%	N=153	100%	N=616
The overall quality of life in Palo Alto	37%	N=271	48%	N=350	13%	N=96	1%	N=10	100%	N=728

Table 5: Question 1 - Historical Results

	Percent rating positively (e.g., excellent/good)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Palo Alto as a place to live	95%	94%	96%	95%	94%	95%	94%	95%	92%	95%	92%	91%	Similar
Your neighborhood as a place to live	88%	91%	91%	91%	90%	91%	90%	90%	91%	92%	90%	91%	Similar
Palo Alto as a place to raise children	90%	92%	92%	94%	91%	93%	93%	92%	90%	93%	87%	84%	Similar
Palo Alto as a place to work	NA	84%	90%	90%	87%	87%	89%	88%	89%	86%	87%	82%	Similar
Palo Alto as a place to visit	NA	NA	NA	NA	NA	NA	NA	NA	NA	75%	74%	72%	Similar
Palo Alto as a place to retire	62%	68%	61%	67%	64%	65%	68%	68%	56%	60%	52%	50%	Similar
The overall quality of life in Palo Alto	92%	92%	94%	91%	93%	94%	92%	94%	91%	91%	88%	85%	Similar

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Table 6: 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%	90%	95%	90%	93%	87%	84%	93%	91%
Your neighborhood as a place to live	93%	88%	97%	91%	93%	85%	80%	94%	91%
Palo Alto as a place to raise children	86%	82%	90%	84%	86%	81%	65%	88%	84%
Palo Alto as a place to work	82%	82%	82%	87%	81%	79%	71%	85%	82%
Palo Alto as a place to visit	73%	70%	79%	69%	75%	69%	66%	72%	72%
Palo Alto as a place to retire	55%	46%	56%	46%	56%	43%	44%	55%	50%
The overall quality of life in Palo Alto	89%	82%	92%	83%	86%	79%	76%	91%	85%

Table 7: Question 1 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Palo Alto as a place to live	80	123	353	Similar
Your neighborhood as a place to live	81	38	277	Similar
Palo Alto as a place to raise children	76	126	340	Similar
Palo Alto as a place to work	75	15	319	Higher
Palo Alto as a place to visit	66	58	187	Similar
Palo Alto as a place to retire	50	265	319	Lower
The overall quality of life in Palo Alto	74	153	415	Similar

## Question 2

Table 8: 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	
Overall feeling of safety in Palo Alto	49%	N=356	45%	N=328	6%	N=43	0%	N=3	0%	N=0	100%	N=730
Overall ease of getting to the places you usually have to visit	24%	N=176	43%	N=315	24%	N=175	9%	N=63	0%	N=1	100%	N=730
Quality of overall natural environment in Palo Alto	39%	N=283	45%	N=325	14%	N=102	2%	N=12	0%	N=4	100%	N=726
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	17%	N=126	42%	N=305	32%	N=232	9%	N=64	0%	N=3	100%	N=729
Health and wellness opportunities in Palo Alto	42%	N=302	37%	N=271	12%	N=86	2%	N=14	7%	N=53	100%	N=726
Overall opportunities for education and enrichment	54%	N=395	31%	N=229	8%	N=58	0%	N=2	6%	N=44	100%	N=727
Overall economic health of Palo Alto	38%	N=278	40%	N=291	12%	N=84	4%	N=31	6%	N=44	100%	N=728
Sense of community	19%	N=136	37%	N=268	30%	N=215	12%	N=84	3%	N=21	100%	N=724
Overall image or reputation of Palo Alto	43%	N=314	43%	N=312	11%	N=83	2%	N=15	1%	N=6	100%	N=731

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Table 9: 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	
Overall feeling of safety in Palo Alto	49%	N=356	45%	N=328	6%	N=43	0%	N=3	100%	N=730
Overall ease of getting to the places you usually have to visit	24%	N=176	43%	N=315	24%	N=175	9%	N=63	100%	N=729
Quality of overall natural environment in Palo Alto	39%	N=283	45%	N=325	14%	N=102	2%	N=12	100%	N=722
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	17%	N=126	42%	N=305	32%	N=232	9%	N=64	100%	N=727
Health and wellness opportunities in Palo Alto	45%	N=302	40%	N=271	13%	N=86	2%	N=14	100%	N=673
Overall opportunities for education and enrichment	58%	N=395	33%	N=229	8%	N=58	0%	N=2	100%	N=683
Overall economic health of Palo Alto	41%	N=278	43%	N=291	12%	N=84	5%	N=31	100%	N=684
Sense of community	19%	N=136	38%	N=268	31%	N=215	12%	N=84	100%	N=703
Overall image or reputation of Palo Alto	43%	N=314	43%	N=312	12%	N=83	2%	N=15	100%	N=724

Table 10: Question 2 - Historical Results

	Percent rating positively (e.g., excellent/good)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Overall feeling of safety in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	92%	91%	94%	Similar
Overall ease of getting to the places you usually have to visit	NA	NA	NA	NA	NA	NA	NA	NA	NA	71%	65%	67%	Similar
Quality of overall natural environment in Palo Alto	NA	NA	NA	85%	84%	84%	84%	88%	83%	88%	86%	84%	Similar
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	NA	NA	NA	NA	NA	NA	NA	NA	NA	67%	63%	59%	Similar
Health and wellness opportunities in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	88%	88%	85%	Similar
Overall opportunities for education and enrichment	NA	NA	NA	NA	NA	NA	NA	NA	NA	96%	92%	91%	Similar
Overall economic health of Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	88%	86%	83%	Similar
Sense of community	70%	66%	70%	70%	71%	71%	75%	73%	67%	64%	60%	57%	Similar
Overall image or reputation of Palo Alto	NA	91%	93%	92%	92%	90%	92%	92%	90%	92%	88%	86%	Similar

Table 11: Question 2 - 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	
Overall feeling of safety in Palo Alto	95%	92%	96%	96%	92%	90%	96%	94%	94%
Overall ease of getting to the places you usually have to visit	68%	66%	63%	72%	67%	63%	50%	74%	67%
Quality of overall natural environment in Palo Alto	86%	82%	91%	86%	81%	79%	73%	87%	84%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	64%	55%	71%	61%	59%	46%	52%	64%	59%
Health and wellness opportunities in Palo Alto	86%	84%	83%	90%	88%	77%	77%	89%	85%
Overall opportunities for education and enrichment	90%	93%	92%	94%	94%	91%	76%	92%	91%
Overall economic health of Palo Alto	84%	82%	84%	81%	87%	80%	77%	86%	83%
Sense of community	57%	58%	59%	56%	72%	53%	41%	59%	57%
Overall image or reputation of Palo Alto	86%	86%	93%	87%	91%	83%	78%	85%	86%

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Table 12: Question 2 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Overall feeling of safety in Palo Alto	81	56	263	Higher
Overall ease of getting to the places you usually have to visit	61	123	183	Similar
Quality of overall natural environment in Palo Alto	74	68	244	Similar
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	56	96	172	Similar
Health and wellness opportunities in Palo Alto	76	19	175	Higher
Overall opportunities for education and enrichment	83	3	175	Much higher
Overall economic health of Palo Alto	73	23	178	Higher
Sense of community	55	179	276	Similar
Overall image or reputation of Palo Alto	76	56	310	Higher

Question 3

Table 13: 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	36%	N=261	36%	N=260	16%	N=117	11%	N=81	1%	N=6	100%	N=726
Remain in Palo Alto for the next five years	54%	N=396	19%	N=140	12%	N=85	13%	N=92	2%	N=16	100%	N=729

Table 14: 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	36%	N=261	36%	N=260	16%	N=117	11%	N=81	100%	N=720
Remain in Palo Alto for the next five years	56%	N=396	20%	N=140	12%	N=85	13%	N=92	100%	N=713

Table 15: Question 3 - Historical Results

	Percent rating positively (e.g., very likely/somewhat likely)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Recommend Palo Alto	NA	NA	NA	91%	90%	90%	91%	92%	89%	86%	80%	72%	Lower
Remain in Palo Alto	NA	NA	NA	85%	87%	83%	87%	87%	87%	83%	80%	75%	Similar

Table 16: 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	75%	70%	77%	70%	79%	66%	58%	78%	72%
Remain in Palo Alto for the next five years	77%	73%	77%	74%	82%	70%	75%	76%	75%

Table 17: Question 3 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Recommend living in Palo Alto to someone who asks	72	219	250	Lower
Remain in Palo Alto for the next five years	75	212	242	Similar

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## Question 4

Table 18: 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=594	16%	N=118	2%	N=11	0%	N=3	0%	N=2	0%	N=1	100%	N=729
In Palo Alto's downtown/commercial areas during the day	68%	N=494	23%	N=166	6%	N=43	1%	N=11	0%	N=1	2%	N=15	100%	N=730
In your neighborhood after dark	45%	N=330	41%	N=299	8%	N=56	4%	N=28	1%	N=6	1%	N=10	100%	N=729
In Palo Alto's downtown/commercial areas after dark	30%	N=220	39%	N=288	16%	N=114	8%	N=55	2%	N=13	5%	N=40	100%	N=730

Table 19: 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	
In your neighborhood during the day	82%	N=594	16%	N=118	2%	N=11	0%	N=3	0%	N=2	100%	N=728
In Palo Alto's downtown/commercial areas during the day	69%	N=494	23%	N=166	6%	N=43	2%	N=11	0%	N=1	100%	N=715
In your neighborhood after dark	46%	N=330	42%	N=299	8%	N=56	4%	N=28	1%	N=6	100%	N=719
In Palo Alto's downtown/commercial areas after dark	32%	N=220	42%	N=288	17%	N=114	8%	N=55	2%	N=13	100%	N=690

Table 20: Question 4 - Historical Results\*

	Percent rating positively (e.g., very safe/somewhat safe)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
In your neighborhood during the day	97%	94%	98%	95%	95%	96%	98%	96%	97%	97%	97%	98%	Similar
In Palo Alto's downtown/commercial areas during the day	95%	91%	94%	96%	91%	94%	91%	92%	93%	92%	92%	92%	Similar
In your neighborhood after dark	83%	79%	84%	79%	78%	83%	83%	81%	72%	84%	84%	87%	Similar
In Palo Alto's downtown/commercial areas after dark	71%	67%	70%	66%	65%	71%	65%	71%	62%	69%	67%	74%	Higher

Table 21: 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%	98%	99%	96%	98%	100%	99%	97%	98%
In Palo Alto's downtown/commercial areas during the day	94%	91%	97%	89%	92%	92%	87%	94%	92%
In your neighborhood after dark	87%	88%	85%	88%	88%	88%	91%	87%	87%
In Palo Alto's downtown/commercial areas after dark	74%	73%	73%	74%	67%	75%	66%	78%	74%

Table 22: Question 4 - Benchmark Comparisons\*

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
In your neighborhood during the day	95	55	319	Similar
In Palo Alto's downtown/commercial area during the day	90	101	271	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).

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## Question 5

Table 23: 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	
Traffic flow on major streets	5%	N=36	25%	N=182	37%	N=267	33%	N=237	1%	N=5	100%	N=727
Ease of public parking	10%	N=69	23%	N=164	38%	N=279	28%	N=201	2%	N=13	100%	N=727
Ease of travel by car in Palo Alto	10%	N=72	34%	N=246	37%	N=271	18%	N=131	1%	N=5	100%	N=725
Ease of travel by public transportation in Palo Alto	4%	N=30	16%	N=115	24%	N=170	28%	N=203	28%	N=205	100%	N=723
Ease of travel by bicycle in Palo Alto	24%	N=173	37%	N=267	17%	N=126	4%	N=32	17%	N=125	100%	N=724
Ease of walking in Palo Alto	40%	N=291	39%	N=283	17%	N=121	3%	N=19	1%	N=10	100%	N=725
Availability of paths and walking trails	28%	N=203	45%	N=325	19%	N=140	3%	N=23	5%	N=35	100%	N=726
Air quality	29%	N=212	51%	N=370	16%	N=119	3%	N=20	1%	N=6	100%	N=727
Cleanliness of Palo Alto	34%	N=250	51%	N=374	13%	N=98	1%	N=7	0%	N=0	100%	N=730
Overall appearance of Palo Alto	36%	N=263	50%	N=364	12%	N=85	1%	N=10	0%	N=3	100%	N=724
Public places where people want to spend time	27%	N=198	45%	N=328	19%	N=140	5%	N=33	3%	N=25	100%	N=724
Variety of housing options	4%	N=27	13%	N=91	26%	N=189	52%	N=376	6%	N=42	100%	N=725
Availability of affordable quality housing	2%	N=16	3%	N=22	10%	N=73	77%	N=559	7%	N=53	100%	N=722
Fitness opportunities (including exercise classes and paths or trails, etc.)	30%	N=215	44%	N=323	17%	N=124	3%	N=23	6%	N=42	100%	N=726
Recreational opportunities	29%	N=214	44%	N=318	18%	N=131	4%	N=26	5%	N=38	100%	N=726
Availability of affordable quality food	20%	N=143	38%	N=279	30%	N=221	10%	N=73	1%	N=11	100%	N=725
Availability of affordable quality health care	24%	N=173	32%	N=230	22%	N=156	8%	N=61	15%	N=106	100%	N=726
Availability of preventive health services	25%	N=182	35%	N=253	17%	N=120	4%	N=30	19%	N=138	100%	N=724
Availability of affordable quality mental health care	8%	N=58	15%	N=107	15%	N=106	12%	N=90	50%	N=364	100%	N=726

Table 24: 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	
Traffic flow on major streets	5%	N=36	25%	N=182	37%	N=267	33%	N=237	100%	N=722
Ease of public parking	10%	N=69	23%	N=164	39%	N=279	28%	N=201	100%	N=714
Ease of travel by car in Palo Alto	10%	N=72	34%	N=246	38%	N=271	18%	N=131	100%	N=719
Ease of travel by public transportation in Palo Alto	6%	N=30	22%	N=115	33%	N=170	39%	N=203	100%	N=518
Ease of travel by bicycle in Palo Alto	29%	N=173	45%	N=267	21%	N=126	5%	N=32	100%	N=599
Ease of walking in Palo Alto	41%	N=291	40%	N=283	17%	N=121	3%	N=19	100%	N=715
Availability of paths and walking trails	29%	N=203	47%	N=325	20%	N=140	3%	N=23	100%	N=691
Air quality	29%	N=212	51%	N=370	16%	N=119	3%	N=20	100%	N=721
Cleanliness of Palo Alto	34%	N=250	51%	N=374	13%	N=98	1%	N=7	100%	N=730
Overall appearance of Palo Alto	36%	N=263	50%	N=364	12%	N=85	1%	N=10	100%	N=722
Public places where people want to spend time	28%	N=198	47%	N=328	20%	N=140	5%	N=33	100%	N=700
Variety of housing options	4%	N=27	13%	N=91	28%	N=189	55%	N=376	100%	N=683
Availability of affordable quality housing	2%	N=16	3%	N=22	11%	N=73	83%	N=559	100%	N=670
Fitness opportunities (including exercise classes and paths or trails, etc.)	31%	N=215	47%	N=323	18%	N=124	3%	N=23	100%	N=685
Recreational opportunities	31%	N=214	46%	N=318	19%	N=131	4%	N=26	100%	N=688
Availability of affordable quality food	20%	N=143	39%	N=279	31%	N=221	10%	N=73	100%	N=715

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Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
	28%	N=173	37%	N=230	25%	N=156	10%	N=61	100%	N=620
Availability of affordable quality health care	31%	N=182	43%	N=253	20%	N=120	5%	N=30	100%	N=585
Availability of affordable quality mental health care	16%	N=58	30%	N=107	29%	N=106	25%	N=90	100%	N=362

Table 25: Question 5 - Historical Results

	Percent rating positively (e.g., excellent/good)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Traffic flow on major streets	36%	39%	45%	38%	46%	47%	40%	36%	34%	35%	31%	30%	Similar
Ease of public parking	NA	NA	NA	NA	NA	NA	NA	NA	NA	38%	36%	33%	Similar
Ease of travel by car in Palo Alto	55%	60%	65%	60%	65%	66%	62%	51%	55%	52%	44%	44%	Similar
Ease of travel by public transportation in Palo Alto	NA	60%	55%	52%	63%	62%	64%	71%	65%	36%	26%	28%	Similar
Ease of travel by bicycle in Palo Alto	84%	78%	84%	78%	79%	81%	77%	81%	78%	78%	77%	74%	Similar
Ease of walking in Palo Alto	NA	87%	88%	86%	82%	85%	83%	82%	84%	84%	83%	80%	Similar
Availability of paths and walking trails	NA	NA	NA	74%	75%	75%	75%	77%	71%	74%	73%	76%	Similar
Air quality	NA	80%	79%	75%	73%	77%	77%	81%	81%	83%	81%	81%	Similar
Cleanliness of Palo Alto	NA	NA	NA	88%	85%	85%	88%	86%	84%	87%	84%	86%	Similar
Overall appearance of Palo Alto	87%	85%	86%	89%	83%	83%	89%	89%	85%	89%	89%	87%	Similar
Public places where people want to spend time	NA	NA	NA	NA	NA	NA	NA	NA	NA	81%	81%	75%	Lower
Variety of housing options	NA	NA	NA	34%	39%	37%	37%	29%	26%	27%	20%	17%	Similar
Availability of affordable quality housing	6%	11%	10%	12%	17%	15%	14%	12%	13%	11%	8%	6%	Similar
Fitness opportunities (including exercise classes and paths or trails, etc.)	NA	NA	NA	NA	NA	NA	NA	NA	NA	78%	78%	79%	Similar
Recreational opportunities	NA	83%	85%	82%	78%	80%	81%	81%	81%	77%	80%	77%	Similar
Availability of affordable quality food	NA	62%	71%	64%	NA	NA	66%	68%	67%	65%	61%	59%	Similar
Availability of affordable quality health care	NA	57%	56%	57%	63%	62%	59%	68%	62%	73%	70%	65%	Lower
Availability of preventive health services	NA	NA	NA	70%	67%	67%	72%	76%	73%	82%	78%	74%	Similar
Availability of affordable quality mental health care	NA	NA	NA	NA	NA	NA	NA	NA	NA	63%	53%	46%	Lower

Table 26: 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	29%	31%	25%	36%	28%	29%	27%	31%	30%
Ease of public parking	30%	35%	28%	40%	32%	35%	34%	29%	33%
Ease of travel by car in Palo Alto	43%	45%	39%	55%	43%	40%	36%	45%	44%
Ease of travel by public transportation in Palo Alto	30%	26%	22%	21%	31%	26%	36%	33%	28%
Ease of travel by bicycle in Palo Alto	72%	75%	68%	78%	75%	72%	82%	71%	74%
Ease of walking in Palo Alto	86%	75%	87%	81%	79%	67%	78%	87%	80%
Availability of paths and walking trails	79%	74%	86%	79%	76%	68%	78%	76%	76%
Air quality	82%	80%	84%	88%	86%	68%	73%	83%	81%
Cleanliness of Palo Alto	86%	85%	89%	91%	88%	79%	84%	85%	86%
Overall appearance of Palo Alto	88%	86%	92%	88%	89%	81%	84%	88%	87%
Public places where people want to spend time	74%	77%	76%	84%	81%	69%	65%	74%	75%



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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	
Variety of housing options	17%	17%	16%	21%	14%	17%	13%	19%	17%
Availability of affordable quality housing	5%	6%	4%	3%	4%	12%	4%	5%	6%
Fitness opportunities (including exercise classes and paths or trails, etc.)	78%	79%	84%	77%	82%	78%	80%	76%	79%
Recreational opportunities	77%	78%	74%	76%	84%	77%	73%	79%	77%
Availability of affordable quality food	57%	61%	56%	52%	75%	61%	49%	60%	59%
Availability of affordable quality health care	66%	64%	72%	51%	81%	65%	59%	65%	65%
Availability of preventive health services	76%	72%	75%	72%	85%	66%	74%	77%	74%
Availability of affordable quality mental health care	47%	45%	40%	40%	55%	45%	36%	52%	46%

Table 27: Question 5 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Traffic flow on major streets	34	282	317	Lower
Ease of public parking	38	130	151	Lower
Ease of travel by car in Palo Alto	45	237	268	Lower
Ease of travel by public transportation in Palo Alto	31	122	154	Lower
Ease of travel by bicycle in Palo Alto	66	32	263	Higher
Ease of walking in Palo Alto	73	35	258	Higher
Availability of paths and walking trails	67	69	276	Similar
Air quality	69	93	220	Similar
Cleanliness of Palo Alto	73	74	243	Similar
Overall appearance of Palo Alto	74	62	320	Higher
Public places where people want to spend time	66	52	166	Similar
Variety of housing options	22	241	245	Much lower
Availability of affordable quality housing	8	270	271	Much lower
Fitness opportunities (including exercise classes and paths or trails, etc.)	69	44	167	Similar
Recreational opportunities	68	64	271	Similar
Availability of affordable quality food	56	139	207	Similar
Availability of affordable quality health care	61	77	228	Similar
Availability of preventive health services	67	28	205	Higher
Availability of affordable quality mental health care	46	77	149	Similar

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## Question 6

Table 28: 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	
Availability of affordable quality child care/preschool	6%	N=42	12%	N=90	15%	N=106	14%	N=99	53%	N=382	100%	N=720
K-12 education	39%	N=282	25%	N=182	6%	N=42	1%	N=9	29%	N=206	100%	N=720
Adult educational opportunities	23%	N=164	34%	N=243	14%	N=98	2%	N=14	28%	N=202	100%	N=721
Opportunities to attend cultural/arts/music activities	32%	N=231	41%	N=294	18%	N=128	4%	N=29	5%	N=39	100%	N=721
Opportunities to participate in religious or spiritual events and activities	26%	N=187	27%	N=193	9%	N=65	2%	N=11	37%	N=268	100%	N=723
Employment opportunities	23%	N=165	30%	N=217	18%	N=127	5%	N=33	25%	N=177	100%	N=719
Shopping opportunities	36%	N=256	43%	N=312	17%	N=120	4%	N=26	0%	N=4	100%	N=716
Cost of living in Palo Alto	2%	N=14	5%	N=38	25%	N=175	67%	N=471	1%	N=10	100%	N=707
Overall quality of business and service establishments in Palo Alto	22%	N=161	48%	N=344	24%	N=172	4%	N=29	2%	N=17	100%	N=722
Vibrant downtown/commercial areas	29%	N=210	43%	N=306	21%	N=154	5%	N=35	2%	N=15	100%	N=720
Overall quality of new development in Palo Alto	8%	N=54	27%	N=192	27%	N=195	21%	N=149	18%	N=130	100%	N=721
Opportunities to participate in social events and activities	20%	N=141	40%	N=286	21%	N=154	4%	N=32	15%	N=107	100%	N=719
Opportunities to volunteer	22%	N=162	36%	N=257	14%	N=101	3%	N=25	25%	N=178	100%	N=722
Opportunities to participate in community matters	20%	N=146	32%	N=231	19%	N=134	5%	N=35	24%	N=172	100%	N=717
Openness and acceptance of the community toward people of diverse backgrounds	25%	N=181	40%	N=289	19%	N=139	6%	N=43	10%	N=70	100%	N=722
Neighborliness of residents in Palo Alto	16%	N=115	41%	N=295	28%	N=198	10%	N=75	5%	N=35	100%	N=719
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	22%	N=158	31%	N=227	13%	N=91	1%	N=10	33%	N=236	100%	N=722
Opportunities to learn about City services through social media websites such as Twitter and Facebook	12%	N=87	23%	N=168	12%	N=87	4%	N=32	48%	N=347	100%	N=721

Table 29: 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	
Availability of affordable quality child care/preschool	13%	N=42	27%	N=90	32%	N=106	29%	N=99	100%	N=337
K-12 education	55%	N=282	35%	N=182	8%	N=42	2%	N=9	100%	N=514
Adult educational opportunities	32%	N=164	47%	N=243	19%	N=98	3%	N=14	100%	N=520
Opportunities to attend cultural/arts/music activities	34%	N=231	43%	N=294	19%	N=128	4%	N=29	100%	N=682
Opportunities to participate in religious or spiritual events and activities	41%	N=187	42%	N=193	14%	N=65	2%	N=11	100%	N=456
Employment opportunities	30%	N=165	40%	N=217	23%	N=127	6%	N=33	100%	N=543
Shopping opportunities	36%	N=256	44%	N=312	17%	N=120	4%	N=26	100%	N=713
Cost of living in Palo Alto	2%	N=14	5%	N=38	25%	N=175	67%	N=471	100%	N=698
Overall quality of business and service establishments in Palo Alto	23%	N=161	49%	N=344	24%	N=172	4%	N=29	100%	N=706
Vibrant downtown/commercial areas	30%	N=210	43%	N=306	22%	N=154	5%	N=35	100%	N=705
Overall quality of new development in Palo Alto	9%	N=54	33%	N=192	33%	N=195	25%	N=149	100%	N=591
Opportunities to participate in social events and activities	23%	N=141	47%	N=286	25%	N=154	5%	N=32	100%	N=612
Opportunities to volunteer	30%	N=162	47%	N=257	19%	N=101	5%	N=25	100%	N=544
Opportunities to participate in community matters	27%	N=146	42%	N=231	25%	N=134	6%	N=35	100%	N=545
Openness and acceptance of the community toward people of diverse backgrounds	28%	N=181	44%	N=289	21%	N=139	7%	N=43	100%	N=652
Neighborliness of residents in Palo Alto	17%	N=115	43%	N=295	29%	N=198	11%	N=75	100%	N=685

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Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	33%	N=158	47%	N=227	19%	N=91	2%	N=10	100%	N=487
Opportunities to learn about City services through social media websites such as Twitter and Facebook	23%	N=87	45%	N=168	23%	N=87	9%	N=32	100%	N=374

Table 30: Question 6 - Historical Results\*

	Percent rating positively (e.g., excellent/good)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Availability of affordable quality child care/preschool	25%	35%	26%	28%	32%	25%	35%	27%	31%	49%	49%	39%	Lower
K-12 education	NA	NA	NA	NA	NA	NA	92%	92%	94%	95%	92%	90%	Similar
Adult educational opportunities	NA	NA	NA	NA	NA	NA	NA	NA	NA	89%	83%	78%	Similar
Opportunities to attend cultural/arts/music activities	NA	85%	81%	79%	74%	74%	73%	77%	69%	81%	79%	77%	Similar
Opportunities to participate in religious or spiritual events and activities	NA	NA	NA	82%	NA	NA	NA	84%	75%	86%	85%	83%	Similar
Employment opportunities	33%	59%	61%	61%	51%	52%	56%	68%	68%	69%	66%	70%	Similar
Shopping opportunities	NA	80%	79%	71%	70%	70%	71%	69%	73%	82%	79%	80%	Similar
Cost of living in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	11%	8%	7%	Similar
Overall quality of business and service establishments in Palo Alto	NA	NA	NA	77%	73%	75%	74%	79%	71%	79%	77%	72%	Lower
Vibrant downtown/commercial area	NA	NA	NA	NA	NA	NA	NA	NA	NA	77%	76%	73%	Similar
Overall quality of new development in Palo Alto	NA	62%	57%	57%	55%	53%	57%	56%	44%	51%	49%	42%	Lower
Opportunities to participate in social events and activities	NA	NA	NA	80%	80%	74%	76%	74%	74%	71%	74%	70%	Similar
Opportunities to volunteer	NA	NA	NA	86%	83%	81%	80%	80%	82%	83%	80%	77%	Similar
Opportunities to participate in community matters	NA	NA	NA	75%	76%	76%	71%	NA	NA	75%	76%	69%	Lower
Openness and acceptance of the community toward people of diverse backgrounds	73%	75%	79%	77%	78%	79%	78%	80%	76%	76%	68%	72%	Similar
Neighborliness of residents in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	64%	61%	60%	Similar
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	NA	NA	NA	NA	NA	NA	NA	NA	NA	82%	82%	79%	Similar
Opportunities to learn about City services through social media websites such as Twitter and Facebook	NA	NA	NA	NA	NA	NA	63%	63%	71%	73%	75%	68%	Lower

Table 31: 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	37%	41%	39%	40%	51%	36%	13%	42%	39%
K-12 education	87%	93%	88%	93%	97%	91%	75%	89%	90%
Adult educational opportunities	79%	77%	76%	79%	82%	75%	67%	84%	78%
Opportunities to attend cultural/arts/music activities	77%	77%	82%	83%	76%	72%	75%	74%	77%
Opportunities to participate in religious or spiritual events and activities	82%	84%	80%	92%	83%	78%	77%	85%	83%
Employment opportunities	71%	70%	70%	73%	75%	64%	70%	72%	70%
Shopping opportunities	83%	77%	82%	76%	75%	77%	79%	85%	80%
Cost of living in Palo Alto	7%	8%	9%	8%	5%	9%	4%	7%	7%
Overall quality of business and service establishments in Palo Alto	76%	67%	77%	64%	71%	67%	66%	78%	72%
Vibrant downtown/commercial area	78%	69%	77%	70%	71%	65%	76%	80%	73%

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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	
Overall quality of new development in Palo Alto	43%	40%	46%	43%	46%	33%	40%	44%	42%
Opportunities to participate in social events and activities	69%	70%	67%	70%	72%	68%	77%	69%	70%
Opportunities to volunteer	72%	81%	64%	82%	83%	82%	68%	77%	77%
Opportunities to participate in community matters	68%	70%	66%	68%	76%	70%	57%	71%	69%
Openness and acceptance of the community toward people of diverse backgrounds	74%	70%	74%	74%	72%	66%	72%	74%	72%
Neighborliness of residents in Palo Alto	60%	60%	64%	55%	73%	55%	60%	59%	60%
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	82%	77%	79%	78%	77%	76%	84%	82%	79%
Opportunities to learn about City services through social media websites such as Twitter and Facebook	61%	74%	61%	72%	76%	74%	73%	58%	68%

Table 32: Question 6 - Benchmark Comparisons\*

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Availability of affordable quality child care/preschool	41	187	224	Similar
K-12 education	81	21	234	Higher
Adult educational opportunities	69	10	156	Higher
Opportunities to attend cultural/arts/music activities	69	32	261	Higher
Opportunities to participate in religious or spiritual events and activities	74	31	180	Similar
Employment opportunities	65	1	280	Much higher
Shopping opportunities	71	25	262	Higher
Cost of living in Palo Alto	14	172	174	Much lower
Overall quality of business and service establishments in Palo Alto	63	58	241	Similar
Vibrant downtown/commercial area	66	24	162	Higher
Overall quality of new development in Palo Alto	42	209	252	Lower
Opportunities to participate in social events and activities	62	58	228	Similar
Opportunities to volunteer	67	62	234	Similar
Opportunities to participate in community matters	63	53	243	Similar
Openness and acceptance of the community toward people of diverse backgrounds	64	31	256	Similar
Neighborliness of Palo Alto	55	95	167	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 33: 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	6%	N=41	94%	N=687	100%	N=728
Made efforts to make your home more energy efficient	27%	N=193	73%	N=533	100%	N=726
Observed a code violation or other hazard in Palo Alto	67%	N=476	33%	N=238	100%	N=714
Household member was a victim of a crime in Palo Alto	91%	N=658	9%	N=64	100%	N=722
Reported a crime to the police in Palo Alto	86%	N=621	14%	N=101	100%	N=723
Stocked supplies in preparation for an emergency	56%	N=407	44%	N=318	100%	N=726
Campaigned or advocated for an issue, cause or candidate	72%	N=519	28%	N=205	100%	N=724
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	48%	N=346	52%	N=378	100%	N=724
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	83%	N=601	17%	N=122	100%	N=723

Table 34: Question 7 - Historical Results

	Percent "yes"												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Made efforts to conserve water	NA	NA	NA	NA	NA	NA	NA	NA	NA	96%	95%	94%	Similar
Made efforts to make your home more energy efficient	NA	NA	NA	NA	NA	NA	NA	NA	NA	77%	74%	73%	Similar
Did NOT observe a code violation or other hazard in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	70%	67%	67%	Similar
Household member was NOT a victim of a crime in Palo Alto	NA	88%	91%	90%	89%	91%	91%	91%	94%	92%	93%	91%	Similar
Did NOT report a crime to the police in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	87%	87%	86%	Similar
Stocked supplies in preparation for an emergency	NA	NA	NA	NA	NA	NA	NA	NA	NA	46%	44%	44%	Similar
Campaigned or advocated for an issue, cause or candidate	NA	NA	NA	NA	NA	NA	NA	NA	NA	27%	24%	28%	Similar
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	NA	54%	57%	54%	58%	56%	43%	44%	49%	50%	52%	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	NA	17%	15%	17%	Similar

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

Table 35: 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%	94%	99%	95%	94%	94%	97%	91%	94%
Made efforts to make your home more energy efficient	77%	70%	82%	69%	70%	72%	73%	75%	73%
Observed a code violation or other hazard in Palo Alto	34%	33%	39%	33%	33%	32%	37%	31%	33%
Household member was a victim of a crime in Palo Alto	10%	8%	10%	11%	9%	4%	10%	10%	9%
Reported a crime to the police in Palo Alto	14%	14%	16%	18%	12%	12%	11%	14%	14%
Stocked supplies in preparation for an emergency	45%	43%	49%	49%	46%	35%	36%	45%	44%
Campaigned or advocated for an issue, cause or candidate	33%	24%	32%	24%	28%	22%	42%	31%	28%
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	53%	51%	62%	52%	53%	50%	47%	50%	52%
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	20%	13%	25%	13%	17%	13%	21%	17%	17%

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Table 36: Question 7 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Made efforts to conserve water	94	18	156	Higher
Made efforts to make your home more energy efficient	73	119	157	Similar
Did NOT observe a code violation or other hazard in Palo Alto	67	26	162	Higher
Household member was NOT a victim of a crime	91	83	244	Similar
Did NOT report a crime to the police	86	29	170	Similar
Stocked supplies in preparation for an emergency	44	37	155	Similar
Campaigned or advocated for an issue, cause or candidate	28	26	152	Similar
Contacted Palo Alto (in-person, phone, email or web) for help or information	52	70	275	Similar
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	17	81	164	Similar

## Question 8

Table 37: 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	
	Percentage	N	Percentage	N	Percentage	N	Percentage	N	Percentage	N
Used Palo Alto recreation centers or their services	13%	N=95	19%	N=138	30%	N=217	37%	N=266	100%	N=716
Visited a neighborhood park or City park	35%	N=256	28%	N=203	29%	N=212	7%	N=53	100%	N=724
Used Palo Alto public libraries or their services	11%	N=81	30%	N=214	32%	N=229	27%	N=195	100%	N=720
Participated in religious or spiritual activities in Palo Alto	5%	N=35	11%	N=76	16%	N=112	69%	N=491	100%	N=713
Attended a City-sponsored event	1%	N=4	6%	N=40	44%	N=320	49%	N=356	100%	N=721
Used bus, rail or other public transportation instead of driving	12%	N=84	10%	N=69	32%	N=228	47%	N=341	100%	N=723
Carpooled with other adults or children instead of driving alone	15%	N=111	16%	N=118	25%	N=177	44%	N=314	100%	N=719
Walked or biked instead of driving	45%	N=322	25%	N=178	17%	N=125	13%	N=93	100%	N=719
Volunteered your time to some group/activity in Palo Alto	11%	N=76	13%	N=90	22%	N=154	55%	N=393	100%	N=712
Participated in a club	7%	N=48	12%	N=85	11%	N=79	70%	N=504	100%	N=715
Talked to or visited with your immediate neighbors	36%	N=262	28%	N=199	24%	N=172	12%	N=88	100%	N=721
Done a favor for a neighbor	15%	N=107	24%	N=173	38%	N=269	23%	N=166	100%	N=714
Used the City's website to conduct business or pay bills	4%	N=28	10%	N=72	37%	N=267	49%	N=354	100%	N=721

Table 38: Question 8 - Historical Results\*

	Percent rating positively (e.g., at least once in the last 12 months)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Used Palo Alto recreation centers or their services	NA	63%	67%	68%	63%	60%	60%	65%	58%	63%	65%	63%	Similar
Visited a neighborhood park or City park	NA	93%	92%	93%	94%	94%	91%	95%	94%	91%	94%	93%	Similar
Used Palo Alto public libraries or their services	NA	76%	79%	74%	82%	76%	74%	77%	77%	68%	76%	73%	Similar
Participated in religious or spiritual activities in Palo Alto	NA	NA	NA	40%	NA	NA	NA	40%	NA	30%	30%	31%	Similar
Attended a City-sponsored event	NA	NA	NA	NA	NA	NA	NA	NA	NA	50%	57%	51%	Lower
Used bus, rail or other public transportation instead of driving	NA	NA	NA	NA	NA	NA	NA	NA	NA	50%	53%	53%	Similar
Carpooled with other adults or children instead of driving alone	NA	NA	NA	NA	NA	NA	NA	NA	NA	53%	58%	56%	Similar
Walked or biked instead of driving	NA	NA	NA	NA	NA	NA	NA	NA	NA	85%	87%	87%	Similar

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	Percent rating positively (e.g., at least once in the last 12 months)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Volunteered your time to some group/activity in Palo Alto	NA	53%	52%	51%	56%	51%	45%	54%	50%	40%	46%	45%	Similar
Participated in a club	NA	NA	NA	34%	33%	31%	31%	38%	29%	27%	34%	30%	Similar
Talked to or visited with your immediate neighbors	NA	NA	NA	NA	NA	NA	NA	NA	NA	91%	89%	88%	Similar
Done a favor for a neighbor	NA	NA	NA	NA	NA	NA	NA	NA	NA	81%	76%	77%	Similar
Used the City's website to conduct business or pay bills	NA	NA	NA	NA	25%	33%	35%	43%	45%	53%	51%	51%	Similar

Table 39: 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	59%	66%	69%	67%	67%	67%	62%	53%	63%
Visited a neighborhood park or City park	90%	95%	95%	95%	90%	97%	96%	87%	93%
Used Palo Alto public libraries or their services	67%	78%	72%	80%	85%	75%	62%	64%	73%
Participated in religious or spiritual activities in Palo Alto	29%	33%	29%	31%	40%	29%	35%	29%	31%
Attended a City-sponsored event	54%	48%	56%	54%	52%	39%	52%	53%	51%
Used bus, rail or other public transportation instead of driving	58%	48%	50%	46%	44%	52%	75%	57%	53%
Carpooled with other adults or children instead of driving alone	59%	54%	74%	50%	51%	61%	51%	53%	56%
Walked or biked instead of driving	90%	84%	86%	86%	81%	83%	87%	93%	87%
Volunteered your time to some group/activity in Palo Alto	43%	47%	48%	50%	49%	42%	41%	41%	45%
Participated in a club	28%	31%	29%	28%	32%	32%	25%	29%	30%
Talked to or visited with your immediate neighbors	90%	86%	89%	88%	92%	81%	95%	88%	88%
Done a favor for a neighbor	77%	77%	84%	77%	84%	73%	82%	71%	77%
Used the City's website to conduct business or pay bills	54%	48%	51%	47%	44%	53%	61%	53%	51%

Table 40: Question 8 - Benchmark Comparisons\*

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Used Palo Alto recreation centers or their services	63	47	210	Similar
Visited a neighborhood park or City park	93	19	241	Higher
Used Palo Alto public libraries or their services	73	49	211	Similar
Participated in religious or spiritual activities in Palo Alto	31	158	178	Lower
Attended City-sponsored event	51	98	166	Similar
Used bus, rail, subway or other public transportation instead of driving	53	19	138	Much higher
Carpooled with other adults or children instead of driving alone	56	13	161	Higher
Walked or biked instead of driving	87	11	166	Much higher
Volunteered your time to some group/activity in Palo Alto	45	80	232	Similar
Participated in a club	30	86	212	Similar
Talked to or visited with your immediate neighbors	88	124	162	Similar
Done a favor for a neighbor	77	127	157	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 41: 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	
	%	N	%	N	%	N	%	N	%	N
Attended a local public meeting	1%	N=4	1%	N=8	19%	N=136	79%	N=554	100%	N=703
Watched (online or on television) a local public meeting	0%	N=0	1%	N=9	13%	N=94	86%	N=610	100%	N=713

Table 42: Question 9 - Historical Results

	Percent rating positively (e.g., at least once in the last 12 months)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Attended a local public meeting	NA	27%	26%	26%	28%	27%	27%	25%	28%	22%	22%	21%	Similar
Watched (online or on television) a local public meeting	NA	31%	26%	26%	28%	28%	27%	21%	24%	16%	18%	14%	Similar

Table 43: 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%	20%	25%	20%	28%	17%	38%	16%	21%
Watched (online or on television) a local public meeting	12%	16%	19%	17%	23%	12%	19%	8%	14%

Table 44: Question 9 - Benchmark Comparisons

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Attended a local public meeting	21	108	233	Similar
Watched (online or on television) a local public meeting	14	171	197	Lower

## Question 10

Table 45: 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	34%	N=247	35%	N=252	7%	N=50	2%	N=15	22%	N=158	100%	N=723
Fire services	35%	N=251	29%	N=210	2%	N=12	0%	N=1	34%	N=249	100%	N=723
Ambulance or emergency medical services	30%	N=214	22%	N=157	2%	N=11	0%	N=3	46%	N=330	100%	N=715
Crime prevention	20%	N=142	30%	N=216	10%	N=71	3%	N=18	38%	N=270	100%	N=717
Fire prevention and education	17%	N=123	26%	N=185	6%	N=46	1%	N=7	50%	N=355	100%	N=717
Traffic enforcement	15%	N=104	32%	N=227	20%	N=140	12%	N=82	22%	N=160	100%	N=713
Street repair	15%	N=109	37%	N=268	26%	N=190	14%	N=99	7%	N=53	100%	N=719
Street cleaning	26%	N=185	48%	N=349	18%	N=133	3%	N=24	4%	N=30	100%	N=720
Street lighting	24%	N=172	45%	N=327	21%	N=152	7%	N=48	3%	N=21	100%	N=721
Sidewalk maintenance	18%	N=128	41%	N=290	25%	N=181	12%	N=89	4%	N=26	100%	N=714
Traffic signal timing	13%	N=90	36%	N=258	30%	N=214	18%	N=130	3%	N=25	100%	N=717
Bus or transit services	8%	N=56	18%	N=130	19%	N=137	17%	N=122	38%	N=273	100%	N=718
Garbage collection	40%	N=286	43%	N=310	10%	N=75	2%	N=12	5%	N=37	100%	N=721



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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	35%	N=249	36%	N=255	7%	N=54	1%	N=5	22%	N=154	100%	N=718
Storm drainage	18%	N=132	35%	N=248	14%	N=100	4%	N=27	30%	N=212	100%	N=718
Drinking water	44%	N=319	38%	N=274	10%	N=71	2%	N=14	6%	N=45	100%	N=724
Sewer services	29%	N=206	41%	N=298	9%	N=61	1%	N=7	20%	N=146	100%	N=719
Utility billing	31%	N=222	46%	N=333	13%	N=96	3%	N=25	6%	N=43	100%	N=719
City parks	46%	N=336	41%	N=297	8%	N=58	0%	N=3	4%	N=31	100%	N=725
Recreation programs or classes	19%	N=137	29%	N=209	8%	N=61	1%	N=5	42%	N=305	100%	N=718
Recreation centers or facilities	21%	N=152	33%	N=239	10%	N=71	3%	N=23	32%	N=229	100%	N=714
Land use, planning and zoning	6%	N=42	21%	N=149	24%	N=169	22%	N=156	27%	N=196	100%	N=712
Code enforcement (weeds, abandoned buildings, etc.)	9%	N=65	20%	N=141	19%	N=135	8%	N=55	44%	N=316	100%	N=712
Animal control	15%	N=107	26%	N=186	8%	N=61	4%	N=27	47%	N=333	100%	N=714
Economic development	14%	N=96	26%	N=184	19%	N=131	7%	N=51	35%	N=244	100%	N=706
Public library services	45%	N=326	28%	N=198	6%	N=41	1%	N=8	20%	N=147	100%	N=720
Public information services	18%	N=130	34%	N=240	12%	N=88	2%	N=16	34%	N=239	100%	N=713
Cable television	9%	N=66	20%	N=139	16%	N=115	11%	N=76	45%	N=318	100%	N=714
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	11%	N=76	28%	N=197	13%	N=92	4%	N=31	45%	N=318	100%	N=713
Preservation of natural areas such as open space, farmlands and greenbelts	31%	N=220	36%	N=260	15%	N=111	3%	N=25	14%	N=101	100%	N=717
Palo Alto open space	37%	N=267	36%	N=258	13%	N=93	4%	N=30	10%	N=73	100%	N=721
City-sponsored special events	15%	N=107	31%	N=224	15%	N=105	2%	N=15	37%	N=260	100%	N=711
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	23%	N=163	38%	N=272	15%	N=109	3%	N=22	21%	N=153	100%	N=718
Neighborhood branch libraries	38%	N=273	28%	N=198	7%	N=48	2%	N=11	26%	N=186	100%	N=716
Your neighborhood park	45%	N=325	38%	N=276	9%	N=67	1%	N=6	6%	N=47	100%	N=720
Variety of library materials	30%	N=216	29%	N=205	11%	N=76	2%	N=15	29%	N=205	100%	N=718
Street tree maintenance	22%	N=157	43%	N=312	19%	N=134	7%	N=54	9%	N=63	100%	N=720
Electric utility	32%	N=230	46%	N=333	10%	N=70	3%	N=20	9%	N=65	100%	N=719
Gas utility	31%	N=222	44%	N=318	9%	N=63	2%	N=18	13%	N=96	100%	N=717
Recycling collection	42%	N=300	40%	N=288	12%	N=83	1%	N=7	6%	N=43	100%	N=721
City's website	13%	N=97	35%	N=252	21%	N=147	5%	N=34	26%	N=187	100%	N=716
Art programs and theatre	20%	N=145	30%	N=218	12%	N=84	3%	N=19	35%	N=249	100%	N=715

Table 46: 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	44%	N=247	45%	N=252	9%	N=50	3%	N=15	100%	N=565
Fire services	53%	N=251	44%	N=210	3%	N=12	0%	N=1	100%	N=474
Ambulance or emergency medical services	56%	N=214	41%	N=157	3%	N=11	1%	N=3	100%	N=385
Crime prevention	32%	N=142	48%	N=216	16%	N=71	4%	N=18	100%	N=447
Fire prevention and education	34%	N=123	51%	N=185	13%	N=46	2%	N=7	100%	N=362
Traffic enforcement	19%	N=104	41%	N=227	25%	N=140	15%	N=82	100%	N=553
Street repair	16%	N=109	40%	N=268	29%	N=190	15%	N=99	100%	N=665
Street cleaning	27%	N=185	51%	N=349	19%	N=133	3%	N=24	100%	N=690

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Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Total	
Street lighting	25%	N=172	47%	N=327	22%	N=152	7%	N=48	100%	N=700
Sidewalk maintenance	19%	N=128	42%	N=290	26%	N=181	13%	N=89	100%	N=688
Traffic signal timing	13%	N=90	37%	N=258	31%	N=214	19%	N=130	100%	N=692
Bus or transit services	13%	N=56	29%	N=130	31%	N=137	27%	N=122	100%	N=445
Garbage collection	42%	N=286	45%	N=310	11%	N=75	2%	N=12	100%	N=684
Yard waste pick-up	44%	N=249	45%	N=255	10%	N=54	1%	N=5	100%	N=563
Storm drainage	26%	N=132	49%	N=248	20%	N=100	5%	N=27	100%	N=506
Drinking water	47%	N=319	40%	N=274	10%	N=71	2%	N=14	100%	N=678
Sewer services	36%	N=206	52%	N=298	11%	N=61	1%	N=7	100%	N=573
Utility billing	33%	N=222	49%	N=333	14%	N=96	4%	N=25	100%	N=676
City parks	48%	N=336	43%	N=297	8%	N=58	0%	N=3	100%	N=693
Recreation programs or classes	33%	N=137	51%	N=209	15%	N=61	1%	N=5	100%	N=413
Recreation centers or facilities	31%	N=152	49%	N=239	15%	N=71	5%	N=23	100%	N=485
Land use, planning and zoning	8%	N=42	29%	N=149	33%	N=169	30%	N=156	100%	N=516
Code enforcement (weeds, abandoned buildings, etc.)	16%	N=65	36%	N=141	34%	N=135	14%	N=55	100%	N=396
Animal control	28%	N=107	49%	N=186	16%	N=61	7%	N=27	100%	N=381
Economic development	21%	N=96	40%	N=184	28%	N=131	11%	N=51	100%	N=462
Public library services	57%	N=326	35%	N=198	7%	N=41	1%	N=8	100%	N=573
Public information services	27%	N=130	51%	N=240	19%	N=88	3%	N=16	100%	N=474
Cable television	17%	N=66	35%	N=139	29%	N=115	19%	N=76	100%	N=396
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	19%	N=76	50%	N=197	23%	N=92	8%	N=31	100%	N=396
Preservation of natural areas such as open space, farmlands and greenbelts	36%	N=220	42%	N=260	18%	N=111	4%	N=25	100%	N=616
Palo Alto open space	41%	N=267	40%	N=258	14%	N=93	5%	N=30	100%	N=648
City-sponsored special events	24%	N=107	50%	N=224	23%	N=105	3%	N=15	100%	N=450
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	29%	N=163	48%	N=272	19%	N=109	4%	N=22	100%	N=565
Neighborhood branch libraries	51%	N=273	37%	N=198	9%	N=48	2%	N=11	100%	N=531
Your neighborhood park	48%	N=325	41%	N=276	10%	N=67	1%	N=6	100%	N=674
Variety of library materials	42%	N=216	40%	N=205	15%	N=76	3%	N=15	100%	N=513
Street tree maintenance	24%	N=157	47%	N=312	20%	N=134	8%	N=54	100%	N=657
Electric utility	35%	N=230	51%	N=333	11%	N=70	3%	N=20	100%	N=654
Gas utility	36%	N=222	51%	N=318	10%	N=63	3%	N=18	100%	N=621
Recycling collection	44%	N=300	42%	N=288	12%	N=83	1%	N=7	100%	N=678
City's website	18%	N=97	48%	N=252	28%	N=147	6%	N=34	100%	N=529
Art programs and theatre	31%	N=145	47%	N=218	18%	N=84	4%	N=19	100%	N=466

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Table 47: Question 10 - Historical Results\*

	Percent rating positively (e.g., excellent/good)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Police services	89%	87%	91%	84%	84%	87%	88%	86%	86%	87%	88%	88%	Similar
Fire services	96%	95%	98%	96%	95%	93%	92%	96%	93%	95%	97%	97%	Similar
Ambulance or emergency medical services	95%	94%	94%	95%	91%	94%	93%	96%	93%	97%	95%	96%	Similar
Crime prevention	NA	77%	83%	74%	73%	79%	81%	74%	75%	80%	79%	80%	Similar
Fire prevention and education	NA	84%	86%	87%	80%	79%	76%	80%	82%	85%	85%	85%	Similar
Traffic enforcement	64%	63%	72%	64%	61%	64%	61%	66%	64%	62%	60%	60%	Similar
Street repair	50%	47%	47%	47%	42%	43%	40%	42%	47%	55%	51%	57%	Higher
Street cleaning	75%	77%	77%	75%	73%	76%	79%	80%	76%	80%	75%	77%	Similar
Street lighting	67%	66%	61%	64%	64%	68%	65%	68%	66%	74%	71%	71%	Similar
Sidewalk maintenance	50%	53%	57%	53%	53%	51%	51%	53%	56%	62%	62%	61%	Similar
Traffic signal timing	NA	55%	60%	56%	56%	56%	52%	47%	53%	53%	47%	50%	Similar
Bus or transit services	89%	58%	57%	49%	50%	45%	46%	58%	49%	57%	49%	42%	Lower
Garbage collection	94%	92%	91%	92%	89%	88%	89%	89%	85%	91%	87%	87%	Similar
Yard waste pick-up	88%	90%	93%	89%	NA	NA	NA	NA	NA	90%	86%	90%	Similar
Storm drainage	65%	61%	59%	70%	73%	74%	74%	75%	69%	80%	71%	75%	Similar
Drinking water	82%	80%	79%	87%	81%	84%	86%	83%	88%	89%	88%	87%	Similar
Sewer services	84%	83%	83%	81%	81%	82%	84%	82%	84%	89%	88%	88%	Similar
Utility billing	NA	NA	NA	NA	NA	NA	NA	NA	NA	84%	82%	82%	Similar
City parks	90%	87%	91%	89%	92%	90%	94%	91%	93%	92%	93%	91%	Similar
Recreation programs or classes	83%	85%	90%	87%	85%	82%	81%	87%	87%	87%	84%	84%	Similar
Recreation centers or facilities	77%	81%	82%	77%	80%	81%	75%	85%	80%	84%	86%	81%	Lower
Land use, planning and zoning	41%	50%	49%	47%	47%	49%	45%	51%	36%	43%	40%	37%	Similar
Code enforcement (weeds, abandoned buildings, etc.)	55%	61%	59%	59%	50%	53%	56%	61%	57%	62%	59%	52%	Lower
Animal control	79%	78%	79%	78%	78%	76%	72%	78%	76%	80%	80%	77%	Similar
Economic development	48%	61%	62%	63%	54%	49%	52%	67%	61%	73%	69%	61%	Lower
Public library services	81%	78%	81%	75%	78%	82%	83%	88%	85%	81%	91%	91%	Similar
Public information services	72%	72%	73%	76%	68%	67%	67%	74%	73%	79%	82%	78%	Similar
Cable television	NA	NA	NA	NA	NA	NA	NA	NA	NA	60%	55%	52%	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	NA	NA	NA	71%	62%	59%	64%	73%	77%	70%	74%	69%	Lower
Preservation of natural areas such as open space, farmlands and greenbelts	NA	NA	NA	78%	82%	78%	76%	81%	79%	80%	77%	78%	Similar
Palo Alto open space	NA	NA	NA	NA	NA	NA	NA	NA	NA	82%	84%	81%	Similar
City-sponsored special events	NA	NA	NA	NA	NA	NA	NA	NA	NA	75%	75%	73%	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	78%	79%	79%	73%	79%	77%	76%	81%	79%	81%	74%	77%	Similar
Neighborhood branch libraries	58%	73%	62%	71%	75%	75%	81%	85%	80%	78%	90%	89%	Similar
Your neighborhood park	78%	87%	82%	86%	87%	88%	89%	92%	87%	83%	91%	89%	Similar
Variety of library materials	60%	59%	63%	67%	73%	75%	72%	88%	81%	88%	83%	82%	Similar
Street tree maintenance	62%	66%	60%	68%	72%	69%	70%	71%	66%	80%	73%	71%	Similar
Electric utility	NA	84%	78%	85%	83%	79%	85%	84%	80%	72%	87%	86%	Similar

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	Percent rating positively (e.g., excellent/good)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Gas utility	NA	82%	74%	84%	81%	80%	82%	86%	81%	88%	88%	87%	Similar
Recycling collection	87%	88%	91%	90%	89%	90%	91%	86%	86%	88%	91%	87%	Similar
City's website	NA	NA	NA	NA	55%	73%	67%	70%	69%	88%	69%	66%	Similar
Art programs and theatre	NA	NA	NA	NA	79%	78%	81%	82%	82%	69%	80%	78%	Similar

Table 48: 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	90%	87%	89%	89%	90%	82%	93%	91%	88%
Fire services	97%	98%	96%	99%	97%	97%	100%	96%	97%
Ambulance or emergency medical services	96%	97%	96%	96%	97%	97%	100%	95%	96%
Crime prevention	84%	76%	78%	80%	81%	69%	91%	87%	80%
Fire prevention and education	85%	85%	92%	86%	91%	80%	86%	82%	85%
Traffic enforcement	57%	62%	48%	64%	68%	57%	56%	63%	60%
Street repair	54%	59%	56%	59%	67%	53%	62%	51%	57%
Street cleaning	78%	77%	78%	80%	81%	71%	79%	78%	77%
Street lighting	72%	71%	73%	68%	77%	68%	77%	71%	71%
Sidewalk maintenance	55%	66%	57%	69%	66%	63%	57%	54%	61%
Traffic signal timing	49%	52%	46%	52%	61%	48%	39%	51%	50%
Bus or transit services	51%	33%	46%	28%	41%	34%	51%	53%	42%
Garbage collection	89%	85%	91%	90%	84%	82%	96%	86%	87%
Yard waste pick-up	89%	90%	86%	89%	93%	89%	95%	90%	90%
Storm drainage	72%	78%	68%	78%	78%	76%	90%	70%	75%
Drinking water	87%	88%	93%	95%	85%	83%	94%	82%	87%
Sewer services	89%	87%	93%	85%	92%	85%	93%	86%	88%
Utility billing	83%	81%	80%	80%	92%	77%	83%	84%	82%
City parks	90%	92%	91%	93%	96%	88%	92%	89%	91%
Recreation programs or classes	84%	84%	89%	87%	88%	78%	73%	84%	84%
Recreation centers or facilities	79%	82%	78%	84%	89%	76%	76%	80%	81%
Land use, planning and zoning	35%	39%	40%	47%	57%	22%	40%	31%	37%
Code enforcement (weeds, abandoned buildings, etc.)	52%	52%	43%	60%	61%	38%	51%	57%	52%
Animal control	77%	77%	79%	84%	75%	71%	66%	80%	77%
Economic development	57%	64%	59%	69%	62%	60%	62%	56%	61%
Public library services	91%	92%	95%	94%	93%	89%	93%	89%	91%
Public information services	78%	78%	76%	73%	81%	80%	91%	77%	78%
Cable television	54%	50%	60%	48%	52%	50%	51%	50%	52%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	68%	70%	65%	66%	83%	65%	86%	65%	69%
Preservation of natural areas such as open space, farmlands and greenbelts	79%	77%	82%	80%	77%	78%	70%	78%	78%
Palo Alto open space	83%	79%	83%	86%	77%	77%	79%	82%	81%

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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	
City-sponsored special events	74%	72%	72%	73%	76%	70%	72%	76%	73%
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	78%	76%	87%	72%	81%	75%	78%	74%	77%
Neighborhood branch libraries	89%	89%	88%	90%	95%	83%	94%	88%	89%
Your neighborhood park	87%	91%	93%	92%	92%	89%	89%	83%	89%
Variety of library materials	78%	86%	78%	94%	83%	80%	85%	76%	82%
Street tree maintenance	70%	73%	64%	70%	80%	71%	70%	74%	71%
Electric utility	86%	86%	92%	81%	93%	86%	89%	83%	86%
Gas utility	88%	86%	93%	82%	91%	88%	91%	83%	87%
Recycling collection	86%	88%	88%	89%	90%	84%	93%	83%	87%
City's website	62%	69%	62%	64%	80%	65%	74%	60%	66%
Art programs and theatre	81%	75%	84%	76%	77%	71%	89%	78%	78%

Table 49: Question 10 - Benchmark Comparisons\*

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Police services	76	82	410	Similar
Fire services	83	72	336	Similar
Ambulance or emergency medical services	84	50	314	Similar
Crime prevention	69	82	318	Similar
Fire prevention and education	72	79	253	Similar
Traffic enforcement	55	231	333	Similar
Street repair	53	136	376	Similar
Street cleaning	67	48	287	Higher
Street lighting	63	45	285	Similar
Sidewalk maintenance	55	106	292	Similar
Traffic signal timing	48	120	228	Similar
Bus or transit services	42	146	194	Similar
Garbage collection	76	82	317	Similar
Yard waste pick-up	78	16	241	Higher
Storm drainage	65	56	318	Similar
Drinking water	77	23	303	Higher
Sewer services	74	23	293	Similar
Utility billing	70	11	157	Higher
City parks	80	37	299	Higher
Recreation programs or classes	72	48	309	Similar
Recreation centers or facilities	69	64	251	Similar
Land use, planning and zoning	38	223	270	Similar
Code enforcement (weeds, abandoned buildings, etc.)	52	144	335	Similar
Animal control	66	31	305	Similar
Economic development	57	74	254	Similar

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	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
Public library services	82	37	314	Similar
Public information services	67	44	256	Similar
Cable television	50	88	172	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	60	99	252	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	70	15	231	Higher
Palo Alto open space	73	9	159	Higher
City-sponsored special events	65	58	188	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	67	148	334	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 50: 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	29%	N=213	49%	N=353	17%	N=121	2%	N=13	4%	N=28	100%	N=727
The Federal Government	6%	N=43	31%	N=226	31%	N=227	12%	N=90	19%	N=139	100%	N=725
State Government	6%	N=41	31%	N=225	33%	N=243	10%	N=71	20%	N=145	100%	N=725

Table 51: 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	30%	N=213	50%	N=353	17%	N=121	2%	N=13	100%	N=699
The Federal Government	7%	N=43	39%	N=226	39%	N=227	15%	N=90	100%	N=585
State Government	7%	N=41	39%	N=225	42%	N=243	12%	N=71	100%	N=580

Table 52: Question 11 - Historical Results

	Percent rating positively (e.g., excellent/good)												2016 rating compared to 2015
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
The City of Palo Alto	87%	87%	86%	85%	80%	80%	83%	88%	84%	83%	85%	81%	Similar
The Federal Government	32%	33%	33%	33%	41%	43%	41%	50%	37%	48%	46%	46%	Similar
State Government	38%	38%	44%	34%	23%	27%	26%	41%	33%	NA	47%	46%	Similar

Table 53: 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	82%	79%	89%	81%	85%	75%	74%	81%	81%
The Federal Government	43%	48%	38%	49%	46%	49%	39%	47%	46%
State Government	47%	45%	41%	39%	51%	46%	43%	51%	46%

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Table 54: Question 11 - Benchmark Comparisons\*

	Average rating	Rank	Number of communities in comparison	Comparison to benchmark
The City of Palo Alto	70	94	400	Similar
The Federal Government	46	35	221	Similar

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

## Question 12

Table 55: 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	
The value of services for the taxes paid to Palo Alto	11%	N=79	37%	N=264	25%	N=183	9%	N=62	18%	N=132	100%	N=720
The overall direction that Palo Alto is taking	6%	N=41	29%	N=209	30%	N=217	22%	N=156	13%	N=96	100%	N=719
The job Palo Alto government does at welcoming citizen involvement	9%	N=63	26%	N=189	23%	N=163	13%	N=90	30%	N=214	100%	N=719
Overall confidence in Palo Alto government	6%	N=47	31%	N=222	32%	N=226	16%	N=117	15%	N=106	100%	N=718
Generally acting in the best interest of the community	7%	N=52	30%	N=217	28%	N=198	20%	N=142	15%	N=109	100%	N=718
Being honest	9%	N=63	30%	N=216	22%	N=154	10%	N=74	29%	N=208	100%	N=715
Treating all residents fairly	7%	N=49	27%	N=190	23%	N=165	15%	N=110	28%	N=202	100%	N=716

Table 56: 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	
The value of services for the taxes paid to Palo Alto	13%	N=79	45%	N=264	31%	N=183	11%	N=62	100%	N=589
The overall direction that Palo Alto is taking	7%	N=41	34%	N=209	35%	N=217	25%	N=156	100%	N=623
The job Palo Alto government does at welcoming citizen involvement	13%	N=63	37%	N=189	32%	N=163	18%	N=90	100%	N=505
Overall confidence in Palo Alto government	8%	N=47	36%	N=222	37%	N=226	19%	N=117	100%	N=612
Generally acting in the best interest of the community	9%	N=52	36%	N=217	32%	N=198	23%	N=142	100%	N=609
Being honest	12%	N=63	43%	N=216	30%	N=154	15%	N=74	100%	N=507
Treating all residents fairly	10%	N=49	37%	N=190	32%	N=165	21%	N=110	100%	N=514

Table 57: Question 12 - Historical Results

	Percent rating positively (e.g., excellent/good)											2016 rating compared to 2015	
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015		2016
The value of services for the taxes paid to Palo Alto	NA	74%	67%	64%	58%	62%	66%	67%	66%	66%	65%	58%	Lower
The overall direction that Palo Alto is taking	54%	62%	57%	63%	53%	57%	55%	59%	54%	50%	48%	40%	Lower
The job Palo Alto government does at welcoming citizen involvement	65%	73%	68%	57%	56%	57%	57%	58%	55%	54%	61%	50%	Lower
Overall confidence in Palo Alto government	NA	NA	NA	NA	NA	NA	NA	NA	NA	52%	53%	44%	Lower
Generally acting in the best interest of the community	NA	NA	NA	NA	NA	NA	NA	NA	NA	54%	53%	44%	Lower
Being honest	NA	NA	NA	NA	NA	NA	NA	NA	NA	58%	62%	55%	Lower
Treating all residents fairly	NA	NA	NA	NA	NA	NA	NA	NA	NA	57%	53%	47%	Lower

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Table 58: 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	61%	56%	60%	60%	57%	50%	62%	63%	58%
The overall direction that Palo Alto is taking	39%	41%	41%	46%	51%	30%	39%	38%	40%
The job Palo Alto government does at welcoming citizen involvement	48%	52%	48%	48%	63%	48%	59%	45%	50%
Overall confidence in Palo Alto government	43%	45%	37%	45%	61%	34%	51%	44%	44%
Generally acting in the best interest of the community	46%	42%	47%	45%	53%	34%	51%	43%	44%
Being honest	58%	52%	57%	48%	57%	53%	57%	59%	55%
Treating all residents fairly	51%	43%	48%	46%	55%	34%	54%	51%	47%

Table 59: 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	54	141	365	Similar
Overall direction that Palo Alto is taking	41	254	285	Lower
Job Palo Alto government does at welcoming citizen involvement	48	167	280	Similar
Overall confidence in Palo Alto government	44	119	174	Similar
Generally acting in the best interest of the community	43	132	174	Similar
Being honest	51	93	168	Similar
Treating all residents fairly	45	121	173	Similar

## Question 13

Table 60: 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	
Overall feeling of safety in Palo Alto	46%	N=327	35%	N=249	15%	N=111	4%	N=31	100%	N=717
Overall ease of getting to the places you usually have to visit	37%	N=262	43%	N=309	19%	N=136	1%	N=7	100%	N=714
Quality of overall natural environment in Palo Alto	39%	N=277	46%	N=328	15%	N=105	1%	N=10	100%	N=720
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	40%	N=289	42%	N=302	17%	N=123	0%	N=3	100%	N=718
Health and wellness opportunities in Palo Alto	25%	N=175	41%	N=292	30%	N=214	5%	N=33	100%	N=714
Overall opportunities for education and enrichment	32%	N=230	38%	N=270	26%	N=186	4%	N=25	100%	N=712
Overall economic health of Palo Alto	39%	N=275	43%	N=306	16%	N=113	2%	N=17	100%	N=711
Sense of community	32%	N=228	41%	N=291	24%	N=171	4%	N=26	100%	N=716

\* 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 61: 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%	79%	80%	79%	88%	76%	79%	82%	80%
Overall ease of getting to the places you usually have to visit	81%	79%	78%	82%	82%	75%	81%	83%	80%



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Percent rating "essential" or "very important"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Quality of overall natural environment in Palo Alto	85%	83%	84%	82%	90%	79%	85%	87%	84%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	83%	81%	81%	83%	85%	78%	80%	85%	82%
Health and wellness opportunities in Palo Alto	64%	67%	60%	66%	80%	59%	57%	69%	65%
Overall opportunities for education and enrichment	70%	70%	71%	68%	85%	62%	62%	73%	70%
Overall economic health of Palo Alto	82%	81%	79%	88%	82%	75%	64%	89%	82%
Sense of community	73%	72%	82%	76%	76%	66%	69%	70%	73%

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

Questions 14 through 22 are custom questions, therefore geographic subgroup results and benchmarks were not calculated.

### Question 14

Table 62: Question 14 - Response Percentages and Number of Respondents

What mode of transportation do you use most for your typical daily needs for getting around town?	Percent	Number
Driving	77%	N=558
Walking	13%	N=98
Biking	8%	N=56
Bus	1%	N=6
Train	0%	N=3
Free shuttle	0%	N=1
Taxi	0%	N=0
Uber/Lyft or similar rideshare service	0%	N=1
Carpooling	0%	N=3
Total	100%	N=726

### Question 15

Table 63: Question 15 - 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	
	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N
Walking	35%	N=247	36%	N=254	15%	N=104	15%	N=106	100%	N=711
Biking	39%	N=272	35%	N=243	13%	N=87	13%	N=90	100%	N=692
Bus	7%	N=47	24%	N=165	38%	N=262	30%	N=206	100%	N=681
Train	12%	N=84	31%	N=212	28%	N=190	29%	N=198	100%	N=684
Free shuttle	17%	N=113	34%	N=229	29%	N=196	20%	N=137	100%	N=675
Taxi	9%	N=56	28%	N=185	30%	N=194	33%	N=218	100%	N=653
Uber/Lyft or similar rideshare service	38%	N=256	34%	N=232	14%	N=93	14%	N=95	100%	N=676
Carpooling	9%	N=58	25%	N=169	30%	N=198	36%	N=243	100%	N=669

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Table 64: Question 15 - Historical Results

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?	Percent rating positively (e.g., very/somewhat convenient)	
	2015	2016
Walking	70%	71%
Biking	81%	74%
Bus	39%	31%
Train	46%	43%
Free shuttle	56%	51%
Taxi	39%	37%
Uber/Lyft or similar rideshare service	68%	72%
Carpooling	43%	34%

## Question 16

Table 65: Question 16 - 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	
	Percent	N	Percent	N	Percent	N	Percent	N
Walking	69%	N=487	25%	N=175	7%	N=49	100%	N=711
Biking	51%	N=353	24%	N=164	26%	N=181	100%	N=698
Bus	15%	N=107	35%	N=242	50%	N=343	100%	N=692
Train	26%	N=179	40%	N=277	33%	N=228	100%	N=684
Free shuttle	36%	N=251	39%	N=271	25%	N=175	100%	N=697
Taxi	4%	N=26	23%	N=155	73%	N=498	100%	N=680
Uber/Lyft or similar rideshare service	25%	N=174	37%	N=254	38%	N=258	100%	N=687
Carpooling	13%	N=87	32%	N=220	55%	N=378	100%	N=685

Table 66: Question 16 – Historical Data

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?	Percent rating positively (e.g., prefer a lot/somewhat prefer)	
	2015	2016
Walking	92%	94%
Biking	76%	75%
Bus	53%	50%
Train	68%	66%
Free shuttle	78%	75%
Taxi	26%	27%
Uber/Lyft or similar rideshare service	52%	62%
Carpooling	52%	45%

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**Question 17**

Table 67: Question 17 - Response Percentages and Number of Respondents including "Don't Know" Responses

If you currently own one or more cars, what type is the one you use as your primary transportation?	Percent	Number
Gas	77%	N=535
Diesel	1%	N=7
Natural gas	0%	N=3
Hybrid	14%	N=99
Plug-in hybrid	1%	N=9
Electric	5%	N=38
Fuel cell	0%	N=1
Don't know	1%	N=7
Total	100%	N=699

Table 68: Question 17 - Response Percentages and Number of Respondents without "Don't Know" Responses

If you currently own one or more cars, what type is the one you use as your primary transportation?	Percent	Number
Gas	77%	N=535
Diesel	1%	N=7
Natural gas	0%	N=3
Hybrid	14%	N=99
Plug-in hybrid	1%	N=9
Electric	5%	N=38
Fuel cell	0%	N=1
Total	100%	N=692

**Question 18**

Table 69: Question 18 - Response Percentages and Number of Respondents including "Don't Know" Responses

If you plan to purchase a new car within the next two years, what is the likelihood of it being:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N
Gas	39%	N=232	27%	N=160	10%	N=61	17%	N=100	8%	N=45	100%	N=598
Diesel	2%	N=11	8%	N=42	10%	N=55	73%	N=410	8%	N=46	100%	N=564
Natural gas	0%	N=2	4%	N=19	10%	N=56	74%	N=406	12%	N=68	100%	N=552
Hybrid	26%	N=154	39%	N=231	13%	N=76	15%	N=91	6%	N=35	100%	N=587
Plug-in hybrid	17%	N=95	37%	N=211	12%	N=71	25%	N=144	8%	N=46	100%	N=567
Electric	30%	N=178	30%	N=178	14%	N=81	19%	N=111	7%	N=41	100%	N=590
Fuel cell	1%	N=8	6%	N=33	12%	N=69	55%	N=310	25%	N=143	100%	N=562

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Table 70: Question 18 - Response Percentages and Number of Respondents without "Don't Know" Responses

If you plan to purchase a new car within the next two years, what is the likelihood of it being:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
	%	N	%	N	%	N	%	N	%	N
Gas	42%	N=232	29%	N=160	11%	N=61	18%	N=100	100%	N=553
Diesel	2%	N=11	8%	N=42	11%	N=55	79%	N=410	100%	N=518
Natural gas	0%	N=2	4%	N=19	12%	N=56	84%	N=406	100%	N=484
Hybrid	28%	N=154	42%	N=231	14%	N=76	16%	N=91	100%	N=552
Plug-in hybrid	18%	N=95	41%	N=211	14%	N=71	28%	N=144	100%	N=521
Electric	32%	N=178	33%	N=178	15%	N=81	20%	N=111	100%	N=549
Fuel cell	2%	N=8	8%	N=33	17%	N=69	74%	N=310	100%	N=420

## Question 19

Table 71: Question 19 - Response Percentages and Number of Respondents including "Don't Know" Responses

Please indicate how each of the following in your household are currently powered:	Electricity		Natural gas or other fuel		Don't know		Total	
	%	N	%	N	%	N	%	N
Hot water heater	16%	N=118	67%	N=480	17%	N=119	100%	N=717
Home heating system	23%	N=165	69%	N=494	8%	N=56	100%	N=715
Cooktop or stove	45%	N=321	53%	N=379	2%	N=17	100%	N=718
Clothes dryer	69%	N=485	21%	N=146	11%	N=77	100%	N=707

Table 72: Question 19 - Response Percentages and Number of Respondents without "Don't Know" Responses

Please indicate how each of the following in your household are currently powered:	Electricity		Natural gas or other fuel		Total	
	%	N	%	N	%	N
Hot water heater	20%	N=118	80%	N=480	100%	N=598
Home heating system	25%	N=165	75%	N=494	100%	N=659
Cooktop or stove	46%	N=321	54%	N=379	100%	N=701
Clothes dryer	77%	N=485	23%	N=146	100%	N=630

## Question 20

Table 73: Question 20 - Response Percentages and Number of Respondents including "Don't Know" Responses

The City is exploring different avenues to reduce greenhouse gas emissions. How likely or unlikely would you be to convert the following from natural gas or other fuels to electricity under the following conditions:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Already electric		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N
<b>Hot Water Heater:</b>														
If your energy bill remains the same	31%	N=206	11%	N=73	8%	N=51	19%	N=128	8%	N=52	23%	N=149	100%	N=660
If your energy bill is raised less than 10%	12%	N=76	17%	N=106	16%	N=101	27%	N=176	7%	N=43	22%	N=139	100%	N=641
If your energy bill is raised less than 20%	8%	N=49	10%	N=62	15%	N=97	38%	N=244	7%	N=44	22%	N=143	100%	N=640
<b>Home Heating System:</b>														
If your energy bill remains the same	30%	N=199	9%	N=57	9%	N=62	22%	N=146	10%	N=63	20%	N=131	100%	N=658
If your energy bill is raised less than 10%	11%	N=67	14%	N=90	15%	N=94	32%	N=206	8%	N=53	20%	N=127	100%	N=638
If your energy bill is raised less than 20%	6%	N=35	10%	N=61	17%	N=107	39%	N=248	8%	N=54	20%	N=129	100%	N=634
<b>Cooktop or Stove:</b>														
If your energy bill remains the same	21%	N=136	4%	N=28	6%	N=39	31%	N=205	21%	N=139	16%	N=108	100%	N=654

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The City is exploring different avenues to reduce greenhouse gas emissions. How likely or unlikely would you be to convert the following from natural gas or other fuels to electricity under the following conditions:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Already electric		Don't know		Total	
If your energy bill is raised less than 10%	9%	N=56	8%	N=49	10%	N=61	37%	N=233	19%	N=120	17%	N=106	100%	N=625
If your energy bill is raised less than 20%	6%	N=35	5%	N=32	10%	N=63	43%	N=270	19%	N=119	17%	N=107	100%	N=627
<b>Clothes Dryer:</b>														
If your energy bill remains the same	21%	N=135	7%	N=46	4%	N=25	11%	N=70	38%	N=248	19%	N=122	100%	N=646
If your energy bill is raised less than 10%	9%	N=56	12%	N=72	8%	N=47	16%	N=98	35%	N=218	20%	N=124	100%	N=615
If your energy bill is raised less than 20%	6%	N=40	7%	N=42	9%	N=54	22%	N=133	36%	N=218	21%	N=127	100%	N=613

Table 74: Question 20 - Response Percentages and Number of Respondents without "Don't Know" Responses

The City is exploring different avenues to reduce greenhouse gas emissions. How likely or unlikely would you be to convert the following from natural gas or other fuels to electricity under the following conditions:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Already electric		Total	
<b>Hot Water Heater:</b>												
If your energy bill remains the same	40%	N=206	14%	N=73	10%	N=51	25%	N=128	10%	N=52	100%	N=511
If your energy bill is raised less than 10%	15%	N=76	21%	N=106	20%	N=101	35%	N=176	9%	N=43	100%	N=502
If your energy bill is raised less than 20%	10%	N=49	13%	N=62	20%	N=97	49%	N=244	9%	N=44	100%	N=497
<b>Home Heating System:</b>												
If your energy bill remains the same	38%	N=199	11%	N=57	12%	N=62	28%	N=146	12%	N=63	100%	N=527
If your energy bill is raised less than 10%	13%	N=67	18%	N=90	18%	N=94	40%	N=206	10%	N=53	100%	N=511
If your energy bill is raised less than 20%	7%	N=35	12%	N=61	21%	N=107	49%	N=248	11%	N=54	100%	N=505
<b>Cooktop or Stove:</b>												
If your energy bill remains the same	25%	N=136	5%	N=28	7%	N=39	37%	N=205	25%	N=139	100%	N=547
If your energy bill is raised less than 10%	11%	N=56	9%	N=49	12%	N=61	45%	N=233	23%	N=120	100%	N=520
If your energy bill is raised less than 20%	7%	N=35	6%	N=32	12%	N=63	52%	N=270	23%	N=119	100%	N=520
<b>Clothes Dryer:</b>												
If your energy bill remains the same	26%	N=135	9%	N=46	5%	N=25	13%	N=70	47%	N=248	100%	N=524
If your energy bill is raised less than 10%	11%	N=56	15%	N=72	10%	N=47	20%	N=98	44%	N=218	100%	N=491
If your energy bill is raised less than 20%	8%	N=40	9%	N=42	11%	N=54	27%	N=133	45%	N=218	100%	N=487

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## Question 21

Table 75: Question 21 - 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	27%	N=186	20%	N=133	53%	N=358	100%	N=676
Cubberley Artist Studio Program	16%	N=106	35%	N=234	49%	N=332	100%	N=673
Dance studios	15%	N=102	35%	N=232	50%	N=337	100%	N=670
Outdoor sports	38%	N=253	33%	N=222	29%	N=197	100%	N=671
Indoor sports and health programs	35%	N=235	39%	N=261	26%	N=178	100%	N=674
Senior wellness, including stroke and cardiovascular programs	31%	N=206	39%	N=262	30%	N=202	100%	N=670
Education – private schools and special interest classes	21%	N=143	40%	N=264	39%	N=261	100%	N=668
Rooms available to rent for other activities	19%	N=127	42%	N=282	39%	N=259	100%	N=668
Other	23%	N=53	8%	N=18	69%	N=156	100%	N=227

Table 76: Question 21 – Historical Data

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.	Percent rating positively (e.g., high/medium priority)	
	2015	2016
Child care	52%	47%
Cubberley Artist Studio Program	51%	51%
Dance studios	56%	50%
Outdoor sports	72%	71%
Indoor sports and health programs	75%	74%
Senior wellness, including stroke and cardiovascular programs	69%	70%
Education – private schools and special interest classes	61%	61%
Rooms available to rent for other activities	65%	61%
Other	36%	31%

For question 21, respondents could also specify an “other” answer than the presented alternatives. Out of a total of 744 completed surveys, 77 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.

- 3rd High School.
- 3rd high school.
- A place to celebrating diversity of holidays.
- Adult Ed program.
- Adult education for P.A resident.
- Adult education.
- Affordable housing.
- Affordable housing.
- Ancillary city services.
- Art gallery, art classes.
- Book Sale.
- Chorus (music).
- Church (vineyard).
- College classes like foothill.
- Community College classes.
- Community events (fairs, art showing, Neighborhood get togethers) food markets.
- Community events to improve feeling of connection.
- Community meeting space girl scouts, clubs, events, etc.
- community traffic center

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- Concert Hall.
- Convert campus to a PA high school again.
- Create a space for a community garden.
- Cubberley is really ugly, always has been-
- Day training.
- Dog run.
- Education, education, education.
- ESL.
- FOPAL
- Fopal
- Fopal.
- Friends of Palo Alto library book sales (Fopal).
- Friends of Palo Alto Library sales.
- Friends of the Palo Alto library.
- Gym, Theater.
- High School.
- High School.
- Higher education.
- Homeless shelter safe place.
- Housing.
- gym facilities.
- I don't have strong feelings.
- I don't live near Cubberley.
- Maintain tennis courts for public.
- Making PAUSD Schools smaller.
- May need another public school site?
- Mental health
- Middle school (public).
- More donkeys and animals.
- Music / Also some type of outreach for the growing senior population. Like neighborhood house for a group to exercise at.
- Music, symphonies etc.
- new high school
- New public high school!
- No preference.
- None
- part and historical association room.
- PAUSD is bankrupt of ideas. Their students commit suicide. Why involve them?
- Pausd school.
- Please less about senior wellness or any other age group "wellness"- focus on classes, education, a lunch program, social interaction.
- Programs that enhance the residential character of the community.
- Provide rooms for friends of the libraries.
- public high school
- Public schools.
- Remake foothills disabled fitness classes.
- Return to school district (Pausd) for administratives to allow to PALY expand.
- Santa Cruz Audubon.
- Screening of movies.
- Senior center.
- special ed
- Table Tennis/ music room.
- Tennis
- tennis
- The big priority is for a new high school.
- Theatre.
- Use as a high school to decrease pressure on gunn high school to grow to absorb new students from new developments.
- We need another senior center in the south of Palo Alto.
- Weekend ballroom dancing.
- Young professional activities

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## Question 22. 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 22, 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 80, with the number and percent of responses given in each category. Some comments from residents covered more than a single topic. We separated the comments 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 744 surveys were completed by Palo Alto residents; of these 397 respondents wrote in responses for the open-ended question (417 responses are captured in the below categories as some responses were split to cover multiple topics).

Table 77: Question 22 – Open-ended Responses

Response Category	Percent of Responses	Number of Responses
Parking/Transportation	5%	N=20
Park Spaces (Green Space)	6%	N=25
Park, Recreation, and Art Facilities and Amenities (other than bathrooms/restrooms)	8%	N=32
Bathrooms/Restrooms	9%	N=39
Dog Parks/Leash Enforcement	8%	N=33
Programs and Classes - General	9%	N=39
Programs and Classes – Adult/Senior	4%	N=15
Programs and Classes – Youth	2%	N=8
Information/Registration	5%	N=22
Bike/Walking Path Improvements	4%	N=16
Maintenance/Cleanliness	5%	N=21
Pool Access/Swimming	3%	N=13
Nothing/Don't know	5%	N=21
Other – Related to Community Services Department	11%	N=45
Other – Not Community Services Department	17%	N=68
Total	100%	N=417

### Parking/Transportation

- Better parking.
- Bridge to Bayland Park.
- Easier to access parks & rec.
- Enhance the opportunity to get to programs without driving.
- Free shuttle in the hills.
- Free transportation.
- Improve weekend parking at Mitchell Park Library so patrons don't have to compete with soccer parents for parking.
- More convenient transportation.
- MORE DISABLED PARKING AT STERN CENTER.



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- More Free (or low-cost) shuttles to events from all neighborhoods.
- More frequent and affordable transportation options.
- More parking at Arasta preserve!
- Parking.
- Please Fix the arasreadero rd back to 2 lanes. The new lanes have caused traffic to be slow & jammed all the time. cars are stuck in a one lane road & cannot turn left further down. current plan is so inefficient.
- Public transportation to get people there.
- Shuttle on weekend do Foothills park.
- Transportation for [illegible] elderly; wheelchairs.
- Transportation.
- Shuttle services.
- ample parking availability.

## Park Spaces (Green Space)

- A community garden area in mitchell park.
- Acquire more park land & open space.
- Expand the parks-more green space.
- Finish park at the former city dump.
- Increase # of parks-even small green areas.
- Make more community gardens.
- More community gardens.
- More natural parks (less infrastructure) like Foothill Park.
- More park spaces.
- More parks and shaded walks!
- More parks Large ones.
- More parks
- More parks.
- More parks-in-fill with mini parks.
- more trees (low water, not redwood).
- More trees in parks. Current parks have few trees. E.G. Seale, Hoover, Mitchell, Greer.
- More trees.
- More trees.
- More, bigger, better green spaces/ parks.
- Native gardens.
- plant wildflowers
- Real grass and fields.
- More shade.

## The National Citizen Survey™

- Children's park.
- More green grass-red grass.

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

- Add fitness devices in parks.
- Add more tennis courts.
- Better fields and baseball diamonds.
- Expand the facilities.
- Mark pickleball courts better and create dedicated courts (more).
- More benches for old people to rest.
- Water Fountains.
- Drinking fountains, Benches.
- Drinking water.
- Each park should have a lot of benches.
- Maintain water fountains.
- Water fountains that exist, that work, and that are clean.
- add par course to the parks.
- A Community art center like the cultural center only at Cubberley.
- Have a new art performing theater.
- open history museum.
- Show hall.
- Upgrade Lucie stern theatre.
- Add pickle ball courts.
- Available field space (for sports).
- Finish renovating the golf course.
- More tennis courts.
- More tennis courts.
- Outdoor fitness equipment, particularly for body weight strength training.
- Permanent pickleball courts replacing some tennis courts.
- shed for bocceballs at scott park.
- Management of parks-golf course.
- Remove artificial turf in cubberley soccer pitch.
- Tennis courts pavement improvements.
- Trash/ Recycle facilities at all park exits.
- Upgrade and simplify the signage in and around the Palo Alto Baylands Preserve.
- All parks should have filtered drinking water.

## The National Citizen Survey™

## Bathrooms/Restrooms

- Add toilets to neighborhood parks.
- All parks should have a maintained bathroom.
- Bathroom at Eleanor Pk.
- Bathroom at parks.
- Bathrooms at neighborhood parks.
- Bathrooms in all parks!
- Bathrooms in the parks.
- Bathrooms.
- Better toilet available - using school access.
- Clean and accessible bathroom in parks that are not a magnet for homeless.
- Clean working restrooms.
- Lavatories.
- Rest room.
- Each park should have restrooms.
- Each park should have restrooms.
- Functioning toilets in public places.
- Have Bathrooms at the parks that do not have them.
- Have restrooms at parks.
- Keep the restrooms at Gamble Gardens open on weekends. Provide restrooms at Bol Park.
- More bathrooms (more stalls).
- More bathrooms in parks we appreciate progress already made.
- More public bathrooms.
- More restrooms - clean, modern.
- Restroom at Edith johnson park.
- Public restroom at Eleanor Pardee Park.
- rest room at Eleanor Park.
- Rest room for all parks.
- rest rooms at all parks.
- rest rooms in every park.
- Rest rooms in smaller parks.
- rest rooms in the parks.
- Restrooms at some parks open 9A till mid evening (summer) then locked.
- Restrooms for every parks.
- Restrooms in all parks.
- Restrooms in parks.
- toilet in pardee park.

## The National Citizen Survey™

- Toilets in Eleanor Park.
- Toilets in park.
- Bathrooms that exist, that work, and that are clean.

## Dog Parks/Leash Enforcement

- A dedicated set of dog runs instead of poop (and hopefully scoop) across all parks.
- Add dogs to mix.
- Area for dog to run.
- Better enforcement of off-leash dogs in parks.
- Dog area at Heritage park.
- Dog Park.
- Dog parks.
- Dog poop bags at parks.
- Doggie waste bags of all parks.
- Encourage control of dogs in parks.
- Enforce leashing requirements.
- Enforce the "dogs must be on a leash" rule at Cubberley. Dogs owners from across the city and beyond drive to Cubberley to let their dogs run off leash.
- enforcement of dog leash laws.
- Expand dog parks.
- Have more dog friendly places/off leash.
- Make certain all dogs leashed throughout the city.
- More areas where dogs can run off-leash.
- More dog friendly park.
- More dog park in Barron Park.
- More dog parks that are clean be able to share existing parks/schools with practicing soccer or baseball teams with the dogs-we all pay taxes!
- More dog parks! off-Leash.
- More dog parks, Less Barking.
- More dog parks.
- More dog parks.
- More freedom for dog leash-free space.
- More off-leash dog runs.
- More off-leash dog space.
- More off-leash parks to dogs.
- No dog parks.
- Off-leash dog park (like Cuesta Park in Mountain View).
- Poop bag dispensers.

## The National Citizen Survey™

- Square or circular dog park (not rectangular as that's not good for multiple dogs) with agility/ obstacle equipment for the dogs to play on/ jump over. etc.
- To create grounds for dog's training.

## Programs and Classes - General

- Expand the programs.
- Year around swim lessons.
- Add more artist studies to the abbey studies program.
- Cultural events.
- Educational talks.
- Free outdoor movies.
- Free workshops in the Palo Alto Art Center.
- Hold more events that bring the community together to create something, by working together as a group.
- Host free art/theatre/plays/dances in park.
- I would love to see the art & wine festival continue to 9 pm with music after dark.
- Keep live summer music program.
- More art events, concerts.
- More busking opportunities.
- more circus programs!
- More diversity in cultures presented.
- More music concerts.
- More music.
- More open - mic venue in town (Lucie Stern-Cubberley ) all year round invite groups easier access in town location not "Media Center".
- More vibrant public events.
- Music classes, drama acting classes improved.
- Music in the park events.
- More dance studio space
- Palo Alto is a very diverse community and we would like to see some more cultural festival celebrations held in the parks to help enrich our view and to get to know our community more
- Provide more art classes at the art center.
- Provide more art classes at the art center.
- Recreation or art events not requiring driving or parking.
- There should be more cultural offerings in South Palo.
- Weekend music entertainment.
- Fitness encouraged community parks.
- Fitness encouraged parks.
- Group exercise in parks and open spaces

## The National Citizen Survey™

- More exercise @ Lucie Stern.
- Offer free exercise classes or walking/biking groups/tours.
- Organized exercise programs.
- Walking nature program.
- More activities more spots on rosters.
- More drop in classes/activities instead of ongoing courses.
- More programming in the southern half of the city.
- Informal drop-on programs.

## Programs and Classes – Adult/Senior

- Affordable art and recreation classes for adults.
- Better fitness programs at senior center.
- Increase senior fitness programs.
- Keep the upholstery class at adult ed.
- Make it senior friendly.
- More activities for senior citizens.
- More community programs available/of interest to adults ages 21-30
- More events for young, single people.
- More local activities for adults.
- More opportunities for retired people to gather for fun, community building and volunteering.
- More opportunities for singles over 45.
- Senior activities.
- Senior care.
- Senior group activities.
- Services to seniors living in places like Lytton Gardens.

## Programs and Classes – Youth

- Low cost, accessible, children music classes.
- More summer camps, activities for children K-12
- Palo Alto has a mental health crisis among its young people. The city should invest in youth programs that teach kids to value themselves and their friends for who they are not what they accomplish. Amazing kids feel worthless compared to others.
- We desperately in need of rhythmic gymnastics classes my daughter was a licensed rhythmic gymnast in overseas and cannot find a club or classes here in Palo Alto.
- Choose more arts week done by local youth, rather than spending big \$ to purchase from out of region artist.
- Have solar public art & teach kids about art & solar.
- Daily sport program (not only just for one week) for teens during school holidays
- More coaches for after-school sports (through the schools).

## The National Citizen Survey™

## Information/Registration

- A monthly calendar of what's going on with the bill.
- Advertise.
- Better advertisement to include more people.
- Better advertising, more classes, more focus on the arts/ education community gardens, volunteer days.
- Better communication about offerings
- Better communication of programs to residents
- Better understanding of what activities / programs etc. are offered.
- Community garden access, I have been on that list for 20 years - No communications.
- I just am not aware of many of the programs available.
- Improve enjoy online registration!! (Horrible search capabilities).
- Improve website and increase the # of classes.
- Intramural sports advertised broadly.
- Make volunteering as easier 1 time sign up availability.
- More advertisement - I feel like there are many programs that I would enjoy if I knew about them.
- More awareness of local volunteering opportunities
- More publicity as to what is available.
- Provide a directory of art teachers.
- Scheduling system for things like tennis courts
- Take neighborhood input about parks seriously.
- TV explanation of what parks offer.
- Use email for correspondence.
- Much like the "alert" inserts with utility bills.

## Bike/Walking Path Improvements

- A walk route.
- Better bike crossing of Middlefield Rd, at the end of Palo Alto Ave.
- Better jogging & walking trails near residential areas.
- Execute bicycle plan to improve bicycle routes.
- finally build the bicycle bridge across 101
- Improve trail in foothill park.
- More bike connections & facilities.
- More bike lanes and paths; would like bike/pedestrian access along creeks.
- More bike paths, more safer bike streets like Bryant make stop signs equal to yield signs for bikes.
- More bike racks at all parks.
- More hiking trails.
- Need more dedicated bike paths that do not share road with cars.

## The National Citizen Survey™

- Separate people's walking path from dogs walking areas.
- very poor maintenance of the bike paths - this needs improvement and expansion
- Promote walking, biking!!
- More bike paths.

## Maintenance/Cleanliness

- Better city tree trimming services - don't rush the job.
- Better maintenance of grass fields
- Better maintenance of tennis courts including cleaning.
- Better maintenance of tennis courts- nets, surfaces, windscreens, cleaning.
- Can we fix it up?
- Cleaner facilities.
- Cleaness.
- Close grass fields to outsiders especially during the rainy months. This will reduce damage to fields & reduce injury to our kids.
- Improve general up keep of parks.
- Improving facilities at Baylands, Boardwalk toilets etc.
- Keep it clean and safe.
- Keep lawns watered.
- Keep the parks upgrade.
- Larger, longer safer areas to exercise work, away from traffic.
- Maintain city's tennis courts - prepare & clean debris.
- No Smoking in any city park. Light up Madijical bridge for (Light sun) sensitive folks.
- Pickup disgarded trash
- Smoke & alcohol free.
- Weed and keep the parks clean.
- Take better care of the Cubberley track. Trucks drive on it on wet days and create [illegible].
- Paint bench @ Dartmouth park under tree.

## Pool Access/Swimming

- Expand Rinconada pool (S).
- Have longer hours for lap swimming at Rinconada - and an easier schedule to know when its open!
- Help reopen betty wright swim center.
- Keep Rinconada Pool for residents (PA) only.
- Keep swimming pool open for lap swim longer.
- Keeping pools open longer.
- Large swimming pools/ kid activities.
- Longer hours for Rinconada pool.



## The National Citizen Survey™

- Many more days and hours for family swimming at Rinconada Park pools.
- Provide more affordable swimming facility
- Public pool in South Palo Alto.
- Recreational swimming through September.
- Warm water pool for therapy.

## Nothing/Don't know

- Can't think of one.
- Do not know.
- Don't have one.
- Don't know.
- Don't know.
- Don't know.
- Don't know.
- Don't know.
- Don't know.
- Good now.
- I can't think of anything.
- I do not participate in any.
- I feel lucky with what is offered now.
- I really can't think of one.
- No ideas occur to me.
- No suggestion.
- No suggestions at this time.
- not sure
- Parks etc. great already!
- Thanks as you are doing a good job.
- You guys are doing great!
- Have not looked into it much aside the teen center that my son uses daily.

## Other – Related to Community Services Department

- Build in the parks so that there is cheaper housing!!!
- Don't change use of social stream community center.
- Cut wastes of wasted funds.
- Increase funding for Palo Alto players.
- Just stated that an outreach program to try and have a home/house/building in different neighborhoods that seniors can easily get to, then exercise, socialize, eat healthy, bond and look out for one another.
- Keep Bol park rural and without a dog area, athletic additions, pump track, rest rooms.

## The National Citizen Survey™

- Keep up great program diversity.
- Mental health awareness/Education.
- make all parks like mitchell park (magical bridge)
- Mitchel park.
- Mitchell Park/ Library.
- More donkeys & animals & Llamas.
- Multiple rooms for friends of the library.
- No improvement needed to Bol park in the Barron park neighborhood!! This is a "Country" park and some residents are trying to citify!! The park keep it "rural" !!
- ORV clay in foothill park.
- Please consider bringing back city staff gardeners who are on site and have the same parks under their responsibility. The parks look & feel better when they tended by the same city employee over years. The contractors do not care about the parks.
- Priority for residents
- Recreation.
- Reduce cubberley - It is an amazing community resource and needs to be upgraded!!
- Rentable/public workshop space e.g. saws, sanders, other big machines.
- Sound barrier along certain parks.
- Stop killing innocent bugs with traps <-- tree flies & bees. Let natural be natural and include other beings (not just humans).
- The Spanish classes @ PA Adult school have been taught by the same teacher for at least 25 yrs. We need fresh blood!
- Public review/ comment on city sponsored art!
- Stop wasting money on art installations and use it for more useful purposes.
- No more ugly sculptures.
- While I love sculpture. I am not a fan of much of the sculpture.
- Affordability.
- Decrease cost of rec. activities.
- Expand hours of operations
- Longer hours @ Baylands & Safer for parked cars.
- Longer hours.
- Longer Hours?
- Low cost options for percents camperships for summer.
- Lower cost.
- Make the cost of attending more reasonable for low income seniors.
- More affordable accessible classes and events (music & theater, performances etc).
- More cheaper option.
- More free and high quality programs to serve PA residents (tax is already so high)
- Offer evening hours.
- Reduce cost for residents.

## The National Citizen Survey™

- reduce cost without sacrificing quality
- Reduced cost to residents.
- Senior discounts as programs are too expensive.
- Subsidize senior participation.

## Other – Not Community Services Department

- A new library for our Green Acres residents.
- Affordable living.
- Allow buildings to rise above current heights limit (the current limit is ridiculous) and use the palo alto land on the other side of 280 to build more houses or apartments.
- Better use of water.
- Better traffic flow at the Mitchell Park library.
- Close univ ave to cars.
- Do not park under city hall; park in bay lands shuttle in.
- Free shuttle (w 1:45 / school 8:00 pm) MD 12:25.
- More street parking.
- Need more effort to relieve rush hour congestion.
- I have to drive all the way to san antonio every day too around this horriffic traffic.
- Please redesign some Caltrain intersections like charleston/alma-meadow/ alma are designed that cars could be hit by train if stopped by lights personally witnessed a train hitting a truck this week at meadow/alma. We do not need such accidents/ [?] tragedies!
- Too much traffic. Need something on my street otherwise a hassle.
- Traffic improvements.
- Traffic.
- Improve (don't euthanize animals) in a new animal shelter.
- Keep funding & improve the animal shelter. Long term commitment to support.
- Build large apartment buildings & mixed use housing.
- Mitchell park is perfectly designed to channel noise from the kids area into the 'quiet' areas. Loudest library I've ever been to. Introduce sound baffles or something. Also pls train patrons on etiquette, like not using speakerphone in the middle of the ibrary, etc.
- Prevent cineArts theater (Palo Alto square) from closing.
- longer library hours
- Longer library hours!
- Reduce price of family pass for PA YMCA.
- City library.
- Do not allow private interest (e.g. Castilleja School) & money trump neighborhood / community interests & the city's comprehensive plan. The city's (lack of) response is expanding community trust governance.
- Eliminate police department.
- Get rid of the bumps.

## The National Citizen Survey™

- Get rid of the current Architectural Review Board -- nothing they do looks good
- Get the FAA to pay attention to increased jet noise, please. Somehow!!
- Got ethical people who are efficient & effective getting jobs done. Shame on the Michelle Park Library.
- Build shoreline park like mountain view.
- Have more language programs in schools as part of curriculum.
- Library materials not well stocked. We use Los Altos library.
- Library.
- Low income housing for seniors.
- Lowers rents.
- More high - rise buildings.
- More new books in the library.
- Better support for homeless, more low cost housing.
- Better sidewalks.
- Code enforcement.
- Compost smells horrible in yard waste bin. Can city provide compostable garbage bags to make the effect more clean?
- Deal with homeless issue.
- Eliminate the homeless.
- Encourage more participation in block preparedness program.
- More trash, recycling, and compost bins around the city. They should be on every street corner downtown and in the corner of all parks.
- Prevent transients from monopolizing space for hours or even days. Enforce loitering and public nuisance laws.
- reduce break in crime rate
- Repair broken sidewalks to prevent falls.
- Trash receptacles in residential areas.
- I'm a usability engineer by trade. Honestly, Palo Alto has one of the worst websites I've ever seen. It is really shocking, considering we're the birthplace of Silicon Valley.
- Less construction, less building, less parking lots. Less cars.
- Noise abatement find alternate way to enpora leaf blewes oldinance other than reporting neighbors to police. Work with sfo to decrease airplanes flying over homes (some are flying between 12:30 and 01:10 AM again) at 6:00 am, sunday morning etc.
- Okiosks w/ computers for use of public. 2) Better free shuttle service.
- Other then this instruction. #22 the police dept. must be aware that majority of drivers on Palo Alto city roads are ignore to use their signals before they turn intersection or and changing lanes.
- Palo Alto and historical association room.
- Reduce pay+benefits of police, fire and city employees!!! They are all overpaid.
- Remove RVs that people live in from being parked on El Camino real.
- Remove the wires.
- Stop building multistoried offices with no housing or transportation to support them.
- Stop over building Palo Alto !! Now!

## The National Citizen Survey™

- Stop the animal services killing animals! Now! They're liars! Flow man dogs & cats have been killed hundreds.
- Too many people.
- We need a new animal shelter. We need a no-kill shelter.
- When I had a power outage. I was unable to get info from the Utilities dept.
- Wider selection of materials of library (we use MV library for that reason).
- Quit giving tax breaks to giant companies!
- Really need to work on making housing affordable.

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

- Clean working restrooms & Water Fountains.
- Drinking fountains, Lavatories, Benches.
- Drinking water & rest room.
- Each park should have restrooms and a lot of benches
- More shade restroom at Edith johnson park.
- Water fountains and bathrooms that exist, that work, and that are clean
- Please Fix the arasreadero rd back to 2 lanes. The new lanes have caused traffic to be slow & jammed all the time. cars are stuck in a one lane road & cannot turn left further down. current plan is so inefficient. I have to drive all the way to san antonio every day too around this horriffic traffic.
- Expand the facilities & programs.
- Add dogs to mix add par covers to the parks.
- Enforce the "dogs must be on a leash" rule at Cubberley. Dogs owners from across the city and beyond drive to Cubberley to let their dogs run off leash. Take better care of the Cubberley track. Trucks drive on it on wet days and create [illegible].
- More dog parks, year around swim lessons.
- Poop bag dispensers, Paint bench @ Dartmouth park under tree.
- More events for young, single people. Build large apartment buildings & mixed use housing.
- Senior group activities & shuttle services.
- More art events, concerts, bike paths.
- No more ugly sculptures. More green grass-red grass.
- More parks, less construction, less building, less parking lots. Less cars. Promote walking, biking!!
- All parks should have a maintained bathroom. & filtered drinking water.
- Increase senior fitness programs with ample parking availability.

## The National Citizen Survey™

## Demographic Questions

Table 78: 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	
	%	N	%	N	%	N	%	N	%	N	%	N
Recycle at home	1%	N=6	1%	N=9	3%	N=19	14%	N=103	81%	N=587	100%	N=724
Purchase goods or services from a business located in Palo Alto	0%	N=3	4%	N=31	28%	N=201	48%	N=348	19%	N=141	100%	N=724
Eat at least 5 portions of fruits and vegetables a day	2%	N=12	6%	N=42	28%	N=203	35%	N=255	29%	N=211	100%	N=724
Participate in moderate or vigorous physical activity	1%	N=9	7%	N=48	25%	N=184	37%	N=269	30%	N=214	100%	N=724
Read or watch local news (via television, paper, computer, etc.)	5%	N=39	13%	N=92	21%	N=149	28%	N=199	34%	N=245	100%	N=725
Vote in local elections	12%	N=90	4%	N=32	11%	N=78	13%	N=95	59%	N=427	100%	N=723

Table 79: Question D2 - Response Percentages and Number of Respondents

Would you say that in general your health is:	Percent	Number
Excellent	33%	N=236
Very good	43%	N=311
Good	19%	N=134
Fair	4%	N=29
Poor	2%	N=12
Total	100%	N=722

Table 80: 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	21%	N=149
Neutral	58%	N=414
Somewhat negative	13%	N=93
Very negative	3%	N=20
Total	100%	N=716

Table 81: Question D4 - Response Percentages and Number of Respondents

What is your employment status?	Percent	Number
Working full time for pay	54%	N=393
Working part time for pay	11%	N=78
Unemployed, looking for paid work	3%	N=23
Unemployed, not looking for paid work	6%	N=44
Fully retired	24%	N=171
College student, unemployed	2%	N=11
Total	100%	N=721

## The National Citizen Survey™

Table 82: Question D5 - Response Percentages and Number of Respondents

Do you work inside the boundaries of Palo Alto?	Percent	Number
Yes, outside the home	27%	N=187
Yes, from home	12%	N=85
No	60%	N=410
Total	100%	N=682

Table 83: Question D6 - Response Percentages and Number of Respondents

How many years have you lived in Palo Alto?	Percent	Number
Less than 2 years	15%	N=109
2 to 5 years	18%	N=131
6 to 10 years	14%	N=99
11 to 20 years	18%	N=132
More than 20 years	35%	N=252
Total	100%	N=722

Table 84: 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	57%	N=413
Building with two or more homes (duplex, townhome, apartment or condominium)	40%	N=288
Mobile home	0%	N=0
Other	2%	N=18
Total	100%	N=719

Table 85: Question D8 - Response Percentages and Number of Respondents

Is this house, apartment or mobile home...	Percent	Number
Rented	43%	N=305
Owned	57%	N=402
Total	100%	N=707

## The National Citizen Survey™

Table 86: 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	12%	N=82
\$1,000 to \$1,499 per month	7%	N=49
\$1,500 to \$1,999 per month	9%	N=62
\$2,000 to \$2,499 per month	9%	N=62
\$2,500 to \$2,999 per month	9%	N=59
\$3,000 to \$3,499 per month	10%	N=66
\$3,500 to \$3,999 per month	7%	N=46
\$4,000 to \$4,499 per month	6%	N=39
\$4,500 to \$4,999 per month	5%	N=32
\$5,000 or more per month	28%	N=194
Total	100%	N=690

Table 87: Question D10 - Response Percentages and Number of Respondents

Do any children 17 or under live in your household?	Percent	Number
No	68%	N=483
Yes	32%	N=230
Total	100%	N=712

Table 88: Question D11 - Response Percentages and Number of Respondents

Are you or any other members of your household aged 65 or older?	Percent	Number
No	68%	N=490
Yes	32%	N=229
Total	100%	N=719

Table 89: 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	4%	N=29
\$25,000 to \$49,999	5%	N=35
\$50,000 to \$99,999	16%	N=108
\$100,000 to \$149,999	17%	N=112
\$150,000 to \$199,999	12%	N=81
\$200,000 to \$249,999	11%	N=72
\$250,000 to \$299,999	10%	N=64
\$300,000 or more	25%	N=169
Total	100%	N=669



## The National Citizen Survey™

Table 90: Question D13 - Response Percentages and Number of Respondents

	Percent	Number
Are you Spanish, Hispanic or Latino?		
No, not Spanish, Hispanic or Latino	95%	N=673
Yes, I consider myself to be Spanish, Hispanic or Latino	5%	N=36
Total	100%	N=709

Table 91: 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	1%	N=7
Asian, Asian Indian or Pacific Islander	26%	N=184
Black or African American	2%	N=12
White	71%	N=494
Other	4%	N=29

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

Table 92: Question D15 - Response Percentages and Number of Respondents

In which category is your age?	Percent	Number
18 to 24 years	3%	N=24
25 to 34 years	18%	N=127
35 to 44 years	16%	N=117
45 to 54 years	23%	N=167
55 to 64 years	12%	N=84
65 to 74 years	12%	N=83
75 years or older	15%	N=110
Total	100%	N=712

Table 93: Question D16 - Response Percentages and Number of Respondents

What is your sex?	Percent	Number
Female	52%	N=367
Male	48%	N=344
Total	100%	N=711

Table 94: Question D17 - Response Percentages and Number of Respondents

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	64%	N=462
Land line	18%	N=133
Both	18%	N=127
Total	100%	N=722

## The National Citizen Survey™

Table 95: Question D18 - Response Percentages and Number of Respondents

Do you consider yourself to be one or more of the following? (Check all that apply.)	Percent	Number
Heterosexual	96%	N=571
Lesbian	3%	N=17
Gay	2%	N=11
Bisexual	0%	N=3
Transgender	1%	N=6

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

This postcard was printed on 30% consumer-recycled paper.



CITY OF  
**PALO  
ALTO**

**OFFICE OF THE CITY AUDITOR**

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

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Boulder, CO  
Permit NO. 94



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## The City of Palo Alto 2016 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

**1. Please rate each of the following aspects of quality of life in Palo Alto:**

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Palo Alto as a place to live .....	1	2	3	4	5
Your neighborhood as a place to live .....	1	2	3	4	5
Palo Alto as a place to raise children .....	1	2	3	4	5
Palo Alto as a place to work .....	1	2	3	4	5
Palo Alto as a place to visit .....	1	2	3	4	5
Palo Alto as a place to retire .....	1	2	3	4	5
The overall quality of life in Palo Alto .....	1	2	3	4	5

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

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

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

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Recommend living in Palo Alto to someone who asks .....	1	2	3	4	5
Remain in Palo Alto for the next five years .....	1	2	3	4	5

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

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

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

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



**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>
<u>Attended</u> a local public meeting.....	1	2	3	4
<u>Watched</u> (online or on television) a local public meeting.....	1	2	3	4

## The City of Palo Alto 2016 Citizen Survey

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services.....	1	2	3	4	5
Fire services.....	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Crime prevention.....	1	2	3	4	5
Fire prevention and education.....	1	2	3	4	5
Traffic enforcement.....	1	2	3	4	5
Street repair.....	1	2	3	4	5
Street cleaning.....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Sidewalk maintenance.....	1	2	3	4	5
Traffic signal timing.....	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Yard waste pick-up.....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services.....	1	2	3	4	5
Utility billing.....	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes.....	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning.....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.).....	1	2	3	4	5
Animal control.....	1	2	3	4	5
Economic development.....	1	2	3	4	5
Public library services.....	1	2	3	4	5
Public information services.....	1	2	3	4	5
Cable television.....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations).....	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5
Palo Alto open space.....	1	2	3	4	5
City-sponsored special events.....	1	2	3	4	5
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.).....	1	2	3	4	5
Neighborhood branch libraries.....	1	2	3	4	5
Your neighborhood park.....	1	2	3	4	5
Variety of library materials.....	1	2	3	4	5
Street tree maintenance.....	1	2	3	4	5
Electric utility.....	1	2	3	4	5
Gas utility.....	1	2	3	4	5
Recycling collection.....	1	2	3	4	5
City's website.....	1	2	3	4	5
Art programs and theater.....	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. What mode of transportation do you use most for your typical daily needs for getting around town?**

- Driving
- Walking
- Biking
- Bus
- Train
- Free shuttle
- Taxi
- Uber/Lyft or similar rideshare service
- Carpooling

**15. 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

**16. 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



## The City of Palo Alto 2016 Citizen Survey

17. If you currently own one or more cars, what type is the one you use as your primary transportation?

- Gas
- Diesel
- Natural gas
- Hybrid
- Plug-in hybrid
- Electric
- Fuel cell
- Don't know

18. If you plan to purchase a new car within the next two years, what is the likelihood of it being:

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Gas.....	1	2	3	4	5
Diesel.....	1	2	3	4	5
Natural gas.....	1	2	3	4	5
Hybrid.....	1	2	3	4	5
Plug-in hybrid.....	1	2	3	4	5
Electric.....	1	2	3	4	5
Fuel cell.....	1	2	3	4	5

19. Please indicate how each of the following in your household are currently powered:

	<i>Electricity</i>	<i>Natural gas or other fuel</i>	<i>Don't know</i>
Hot water heater.....	1	2	3
Home heating system.....	1	2	3
Cooktop or stove.....	1	2	3
Clothes dryer.....	1	2	3

20. The City is exploring different avenues to reduce greenhouse gas emissions. How likely or unlikely would you be to convert the following from natural gas or other fuels to electricity under the following conditions:

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Already electric</i>	<i>Don't know</i>
<b>Hot water heater</b>						
If your energy bill remains the same.....	1	2	3	4	5	6
If your energy bill is raised less than 10%.....	1	2	3	4	5	6
If your energy bill is raised less than 20%.....	1	2	3	4	5	6
<b>Home heating system</b>						
If your energy bill remains the same.....	1	2	3	4	5	6
If your energy bill is raised less than 10%.....	1	2	3	4	5	6
If your energy bill is raised less than 20%.....	1	2	3	4	5	6
<b>Cooktop or stove</b>						
If your energy bill remains the same.....	1	2	3	4	5	6
If your energy bill is raised less than 10%.....	1	2	3	4	5	6
If your energy bill is raised less than 20%.....	1	2	3	4	5	6
<b>Clothes dryer</b>						
If your energy bill remains the same.....	1	2	3	4	5	6
If your energy bill is raised less than 10%.....	1	2	3	4	5	6
If your energy bill is raised less than 20%.....	1	2	3	4	5	6

21. 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

22. 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

September 2016

Dear City of Palo Alto Resident:

Please help us shape the future of Palo Alto! You have been randomly selected to participate in the 2016 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/paloaltoca.htm](http://www.n-r-c.com/survey/paloaltoca.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

This letter was printed on 30% postconsumer recycled paper.

## The National Citizen Survey™



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

September 2016

Dear City of Palo Alto Resident:

Here's a second chance if you haven't already responded to the 2016 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 2016 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.

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Thank you for your time and participation!

Sincerely,

Harriet Richardson  
City Auditor

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## 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.

Airway Heights city, WA .....	6,114	Broken Arrow city, OK .....	98,850
Albany city, OR.....	50,158	Brookfield city, WI.....	37,920
Albemarle County, VA .....	98,970	Brookline CDP, MA .....	58,732
Albert Lea city, MN .....	18,016	Broomfield city, CO .....	55,889
Alexandria city, VA.....	139,966	Brownsburg town, IN .....	21,285
Algonquin village, IL .....	30,046	Burien city, WA .....	33,313
Aliso Viejo city, CA.....	47,823	Burleson city, TX.....	36,690
Altoona city, IA.....	14,541	Cabarrus County, NC.....	178,011
American Canyon city, CA .....	19,454	Cambridge city, MA .....	105,162
Ames city, IA.....	58,965	Cannon Beach city, OR.....	1,690
Andover CDP, MA .....	8,762	Cañon City city, CO .....	16,400
Ankeny city, IA .....	45,582	Canton city, SD.....	3,057
Ann Arbor city, MI .....	113,934	Cape Coral city, FL.....	154,305
Annapolis city, MD .....	38,394	Cape Girardeau city, MO.....	37,941
Apache Junction city, AZ .....	35,840	Carlisle borough, PA .....	18,682
Apple Valley town, CA .....	69,135	Carlsbad city, CA.....	105,328
Arapahoe County, CO .....	572,003	Carroll city, IA.....	10,103
Arkansas City city, AR .....	366	Cartersville city, GA .....	19,731
Arlington County, VA .....	207,627	Cary town, NC .....	135,234
Arvada city, CO .....	106,433	Casper city, WY .....	55,316
Asheville city, NC.....	83,393	Castine town, ME .....	1,366
Ashland city, OR.....	20,078	Castle Pines North city, CO .....	10,360
Ashland town, MA.....	16,593	Castle Rock town, CO .....	48,231
Ashland town, VA .....	7,225	Cedar Hill city, TX .....	45,028
Aspen city, CO.....	6,658	Cedar Rapids city, IA.....	126,326
Athens-Clarke County, GA .....	115,452	Celina city, TX.....	6,028
Auburn city, AL.....	53,380	Centennial city, CO.....	100,377
Auburn city, WA .....	70,180	Chambersburg borough, PA .....	20,268
Augusta CCD, GA.....	134,777	Chandler city, AZ .....	236,123
Aurora city, CO.....	325,078	Chandler city, TX .....	2,734
Austin city, TX.....	790,390	Chanhassen city, MN .....	22,952
Avon town, CO .....	6,447	Chapel Hill town, NC .....	57,233
Bainbridge Island city, WA .....	23,025	Chapel Hill city, NC.....	731,424
Baltimore city, MD .....	620,961	Charlotte County, FL .....	159,978
Bartonville town, TX .....	1,469	Charlottesville city, VA.....	43,475
Battle Creek city, MI .....	52,347	Chattanooga city, TN.....	167,674
Bay City city, MI .....	34,932	Chesterfield County, VA .....	316,236
Baytown city, TX .....	71,802	Chippewa Falls city, WI .....	13,661
Bedford city, TX.....	46,979	Citrus Heights city, CA.....	83,301
Bedford town, MA.....	13,320	Clackamas County, OR .....	375,992
Bellevue city, WA.....	122,363	Clarendon Hills village, IL .....	8,427
Bellingham city, WA.....	80,885	Clayton city, MO.....	15,939
Beltrami County, MN.....	44,442	Clearwater city, FL .....	107,685
Benbrook city, TX .....	21,234	Cleveland Heights city, OH.....	46,121
Bend city, OR .....	76,639	Clinton city, SC .....	8,490
Bettendorf city, IA .....	33,217	Clive city, IA .....	15,447
Billings city, MT .....	104,170	Clovis city, CA .....	95,631
Blaine city, MN .....	57,186	College Park city, MD .....	30,413
Bloomfield Hills city, MI.....	3,869	College Station city, TX.....	93,857
Bloomington city, MN.....	82,893	Colleyville city, TX .....	22,807
Blue Springs city, MO.....	52,575	Collinsville city, IL .....	25,579
Boise City city, ID .....	205,671	Columbia city, SC .....	129,272
Boone County, KY.....	118,811	Columbia Falls city, MT.....	4,688
Boulder city, CO .....	97,385	Columbus city, WI.....	4,991
Bowling Green city, KY.....	58,067	Commerce City city, CO.....	45,913
Bozeman city, MT .....	37,280	Concord city, CA .....	122,067
Brentwood city, MO .....	8,055	Concord town, MA.....	17,668
Brentwood city, TN.....	37,060	Coon Rapids city, MN .....	61,476
Brighton city, CO .....	33,352	Copperas Cove city, TX.....	32,032
Brighton city, MI.....	7,444	Coronado city, CA .....	18,912
Bristol city, TN.....	26,702	Corvallis city, OR.....	54,462

## The National Citizen Survey™

Creve Coeur city, MO .....	17,833	Fredericksburg city, VA .....	24,286
Cross Roads town, TX .....	1,563	Fremont city, CA .....	214,089
Dacono city, CO .....	4,152	Friendswood city, TX .....	35,805
Dade City city, FL .....	6,437	Fruita city, CO .....	12,646
Dakota County, MN .....	398,552	Gahanna city, OH .....	33,248
Dallas city, OR .....	14,583	Gaithersburg city, MD .....	59,933
Dallas city, TX .....	1,197,816	Galveston city, TX .....	47,743
Danville city, KY .....	16,218	Gardner city, KS .....	19,123
Dardenne Prairie city, MO .....	11,494	Geneva city, NY .....	13,261
Davenport city, IA .....	99,685	Georgetown city, TX .....	47,400
Davidson town, NC .....	10,944	Germantown city, TN .....	38,844
Decatur city, GA .....	19,335	Gilbert town, AZ .....	208,453
Del Mar city, CA .....	4,161	Gillette city, WY .....	29,087
Delaware city, OH .....	34,753	Glendora city, CA .....	50,073
Delray Beach city, FL .....	60,522	Glenview village, IL .....	44,692
Denison city, TX .....	22,682	Globe city, AZ .....	7,532
Denton city, TX .....	113,383	Golden city, CO .....	18,867
Denver city, CO .....	600,158	Golden Valley city, MN .....	20,371
Derby city, KS .....	22,158	Goodyear city, AZ .....	65,275
Des Moines city, IA .....	203,433	Grafton village, WI .....	11,459
Des Peres city, MO .....	8,373	Grand Blanc city, MI .....	8,276
Destin city, FL .....	12,305	Grand Island city, NE .....	48,520
Dothan city, AL .....	65,496	Grants Pass city, OR .....	34,533
Douglas County, CO .....	285,465	Grass Valley city, CA .....	12,860
Dover city, NH .....	29,987	Greenville city, NC .....	84,554
Dublin city, CA .....	46,036	Greenwich town, CT .....	61,171
Dublin city, OH .....	41,751	Greenwood Village city, CO .....	13,925
Duluth city, MN .....	86,265	Greer city, SC .....	25,515
Duncanville city, TX .....	38,524	Guilford County, NC .....	488,406
Durham city, NC .....	228,330	Gunnison County, CO .....	15,324
Durham County, NC .....	267,587	Hailey city, ID .....	7,960
Eagle town, CO .....	6,508	Haines Borough, AK .....	2,508
East Baton Rouge Parish, LA .....	440,171	Hallandale Beach city, FL .....	37,113
East Grand Forks city, MN .....	8,601	Hamilton city, OH .....	62,477
East Lansing city, MI .....	48,579	Hanover County, VA .....	99,863
Eau Claire city, WI .....	65,883	Harrisburg city, SD .....	4,089
Eden Prairie city, MN .....	60,797	Harrisonburg city, VA .....	48,914
Edgerton city, KS .....	1,671	Harrisonville city, MO .....	10,019
Edgewater city, CO .....	5,170	Hayward city, CA .....	144,186
Edina city, MN .....	47,941	Henderson city, NV .....	257,729
Edmond city, OK .....	81,405	Herndon town, VA .....	23,292
Edmonds city, WA .....	39,709	High Point city, NC .....	104,371
El Cerrito city, CA .....	23,549	Highland Park city, IL .....	29,763
El Dorado County, CA .....	181,058	Highlands Ranch CDP, CO .....	96,713
El Paso city, TX .....	649,121	Holland city, MI .....	33,051
Elk Grove city, CA .....	153,015	Honolulu County, HI .....	953,207
Elk River city, MN .....	22,974	Hooksett town, NH .....	13,451
Elko New Market city, MN .....	4,110	Hopkins city, MN .....	17,591
Elmhurst city, IL .....	44,121	Hopkinton town, MA .....	14,925
Encinitas city, CA .....	59,518	Hoquiam city, WA .....	8,726
Englewood city, CO .....	30,255	Horry County, SC .....	269,291
Erie town, CO .....	18,135	Hudson city, OH .....	22,262
Escambia County, FL .....	297,619	Hudson town, CO .....	2,356
Estes Park town, CO .....	5,858	Hudsonville city, MI .....	7,116
Fairview town, TX .....	7,248	Huntersville town, NC .....	46,773
Farmersville city, TX .....	3,301	Hurst city, TX .....	37,337
Farmington Hills city, MI .....	79,740	Hutchinson city, MN .....	14,178
Fayetteville city, NC .....	200,564	Hutto city, TX .....	14,698
Fishers town, IN .....	76,794	Hyattsville city, MD .....	17,557
Flower Mound town, TX .....	64,669	Independence city, MO .....	116,830
Forest Grove city, OR .....	21,083	Indian Trail town, NC .....	33,518
Fort Collins city, CO .....	143,986	Indianola city, IA .....	14,782
Fort Lauderdale city, FL .....	165,521	Iowa City city, IA .....	67,862
Fort Smith city, AR .....	86,209	Irving city, TX .....	216,290
Fort Worth city, TX .....	741,206	Issaquah city, WA .....	30,434
Fountain Hills town, AZ .....	22,489	Jackson County, MI .....	160,248
Franklin city, TN .....	62,487	James City County, VA .....	67,009

## The National Citizen Survey™

Jefferson County, NY .....	116,229	Marysville city, WA .....	60,020
Johnson City city, TN .....	63,152	Matthews town, NC .....	27,198
Johnston city, IA .....	17,278	McAllen city, TX .....	129,877
Jupiter town, FL .....	55,156	McDonough city, GA .....	22,084
Kansas City city, KS .....	145,786	McMinnville city, OR .....	32,187
Kansas City city, MO .....	459,787	Menlo Park city, CA .....	32,026
Keizer city, OR.....	36,478	Mercer Island city, WA .....	22,699
Kenmore city, WA.....	20,460	Meridian charter township, MI .....	39,688
Kennedale city, TX.....	6,763	Meridian city, ID .....	75,092
Kennett Square borough, PA .....	6,072	Merriam city, KS.....	11,003
Kettering city, OH.....	56,163	Mesa County, CO .....	146,723
Key West city, FL.....	24,649	Miami Beach city, FL .....	87,779
King City city, CA.....	12,874	Miami city, FL .....	399,457
King County, WA .....	1,931,249	Middleton city, WI.....	17,442
Kirkland city, WA .....	48,787	Midland city, MI .....	41,863
Kirkwood city, MO .....	27,540	Milford city, DE .....	9,559
Knoxville city, IA.....	7,313	Milton city, GA .....	32,661
La Mesa city, CA.....	57,065	Minneapolis city, MN .....	382,578
La Plata town, MD.....	8,753	Mission Viejo city, CA .....	93,305
La Porte city, TX.....	33,800	Modesto city, CA .....	201,165
La Vista city, NE .....	15,758	Monterey city, CA.....	27,810
Lafayette city, CO.....	24,453	Montgomery County, VA.....	94,392
Laguna Beach city, CA .....	22,723	Monticello city, UT.....	1,972
Laguna Hills city, CA .....	30,344	Monument town, CO .....	5,530
Laguna Niguel city, CA.....	62,979	Mooreville town, NC.....	32,711
Lake Forest city, IL .....	19,375	Morristown city, TN.....	29,137
Lake Oswego city, OR.....	36,619	Morrisville town, NC .....	18,576
Lake Stevens city, WA.....	28,069	Morro Bay city, CA .....	10,234
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	Murphy city, TX.....	17,708
Lakewood city, CO.....	142,980	Naperville city, IL .....	141,853
Lakewood city, WA .....	58,163	Napoleon city, OH.....	8,749
Lane County, OR .....	351,715	Needham CDP, MA.....	28,886
Lansing city, MI.....	114,297	New Braunfels city, TX .....	57,740
Laramie city, WY .....	30,816	New Brighton city, MN.....	21,456
Larimer County, CO .....	299,630	New Hanover County, NC .....	202,667
Las Vegas city, NV .....	583,756	New Orleans city, LA .....	343,829
Lawrence city, KS.....	87,643	New Smyrna Beach city, FL .....	22,464
Lee's Summit city, MO .....	91,364	New Ulm city, MN .....	13,522
Lehi city, UT.....	47,407	Newberg city, OR.....	22,068
Lenexa city, KS.....	48,190	Newport city, RI.....	24,672
Lewis County, NY .....	27,087	Newport News city, VA .....	180,719
Lewiston city, ID .....	31,894	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	Norcross city, GA .....	9,116
Lindsborg city, KS.....	3,458	Norfolk city, VA.....	242,803
Little Chute village, WI.....	10,449	North Port city, FL.....	57,357
Littleton city, CO.....	41,737	North Richland Hills city, TX.....	63,343
Livermore city, CA .....	80,968	Northglenn city, CO.....	35,789
Lone Tree city, CO.....	10,218	Novato city, CA .....	51,904
Long Grove village, IL.....	8,043	Novi city, MI .....	55,224
Longmont city, CO.....	86,270	O'Fallon city, IL.....	28,281
Longview city, TX .....	80,455	O'Fallon city, MO.....	79,329
Lonsdale city, MN .....	3,674	Oak Park village, IL .....	51,878
Los Altos Hills town, CA .....	7,922	Oakland city, CA .....	390,724
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
Manhattan Beach city, CA .....	35,135	Old Town city, ME .....	7,840
Manhattan city, KS .....	52,281	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
Marshfield city, WI.....	19,118	Oshkosh city, WI.....	66,083
Martinez city, CA .....	35,824	Oshtemo charter township, MI.....	21,705

## The National Citizen Survey™

Otsego County, MI .....	24,164	Salida city, CO .....	5,236
Oviedo city, FL .....	33,342	Sammamish city, WA.....	45,780
Paducah city, KY.....	25,024	San Anselmo town, CA .....	12,336
Palm Beach Gardens city, FL .....	48,452	San Antonio city, TX.....	1,327,407
Palm Coast city, FL .....	75,180	San Carlos city, CA .....	28,406
Palo Alto city, CA.....	64,403	San Diego city, CA .....	1,307,402
Papillion city, NE.....	18,894	San Francisco city, CA .....	805,235
Paradise Valley town, AZ.....	12,820	San Jose city, CA .....	945,942
Park City city, UT.....	7,558	San Juan County, NM .....	130,044
Parker town, CO.....	45,297	San Marcos city, CA.....	83,781
Parkland city, FL.....	23,962	San Marcos city, TX.....	44,894
Pasadena city, CA.....	137,122	San Rafael city, CA.....	57,713
Pasco city, WA.....	59,781	Sanford city, FL.....	53,570
Pasco County, FL.....	464,697	Sangamon County, IL.....	197,465
Pearland city, TX .....	91,252	Santa Clarita city, CA.....	176,320
Peoria city, AZ.....	154,065	Santa Fe County, NM.....	144,170
Peoria city, IL.....	115,007	Santa Monica city, CA.....	89,736
Peoria County, IL.....	186,494	Sarasota County, FL.....	379,448
Pflugerville city, TX.....	46,936	Savage city, MN.....	26,911
Phoenix city, AZ .....	1,445,632	Schaumburg village, IL.....	74,227
Pinehurst village, NC.....	13,124	Scott County, MN .....	129,928
Piqua city, OH .....	20,522	Scottsdale city, AZ .....	217,385
Pitkin County, CO .....	17,148	Seaside city, CA .....	33,025
Plano city, TX.....	259,841	Sevierville city, TN.....	14,807
Platte City city, MO .....	4,691	Shawnee city, KS .....	62,209
Plymouth city, MN .....	70,576	Sheboygan city, WI.....	49,288
Pocatello city, ID .....	54,255	Sherborn town, MA .....	4,119
Polk County, IA .....	430,640	Shoreview city, MN .....	25,043
Pompano Beach city, FL.....	99,845	Shorewood city, MN .....	7,307
Port Orange city, FL.....	56,048	Shorewood village, IL.....	15,615
Portland city, OR .....	583,776	Shorewood village, WI.....	13,162
Post Falls city, ID.....	27,574	Sierra Vista city, AZ.....	43,888
Powell city, OH.....	11,500	Sioux Center city, IA .....	7,048
Prince William County, VA .....	402,002	Sioux Falls city, SD.....	153,888
Prior Lake city, MN .....	22,796	Skokie village, IL.....	64,784
Pueblo city, CO.....	106,595	Snellville city, GA .....	18,242
Purcellville town, VA .....	7,727	South Lake Tahoe city, CA.....	21,403
Queen Creek town, AZ.....	26,361	Southborough town, MA .....	9,767
Radnor township, PA .....	31,531	Southlake city, TX .....	26,575
Ramsey city, MN.....	23,668	Spokane Valley city, WA .....	89,755
Raymond town, ME .....	4,436	Spring Hill city, KS.....	5,437
Raymore city, MO.....	19,206	Springboro city, OH.....	17,409
Redmond city, WA .....	54,144	Springfield city, MO.....	159,498
Rehoboth Beach city, DE.....	1,327	Springville city, UT .....	29,466
Reno city, NV .....	225,221	St. Augustine city, FL .....	12,975
Reston CDP, VA.....	58,404	St. Charles city, IL.....	32,974
Richmond city, CA .....	103,701	St. Cloud city, FL.....	35,183
Richmond Heights city, MO .....	8,603	St. Cloud city, MN .....	65,842
Rifle city, CO .....	9,172	St. Joseph city, MO .....	76,780
Rio Rancho city, NM.....	87,521	St. Louis County, MN.....	200,226
River Falls city, WI.....	15,000	St. Louis Park city, MN.....	45,250
Riverside city, CA.....	303,871	Stallings town, NC.....	13,831
Riverside city, MO.....	2,937	State College borough, PA .....	42,034
Roanoke County, VA .....	92,376	Steamboat Springs city, CO .....	12,088
Rochester Hills city, MI .....	70,995	Sterling Heights city, MI .....	129,699
Rock Hill city, SC .....	66,154	Sugar Grove village, IL .....	8,997
Rockville city, MD .....	61,209	Sugar Land city, TX.....	78,817
Rogers city, MN .....	8,597	Suisun City city, CA .....	28,111
Rolla city, MO.....	19,559	Summit city, NJ.....	21,457
Roselle village, IL .....	22,763	Summit County, UT .....	36,324
Rosemount city, MN.....	21,874	Sunnyvale city, CA .....	140,081
Rosenberg city, TX .....	30,618	Surprise city, AZ.....	117,517
Roseville city, MN .....	33,660	Suwanee city, GA .....	15,355
Round Rock city, TX .....	99,887	Tacoma city, WA.....	198,397
Royal Oak city, MI .....	57,236	Takoma Park city, MD .....	16,715
Saco city, ME .....	18,482	Tamarac city, FL .....	60,427
Sahuarita town, AZ.....	25,259	Temecula city, CA .....	100,097

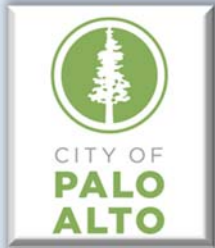


## The National Citizen Survey™

Tempe city, AZ .....	161,719	Weddington town, NC .....	9,459
Texarkana city, TX.....	36,411	Wentzville city, MO.....	29,070
The Woodlands CDP, TX .....	93,847	West Carrollton city, OH .....	13,143
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	Western Springs village, IL .....	12,975
Tracy city, CA .....	82,922	Westerville city, OH.....	36,120
Trinidad CCD, CO .....	12,017	Westlake town, TX .....	992
Tualatin city, OR.....	26,054	Westminster city, CO.....	106,114
Tulsa city, OK.....	391,906	Weston town, MA.....	11,261
Twin Falls city, ID.....	44,125	White House city, TN.....	10,255
Tyler city, TX.....	96,900	Wichita city, KS.....	382,368
Umatilla city, OR.....	6,906	Williamsburg city, VA.....	14,068
University Park city, TX .....	23,068	Willowbrook village, IL .....	8,540
Upper Arlington city, OH .....	33,771	Wilmington city, NC.....	106,476
Urbandale city, IA.....	39,463	Wilsonville city, OR.....	19,509
Vail town, CO .....	5,305	Winchester city, VA .....	26,203
Vancouver city, WA .....	161,791	Windsor town, CO .....	18,644
Ventura CCD, CA .....	111,889	Windsor town, CT .....	29,044
Vernon Hills village, IL .....	25,113	Winnetka village, IL.....	12,187
Vestavia Hills city, AL.....	34,033	Winston-Salem city, NC .....	229,617
Victoria city, MN .....	7,345	Winter Garden city, FL.....	34,568
Vienna town, VA.....	15,687	Woodbury city, MN.....	61,961
Virginia Beach city, VA .....	437,994	Woodland city, CA.....	55,468
Wake Forest town, NC .....	30,117	Wrentham town, MA .....	10,955
Walnut Creek city, CA .....	64,173	Wyandotte County, KS .....	157,505
Washington County, MN.....	238,136	Yakima city, WA.....	91,067
Washington town, NH.....	1,123	York County, VA.....	65,464
Washougal city, WA.....	14,095	Yorktown town, IN.....	9,405
Watauga city, TX.....	23,497	Yountville city, CA .....	2,933
Wauwatosa city, WI.....	46,396		
Waverly city, IA.....	9,874		

# The City of Palo Alto, California

## A Report to Our Citizens



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- Page 1** City Organization and Information
- Page 2** Progress in Fiscal Year 2016
- Page 3** Fiscal Year 2016 Revenues and Expenditures
- 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 66,000 residents and the daytime population is estimated at about 127,000. 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 2014	FY 2015	FY 2016
Population*	65,234	65,998	66,478
Average travel time to work*	22.1 minutes	22.3 minutes	23.1 minutes
Median household income*	\$121,465	\$126,771	\$135,519
Median home sales price	\$1,810,869	\$2,145,968	\$2,275,635
Number of authorized City staff	1,147	1,153	1,168

\* Figures reflect American Community Survey data \*\* Zillow.com

# How We Have Progressed

## Progress in Fiscal Year 2016



### Key Measures

All percent ratings as “excellent/good”

	FY 2014	FY 2015	FY 2016	Ranking compared to other surveyed jurisdictions
<b>GENERAL COMMUNITY CHARACTERISTICS</b>				
Palo Alto as a place to live	95%	92%	91%	Similar
Palo Alto as a place to visit	75%	74%	72%	Similar
Overall quality of life in Palo Alto	91%	88%	85%	Similar
Overall image or reputation of Palo Alto	92%	88%	86%	Higher
Overall appearance of Palo Alto	89%	89%	87%	Higher
Cost of living in Palo Alto	11%	8%	7%	Much lower
<b>STEWARDSHIP</b>				
General Fund Operating Expenditures Per Capita (in millions)	\$2,412	\$2,492	\$2,798	
Generally acting in the best interest of the community	54%	53%	44%	Similar
Economic development	73%	69%	61%	Similar
Overall natural environment in Palo Alto	88%	86%	84%	Similar
Your neighborhood as a place to live	92%	90%	91%	Similar
Preservation of natural areas such as open space, farmlands, and greenbelts	80%	77%	78%	Higher
<b>PUBLIC SERVICE</b>				
Overall confidence in Palo Alto government	52%	53%	44%	Similar
Services provided by Palo Alto	83%	85%	81%	Similar
The value of services for taxes paid to Palo Alto	66%	65%	58%	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	81%	74%	77%	Similar
Police services	87%	88%	88%	Similar
Fire services	95%	97%	97%	Similar
<b>COMMUNITY</b>				
Overall feeling of safety in Palo Alto as “very/somewhat safe”	92%	91%	94%	Higher
Overall ease of getting to the places you usually have to visit	71%	65%	67%	Similar
Overall “built environment” of Palo Alto (including overall design, buildings, parks, and transportation systems)	67%	63%	59%	Similar
Openness and acceptance of the community toward people of diverse backgrounds	76%	68%	72%	Similar
Opportunity to participate in community matters	75%	76%	69%	Similar
Opportunities to volunteer	83%	80%	77%	Similar
Sense of community	64%	60%	57%	Similar

### Themes for 2016

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

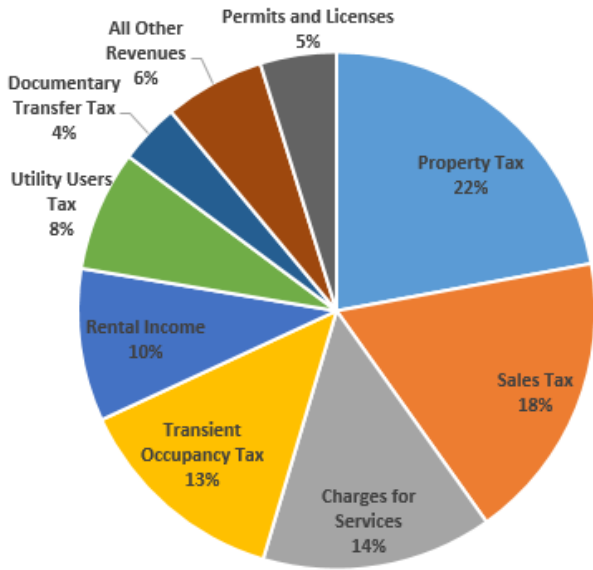
#### ► Community:

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

# The City's Finances

## Revenues and Expenditures

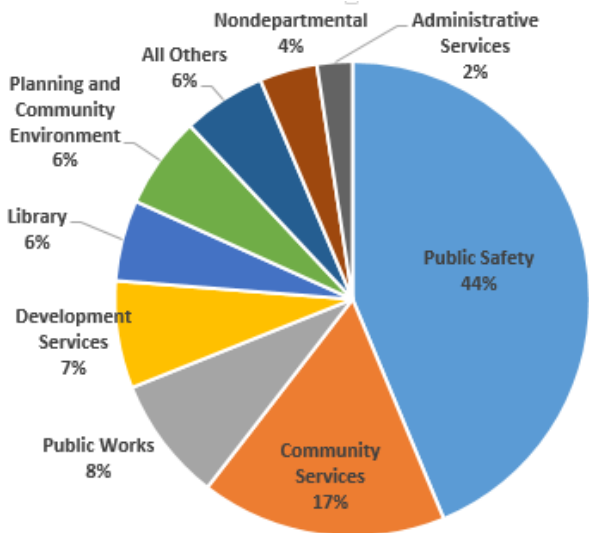
### Primary Sources of General Fund Revenues



Revenues by Source	FY 2015 Actual Revenues	FY 2016 Actual Revenues
Property Tax	\$34.1 million	\$36.6 million
Sales Tax	\$29.7 million	\$30.0 million
Charges for Services	\$25.9 million	\$23.9 million
Transient Occupancy Tax	\$16.7 million	\$22.4 million
Rental Income	\$14.9 million	\$15.8 million
Utility Users Tax	\$10.9 million	\$12.5 million
Documentary Transfer Tax	\$10.4 million	\$6.3 million
All Other Revenues	\$7.8 million	\$10.4 million
Permits and Licenses	\$7.1 million	\$7.9 million
<b>Total Revenues:</b>	<b>\$157.5 million</b>	<b>\$165.8 million</b>

Source: FY 2016 Comprehensive Annual Financial Report (CAFR)

### Primary General Fund Expenditures



Expenditures by Source	FY 2015 Actual Expenditures	FY 2016 Actual Expenditures
Public Safety	\$61.2 million	\$63.5 million
Community Services	\$23.0 million	\$24.3 million
Public Works	\$11.4 million	\$12.3 million
Development Services	\$11.1 million	\$10.6 million
Library	\$8.0 million	\$8.0 million
Planning and Community Environment	\$7.4 million	\$9.1 million
All Others	\$7.4 million	\$8.2 million
Nondepartmental	\$5.6 million	\$5.7 million
Administrative Services	\$3.7 million	\$3.5 million
<b>Total Expenditures:</b>	<b>\$138.8 million</b>	<b>\$145.2 million</b>

Source: FY 2016 Comprehensive Annual Financial Report (CAFR)

## 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 2016 Priorities

The City Council held its annual retreat in Jan. 2016 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 2016, the Council adopted four priorities that will receive significant attention throughout the year. The 2016 Council Priorities are:

- The Built Environment: Housing, Parking, Livability and Mobility
- Infrastructure
- Healthy City, Healthy Community
- Completion of the Comprehensive Plan



### City of Palo Alto Budget

In June 2016, the City Council adopted the Budget for Fiscal Year 2017 (July 1, 2016 through June 30, 2017) in the amount of \$641.8 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 deliver services while remaining cognizant of the City's long-term fiscal sustainability.

To enhance the quality of life for residents, City's budget included increased resources in transportation initiatives, including additional staffing for the bicycle capital improvement projects, funding for the Transportation Management Authority, and added a permanent staff person to the Teens Programs. Further, we added staff to support major renovations to the Regional Water Quality Control Plant, while splitting costs with our partners. In addition, a Senior Engineer was added in the Recycled Water Program to help meet City and State goals for reducing the use of potable water. 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](http://www.agacgfm.org) (under 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>